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Strategic managing in the management system of enterprises in the tourism and hospitality sectors

Abstract: The relevance of the research is because the sphere of operation of enterprises in the tourism and hospitality sectors is one of the most dynamic industries in the global economy. It is driven by their significant dependence on technological changes, economic conditions, political situations, and consumer preferences, considering the direct contact with the customer. Additional factors that enhance the dynamism of enterprises in the tourism and hospitality sectors include global challenges such as pandemics, climate change, and geopolitical conflicts. It is significant to note that, regardless of the specific nature of these challenges, each such shift or the intensification of an additional factor requires the management systems of enterprises to adapt existing strategies or develop fundamentally new management strategies. It has gradually led to a situation where, within the management system of enterprises in the tourism and hospitality sector, management strategy cannot be a static category but must be flexible and adaptive. The study's object is the content and processes of shaping the future as a fundamental feature of strategic management within the management system of enterprises in the tourism and hospitality sectors. The study aims to identify the features of strategic management within the management system of enterprises in the tourism and hospitality sectors. The authors used scientific abstraction, generalisation, and logical analysis to analyse strategic management systems in tourism and hospitality. The authors used the works of Ukrainian researchers G. Mashika, V. Zelich, A. Kizyun, V.O. Zhmudenko, L.G. Kovalenko, I.V. Chukina, L. Cherchyk, A. Lazhnik, etc. and foreign specialists M. Ekouaghe, A.T. Niyazbayeva, A.S. Yessengeldina, David B. Weaver, Ziyang Zhang and Zhe Yang. The results showed that these systems exhibit significant dynamism and adaptability, setting them apart from other sectors.

Keywords: potential threats or opportunities, early warning systems, changes in the external environment, flexible plans, dynamism, adaptability.



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Стратегічне управління в системі менеджменту підприємств сфери туризму та гостинності

Анотація: Актуальність дослідження зумовлена неймовірною динамічністю сфер туризму та гостинності. Це зумовлене їх значною залежністю від змін в технологіях, економічних умовах, політичному становищі та смаках споживачів враховуючи безпосередній контакт з клієнтом. Додаткові фактори, які підсилюють динамічність функціонування підприємств сфер туризму та гостинності, – це глобальні виклики, такі як пандемії, зміни клімату та геополітичні конфлікти. Зазначимо, що не залежно від конкретного змісту, кожна така зміна або посилення впливу додаткового фактора вимагають від системи менеджменту підприємств постійної адаптації чинних або розробки якісно нових стратегій управління. Це, своєю чергою, сформувало таке становище, при якому в системі менеджменту підприємств сфери туризму та гостинності стратегія управління більше не може бути статичною категорією, а лише гнучкою та адаптивною. Об'єктом дослідження є зміст та процеси формування майбутнього як базової риси стратегічного управління в системі менеджменту підприємств сфер туризму та гостинності. Метою дослідження є ідентифікація особливостей стратегічного управління в системі менеджменту підприємств сфер туризму та гостинності. За допомогою методів наукової абстракції, узагальнення та логічного аналізу автори проаналізували системи стратегічного управління в туризмі та гостинності. Отримані результати дозволили виявити, що такі системи відзначаються вираженою динамічністю та адаптивністю, що є їхньою відмінною рисою від інших галузей.

Ключові слова: потенційні загрози або можливості, системи раннього попередження, зміни зовнішнього середовища, гнучкі плани, динамічність, адаптивність.

Abbreviations:

EWP is early warning process,

EWS is early warning system,

KPI is key performance indicators.

