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MANAGEMENT OF CORE AND SUPPORTING PROCESSES IN THE TOURISM AND HOSPITALITY INDUSTRY

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УПРАВЛІННЯ ОСНОВНИМИ ТА ЗАБЕЗПЕЧУВАЛЬНИМИ ПРОЦЕСАМИ ПІДПРИЄМСТВ ТУРИЗМУ І ГОТЕЛЬНО-РЕСТОРАННОЇ СПРАВИ

The modern tourism and hospitality sector is constantly changing under the influence of digitalization, innovations, and shifts in consumer preferences. These changes lead to continuous transformations in core and supporting processes, the content of which affects the ability of such businesses to achieve strategic and operational goals. Therefore, the study aims to identify the features of managing core and supporting business processes in tourism and hospitality enterprises. The management of core and supporting processes in tourism and hospitality enterprises is based on a process approach, which encompasses the organization, planning, control, and optimization of activities to ensure the comfort of guests' accommodation, meals, and leisure. It has been proven that the approach focuses on the continuity, structure, flexibility, and efficiency of individual business processes. Note that the core business processes of tourism and hospitality enterprises are aimed at creating the primary value for the client. These include the provision of tourism services (organization of tours, excursions, transportation, leisure activities), hotel services (booking, accommodation, cleaning, additional services), restaurant services (food preparation, guest service, dish delivery), and the organization and hosting of events and functions (conferences, weddings, corporate events). It's stated that supporting processes contribute to maintaining the profitability of core processes and include personnel management (hiring, training, employee motivation), material and technical support management (procurement of products, equipment, inventory), accounting and financial management (payments, budgeting, financial control), IT support and automation (online booking, CRM systems, review management). Comprehensive management of the business processes outlined above ensures the smooth operation of tourism and hospitality enterprises, providing high-quality service for guests and a stable financial outcome for business. Promising areas of research include personnel management processes optimization, accounting, financial management automation, and improvement of IT support systems to enhance the efficiency and quality of service in tourism and hospitality enterprises.

Сучасна туристична та готельно-ресторанна сфера постійно змінюється під впливом цифровізації, інновацій і змін у споживчих вподобаннях. Ці зміни призводять до трансформацій у основних та допоміжних процесах, зміст яких впливає на здатність бізнесів досягати своїх стратегічних і операційних цілей. Отже, метою дослідження є визначення особливостей управління основними та допоміжними бізнес-процесами підприємств у сфері туризму та готельно-ресторанного бізнесу. Управління основними та допоміжними процесами підприємств туризму та готельно-ресторанної сфери ґрунтується на процесному підході, який охоплює організацію, планування, контроль і оптимізацію діяльності з метою забезпечення комфортного проживання, харчування та дозвілля гостей. Доведено, що такий підхід акцентує увагу на безперервності, структурованості, гнучкості та ефективності окремих бізнес-процесів. Констатовано, що основні бізнес-процеси підприємств туризму та готельно-ресторанної сфери спрямовані на створення основної цінності для клієнта. До них належать: надання туристичних послуг, готельне обслуговування, ресторанне обслуговування та організація та проведення заходів і івентів. Констатовано, що забезпечувальні процеси сприяють підтримці рентабельності основних процесів і включають: управління персоналом (найм, навчання, мотивація співробітників), управління матеріально-технічним забезпеченням (закупівля продуктів, обладнання, інвентарю), бухгалтерський облік і фінансовий менеджмент (платежі, бюджетування, фінансовий контроль), ІТ-підтримка та автоматизація (онлайн-бронювання, CRM-системи, управління відгуками). Комплексне управління зазначеними бізнес-процесами забезпечує безперерйне функціонування підприємств туризму та готельно-ресторанної сфери, створюючи високоякісне обслуговування для гостей та стабільний фінансовий результат для підприємства. Перспективними напрямками досліджень є оптимізація процесів управління персоналом, автоматизація обліку та фінансового менеджменту, а також вдосконалення системи ІТ-підтримки для підвищення ефективності та якості обслуговування в підприємствах туризму та готельно-ресторанної справи.

