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# MANAGEMENT TRANSFORMATION AT THE UKRAINE TOURIST ENTERPRISES

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## ТРАНСФОРМАЦІЇ МЕНЕДЖМЕНТУ ТУРИСТИЧНИХ ПІДПРИЄМСТВ УКРАЇНИ

Наразі туристичні підприємства перебувають у стадії активної трансформації систем менеджменту. Тригерами цих процесів вважаємо втрату трудового потенціалу та швидке розповсюдження не класичної (економічної) кризи, яка характеризувалася відкладеними наслідками, зумовленими гальмуванням економічних процесів через карантинні обмеження та специфічною реакційністю туристичних ринків. Власники туристичних підприємств почали цифрове перетворення систем менеджменту. Відтак дослідження орієнтоване на вивчення змісту трансформацій менеджменту туристичних підприємств України, що зумовлені впровадженням інформаційних технологій. За результатами дослідження звернено увагу на той факт, що трансформації в менеджменті можна визначити за базовими ознаками, а в окремих випадках за організаційними та процедурними змінами, які сприяють збереженню життєздатності в новому середовищі, шляхом цифровізації процесів планування, організації взаємодії, мотивації, координації, контролю, обліку. Базові ознаки трансформації властиві всім системам менеджменту туристичних підприємств України, що трансформовані. Серед таких ознак диджиталізація ресурсів менеджменту, процесів менеджменту та процедур управління, формування хмарних платформ внутрішньої взаємодії. Супутніми ознаками трансформованої системи менеджменту туристичних підприємств України є зміни організаційної сторони керівного процесу, які властиві тим суб'єктам, які потребують штату працівників (зокрема, диджиталізація взаємодії керуючих ланок системи менеджменту, взаємодії між керуючими та керованими ланками, диджиталізація організаційної структури управління туристичним підприємством, диджиталізація структури відповідальності за виконання пакетів робіт). Як супутні ознаки трансформованої системи менеджменту туристичних підприємств України можна виділити зміни в процедурній стороні процесу управління виробництвом туристичного продукту (зокрема, диджиталізація порядку реалізації функцій з коригування дій працівників, з розв'язання проблем взаємодії підрозділів, диджиталізація процесу вирішення управлінських завдань та ресурсної взаємодії, диджиталізація процесу внутрішнього контролю).

***At present, tourist enterprises are in the stage of active transformation of management systems. The triggers, which forced us to address these processes, consider the loss of labor potential and its rapid spread of the non-classical economic crisis, characterized by the delayed consequences of the delayed economic processes due to quarantine restrictions and the specific reaction of global tourist markets. Owners of tourist enterprises have begun a digital transformation of management systems. Therefore, the research is oriented on studying the content of the transformation of the management of Ukraine tourist enterprises, which is conditioned by the introduction of information technologies. According to the results of the research, attention is drawn to the fact that the transformations in management can be determined by the basic characteristics, and in some cases organizational and procedural changes that contribute to the preservation of life in the new environment, due to the digital processes of planning, organization of interaction, motivation, coordination, control, accounting. The basic signs of transformation are characteristic of all management systems of Ukraine's tourist enterprises which are transformed. Among such signs of digitization of management resources, processes, and management procedures; is the formation of cloud platforms for internal interaction. The accompanying features of the transformed management system of Ukraine tourist enterprises are changes in the organizational side of the management process, which is peculiar only to those subjects who need staff (in particular, digitization of interaction between management units of the management system, digitization of interaction between managers and managers of the management system, digitization of organizational structure of the management process of tourist enterprise, digitization of the description and coordination of the responsibility structure for the execution of the work packages). As accompanying features of the transformed management system of Ukraine, tourist enterprises should be distinguished changes in the procedural side of the management of tourist product production (in particular, digitization of the functions on correction of employee's actions, on solving of subdivisions interaction problems; digitization of management tasks; digitization of resource interaction and the process of internal control).***