Introduction

The study's relevance is because the sphere of functioning of Tourism and Hospitality Enterprises is one of the most dynamic in the world economy. This is due to their significant dependence on technological changes, economic conditions, political situation and consumer tastes, considering direct contact with the client. Additional factors that increase the dynamic functioning of tourism and hospitality enterprises are global challenges, such as pandemics,

climate change, and geopolitical conflicts. It is worth noting that regardless of the specific content, each change or increase in influencing an additional factor requires the enterprise management system to adjust existing strategies or develop qualitatively new ones constantly. Since 2022, there have been a significant number of cases in management practice when tourism and hospitality enterprises are not able to form a sustainable strategy that would ensure their sustainability and competitiveness in the long term. This leads to a loss of market positions and a decrease in profitability. At the same time, some enterprises have successfully adapted to new realities and even strengthened their position in the market. However, in the management system, the management strategy they formed ceased to be a static category and was transformed into a flexible and adaptive one.

Modern scientists dealing with the problems of forming strategic management in the management system of enterprises in tourism and hospitality increasingly point to the growth of requirements for flexibility and adaptability of strategy, like the actualisation of many problems that require special attention from managers of tourism enterprises. Thus, G. Mashika, V. Zelich, A. Kizyun, etc. (2023) point out the lack of a single format that guarantees the effectiveness of tracking and completeness of analysis of changes in the external environment. As a basic problem, uncertainty is identified about the mechanisms that will allow timely identification of potential threats or opportunities that may affect the operation of the enterprise (Brygilevich & Voitenko, 2021). V.O. Zhmudenko, L.G. Kovalenko, and I.V. Chukina (2024, pp. 131-134) point out the lack of established mechanisms for flexible planning and personnel involvement, which managers of tourist enterprises should focus on for successful management in conditions of uncertainty. Also, during the study, the authors used the works in tourism management of L. Cherchyk and A. Lazhnik (2021), M. Ekouaghe (2019), A.T. Niyazbayeva and A.S. Yessengeldina (2019), David B. Weaver (2014), Ziyang Zhang and Zhe Yang (2021). Thus, the relevance of the study of strategic management in tourism and hospitality is beyond doubt. It is key to ensuring the successful development of tourism and hospitality businesses in a dynamic and unpredictable world.

The study aims to identify the features of strategic management in the management system of enterprises in the tourism and hospitality sectors.

Based on the purpose of the study, the following tasks were identified and solved:

- research of the management strategy of tourism and hospitality enterprises as living organisms;
- definition and systematic description of the processes of active formation of the future as a basic feature of strategic management in the management system of enterprises in the tourism and hospitality sectors.

The study's object is the content and processes of forming the future as a basic feature of strategic management in the management system of enterprises in the tourism and hospitality sectors.

The authors used scientific abstraction, generalisation, and logical analysis to analyse strategic management systems in tourism and hospitality. The results revealed that such systems are characterised by pronounced dynamism and adaptability, distinguishing them from other spheres of the economy.

The results of the study

Implementing the focus of research through the study of strategic management systems in terms of their dynamism and adaptability, we emphasise that dynamism is understood as a constant change, development and adaptation of the system to new conditions. Adaptability is the ability to quickly and flexibly respond to changes in the external and internal environment, adjusting their strategies and plans. Therefore, agreeing with V.A. Zhmudenko, L.G. Kovalenko and I.V. Chukina (2024, pp. 131-134), it is argued that striving for the outlined features and strategies in tourism and hospitality are transformed into “living” organisms. This means constant self-development, a quick response to changes, and a close relationship of strategy elements. The main characteristics of such “live” strategies are shown in the appendix (Table 1).

To illustrate the operation of the enterprise management strategy as a living organism, consider the example of the River Side Resort Hotel (Polyana Village). Until 2022, the hotel was successfully positioned in the segment of wealthy clients, offering exclusive services. However, Russia’s full-scale invasion of Ukraine significantly changed consumer demand and the competitive environment. In response to these challenges, the hotel was forced to reconsider its strategy, adapting to new realities radically. This has led to noticeable changes in its performance, reflected in the appendix (Table 2).

The River Side Hotel has shown a vivid example of how a strategy can transform into a “living organism”. To survive in the new conditions, the subject has made many transformations, in particular:

- diversified the range of services;
- developed more affordable service packages;
- established partnerships with local businesses;
- focused on the environmental aspects of doing business;
- actively implemented digital technologies.

