

# Determining Innovative Applications in Restaurant Businesses: The Case Of Istanbul<sup>1</sup>

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## Article Info

## ABSTRACT

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**Objective:** This research was made for determining innovative applications and to put forth the differences about it. **Material and Method:** Restaurants of 4-5 star hotels and independent restaurants in Istanbul were included in this research. This research, it was carried out with the aim of determining the perspectives of innovative activities, innovative applications within the scope of the restaurant department of the enterprises operating in the tourism sector in Istanbul, and measuring the innovation knowledge level of the managers working in the enterprises. **Results:** The restaurants of 4-5 star hotels and independent restaurant in Istanbul were the target of research. With this study, in independent restaurants and hotel restaurants, some significant differences like in-house ( $p<0.001$ ), out of operations ( $p<0.001$ ) and for staff ( $p<0.05$ ) has been revealed about applications of these innovaitons. In the research; as the biggest reason for restaurant businesses to display a traditional approach. It has been shown that they serve Turkish cuisine ( $p<0.001$ ), serve in a touristic city ( $p<0.01$ ), do not have a professional manager in their management ( $p<0.01$ ) and are managed by business owners ( $p<0.001$ ). **Conclusion:** As a result of the research, in terms of adopting innovation and encouraging innovative activities, suggestions such as; National Tourism Innovation Congress, in order to change the Tourism Development Plan to innovation and development in tourism, to emphasize the importance of innovation in order to make it permanent in world tourism, to compare innovation studies in the tourism sector with international systems, to identify innovation types and to make new applications depending on the changing conditions and conditions every day can be recommended to do.

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## INTRODUCTION

While innovation is the source of economic growth, it also ensures that new technologies are developed and spread (Schumpeter, 1932; Schumpeter, 1934). Innovation is the whole of individual and organizational behaviors that start with the emergence of new ideas and follow each other in the process until the commercialization of these ideas (Williams & Shaw, 2011; Rodriguez et al., 2014). Employment and innovative approaches constitute the infrastructure of a dynamic eco-system that is effective in the emergence of new ideas (Işık, 2018).

In the new world order, the service sector creates growth and job opportunities for economies (Işık, 2015; Doğru & Bulut, 2018; Işık et al., 2018; Işık et al., 2017; Işık & Radulescu, 2017). While innovation research in the service sector did not attract much attention until the 90s, researchers focused on the subject mostly as technological innovations in the manufacturing sector (De Jong, 2013). In terms of tourism-innovation literature, Schumpeter's theory of innovation is actually a starting point (Alsos et al., 2019). According to this theory, innovation is explained as the research, discovery, development, advancement, acceptance and commercialization of new processes, new products, new organizational structures and procedures (Nordin, 2003; Liburd & Hjalager, 2010).

### *Conception of Innovation*

Innovation, which means to create something new in Latin, is derived from the word "innovare" (Çiftçi et al., 2014: 77). Innovation can be defined as a new product, service or process that is created by combining and arranging the original information available and accepted as useful by the consumer (Biçkes, 2011: 75). The modern economic growth that started with the industrial revolution led to the rapid development of scientific knowledge, and technological innovations were seen as the main factor affecting competitiveness and economic continuity (Oğuztürk, 2003: 253).

In the economy, commercial enterprises in different sectors meet consumer demands by innovating and become competitive (Kalça & Atasoy, 2008: 96). Innovations brought about by products or ideas brought by radical ideas that have not been tried before and whose results are unknown are included as radical innovations in the literature. The development and improvement activities that are carried out step by step are called incremental innovation (Yavuz, 2010: 146).

### *Innovation in Tourism Businesses*

Tourism is a sector that covers all activities dedicated to meeting the needs of tourists and benefits from more than one area. Products for tourists are complex and heterogeneous, forming a combination of elements separated in time and space (Cacomo & Solonandrasana, 2001). Innovation in the tourism sector; It can be defined as a sectoral system as "a set of new and established products for specific uses and the set of intermediaries that carry out market and non-market interactions for the creation, production and sale of these products". Each factor in the sector; They interact through processes of communication, exchange, cooperation, competition and command, and their interactions are shaped by institutions (rules and regulations) (Aldebert et al., 2011: 1205).