*Ключові слова: туристичний продукт; системи менеджменту; цифровізовані процеси; диджиталізація ресурсів.*

*Key words: tourist product; management systems; digital processes; resource digitization.*

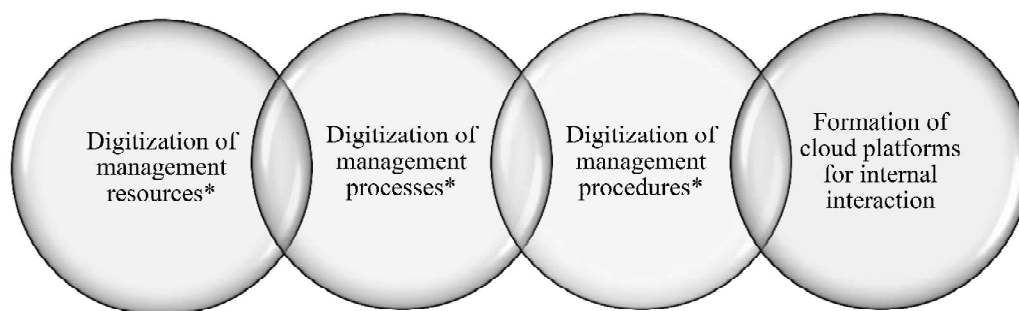
## **PROBLEM SETTING (DESCRIPTION OF THE PROBLEM BEING ANALYZED IN GENERAL AND ITS CONNECTION WITH IMPORTANT ACADEMIC OR PRACTICAL TASKS)**

At present, tourist enterprises are in the stage of active transformation of management systems. The triggers, which forced us to address these processes, consider the loss of labor potential (through quarantine measures) and the rapid spread of the non-classical economic crisis, which was characterized by delayed consequences of the slowdown in economic processes due to quarantine restrictions and the specific reaction of global tourist markets (if it was characterized by a reorientation to domestic markets). In particular, according to the World Tourism Organization (UNWTO), due to the pandemic, the number of international travelers in 2020 decreased by 74% annually or by 1 billion. In Ukraine, the market has dropped even more — by 88% [4]. This has made domestic owners of tourist enterprises adapt their business to a significant labor shortage, in particular, to quickly introduce digital technologies (which automated the operations of employees to meet the needs of clients and the market in some way). These changes outlined are accompanied by innovations and, as a result, by a sharp reduction in the production cost of tourist products. At the same time, the "analog" tourism sector is gradually replaced by "digital", as the information component plays an important role in it. The trend of the decline of the tourist market in Ukraine continued in 2021 (the number of tourists who came to Ukraine decreased by 9% and amounted to slightly more than 3 million, compared to 13,7 million in

2019) [4]. In Ukraine, there is a concept of virtual tourist organization, in which the borders between its participants, resources, and subdivisions of the customs clearance (this is a result of intensive information exchange). As a result, the owners of tourist enterprises have begun the digital transformation of management systems, considering it as an acceptable means of labor-saving and taking into account growing mobility.

## **THE ANALYSIS OF THE LAST RESEARCH AND PUBLICATIONS IN WHICH THE SOLUTION TO THIS PROBLEM IS BEGUN**

Among the significant scientific research in which the solution of the problem of studying the content of modern transformations of management of tourist enterprises of Ukraine is started, we have allocated the experience of O. Pancratova [6], G. Karcheva [1], S. Kolyadenko [2], O. Malyngan, S. Passeka, O. Kasinets [5]. In particular, a group of scientists will reveal the content of digitalization, and define and summarize the characteristics of the digital economy in management by the consequences of the introduction of information technologies. Thus, on these works are based authors, while the allocation of the previously unsolved parts of the general problem, is devoted to the article. However, the problem is that a group of scientists only points out that digital technologies are rapidly changing the basic principles of management, offering a qualitatively new model substitute that could help tourist enterprises adapt their management system to the new realities, which arose due to full-scale invasion of Russia in Ukraine, shortage of qualified personnel and their mobility, total incomes and business volumes



**Fig. 1. Basic features of the transformed management system of tourist enterprises of Ukraine**

Note

\* Digital copy creation.