These changes were due to the need to adapt to new market realities.

The constant evolution of the River Side Hotel’s strategy, traced during 2023-2024, indicates its ability to self-develop. It has gone from a static concept to a dynamic system constantly being improved and developed. This process is comparable to the evolution of biological species, where organisms adapt to changing environmental conditions, develop new characteristics, and pass them on to subsequent generations (Pobigun, 2015). In addition, it is worth noting the relationship of elements of the River Side Hotel’s strategy: changes in one area (e.g., introducing new services) affected others (marketing, sales).

The authors interpret the active formation of the future as a primary feature of strategic management in the management system of tourism and hospitality enterprises as a proactive approach to business management, which involves responding to changes and their conscious formation. Therefore, agreeing with G. Mashika, V. Zelich, and A. Kizyun (2023), it can be noted that for implementing this approach. It is significant not only for the strategy itself but also for the qualitative construction of fundamental processes that will become the basis for determining long-term development goals and developing ways to achieve them. In particular, among such processes, the most significant are:

1. Tracking and analysing changes in the external environment should ensure a systematic process of collecting, processing and interpreting information about factors that may affect the company's activities (*Zhmudenko et al., 2024*). For example, it is significant for a travel company to monitor changes in tourism legislation, analyse trends in the tourism industry, and track currency exchange rates. As for hotels, it is critical to track changes in demand for different types of rooms depending on the season, analyse the competitive environment (prices, services, reputation), and monitor customer reviews and hotel ratings on different platforms. In addition, for any enterprise, regardless of the field of activity, it is significant to monitor the general state of the external environment and the nature of its changes. Considering variable and broad information needs, the effectiveness of the outlined process is ensured by the inclusion of components in it (*Table 3*):

- monitoring of macro- and microenvironment;
- trend analysis;
- creating scenarios for the development of events based on the collected information.

Thus, the outlined format for tracking and analysing changes should provide a change horizon scan that can identify potential threats and opportunities for the enterprise.

2. Creating an EWS should ensure the development and implementation of mechanisms that allow timely identification of potential threats and opportunities (provided that they can affect the enterprise's activities) (*Brygilevich & Voitenko, 2021*). This allows you to create and configure an alarm system that warns you about approaching changes. For example, an EWS can detect a decline in sales even before it becomes apparent, allowing an enterprise to take steps to boost demand. The EWS may show signs of increased competition, changes in legislation, or other risks that may negatively affect the business. An EWS can reveal new market niches, technologies, or business growth opportunities. The effectiveness of this process is ensured by including the following components (*Table 4*):

- KPIs;
- regular data collection and analysis;
- development of an alert system.

Early warning systems allow you to set up automatic notification generation when certain thresholds relative to key indicators are reached to detect anomalies.

3. Creating and applying flexible plan systems should ensure the transition to strategic guidelines that are easily adapted to changes in the internal and external environment (*Pobigun, 2015; Dekalyuk, 2017*). Considering the focus on variability, the effectiveness of the outlined process is ensured by including the following components (*Table 5*):

- scenario planning (for developing alternative development scenarios);
- identification of crucial control points;
- quick adaptation.

It is evident that thanks to the features of flexible planning, there is a transition from rigid, detailed plans to flexible guidelines that allow businesses in the tourism and hospitality sectors to respond quickly to unforeseen situations and take advantage of new opportunities. An example of such benchmarks is the focus on leadership in the ecotourism market in the region (which involves the development of a variety of eco-products and services, such as excursions,

accommodation and meals, with adaptation to changing preferences of tourists and regulatory requirements) or the focus on providing an unforgettable experience for each guest (which involves creating opportunities for experimentation and innovation, which allows management to constantly improve the quality of their services and go beyond standard offers).