Key words: tourism services provision; restaurant service; hotel service; personnel management; business process.

Ключові слова: надання туристичних послуг; ресторанне обслуговування; готельне обслуговування; управління персоналом; бізнес-процес.

PROBLEM STATEMENT

The modern tourism and hospitality sector is undergoing constant changes driven by digitalization, innovations, and shifts in consumer preferences. These changes lead to ongoing transformations in core and supporting processes, the content of which impacts the ability of businesses to achieve their strategic and operational goals. Therefore, effective management of tourism and hospitality enterprises requires a comprehensive approach to organizing core and supporting business processes designed to ensure the proper provision of tourism services, personnel management, finances, marketing, logistics, and other aspects of operations.

Considering the above points, note that initiated research on business process management in tourism and hospitality is relevant to ensuring the enterprise's competitiveness, customer service improvement, and optimizing resources.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The issues of business process management in tourism and hospitality enterprises are an important topic for research, as these industries account for a significant part of the economy in many countries, including Ukraine. They have a high potential for development but face a number of challenges that require a comprehensive approach to their resolution.

In particular, in their works, Kushniruk V., Velychko O., Koval O. [4], Melnychenko S.V., and Sheienkova K.A. [6] investigate the main issues faced by enterprises in the tourism and hospitality sector. Specifically, these include the effective management of resources, organizational structure of enterprises, marketing strategies, management decisions, and innovative technologies that help increase the competitiveness and growth of these businesses.

The authors emphasize the importance of analyzing and optimizing business processes, which includes aspects such as management functions automation, the integration of innovative approaches in customer service, the use of modern digital technologies to improve service quality, and ensuring the efficiency of business operations. Specifically, Bahorka D. and Verceva A. highlight the issues of developing tourism products, managing relationships with suppliers and partners, and attracting customers through digital sales channels [1].

Sarai N.I. points out the importance of adapting to changes related to global economic, social, and political conditions [5]. The author emphasizes the need for flexibility in business processes, the ability to respond quickly to new challenges, and the ever-changing tourism and hospitality industry situations.

At the same time, a comprehensive approach to defining the features of managing core and

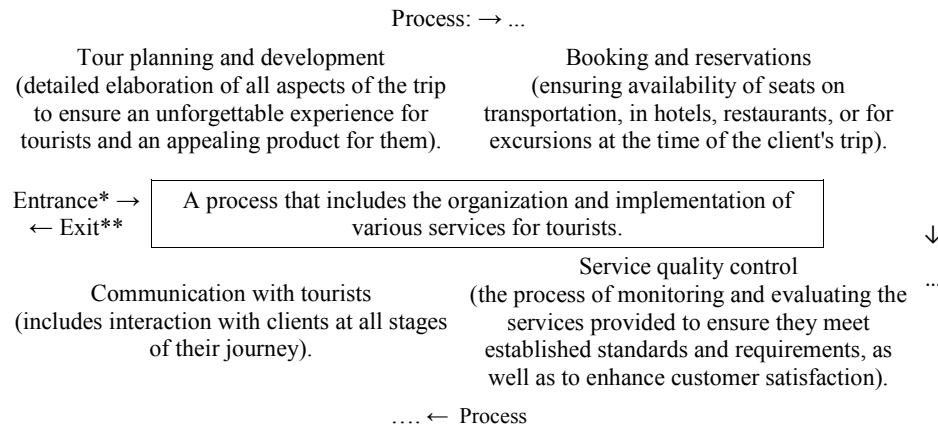


Fig. 1. Business process for providing tourism services

Note

* Customer's order of tourism services.

**Creating value for the customer

Source: compiled based on [1; 6-7]

supporting business processes in tourism and hospitality enterprises has not yet been fully developed and remains one of the main challenges in managing these industries.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The research aims to identify the features of managing core and supporting business processes in tourism and hospitality enterprises.