Source: formed based on [1; 3; 6].

decrease. In addition, a significant share of business in the East of Ukraine has the risk of relocation (or evacuation) or has passed through this process. As a result of this, the satisfaction of the need to improve their management in the usual defense of classical management instruments is replaced by the introduction of digital technologies and rather specific transformations.

### THE WORDING OF THE PURPOSES OF THE ARTICLE (PROBLEM)

The purpose of the article is to study the content of transformations of management of tourist enterprises of Ukraine, which are conditioned by the introduction of information technologies.

### THE PAPER'S MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

At present, the management transformation of tourist enterprises in Ukraine is connected with the introduction of information technologies (namely methods, processes, and ways of using computing equipment and communication systems for the creation, collection, transfer, search, processing, and distribution of It is necessary to agree with the conclusions of O. Pankrat [6] that management transformations are aimed at basic changes. Often, basic changes are accompanied by organizational and procedural changes. In the aggregate, the three-formal transformation of management contributes to the preservation of viability in the new environment. In our case — has an environment characterized by a shortage of personnel, a decrease in incomes, and a request for new forms of tourism business (namely through virtual companies).

Thus, according to the analysis of modern research [6], the basic signs of transformation are such, that is characteristic of all management systems of tourist enterprises of Ukraine, which are transformed (fig. 1). These features distinguish their existence regardless of the size and organizational form and nature of the business.

Actual, outlined basic features of the transformation of management systems of

tourist enterprises of Ukraine are formed by the need to expand opportunities for online interaction and non-contact participation in the processes of reception, transformation, and transfer of information by participants of the management system, at their minimal dipping [1]. Let us consider each of the basic features in more detail:

1. digitization of management resources (in particular, the creation of digital copies of material resources, human resources, and information resources);

2. digitization of management processes (in particular, creating a digital copy of the whole set of actions to achieve the business goal). At that, the internal content of management of tourist enterprises is being changed only in digital functions. These functions are fully or partially automated activities within which the administrator (using a remote workplace) influences the controlled real object;

3. digitization of management procedures (in particular, the creation of a digital copy of all actions, the

**Table 1. Analysis of the basic features of the transformed management system of Ukraine tourist enterprises**

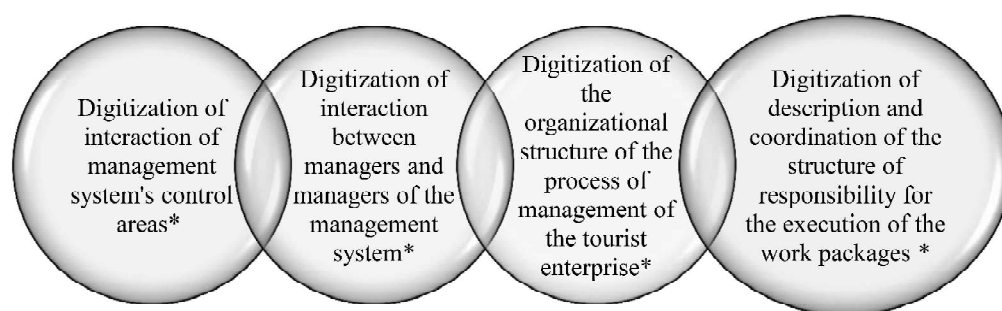
Tourist enterprises	Basic features of the transformed management system *				Features that form the internal and external environment for fast, remote interaction **				Nature of changes
	1	2	3	4	1	2	3	4	
Accord-tour	+	+	+	+	+	+	+	+	Virtual management systems
Fairy of journeys	+	+	+	+	+	+	+	+	
Gorgany	+	+	+	+	+	+	+	+	
TPG	+	+	+	+	+	+	+	+	Virtual management systems
Compass	+	+	+	+	+	+	+	+	
TEZ Tour	+	+	+	+	+	+	+	+	
Gamaliya	+	+	+	-	+	-	+	+	Management system output in cyberspace
Coral Travel	-	-	-	+	-	+	-	-	
Pegas Touristik	+	+	+	+	+	+	+	+	Virtual management systems