Strategic guidelines are flexible because:

- do not have a clearly defined time frame;
- can be adjusted depending on the situation;
- have a wide range of interpretations (so that businesses can interpret them in their way, adapting them to their resources and capabilities);
- result-oriented, not process-oriented.

Therefore, the transition to such guidelines is impossible unless changes in the structure of the strategic management organisation accompany it. Reducing management levels to speed up decision-making and creating management teams with autonomy in decision-making are particularly significant, as this allows them to respond quickly to changes.

4. Involvement of personnel in strategic management should ensure the process during which employees of all levels of the enterprise in tourism and hospitality (*Yakushev et al., 2022*):

- they are included in the strategy development process (in particular, they have the opportunity to express their ideas, suggestions and comments on development directions);
- actively participate in implementing the strategy (in particular, they understand their role in achieving common goals and contribute to their implementation);
- they are involved in evaluating the strategy's effectiveness (in particular, they jointly participate in analysing results, problems and ways to solve them).

Considering the need for maximum involvement of personnel in the decision-making process, the effectiveness of this process is ensured by including the following components (*Table 6*):

- culture of innovation;
- resource availability;
- training and development.

For example, staff involvement in the development of an enterprise strategy can occur through the organisation of a series of workshops, where employees from different departments discuss new ideas for product development, or through the introduction of a system of regular employee surveys that allow you to collect opinions on the strategic directions of enterprise development and suggestions for their improvement.

The outlined process should not be constructed as a simple strategy statement. It should provide:

- full involvement of personnel in the decision-making process;
- creating a sense of personal responsibility for achieving common goals.

It is worth noting that implementing the processes of defining long-term development goals and developing ways to achieve them, in conjunction with a strategy that acts as a living organism, allows managers of tourism and hospitality enterprises not just to wait for the market to change but to influence the process of change actively.

Discussion

The authors prove that the implementation of the processes of defining long-term development goals and developing ways to achieve them, in conjunction with a strategy that acts as a living organism, is a complex process that covers not only the analysis of internal changes inherent in them but also the mechanisms through which managers can influence the processes of change (through anticipating customer needs, searching for new niches, products, services or business models that can bring success).

Conclusion

The study confirms that pronounced dynamics and adaptability are significant for strategic management in tourism and hospitality. At the same time, the following conclusions are drawn, which, in terms of content, confirm the thesis we have formed:

1. Features of dynamism and adaptability of strategic management transform the management strategies of tourism and hospitality enterprises into living organisms capable of self-renewal and development. Rapid adaptation of the strategy content to changes in the external environment (whether technological innovations, economic crises, or changing climatic conditions) becomes a key factor in the survival and prosperity of enterprises. Constant interaction between different strategy elements, from marketing to operational activities, ensures synchronicity and efficiency of all processes. It is this strategy format that allows tourism and hospitality companies not only to respond to challenges but also to shape the future actively, anticipating customer needs and creating new development opportunities.
2. The definition of active formation of the future as a basic feature of strategic management in the management system of enterprises in the tourism and hospitality sectors is interpreted by the authors as a proactive approach to business management (it involves not just responding to changes, but their conscious formation). Implementing this approach is significant for the strategy itself and the qualitative construction of basic processes that will become the basis for determining long-term development goals and developing ways to achieve them. In particular, among such processes, the most important are tracking and analysing changes in the external environment, creating an early warning system, developing a flexible plan system, and involving personnel in strategic management. By implementing these processes in conjunction with a strategy that acts as a living organism, managers of tourism and hospitality enterprises do not just wait for the market to change but actively influence this process.

A promising area of further research is the development of practical tools and methodologies for effectively implementing a proactive strategy in a dynamic tourism and hospitality market, particularly early warning systems, flexible plans, and mechanisms for involving personnel in the strategic management process.

Conflict of interest

The authors declare that there is no conflict of interest.



