

L. Medvid,
PhD in Economics, Dean of the Faculty of Management and Hospitality Industry,
Associate Professor of the Department of Geography and Social Disciplines,
Mukachevo State University
ORCID ID: <https://orcid.org/0000-0001-9386-5211>
O. Didovych,
Postgraduate student of the Department of Accounting, Taxation and Marketing,
Mukachevo State University
ORCID ID: <https://orcid.org/0009-0004-8254-661X>
I. Denisova,
Fourth-year bachelor's student,
Odesa Institute of the Interregional Academy of Personnel Management
ORCID ID: <https://orcid.org/0009-0001-0665-0990>

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DIGITAL TOOLS FOR TOURISM ENTERPRISE EFFICIENCY MANAGEMENT

Л. І. Медвідь,
к. е. н., декан факультету менеджменту та індустрії гостинності, доцент кафедри
географії та суспільних дисциплін, Мукачівський державний університет
О. О. Дідович,
аспірант кафедри обліку та оподаткування і маркетингу,
Мукачівський державний університет
І. А. Денисова,
студентка четвертого курсу бакалаврату,
Одеський інститут Міжрегіональної академії управління персоналом

ЦИФРОВІ ІНСТРУМЕНТИ УПРАВЛІННЯ ЕФЕКТИВНІСТЮ ПІДПРИЄМСТВ ТУРИЗМУ

Currently, all processes shaping the content of tourism enterprise efficiency management are fully or partially digitized. This transition is driven by the adoption of digital tools and the expansion of communication capabilities within the decision-making and implementation system aimed at achieving optimal results in business activities. It is worth noting that the use of digital tools in managing the efficiency of tourism enterprises is currently relevant. It is due to significant transformations in revenue and expense management processes, alongside changing the approach to efficiency management. These changes involve simplifying methods, techniques, and systems used for diagnosing evaluating, controlling, and ensuring the growth of activity efficiency across various aspects. Therefore, within the scope of the research, the identified and systematically studied features of managing the efficiency of tourism enterprises. According to the research findings, it has been proven that digital tools in managing the efficiency of tourism enterprises serve as the foundation for continuous improvement of their performance based on scientifically justified decisions, which include: continuous monitoring of changes in the results of the tourism enterprise's operations (this facilitates the process of developing/adjusting performance indicators and setting goals to improve efficiency); flexible adjustment of the efficiency of the tourism enterprise's

operations and its individual departments (this also streamlines the process of implementing changes in actual efficiency at the enterprise, comparing it with efficiency goals, and identifying reserves for its growth); implementation of managerial actions involves making informed decisions aimed at improving efficiency, continuously monitoring the implementation of these decisions, and generating consolidated information necessary for further performance measurement of the enterprise. Digital tools are changing the approach to managing the efficiency of tourism enterprises by adhering to the principle of comprehensiveness, which forms the basis for ensuring development of activities that will result in a sustainable increase in the positive difference between revenues and expenses. Moreover, the prospects for further research lie in examining the format and overall impact of the principle of comprehensiveness in managing the efficiency of tourism enterprises.

Наразі всі процеси, що формують зміст управління ефективністю підприємств туризму повністю або частково цифровізовані. Це зумовлено переходом на використання цифрових інструментів та розширенням можливостей для комунікації в системі прийняття та реалізації рішень, що спрямовані на досягнення найкращих результатів господарської діяльності. Зазначимо, що використання цифрових інструментів в управлінні ефективністю підприємств туризму наразі є актуальними. Це пов'язане з тим, що поряд зі значеними трансформаціями бізнес-процесів з управління доходами та витратами, ці технології змінюють весь підхід до управління ефективністю. Зміни передбачають спрощення методів, методик, систем, що використовуються для діагностики (оцінки) й аналізу, контролю і забезпечення зростання ефективності діяльності за різними. В межах дослідження були ідентифіковані та системно вивчені особливості управління ефективністю підприємств у сфері туризму. Дослідження підтвердило, що використання цифрових інструментів є основою для постійного вдосконалення їхньої діяльності. Це досягається завдяки науково обгрунтованим рішенням, що охоплюють: постійний моніторинг змін у результатах роботи туристичного підприємства (що полегшує процес розроблення та коригування показників ефективності та встановлення цілей для підвищення ефективності); гнучке коригування ефективності роботи підприємства та його окремих підрозділів (що полегшує запуск змін фактичної ефективності, її порівняння з цілями та виявлення резервів для зростання); управлінських заходів, спрямованих на підвищення ефективності роботи; постійний контроль виконання рішень та формування узагальненої інформації, необхідної для подальшого вимірювання ефективності діяльності підприємства. Доведено, що цифрові інструменти змінюють підхід до управління ефективністю підприємств туризму, використовуючи принцип комплексності, який є основою для забезпечення такого розвитку діяльності, що призводить до стійкого зростання позитивної різниці між доходами та витратами.