Note

\* Basic features: (1) digitization of management resources; (2) digitization of management processes; (3) digitization of management procedures; (4) formation of cloud platforms for internal interaction.

\*\* features of remote interaction: (1) remote workplace through which the user can get access to his own information from any gadget in any place of the world; (2) possibility to interact remotely with foreign partners, firms and organizations; (3) increase of efficiency of management decisions by means of acceleration of interaction; (4) formation of new business forms (virtual companies).

Source: formed to the data of tourist enterprises of Ukraine.



**Fig. 2. Co-occurring features of the transformed management system of Ukraine tourist enterprises, concerning changes in the organizational side of the management process**

Note

\* Digital copy creation.

Source: formed based on [2; 3; 6].

formation and implementation of which ensures the operational functioning of the management process);

4. formation of cloud platforms for internal interaction (in the management system, the management influence is transmitted through programs and platforms operating on servers of cloud providers to obtain a predictable and guaranteed result).

Analysis of the basic features of the transformed management system in the example of several tourist enterprises in Ukraine (Table 1) shows that the main advantage of the transformed management system is the formation in its structure of internal and external environments for rapid remote interaction.

Therefore, every employee of the enterprise has a remote workplace through which it can access its information from any gadget in any place of the world, and therefore under any conditions is in the zone of management influence. In addition, through the programs and platforms of cloud services, the travel company can remotely interact with foreign partners, firms and organizations. A tourism firm using cloud-based technologies and digital copies of procedures and processes will save considerable money on management and communication with foreign partners, companies, and organizations providing tourist services (due to reduction of costs for international and inter-city negotiations, reduction of costs for information exchange with tour operators, with means of accommodation, transport, and insurance companies and other partners). At the same time, opportunities for forming new forms of business (virtual tourist companies) are formed.

The accompanying features of the transformed management system of tourist enterprises of Ukraine are changes in the organizational side of the management process, shown in fig. 2. We state that these features are only characteristic of those management systems that are formed by business entities that require staff.

Let us consider each of the co-occurring features in the organizational side of the transformed management system of tourist enterprises of Ukraine in more detail:

1. digitization of interaction of management system's control areas and in the interaction between managers and managers of the management system (in particular, the establishment of remote spatial interaction of the subject and the object of management);

2. digitization of organizational structure of the process of management of the tourist enterprise (in

particular, the creation of digital copies of the structure, taking into account the structural characteristics of all its levels, links, and links between levels and links).

3. digitization of description and coordination of the structure of responsibility for the execution of the work packages (in particular, creation of a digital copy of the description of division of responsibility for the realization of works on objects of tourist enterprise), with the role of each of the subdivisions in their performance.

**Table 2. Analysis of experience of functioning of transformed management systems of tourist operators of Ukraine in organizational area**