Businesses that follow innovative approaches and technological advances in the world, make changes in the services they offer, are sensitive to the environment, take into account customer requests and develop different environments for their customers, in short, attach importance to innovation and differentiate themselves. Innovation; It is a process that has important qualities in increasing the performance of the enterprises in the tourism sector, gaining new capacities, getting rid of the recession and catching the mobility and adding value to the enterprises (Long, 2020: 272).

If the international tourism-innovation literature is examined in terms of different country examples, it is stated that product and service innovation increases hotel performance in England (Viladimirov & Williams, 2018), service innovation has positive effects on sustainability in Wales (Warren et al., 2018), the right innovation strategies provide competitive advantage as well as create positive effects on operational performance in Taiwan (Chen et al., 2018), where innovative solutions can be found in terms of adaptation of immigrants to rural tourism

in Sweden (Carson & Carson, 2018), the spread of green innovation practices in tourism in Turkey (Dinçer et al., 2017; Işık & Barlak, 2018), micro-small enterprises accelerate the adaptation process to innovation in tourism in Spain (Martinez-Perez et al., 2016), the relationship between eco-innovation, sustainability, culture and climate in England (Zach & Hill, 2017), the necessity of establishing a travel agency correctly in Mexico (Del Rosario et al., 2017), the correct management and administration of service innovation in Taiwan provides an increase in the quality of travel agencies (Chen et al., 2017), the increase in social innovation in the tourism sector in Croatia (Alkier et al., 2017) and determinants of innovation in tourism in Australia (Divisekera & Nguyen, 2018).

### ***Innovation in Restaurant Businesses***

Innovation is an important factor for food and beverage businesses to achieve competitive success (Zengin & Dursun, 2017: 38). With the increasing competition in food and beverage businesses, businesses have sought differentiated services and products instead of classical products and price competition. In an increasingly competitive environment, the resilience of businesses that do not innovate has weakened (Çakıcı et al., 2016: 12). The inclusion of industry stakeholders, employees and customers in the innovation work of food and beverage businesses is an important factor for a positive result of innovation (Loureiro et al., 2020:399). Innovation should not be limited to only the product and process, but should be implemented at every stage of the business (Harrison & Enz, 2005: 5).

Innovation in food and beverage businesses covers all areas and the aim of these innovations and businesses is to increase competition and reduce costs. Businesses tend to innovate in order to differentiate, prevail, respond to customer demands and ensure customer satisfaction (Cankul et al., 2018: 578).

Restaurant businesses can compete in global markets by using their resources to provide services that increase the value of the products and services they offer, and this can lead to competitive advantages. Due to high competition, restaurants recognize the importance of service innovation (Matthyssens et al., 2006). According to the literature; service innovation is closely related to the change in focus on customer relations (Oliva & Kallenberg, 2003; Brax, 2005; Neu & Brown, 2008). Therefore, businesses that expand their product and service offering to include services rather than just products are moving from an incomplete offer in a transaction-based customer relationship, which is often product-oriented, to a complete offer in a relationship-based customer relationship (Penttinen & Palmer, 2007).

As a result, businesses serving in the tourism industry, especially restaurant businesses, are improving their customer service offerings and striving for an increased service orientation while improving their organizations. This makes customer service innovation more centralized (Kankam-Kwarteng et al., 2022).

## **MATERIALS AND METHODS**

### ***Research Aims and The Model***

Research; It was carried out with the aim of determining the perspectives and innovative applications of the enterprises operating in the tourism sector in Istanbul within the scope of the restaurant department, and measuring the innovation knowledge level of the managers working in the enterprises. Within the scope of the research subject; The research was carried out in Istanbul due to the convenience of reaching the targets, sufficient number of restaurant businesses, ease of access and transportation diversity.

by this research;

- Internal innovation practices implemented by businesses,
- Non-business innovation practices implemented by businesses,
- Innovation practices for the personnel applied by the enterprises, targeted to be detected.