Key words: flexible adjustment; sustainable growth; tourism; efficiency of economic activity

Ключові слова: гнучке коригування; стійке зростання; туризм; результативність господарської діяльності.

TARGET SETTING

At present, processes shaping the content of tourism enterprise management efficiency are fully or partially digitized, driven by the transition to digital tools and the expansion of communication capabilities in decision-making and implementation systems aimed at achieving the best results in economic activities. Note that the use of digital tools in tourism enterprise efficiency management is currently relevant. This is because next to identified transformations in revenue and cost management processes, they change the approach to performance management. Notably, these alterations significantly simplify the methods, methodologies, and systems employed for diagnosing (assessing) analyzing, controlling, and fostering efficiency growth across various activities. Therefore, the peculiarities of tourism enterprise efficiency management should be identified and systematically studied.

ANALYSIS OF RESEARCH AND PUBLICATIONS

In contemporary research, scholars like N.P. Meshko, A.Ye. Hvozdieva, L.V. Obolentseva, S.A. Aleksandrova, K.O. Petrenko, K.A. Yesipova, and others focus on addressing issues concerning the content and format of tourism enterprise efficiency management. However, an examination of their works indicates a deficiency in attention toward digital tools for managing the efficiency of tourism enterprises and the particularities of their application in this domain.

THE WORDING OF THE PURPOSES OF THE ARTICLE (PROBLEM)

Based on the information provided, the article aims to delineate the particularities of utilizing digital tools in managing the efficiency of tourism enterprises.

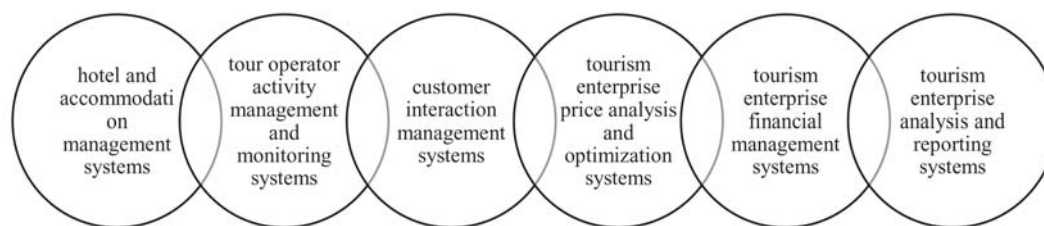


Figure 1. Digital tools complex for tourism enterprise efficiency management

Source: formed based on [3—4].