THE PAPER MAIN BODY

The management of core and supporting processes in tourism and hospitality enterprises is a process-oriented approach to the organization, planning, control, and optimization of core and supporting activities aimed at ensuring the comfort of guests' accommodation, meals, and leisure.

This approach emphasizes specific business processes, namely their continuity (which means all business processes should operate without interruptions), structure (which means all business processes should be organized with defined stages), flexibility (which means all business processes should quickly adapt to changing conditions, such as shifts in demand or new technologies), and efficiency (which means all business processes should be designed to use minimal resources to achieve maximum results) [7].

At the same time, the management of core business processes in tourism and hospitality enterprises encompasses a set of interconnected tasks and activities aimed at creating the primary value for the client. These business processes include [1; 5—6]:

1. Provision of tourism services (organization of tours, excursions, transportation, leisure activities).

2. Hotel services (booking, accommodation, cleaning, additional services).

3. Restaurant services (food preparation, guest service, dish delivery).

4. Organization and hosting of events and functions (conferences, weddings, corporate events).

The management of supporting processes in tourism and hospitality enterprises encompasses a set of interconnected tasks and activities aimed at forming and maintaining the profitability of core processes. These business processes include [3; 6-7]:

1. Personnel management (hiring, training, employee motivation).

2. Material and technical support management (procurement of products, equipment, inventory).

3. Accounting and financial management (payments, budgeting, financial control).

4. IT support and automation (online booking, CRM systems, review management).

Let's examine the features of managing processes that ensure the creation of primary value for the client.

Thus, the management of tourism services provision from a process perspective includes: planning and developing tours (choosing destinations, creating routes, defining price categories, packaging services); booking and reservations (ensuring customer access to all services); communication with tourists (providing necessary information, consultations, assisting in organizing individual itineraries); service quality control, monitoring, and managing services during the trip to ensure comfortable conditions for clients [1; 6].

Structurally, the business process for providing tourism services is outlined in Figure 1.

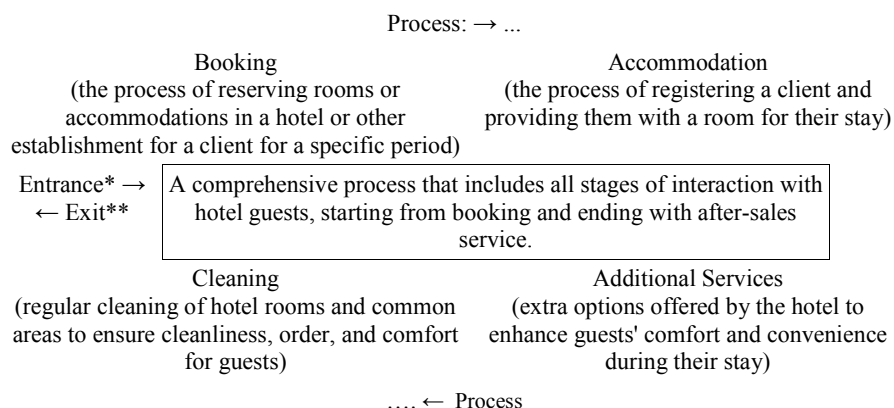


Fig. 2. Business process of providing hotel services

Note

* Customer's order of hotel services.

**Creating value for the customer

Source: compiled based on [2; 5—6].