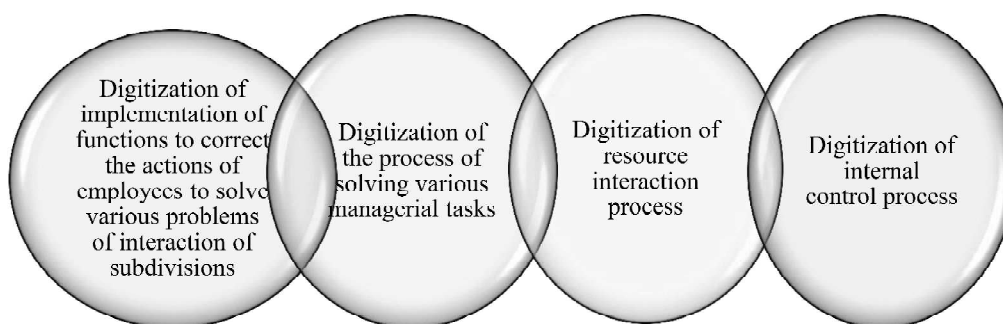
Tourist enterprises	Basic features of the transformed management system *				Features that form the internal and external environment for fast, remote interaction **				Nature of changes
	1	2	3	4	1	2	3	4	
Accord-tour	+	+	+	-	+	+	+	+	computerization, speed
Fairy of journeys	+	+	+	-	+	+	-	-	
Gorgany	+	+	+	+	+	+	+	+	ecosysteming, computing, speed
TPG	+	+	+	+	+	+	+	+	
Compass	+	+	+	+	+	+	+	+	
TEZ Tour	+	+	+	+	+	+	+	+	
Gamaliya	+	+	+	+	+	+	+	+	computerization, speed
Coral Travel	+	+	-	-	+	+	+	+	
Pegas Touristik	-	-	-	-	-	-	-	-	there are no changes

Note

\* co-occurring features in the organizational area of management of tourist product production: (1) digitization in the interaction of management system's control areas; (2) digitization in the interaction between managers and managers of the management system; (3) digitization of organizational structure of the process of management of the tourist enterprise; (4) digitization of description and coordination of the structure of responsibility for the execution of the work packages.

\*\* accompanying features of the management process and transmission of the management influence: (1) increase of efficiency of administrative decisions using acceleration and arrangement of interactions; (2) refusal of traditional forms and methods of organizational influence; (3) transition to the organizational ecosystem, which provides organizational influence; (4) significant acceleration of transmission of managerial influence.

Source: formed to the data of tourist enterprises of Ukraine.



**Fig. 3. Co-occurring features of the transformed management system of Ukraine tourist enterprises, concerning changes in the procedural side of management of tourist product production**

Note

\* Creating digital channels.

Source: formed based on [2; 3; 4; 6].

Analysis of the experience of the functioning of the transformed management systems of the tour operators of Ukraine in the organizational area (Table 2) reveals that in aggregate these features provide:

1) general computerization of management process (or increase of efficiency of management decisions through acceleration and order of interaction);

2) significant acceleration of the transmission of leadership influence;

3) change of the nature of organizational influence (refusal from traditional forms and methods of organizational influence, transition to the organizational ecosystem, which provides organizational influence).

In addition to changes in the organizational side of the management process, as the accompanying features of the transformed management system of the tourist enterprises of Ukraine, it is possible to distinguish changes in the procedural side of the management process of the tourist product production according to the given fig. 3.

The specific feature of the above is that they need to be set up correctly (in particular, a well-designed process of control is largely a result of production success). Let us consider each of the following features in the procedural side of the management of production of the tourist product of the transformed management system of Ukraine tourist enterprises in more detail:

**Table 3. Analysis of experience of functioning of transformed management systems of Ukraine tourist operators in the procedural area**

Tourist enterprises	Basic features of the transformed management system *				Features that form the internal and external environment for fast, remote interaction **				Nature of changes
	1	2	3	4	1	2	3	4	
TPG	+	-	+	-	-	-	+	-	Partial growth of information volumes
Compass	+	+	+	+	+	+	+	+	Exponential growth of information volumes
Pegas Touristik	+	+	+	+	+	+	+	+	
TEZ Tour	-	+	-	+	-	+	+	-	Partial growth of information volumes
Coral Travel	+	+	+	+	+	+	+	+	Exponential growth of information volumes
TUI	+	+	+	+	+	+	+	+	
Anex	+	+	+	+	+	+	+	+	
Join UP!	+	+	+	+	+	+	+	+	There is no growth in the volume of information
Coral Travel	-	-	-	-	-	-	-	-	

Note

\* co-occurring features in procedural area management of tourist product production: (1) digitization of implementation of functions to correct the actions of employees to solve various problems of interaction of subdivisions; (2) digitization of the process of solving various managerial tasks; (3) digitization of resource interaction process; (4) digitization of internal control process.