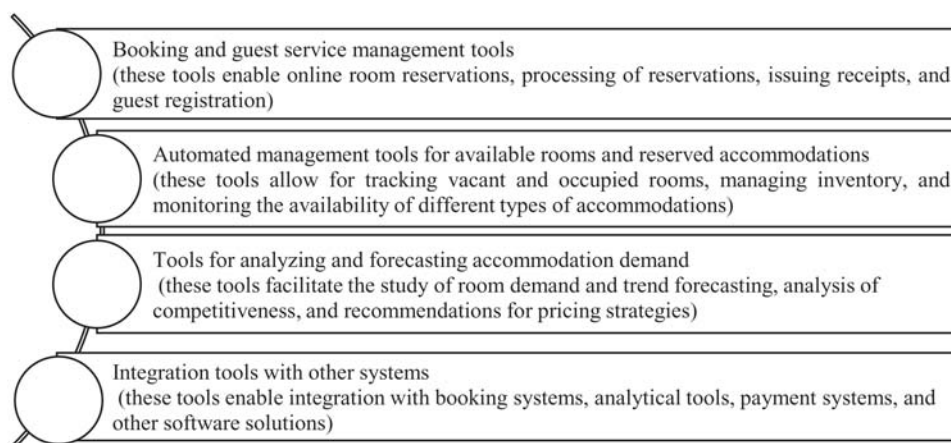


Figure 2. Digital tools shaping hotel and accommodation management systems

Source: formed based on [1; 2—3].

The paper main body with full reasoning of academic results. It should be noted that a tourism enterprise is an economic entity operating within the tourism industry, providing a variety of tourism services such as (accommodation, transportation services, guided tours, entertainment, and cultural services, as well as the creation of tourist programs and packages comprising different types of services and so on [3—4]). The variability of services is attributed to the broad scope of activities undertaken by these enterprises including operations in hotels, tour operators, travel agencies, car rental agencies, excursion bureaus, cruise companies, restaurants, attractions, and others. However, despite the conclusion, regarding the multi-format content of tourist services provided by tourist enterprises, in the outlined plane,

always the main priority is to achieve a positive difference in income and expenses, which grows over time. Indeed, this results in operational efficiency becoming the primary management category for a tourism enterprise.

The general complexity and high dynamism of the differences in income and expenses formed in the activities of a tourist enterprise are a trigger, which leads to a deepening of digital tools use in the management of their effectiveness. Currently, such tools include a variety of software solutions, online platforms and other technologies aimed at increasing productivity, optimizing business processes for managing revenues and costs and improving customer interaction. Among the most typical digital tools that can be utilized in efficiency management (see Figure 1) are: hotel and accommodation management systems; tour operator activity management and monitoring systems; customer interaction management systems; tourism enterprise price analysis and optimization systems; tourism enterprise financial management systems; tourism enterprise analysis and reporting systems. Each of these tools is a set of resources capable of identifying, adjusting, and forecasting overall or detailed differences between revenues and expenses arising in the activities of a tourism enterprise. Let's examine each of

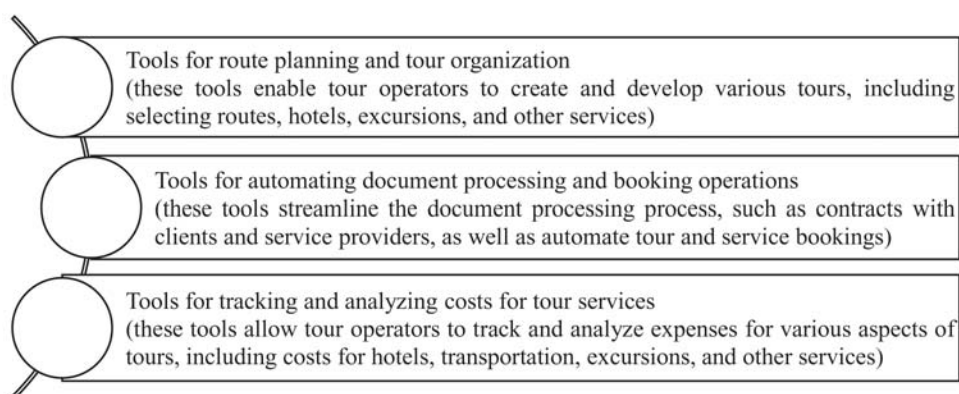


Figure 3. Digital tools shaping tour operator management and monitoring systems

Source: formed based on [1; 3].