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### *Participant Characteristics*

The universe of the research consists of restaurant businesses operating in the province of Istanbul. According to the statistical data obtained from the website of the Istanbul Provincial Directorate of Culture and Tourism; The number of enterprises operating in the province of Istanbul with tourism operation certificate (n: 1403), tourism investment certificate (n: 112) and partial tourism operation certificate (n: 1) has been determined as 1516 (İİKTİM, 2020).

Due to the difficulty of reaching all of the tourism establishments operating in the province of Istanbul, 4-5 star hotels restaurants (n:265), first class restaurants (n:151) and special facilities (n:189) and gastronomy facilities (n: 189) with tourism operation certificate and restaurant departments:12) were included in the scope of the research (n:617), and 391 enterprises from these enterprises that volunteered to participate in the research formed the sample of the research. While determining the sample, it was determined that 391 questionnaires were sufficient based on the calculation method proposed by Özdamar in 2011 in the case of a limited universe (Aslan, 2018: 36).

### *Instrumentations*

- Questionnaire method, one of the quantitative data collection techniques, was used in the research. Questionnaire application was chosen because it is a fast and practical method in data collection. Before the application of the questionnaire, the participants were informed that they would express their opinions, that the data obtained would not be used other than for scientific purposes, and that personal information would not be used.
- The survey questions used within the scope of the research were prepared by compiling the questions used in previous similar studies (Doğruyol, 2014; Birdir & Kale, 2014). While multiple-choice questions were used to determine the demographic information of the participants, business information and innovation practices in businesses, “a Likert type 5-point scale” was used to express the innovation perspectives of the business official or business manager.
- The question categories, number of questions and reliable value range in the scale are as follows;
  - Business overview (5 questions, Cronbach's  $\alpha=0.684$ )
  - Business food and beverage practice information (4 questions, Cronbach's  $\alpha=0.720$ )
  - Internal innovation practices (6 questions, Cronbach's  $\alpha=0.885$ )
  - External innovation practices (7 questions, Cronbach's  $\alpha=0.937$ )
  - Innovation practices of enterprises for personnel (3 questions, Cronbach's  $\alpha=0.914$ )

Since the reliability of the scale expresses the internal consistency of the questions in a survey and its relevance to the problem of interest, it should be for every survey conducted (Paksoy & Ersoy, 2016). The Cronbach Alpha method is a frequently preferred method and it is accepted that the reliability of the scale is good when the Alpha value is between 0.600-0.800 (Kozak, 2018). The general Cronbach Alpha value of the scale was 0.927 and the Cronbach Alpha value was found to be  $>0.600$  in terms of categories, indicating that the scale used in the study was within the range of reliable values.

### *Statistical Analysis*

By performing SPSS 15.0 statistical package programme (SPSS Inc., Chicago, IL, USA), descriptive analysis was conducted. Frequency, percentage, t-test of the data are presented in the following section.

## **RESULTS**

It has been determined that 48.4% of the restaurant businesses participating in the research are independent businesses and 67.5% of the hotel business restaurants are international chain businesses. Regarding this; 34.3% of the enterprises have a capacity of 201-300 people ( $p<0.001$ ), 69.6% of them operate with 41-60 personnel ( $p<0.001$ ), 47.6% continue to operate in the tourism sector for 6-10 years ( $p<0.001$ ). 0.001), 44.0% of them have ISO 18001 OHSAS certificate ( $p<0.001$ ). (Table 1).