\*\* Opportunities to evaluate and correct production processes in detail: (1) data transformation into a key factor of production and income generation; (2) change of traditional control processes; (3) application of Big Data to evaluate production processes, detection of hidden laws, which are distinguished from limited human perception; (4) ability to process data of different types by different production processes.

Source: formed to the data of Ukraine tourist operators.

1. digitization of implementation of functions to correct the actions of employees to solve various problems of interaction of subdivisions (in particular, creation of digital channels for the interaction of all production phases, as well as financial, speech, and personal communications);

2. digitization of the process of solving various managerial tasks (in particular, the creation of digital channels within which specific development goals are defined, assessing their priority, sequence, and consistency of the government's decisions, working out economic issues, and determining the main directions and ways of their solution);

3. digitization of the resource interaction process (in particular, the creation of digital channels within which the necessary resources and sources of their provision are determined);

4. digitization of the internal control process (in particular, the creation of digital channels, platforms, and applications within which the internal control over the fulfillment of tasks is realized).

These features are only those management systems within which the procedural side is extremely important for business viability. Such signs are formed by business entities, which carry out based on the license to develop and promote tourist products and their realization to travel agents and tourists. This is because the above transformations provide opportunities to evaluate and correct production processes in detail, which confirms the analysis of the experience of the

functioning of the transformed management systems of several tourist operators (Fig 3).

The specific features that form an opportunity to assess and correct production processes are essentially different advantages of the dataset.

Thus, the combination of the basic and accompanying signs of transformation of the management of tourist enterprises in Ukraine leads to the emergence of digital processes of planning, organization of interaction, motivation, coordination, control, and accounting. At the same time, the transformation in the procedural aspect of management of tourist product production creates opportunities for comprehensive analysis of the tourist production (which is estimated relative to the purpose in the real-time mode).

## CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS AREA

According to the results of the research, attention is paid to the fact that the transformations in management are aimed at general, and in some cases, organizational and procedural changes. In aggregate, these changes contribute to the preservation of the enterprise's viability in the new environment, due to digital planning processes, organization of interaction, motivation, coordination, control, and accounting. The following conclusions are formed according to the results of the study:

1. The basic signs of transformation are characteristic of all management systems of Ukraine tourist enterprises, which are transformed. These features distinguish their presence regardless of size, organizational form, and nature of the business because of the need of expanding the possibilities of online interaction and non-contact participation in the processes of receiving, transformation, and transfer of information by the participants of the management system, at their minimum dipping. Among such signs of digitization of management resources, digitization of management processes, digitization of management procedures; formation of cloud platforms for internal interaction.

2. The accompanying signs of the transformed management system of Ukrainian tourist enterprises are changes in the organizational side of the management process, which is peculiar only to those subjects who need staff. Among such signs is the digitization of interaction of the management system's control points, digitization of interaction between management system's managers and managers, digitization of organizational structure of the process of management of tourist enterprise, digitization of the description and coordination of the structure of responsibility for the execution of work packages.

3. In addition to changes in the organizational side of the management process, as accompanying features of the transformed management system of Ukrainian tourist enterprises, it is possible to distinguish changes in the procedural side of the management process of tourist production. Among such signs is the digitization of implementation of functions on adjustment of actions of employees on solving of various problems of interaction of subdivisions; digitization of process of solution of various management tasks; digitization of process of

resource interaction; digitization of process of internal control.

The prospects of further developments in this direction lie in the formation of an approach to the effective use of the advantages of digital management processes at tourist enterprises in Ukraine.

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