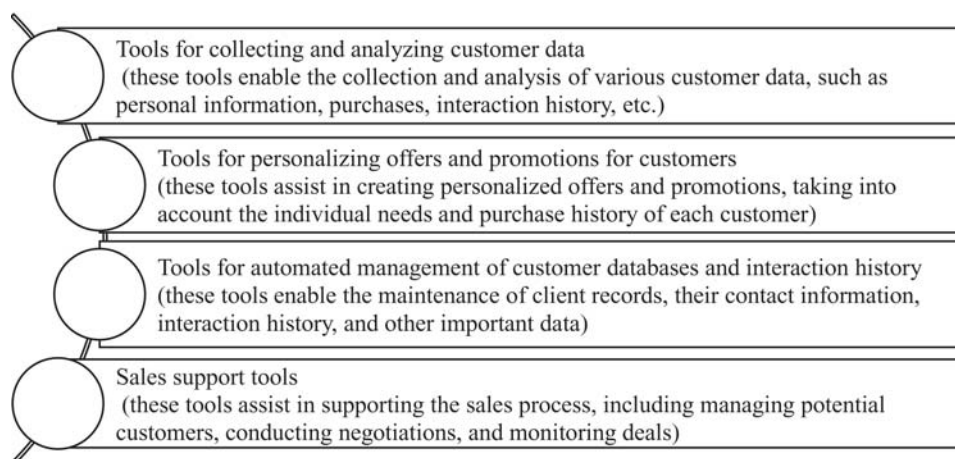


Figure 4. Digital tools shaping Customer Relationship Management (CRM) systems for tourism enterprises

Source: formed based on [3; 5—6].

the outlined digital tools for tourism enterprise efficiency management in more detail.

So, hotel and accommodation management systems are digital tools aimed at efficiently managing hotels or other lodging establishments (such as motels, guesthouses, apartments, etc.). Among such tools (see Figure 2) are: booking and guest service management tools; automated management tools for available rooms and reserved accommodations; tools for analyzing and forecasting accommodation demand; integration tools with other systems.

The outlined tools are aimed at improving the efficiency of hotel or accommodation management by ensuring high-quality guest service and overall increasing business profitability.

Systems for managing and monitoring tour operator activities are digital tools aimed at automating and optimizing various aspects of tour operator company operations. Among such tools (see Figure 3) are: tools for

route planning and tour organization (enabling tour operators to create and develop various tours [3]); tools for automating document processing and booking operations (simplifying the document processing process [1]); tools for tracking and analyzing costs for tour services (allowing tour operators to track and analyze expenses [1]).

These tools help tour operator companies enhance their efficiency by automating and optimizing various business processes that occur within their operations and influence the formation of revenues and expenses.

Customer Relationship Management (CRM) systems are digital tools aimed at organizing and maintaining interaction with customers of tourism enterprises.

Among such tools (see Figure 4) are: tools for collecting and analyzing customer data; tools for personalizing offers and promotions for customers; tools for automated