**Table 1. Business General Information**

	Independent Restaurants		Hotels Restaurants		TOTAL		t	p
	n	%	n	%	n	%		
<b>Ownership Structure</b>								
national chain	40	17.8	41	24.7	81	20.7	11.015	0.000
international chain	9	4.0	112	67.5	121	30.9		
independent business	176	78.2	13	7.8	189	48.4		
<b>Guest Capacity</b>								
100 people and less	14	16.5	71	42.8	85	21.7	15.215	0.000
101-200 people	40	34.2	77	46.4	117	29.9		
201-300 people	121	53.8	13	7.8	134	34.3		
301-400 people	50	22.2	5	3.0	55	14.1		
<b>Personal number</b>								
20 people and less	19	8.4	48	28.9	67	17.1	9.967	0.003
21-40 people	23	10.3	69	41.6	92	23.5		
41-60 people	162	72.0	43	25.9	272	69.6		
81 people and more	21	9.3	6	3.6	27	6.9		
<b>Activity Periods in the Tourism Sector</b>								
less than 1 year	13	5.8	4	2.4	17	4.3	12.686	0.000
1-5 years	22	9.8	9	5.4	31	7.9		
between 6-10 years	170	75.6	16	9.6	186	47.6		
11 years and above	20	8.9	137	82.5	157	40.2		
<b>Quality Certificate Owned</b>								
ISO 9001	12	5.3	5	3.0	17	4.3	11.050	0.000
ISO 10002	15	6.7	5	3.0	20	5.1		
ISO 22000 HACCP	24	10.7	5	3.0	29	7.4		
ISO 18001 OHSAS	162	72.0	10	6.0	172	44.0		
All	12	5.3	141	85.0	153	39.2		

It was determined that 62.1% of the businesses have a personalized table application ( $p<0.001$ ), 45.5% of them serve Turkish cuisine on their menu and 41.7% of the enterprises applied the A'la Carte service method ( $p<0.05$ ), and 50.1% had an innovation team ( $p<0.01$ ) (Table 2).

**Table 2. Business Food and Beverage Application Information**

	Independent Restaurants		Hotels Restaurants		TOTAL		t	p
	n	%	n	%	n	%		
<b>Personal Table Application</b>								
available	186	82.7	57	34.3	243	62.1	11.162	0.000
unavailable	39	17.3	109	65.7	148	37.9		
<b>Cuisine Served on the Menu</b>								
Turkish cuisine	158	70.2	20	12.0	178	45.5	18.448	0.000
world cuisines	54	24.0	33	19.9	87	22.3		
all	13	5.8	113	68.1	126	32.2		
<b>Applied Service Technique</b>								
a'la Carte	132	58.7	31	18.7	163	41.7	5.437	0.019
buffet	24	10.7	12	7.2	36	9.2		

Set Menu	6	2.7	7	4.2	13	3.3		
a'la Carte + buffet	47	20.9	94	56.6	141	36.1		
all	16	7.0	22	13.3	38	9.7		
<b>Innovation Team</b>								
available	76	33.8	120	72.3	196	50.1	8.120	0.002
unavailable	149	66.2	46	27.7	195	49.9		

When the in-house innovation practices of the enterprises are examined; independent restaurant businesses for kitchen equipment (53.3%), service techniques (76%), food and beverages (61.8%), decorations and accessories (76.9%), music and sound system (70.2%) and security systems (71.1%) They do not implement innovation practices, while hotel restaurant restaurants are required for kitchen equipment (63.9%), decoration and accessories (60.8%), and music and sound system (64.5%), service techniques (64.5%), food and beverages (64.5%), and security. It has been determined that they always make innovation applications for their systems (57.8%). When the obtained data are analyzed statistically; kitchen equipment ( $p < 0.01$ ), service techniques ( $p < 0.01$ ), food and beverages ( $p < 0.05$ ), decoration and accessories ( $p < 0.001$ ), music and sound system ( $p < 0.001$ ) and security systems ( $p < 0.01$ ), significant differences were found between the groups in the innovation practices of enterprises (Table 3).