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Appendix

Table 1. Main characteristics of management strategies of tourism and hospitality enterprises as living organisms (Zhmudenko et al., 2024; Brygilevich & Voitenko, 2021)

Characteristics	Impact of the characteristic on the management strategy format	Example of a characteristic of a management strategy
Constant self-development	Strategies are dynamic structures that constantly change. Each change responds to the transformation of the external environment and internal conditions of the enterprise.	The strategy is regularly reviewed and adjusted, considering new trends in the tourism and hospitality market, changes in consumer behaviour, and actions of new competitors ¹ .
Fast adaptation	Strategies are open structures that are flexible and reactive to changes (including pandemics, economic crises, and changes in legislation).	Transition of enterprises to new formats of work during the pandemic (online booking, food delivery), development of new travel and hospitality products that meet the new requirements of consumers.
Dense relationship of elements	Strategies are formed as balanced structures that have the consistency of all elements of the strategy (missions, goals, strategies, policies, procedures) to achieve a common goal.	Integration of marketing, operational and financial aspects of the strategy to ensure the effective functioning of the hotel business.

¹ For example, hospitality companies can achieve this through transitioning to environmental standards, individualisation of services, and developing additional services. Travel companies can implement this by transitioning to online platforms (where the business entity offers a wide range of tours and services online), niche tours, and partnerships with influencers.

Table 2. Directions of changes in the external environment and internal operating conditions of the River Side Resort Hotel (Polyana Village) from February 2022

Directions for changes that have devalued the strategy	Main changes in the external environment and internal conditions of the enterprise	Impact on the internal conditions of the enterprise and the results of strategy implementation	Features of strategy transformation during 2023-2024
Rapid change in consumer tastes	The popularity of ecotourism and outdoor activities has increased. Young travellers have come to prefer a more authentic experience and more affordable prices	The decline in demand for exclusive services and luxury rooms among the main target audience of the hotel. Reduction of the average receipt.	Forming a strategy that actively responds to new market realities through: Continuous use of the range of services ¹ . Create more accessible service packages ² .
Emergence of new competitors	The active relocation of businesses due to Russia's military rejection of Ukraine has led to the emergence of new hotels that offer a wider range of services and more affordable prices.	Increased competition in the market, reduced share of the River Side hotel	Partnership with local businesses ³ . Focus on environmental friendliness ⁴ . Use of digital technologies ⁵ .
The deepening of the economic crisis	Reducing the population's ability to pay and limiting vacation expenses.	A decline in demand for expensive tourist and hotel products, a decrease in the average receipt.	

Notes:

¹ In addition to the standard services, the hotel has started offering yoga, surfing, and excursions to local attractions.

² Special offers were developed for young people and families with children, including discounts on accommodation, free access to Entertainment and playgrounds, like the organisation of thematic events.

³ The hotel has started working with local restaurants, bike rentals, and other companies to offer its guests more diverse entertainment options.

⁴ Environmental conservation programmes were implemented, which attracted environmentally conscious tourists.

⁵ A mobile app was created for booking rooms, ordering services, and getting hotel information.

Table 3. Characteristics of tracking and analysing changes in the external environment as a basis for strategic management of tourism and hospitality enterprises (*Zhmudenko et al., 2024; Brygilevich & Voitenko, 2021; Dekalyuk, 2017*).

Process components	Characteristics of the component that forms the process	Features that ensure the effectiveness of strategy formation
Macro environment monitoring	Identifying and assessing political, economic, social, technological, economic and legal factors affecting the company's activities.	Allows the company to adapt to changes and minimise negative consequences quickly. It helps you identify new niches in the market and expand your business.
Microenvironment monitoring	Research the activities of competitors, suppliers, customers, intermediaries and	

	other stakeholders.	It gives the company an advantage over competitors who are slower to respond to changes. It allows you to identify potential threats and develop strategies to avoid them.
Trend analysis	Identify new market trends, such as the growing popularity of ecotourism, the emergence of new ways to use digital technologies and personalize services, etc.	
Predicting changes	Based on the collected information, scenarios for the development of events are developed ¹ . This process involves analysing the collected information, identifying key factors and trends, and creating alternative models for the development of events.	