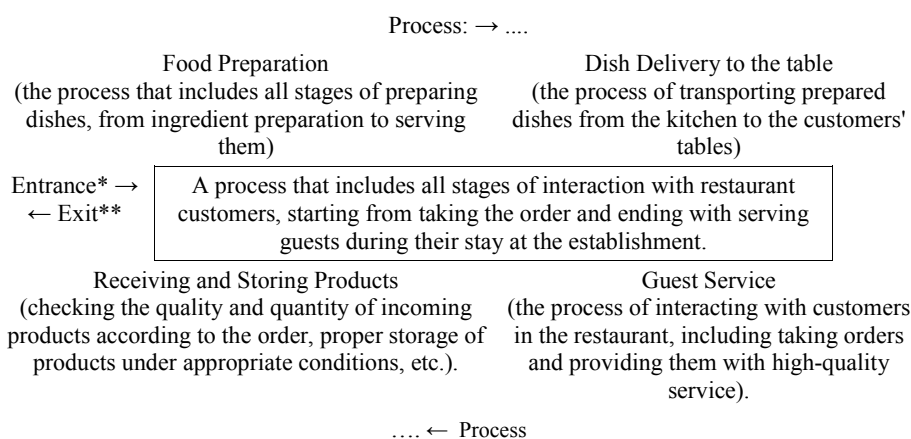


Fig. 3. Business process of providing restaurant services

Note

* Customer's order of restaurant services.

**Creating value for the customer

Source: compiled based on [1; 3; 6—7].

So, the management of providing tourism services involves ensuring clear coordination of all stages of customer service and continuous quality control.

The management of hotel services from a process-oriented perspective includes organizing and coordinating all aspects related to ensuring a comfortable stay for guests in hotels, including booking, accommodation, room service, cleaning, and providing additional services.

The structure of hotel service management is defined in Figure 2.

Managing this business process allows for ensuring an appropriate level of customer satisfaction, optimizing hotel resources, and increasing its competitiveness [5—6].

The management of restaurant services from a process-oriented perspective includes organizing and coordinating all stages related to receiving and storing products, food preparation (ingredient preparation, cooking, culinary presentation,

kitchen management [7]), serving guests (taking orders, providing recommendations [6—7]), and delivering dishes to the table.

Regarding the outlined processes, accuracy as well as the coordinated work of the kitchen and the service department of the restaurant are crucial.

Structurally, the business process of providing restaurant services is defined in Figure 3.

Managing this business process must ensure proper adjustment of a number of processes that are critical to providing a high level of customer service and meeting their needs during the dining experience.

The organization and execution of events and activities from a process-oriented perspective includes a series of stages that ensure the successful conduct of an event (conference, wedding, corporate event [6]), namely event planning and organization (budgeting and

scheduling [2]), its preparation, coordination of the event execution, and post-event activities.

Structurally, the business process for organizing and conducting events in the tourism and hospitality industry is defined in Figure 4.

Regarding the outlined process, it is noted that events and activities can vary in scale, from small corporate events to large conferences or weddings. In any case, the flawless execution of the event and activity plan is crucial, covering everything from initial planning to analysis and improvement of processes for the future.

Considering the multidimensional nature of the key business processes in the tourism and hospitality industry, note that they must be structured in such a way that they not only create value for consumers but also minimize any unnecessary or redundant activities. Therefore, this process should be based on the following stages [5—6]:

1. Analysis and mapping of processes.

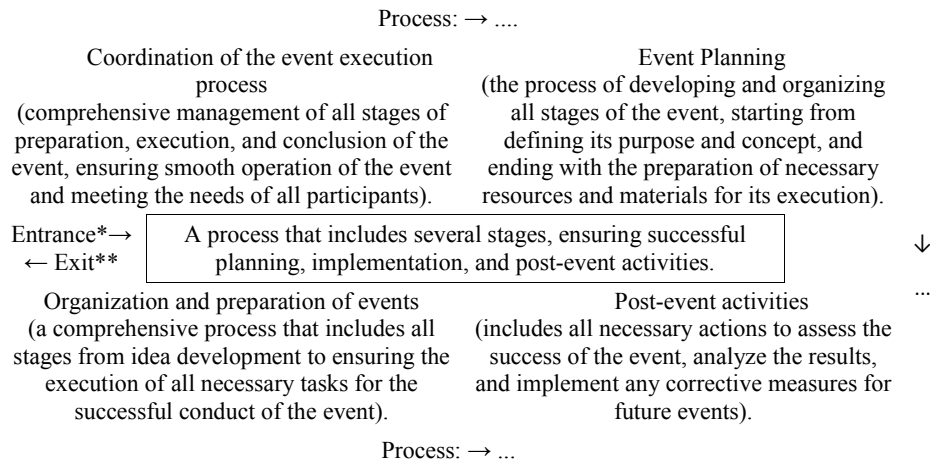


Fig. 4. Business process of organizing and conducting events and activities in the tourism and hospitality industry

Note

*Event order (this could be a request from a client or an internal request for organizing an event).