**Table 3. Internal Innovation Practices**

	Independent Restaurants		Hotels Restaurants		Total		t	p
	n	%	n	%	n	%		
<b>Innovation for Kitchen Equipment</b>								
never	120	53.3	31	20.5	151	38.6	7.079	0.004
always	9	4.0	10	6.0	21	4.9		
seasonal	8	3.6	13	7.8	41	10.5		
periodical	15	6.7	6	3.6	28	7.2		
necessitated	73	32.4	106	63.9	38	9.7		
<b>Innovation for Service Techniques (Guest Waiting Time, Service Time, Account Receiving Time)</b>								
never	171	76.0	30	18.1	201	51.4	6.090	0.005
always	26	11.6	107	64.5	133	34.0		
seasonal	9	4.0	6	3.6	15	3.8		
periodical	2	0.9	9	5.4	11	2.8		
necessitated	17	7.6	14	8.4	31	7.9		
<b>Innovation for Food and Beverage</b>								
never	139	61.8	30	18.1	169	43.2	4.071	0.039
always	17	13.7	107	64.5	124	31.7		
seasonal	32	14.2	9	5.4	41	10.5		
periodical	20	8.9	8	4.8	28	7.2		
necessitated	17	7.6	12	7.2	38	9.7		
<b>Innovation for Decoration and Accessory</b>								
never	173	76.9	30	18.1	203	51.9	16.883	0.000
always	7	3.1	13	7.8	20	5.1		
seasonal	12	5.3	7	4.2	19	4.9		
periodical	14	6.2	15	9.0	29	7.4		
necessitated	19	8.4	101	60.8	120	30.7		
<b>Innovation for Music and Sound</b>								
never	158	70.2	28	16.9	186	47.6	12.092	0.000
always	29	12.9	9	5.4	38	9.7		
seasonal	15	6.7	9	5.4	24	6.1		
periodical	8	3.6	13	7.8	21	5.4		
necessitated	15	3.8	107	64.5	122	31.2		
<b>Innovation for Security Systems</b>								
never	160	71.1	29	17.5	189	48.3		

always	42	18.7	96	57.8	138	35.3		
seasonal	8	3.6	13	7.8	21	5.4	7.826	0.003
periodical	6	2.7	10	6.0	16	4.1		
necessitied	9	4.0	18	10.8	27	6.9		

When the external innovation practices of the enterprises are examined; environmental awareness of independent restaurant businesses (68.0%), waste water (84.0%), energy use (63.6%), information and communication systems (73.3%), technology systems (65.3%), animation events (81.8%) and suppliers (% 66.7% of them do not carry out any innovation practices, and the hotel restaurant restaurants have always been responsible for environmental awareness (62.0%), waste water (60.2%), energy use (62.0%), information and communication systems (62.0%) and suppliers (68.7%). It has been determined that they do innovation applications, and they do not make any innovation applications for technology systems (67.5%) and animation activities (76.4%). When the obtained data are analyzed statistically; Significant differences were found between the groups in the innovation practices of enterprises for environmental awareness ( $p < 0.05$ ), wastewater ( $p < 0.01$ ), energy use ( $p < 0.05$ ), communication systems ( $p < 0.05$ ) and suppliers ( $p < 0.05$ ) (Table 4 ).

**Table 4. Non-Business Innovation Practices**

	Independent Restaurants		Hotels Restaurants		Total		t	p
	n	%	n	%	n	%		
<b>Innovation for Environmental Responsibility</b>								
never	153	68.0	29	17.5	182	46.5		
always	28	12.4	103	62.0	131	33.5		
seasonal	14	6.2	6	3.6	20	5.1	4.460	0.036
periodical	8	3.6	8	4.8	16	4.1		
necessitied	22	9.8	20	12.0	42	10.7		
<b>Innovation for Wastewater</b>								
never	189	84.0	29	17.5	218	55.8		
always	9	4.0	100	60.2	109	27.9		
seasonal	11	4.9	11	6.6	22	5.6	7.900	0.001
periodical	2	0.9	12	7.2	14	3.6		
necessitied	14	6.2	14	8.2	28	7.2		
<b>Innovation for Energy Use (such as electricity, lighting, liquefied natural gas)</b>								
never	143	63.6	30	18.1	173	44.2		
always	19	8.4	103	62.0	122	31.2		
seasonal	19	8.4	7	4.2	26	6.6	2.485	0.013
periodical	18	8.0	6	3.6	24	6.1		
necessitied	26	11.6	20	12.0	46	11.8		
<b>Innovation for Information and Communication Systems</b>								
never	165	73.3	24	14.5	189	48.3		
always	16	7.1	103	62.0	119	30.4		
seasonal	13	5.8	15	9.0	28	7.2	5.245	0.014
periodical	12	5.3	7	4.2	19	4.9		
necessitied	19	8.4	17	10.2	36	9.2		
<b>Innovation for Technology Systems</b>								
never	147	65.3	112	67.5	259	66.2		
always	32	14.2	33	19.9	65	16.6		
seasonal	6	2.7	5	3.0	11	2.8	1.848	0.065
periodical	14	6.2	7	4.2	21	5.4		
necessitied	26	11.6	9	5.4	35	9.0		
<b>Innovation for Animation Events</b>								
never	184	81.8	127	76.4	311	79.5		
always	11	4.9	12	7.2	23	5.9		