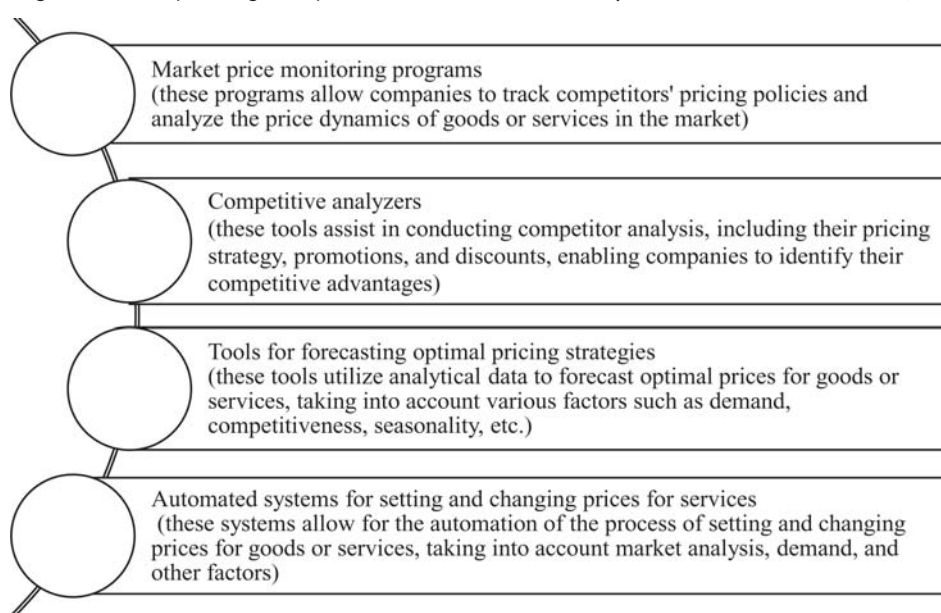


Figure 5. Digital tools shaping price analysis and optimization systems for tourism enterprises

Source: formed based on [4; 5].

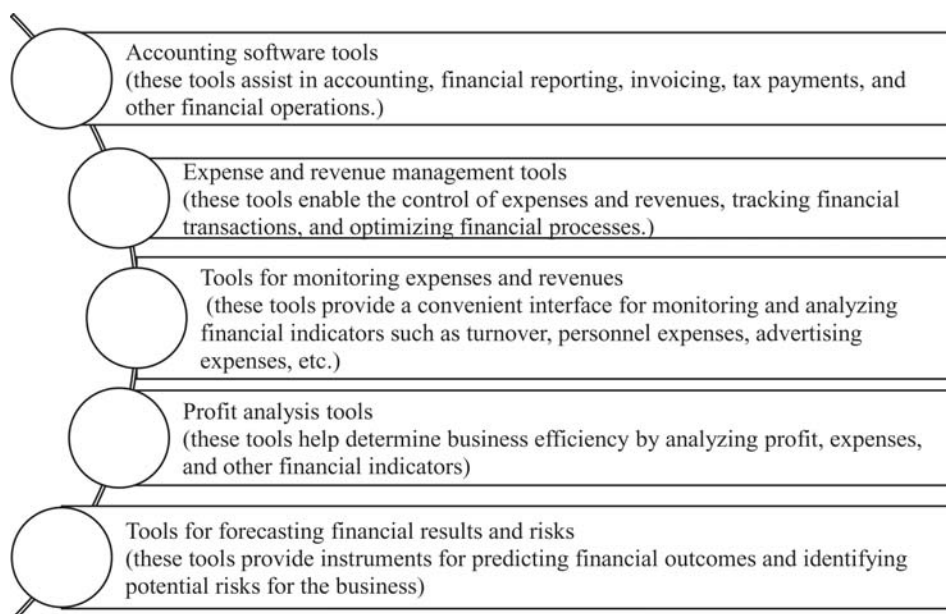


Figure 6. Digital tools shaping financial management systems for tourism enterprises

Source: formed based on [3; 5—6].

management of customer databases and interaction history; sales support tools (specifically those that facilitate managing potential customers, conducting negotiations, and monitoring deals).

CRM systems play a crucial role in ensuring effective customer interaction, improving customer service, and enhancing customer satisfaction levels, as they help manage customer databases more efficiently and understand the needs and preferences of customers (based on continuous monitoring of their changes).

Price analysis and optimization systems for tourism enterprises are digital tools aimed at analyzing and managing prices for the goods or services of a company to enhance competitiveness and profitability.

Among such tools (see Figure 5) are: market price monitoring programs, competitive analyzers (specifically

those providing analysis of competitors' pricing strategies, promotions, and discounts to the extent permitted by businesses to determine their competitive advantages), tools for forecasting optimal pricing strategies, automated systems for setting and adjusting prices for services based on market analysis, demand, and other factors.

The utilization of the aforementioned digital tools allows tourism enterprises to adjust their efficiency through flexible pricing policies and profitability optimization (based on continuous monitoring of its changes [4]), thus enhancing competitiveness in the market.

Financial management systems for tourism enterprises are digital tools and software solutions aimed at efficiently managing finances and accounting operations within the tourism industry.