Note:

¹ The scenario should be helpful, including anticipating future changes, assessing potential risks, and developing appropriate strategies.

Table 4. Characteristics of the EWP about approaching changes as the basis for Strategic Management of enterprises in the tourism and hospitality sectors (*Brygilevich & Voitenko, 2021; Dekalyuk, 2017*).

Process components	Characteristics of the component that forms the process	Features that ensure the effectiveness of strategy formation
Identifying key performance indicators	Selection of indicators that allow you to assess the effectiveness of the hotel and tourism business and identify deviations from the planned results in a timely manner ¹ .	Allows the enterprise to define changes as specific, measurable, achievable, relevant, and time-limited.
Regular data collection and analysis	Selection of data collection and analysis tools, such as customer feedback collection systems, sales analysis systems, social media monitoring systems, etc ² .	It helps the company identify processes that occur regularly and systematically. It helps the company identify anomalies in its performance that may indicate the beginning of changes.
Development of an alert system	Implement proactive risk management mechanisms, which provide for constant monitoring of the external environment and prompt informing management of any changes that may affect achieving the goals set ³ .	

Notes:

¹ Hotel occupancy, average receipt, percentage of repeat bookings, customer reviews, length of stay of guests, conversion of customers from an online request to a reservation.

² Booking, CRM, website analytics, review collection systems (Google My Business, TripAdvisor), and social networks (Facebook, Instagram).

³ Email, SMS, push notifications, internal chats, and portals for employees.

Table 5. Characteristics of the process of creating a system of flexible plans as a basis for strategic management of tourism and hospitality enterprises (*Brygilevich & Voitenko, 2021; Dekalyuk, 2017; Mashika et al., 2023; Pobigun, 2015*)

Process components	Characteristics of the component that forms the process	Features that ensure the effectiveness of strategy formation
Developing alternative scenarios	Creating development plans with shift options allows one to consider different situations and changes in the external	Allows you to anticipate various scenarios and prepare appropriate actions ¹ .

	environment.	Allows you to detect deviations from strategic guidelines promptly and make timely adjustments ² . It allows you to form a situational reaction to any changes in the external environment.
Identifying key control points	A significant element of effective management is creating a change management system that involves conducting planned strategy reviews at key moments, such as when launching a new product, starting a new marketing season, or changing suppliers.	
Implementation of rapid adaptation mechanisms	Create procedures that allow you to make changes to your strategy quickly. Note that these can be either formal procedures (for example, regular meetings to review the strategy) or informal ones (e.g., the ability of employees to suggest new ideas).	

Note

¹ Possible scenarios: an increase in demand for services of tourism and hospitality enterprises, a decline in the economy, and the emergence of a new competitor.

² Possible control points: quarterly meetings to analyse indicators and monthly meetings with department managers to discuss current projects.

³ Possible adaptation mechanisms are flexible budgets, indicators with change intervals, rapid response teams to crises, and automated data analysis systems.

Table 6. Characteristics of the process of personnel involvement in the strategic management systems of tourism and hospitality enterprises (*Brygilerich & Voitenko, 2021; Yakushev et al., 2022*)

Process components	Characteristics of the component that forms the process	Features that ensure the effectiveness of strategy formation
Creating a culture of innovation	Creating an atmosphere where staff generates ideas and suggestions, like supporting innovation.	Allows you to support initiatives to develop new products or services. It allows you to create budgets for developing new projects and provide employees with access to the necessary databases and technologies.
Providing the necessary resources	Creation of resource support systems for personnel to implement their ideas and participate in strategic projects.	Allows you to implement training on leadership and strategic thinking regularly.
Staff training and development	Invest in developing the employee skills needed to participate in strategic management.	Allows you to implement creative training and project management.