seasonal	8	3.6	8	4.8	16	4.1	1.433	0.409
periodical	6	2.7	7	4.2	13	3.3		
necessitated	16	4.1	12	3.1	28	7.2		
<b>Innovation for Suppliers</b>								
never	150	66.7	23	13.9	173	44.2	2.589	0.048
always	21	9.3	114	68.7	135	34.5		
seasonal	10	4.4	8	4.8	18	4.6		
periodical	14	6.2	7	4.2	21	5.4		
necessitated	30	13.3	14	8.4	44	11.3		

When the innovation practices of the enterprises for the personnel are examined; Independent restaurant businesses provide training opportunities (68.9%), they do not make any innovation practices for uniforms (68.4%), but they make innovation applications when needed to offer career opportunities (58.7%), while hotel restaurant restaurants offer training opportunities (62.7%), It has been determined that they always make innovation practices to offer career opportunities (72.9%), but they make innovation practices when needed for uniforms (67.5%). When the obtained data are analyzed statistically; There were significant differences between the groups in the innovation practices of enterprises to offer education ( $p < 0.05$ ), career opportunities ( $p < 0.001$ ) and uniforms ( $p < 0.001$ ) (Table 5).

**Table 5. Innovation Practices of Businesses for Personnel**

	Independent Restaurants		Hotels Restaurants		Total		t	p
	n	%	n	%	n	%		
<b>Innovation to Provide Educational Opportunity</b>								
never	155	68.9	29	15.8	184	47.1	4.376	0.010
always	29	12.9	104	62.7	133	34.0		
seasonal	10	4.4	7	4.2	17	4.3		
periodical	10	4.4	11	6.6	21	5.4		
necessitated	21	9.3	15	9.0	36	9.2		
<b>Innovation to Provide Career Opportunity</b>								
never	10	4.4	8	4.8	18	4.6	15.862	0.000
always	22	9.8	128	72.9	150	38.4		
seasonal	43	19.1	11	6.6	54	13.8		
periodical	18	8.0	5	3.0	23	5.9		
necessitated	132	58.7	14	8.4	146	37.3		
<b>Innovation for Uniforms</b>								
never	154	68.4	32	19.3	186	47.6	14.905	0.000
always	12	5.3	10	6.0	22	5.6		
seasonal	12	5.3	10	6.0	15	3.8		
periodical	14	6.2	9	5.4	23	5.9		
necessitated	33	14.7	112	67.5	145	37.1		

## DISCUSSION

Tourism businesses need to attach importance to innovation in order to generate service ideas, develop new services and manage creative service delivery (Ostrom, 2020). Innovation is in the tourism management literature (Hjalager, 2010; Gomezelj, 2016; Shin et al., 2019), in a broader sense in the service sector literature (Lush & Nambisan, 2015; Witell et al., 2016), tourism businesses (Aldebert et al., 2011; Den Hertog et al., 2011) and food and beverage businesses (Phelan et al., 2022; Rachmawati et al., 2022) are attracting considerable attention with studies on the important. However, in this study, it was determined that 66.2% of the independent restaurant businesses do not have an innovation team, whereas 72.3% of the hotel business restaurants have an innovation team that coordinates the innovation practices of the business. This result shows that restaurant businesses do not attach enough importance to innovation by not establishing an innovation team within their structure and they do



not understand the importance of innovation in order to stay in the sector and to be ahead of rival companies in many respects in the competitive environment.