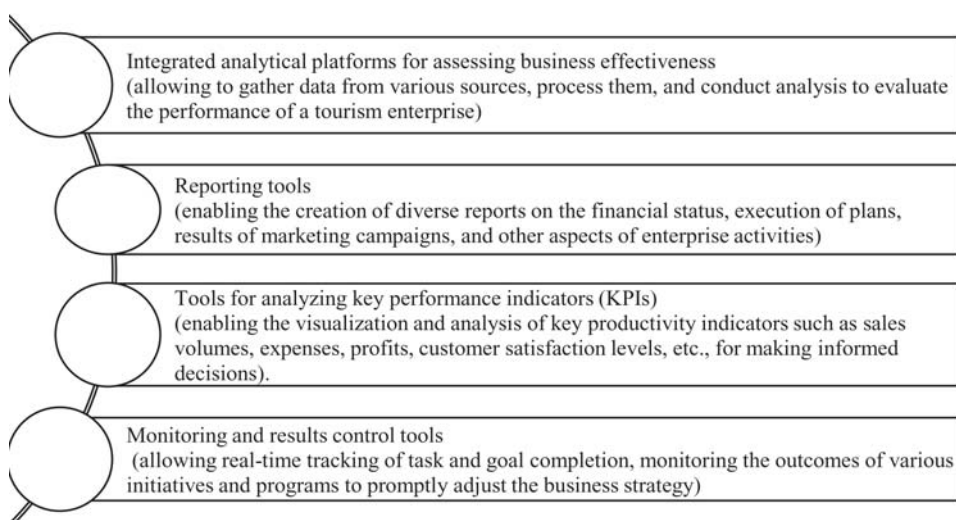


Figure 7. Digital tools shaping the systems of analysis and reporting for a tourism enterprise

Source: formed based on [3—5].

These tools perform various functions to ensure efficient management of tourism businesses based on (see Figure 6): accounting software, expense and revenue management tools, monitoring tools for expenses and revenues, profit analysis tools, and tools for forecasting financial results and risks.

The use of the above digital tools allows tourism enterprises to achieve effective financial management and determine development strategies based on continuous monitoring of changes in financial data and actual performance.

Systems for analysis and reporting in tourism enterprises are digital tools and software solutions aimed at collecting, analyzing, and visualizing data about the company's activities to make informed management decisions and prepare reports.

Among such tools (as shown in Figure 7): integrated analytical platforms for assessing business performance (which may include forecasting tools, scenario modeling, and trend identification), reporting tools, key performance indicators tools, and tools for monitoring and controlling results.

The implementation of such systems allows tourism enterprises to effectively analyze and manage their performance (based on monitoring decision implementation and generating summarized information necessary for further performance evaluation), thereby ensuring the implementation of management actions that contribute to comprehensive efficiency improvement.

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

By the provisions stated, it is evident that digital tools in managing the efficiency of tourism enterprises serve as the foundation for continuous improvement of their performance based on scientifically grounded decisions, which are shaped by:

1. Continuous monitoring of changes in the results of the tourism enterprise's operations (thereby facilitating the process of developing/adapting performance indicators and setting goals to enhance efficiency).

2. Flexible adjustment of the effectiveness of the tourism enterprise's operations and its departments (thereby facilitating the process of implementing changes in actual performance within the enterprise, comparing it with efficiency goals, and identifying reserves for its growth).

3. Implementation of managerial actions involving the adoption of informed decisions aimed at enhancing operational efficiency.

4. Continuous monitoring of the implementation status of decisions and the compilation of comprehensive information necessary for further assessing the efficiency of enterprise activities.

Indeed, digital tools are changing the approach to managing the efficiency of tourism enterprises by adhering to the principle of comprehensiveness, which forms the basis for ensuring the development of activities that will lead to a sustainable increase in the positive difference between revenue and expenses. At the same time, the prospects for further research lie in exploring

the format and overall impact of the principle of comprehensiveness in managing the efficiency of tourism enterprises.

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