** Creating value for the customer

Source: compiled based on [1—2; 5—6]

2. Optimization and standardization of processes.

3. Automation and implementation of technologies.

4. Increasing value for customers.

Note that the output of well-structured business processes is value for the customer increased, which is formed through these key business processes.

Let's consider the features of managing processes that ensure the formation and maintenance of the profitability of core processes (this refers to the impact on the cost of production of goods or services [4]).

So, personnel management should create a systematic process that includes all stages of interaction with employees to ensure the effective operation of the organization and the achievement of its strategic goals. This activity must ensure effective recruitment, training, development, motivation, and support of employees, and enhance their productivity, job satisfaction, and loyalty to the company. The outlined business process consists of the following components: recruitment and staffing, training and development, motivation and support, and performance evaluation [1-2; 5].

Material and technical support should create a system to provide the enterprise with necessary material resources, technical equipment, inventory, raw materials, and other means for carrying out its core activities. This activity must ensure the continuity of production processes and customer service at all stages of the enterprise's operations.

The outlined business process consists of the following components: supply of material

resources; inventory management; monitoring and quality control of resources and stocks; technical maintenance and repairs; inventory management [7].

Accounting and financial management should form a system that enables effective financial management, ensures the accuracy of financial information, and allows for informed financial decision-making. Accounting provides precise and detailed information about the enterprise's financial transactions, which serves as the foundation for decision-making in financial management. Together, these two processes allow the enterprise:

- achieve effective control of its financial resources;
- achieve profitability, liquidity, and sustainable development.

The outlined business process consists of the following components:

- maintaining accounting records;
- preparing financial statements;
- budgeting and financial analysis;
- cash flow management;
- tax and liability management;
- financial risk assessment.

IT support and automation should create a system that ensures the uninterrupted operation of information systems to perform routine tasks and enhance the efficiency of core business processes. It includes managing information systems, specialized software (particularly ERP (Enterprise Resource Planning) and CRM (Customer Relationship Management) systems [7]), hardware resources, and integrating automated processes to improve the company's operational efficiency.

Note that the output of business processes is a lower cost of production for goods or services.

CONCLUSIONS

The management of core and supporting processes in tourism and hospitality businesses is based on a process-oriented approach that includes organizing, planning, controlling, and optimizing activities to ensure the comfort of guests in terms of accommodation, dining, and leisure. It has been proven that the approach emphasizes the continuity, structure, flexibility, and efficiency of individual business processes.

It has been established that the core business processes of tourism and hospitality enterprises are aimed at creating the primary value for the customer. These include providing tourism services (organizing tours, excursions, transportation, leisure activities), providing hotel services (booking, accommodation, cleaning, additional services), providing restaurant services (food preparation, guest service, dish delivery), and organizing and conducting events and activities (conferences, weddings, corporate events).

Support processes contribute to maintaining the profitability of core processes and include personnel management (hiring, training, employee motivation), material and technical support management (procurement of products, equipment, inventory), accounting and financial management (payments, budgeting, financial control), IT support and automation (online booking, CRM systems, review management).

Comprehensive management of the aforementioned business processes ensures the smooth operation of tourism and hospitality enterprises, creating high-quality service for guests and a stable financial outcome for the business.

Promising areas of research include the optimization of personnel management processes, automation of accounting and financial management, and the improvement of IT support systems to enhance efficiency and service quality in tourism and hospitality enterprises.

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