Increasing competition in the world with the diversification in the tourism industry forces businesses operating in this sector to offer different products and services (Türk & Kara, 2018: 110). For this reason, new products and ideas must be introduced in order to survive in the tourism market, which is one of the most competitive service sectors (Dönmez & Çevik, 2010; Ödemiş et al., 2017). In the study; 38.6% of independent restaurant businesses are for kitchen equipment, 51.4% for service techniques, 43.2% for food and beverages, 51.9% for decoration and accessories, 47.6% for music and sound system, 48.3%. It has been determined that the restaurants do not implement innovation practices for security systems. It has been concluded that restaurant businesses do not attach importance to in-house innovation practices for product and service development for guests.

When a business develops a strategy and sets policies that protect the implementation of knowledge (Velu, 2015), that company can achieve a high standard of knowledge and innovation, resulting in improved performance (Chesbrough & Bogers, 2014). In the study; it has been determined that 48.3% of restaurant businesses do not implement innovation practices for information and communication systems. However, the adoption of information and communication management has positive effects on business performance (Haney, 2006; Liu & Abdalla, 2013). Innovative business organizations can constantly engage and motivate their customers by exploring both knowledge and knowledge processes (Hunt & Madhavaram, 2014).

The findings of this study emphasize that they do not understand the necessity of innovation practices, which are important in increasing the service quality and customer satisfaction, which are the most important factors for the restaurant businesses to survive in the competitive environment and continue their activities, and do not include these practices in their businesses.

## CONCLUSIONS

Recently, with the changes in people's consumption habits and technological advances, the food and beverage industry has had to renew itself and adapt itself to technological innovations. One of the biggest factors in the emergence of this necessity is the supportive approaches of governments to innovation policies. The level of preferability increases with the support of the enterprises that carry out innovative activities by the state and reaching large masses. This study revealed the restaurant businesses' perspectives on innovation, their approaches to innovation and their implementation of innovation. Intensive innovation in the tourism sector (Liburd & Hjalager, 2010) not only allows for the expansion of production opportunities, but also ensures the emergence of new ideas and the use of resources more effectively with innovative solutions and employment increase (Işık, 2018).

The reputation of restaurant businesses depends on the quality of service they provide and customer satisfaction. A business serving in the tourism and restaurant sector, where the competitive environment is so intense, will not be successful and will not be able to hold on in the sector, as long as it cannot sell this food to the target customer group at the targeted rate, no matter how good it cooks. For this reason, service quality and customer satisfaction, which directly affect marketing as well as production quality, come to the fore in restaurant businesses. Innovation has a very important place in providing service quality and customer satisfaction for restaurant businesses. The interviews reveal that restaurant businesses need a high level of innovation to increase their potential success. Although businesses see innovation in terms of transferring resources or tying capital, it should be adopted that there are actions that will protect the service quality of the business, and therefore the image of the business that will increase customer satisfaction.

Necessary information and guidance should be provided for businesses operating in the entire tourism sector, especially restaurants, to carry out innovation activities that will enable them to survive in the competitive environment and achieve customer satisfaction. For this purpose; In order to change the Tourism Development Plan

to development through innovation in tourism, to emphasize the importance of innovation in order for it to be permanent in world tourism, to compare innovation studies in the tourism sector with international systems, to identify innovation types and to make new applications depending on the changing conditions and circumstances every day, the "National Tourism Innovation Congress" It can be recommended to do.

### Informed consent

Informed consent was obtained from all individual participants included in the study.

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### Conflict of Interest

The authors declare that they have no conflict of interest.

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