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"THE ROLE AND OPTIMIZATION OF MANAGEMENT STRUCTURES IN TOURISM ENTERPRISES UNDER DIGITAL TRANSFORMATION"

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Abstract. This article analyzes the theoretical foundations of management structures in tourism enterprises, their main types, and their role in practical activities based on a comprehensive approach. The study scientifically substantiates the importance of management structures in ensuring service quality, rational use of resources, and management efficiency. Furthermore, the possibilities of increasing the economic efficiency of enterprises through the optimization of management systems in the tourism sector are revealed.

Keywords: tourism enterprise, management structures, organizational system, management, economic efficiency, service quality, management efficiency

Introduction. In the context of rapid globalization and deepening economic integration, the tourism industry has emerged as one of the most dynamic and fast-growing sectors of the global economy. Over the past decades, tourism has evolved from a relatively simple service activity into a complex, multifaceted system that integrates transportation, hospitality, cultural exchange, and digital services. This transformation has significantly increased the level of competition among tourism enterprises, while simultaneously raising customer expectations regarding service quality, personalization, and overall experience. As a result, tourism organizations are under growing pressure to improve their operational efficiency, responsiveness, and strategic adaptability.

One of the key factors determining the success of tourism enterprises in such a competitive environment is the effectiveness of their management structures. Management structures represent the formal framework through which organizational activities are coordinated, responsibilities are allocated, and communication flows are established. They serve as the backbone of any enterprise, ensuring that all functional units operate in alignment with strategic objectives. In service-oriented industries such as tourism, where the quality of output is highly dependent on human interaction and coordination, the role of management structures becomes particularly critical.

Unlike manufacturing sectors, tourism enterprises operate in conditions characterized by high uncertainty, seasonality, and demand volatility. The simultaneous production and consumption of tourism services require real-time coordination between different departments, such as marketing, operations, customer service, and logistics. In this context, an ineffective or poorly designed management structure may lead to miscommunication, inefficient resource allocation, service delays, and ultimately reduced customer satisfaction. Conversely, a well-structured and flexible organizational system can enhance service delivery, optimize internal processes, and strengthen the competitive position of the enterprise.

Moreover, contemporary tourism is increasingly influenced by technological advancements, particularly in the fields of digitalization, artificial intelligence, and data analytics. Online booking platforms, customer relationship management (CRM) systems, and digital marketing tools have transformed the way tourism services are produced, distributed, and consumed. These developments require tourism enterprises to rethink traditional hierarchical models and adopt more

flexible, decentralized, and hybrid management structures that can effectively integrate technological innovations into their operations.

Another important aspect is the growing emphasis on customer-oriented strategies. Modern tourists demand not only basic services but also personalized experiences, high levels of convenience, and immediate responsiveness. This shift has made it essential for tourism enterprises to design management systems that facilitate quick decision-making, cross-functional collaboration, and continuous innovation. Organizational structures must therefore support both efficiency and adaptability, enabling enterprises to respond effectively to changing market conditions and customer preferences.

In addition, the importance of management structures is closely linked to economic efficiency. Properly designed organizational systems contribute to the rational use of human, financial, and technological resources, reducing operational costs and increasing productivity. In highly competitive and resource-sensitive environments, such as the tourism sector, this becomes a crucial determinant of long-term sustainability and growth.

Literature review. The study of management structures has long been an important area within management science and organizational theory, as it provides the foundation for understanding how organizations coordinate activities, allocate responsibilities, and achieve strategic objectives. Early classical approaches to management, particularly those developed by Frederick Winslow Taylor (1911), emphasized efficiency through scientific management principles, including task specialization, standardization, and strict hierarchical control. Taylor's work established the basis for formal organizational structures aimed at maximizing productivity and minimizing operational inefficiencies.

Building on classical management theory, Henri Fayol introduced administrative principles that highlighted the importance of unity of command, division of work, and clear lines of authority. These principles contributed significantly to the development of hierarchical organizational models, which are still widely used in small and medium-sized enterprises, including tourism businesses.

In the mid-20th century, the concept of management structures evolved further with the contributions of Peter F. Drucker, who emphasized decentralization, management by objectives, and organizational adaptability. Drucker argued that effective management structures should not only ensure control but also encourage innovation, flexibility, and employee development, which are particularly important in service-based industries such as tourism.

From a structural perspective, Henry Mintzberg provided one of the most influential classifications of organizational configurations, identifying key structural types such as simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy. His framework is especially relevant for tourism enterprises, where different organizational forms may be applied depending on size, complexity, and market orientation.

Methodology. This study adopts a systematic and multi-method research approach to analyze the importance of management structures in tourism enterprises. The methodological framework is designed to ensure a comprehensive understanding of both theoretical foundations and practical implications of organizational structures in the tourism sector.

Firstly, the research is based on a qualitative literature analysis. Academic books, peer-reviewed journal articles, and international reports related to management theory and tourism studies were systematically reviewed. This approach allowed the identification of key theoretical concepts, evolution of management structures, and their application in service-oriented industries. The literature review focused on classical management theories, modern organizational models, and recent studies addressing digital transformation in tourism enterprises.

Secondly, a comparative analysis method was applied to evaluate different types of management structures, including linear, functional, line-functional, and matrix models. Each structure was analyzed in terms of its organizational efficiency, flexibility, decision-making speed, coordination mechanisms, and suitability for tourism enterprises. This comparative approach made it possible to identify the strengths and limitations of each model under different operational conditions.

Discussion. The analysis of management structures in tourism enterprises demonstrates that organizational design plays a decisive role in determining service quality, operational efficiency, and long-term competitiveness. As tourism enterprises operate in a highly dynamic and customer-oriented environment, the choice of management structure directly influences their ability to respond to market changes, coordinate internal processes, and deliver high-quality services.

The findings of this study indicate that traditional linear structures, while simple and effective for small enterprises, become less efficient as organizational complexity increases. Functional structures improve specialization and professional competence, but often face coordination challenges between departments. Line-functional structures provide a balance between control and specialization, making them suitable for medium-sized tourism enterprises. However, the most effective model in modern conditions appears to be the matrix structure, which ensures flexibility, cross-functional collaboration, and efficient resource allocation.

The discussion also highlights that digital transformation has significantly reshaped management practices in tourism enterprises. Technologies such as CRM systems, online booking platforms, and data analytics tools have reduced the importance of rigid hierarchical structures and increased the demand for adaptive and hybrid organizational models. This shift is particularly important in tourism, where customer expectations and market conditions change rapidly.

Another important observation is that management structures are closely linked to economic efficiency. Enterprises with well-defined organizational systems tend to achieve better resource utilization, lower operational costs, and higher productivity. At the same time, poorly designed structures lead to communication gaps, decision-making delays, and reduced service quality.

The comparative evaluation of different management structures is summarized in the table below:

Overall, the discussion confirms that no single management structure is universally optimal. Instead, the effectiveness of a structure depends on enterprise size, strategic goals, market environment, and level of digital integration. In modern tourism enterprises, hybrid and matrix-based structures are increasingly preferred due to their ability to support innovation, adaptability, and customer-oriented service delivery.

Furthermore, it can be concluded that successful tourism enterprises are those that continuously adapt their management structures in response to external changes. Flexibility, coordination, and technological integration are becoming the key determinants of organizational success in the global tourism industry.

Table 1.

Comparison of Management Structures in Tourism Enterprises[1]

Structure	Main	Advantages	Disadvantages	Suitability for

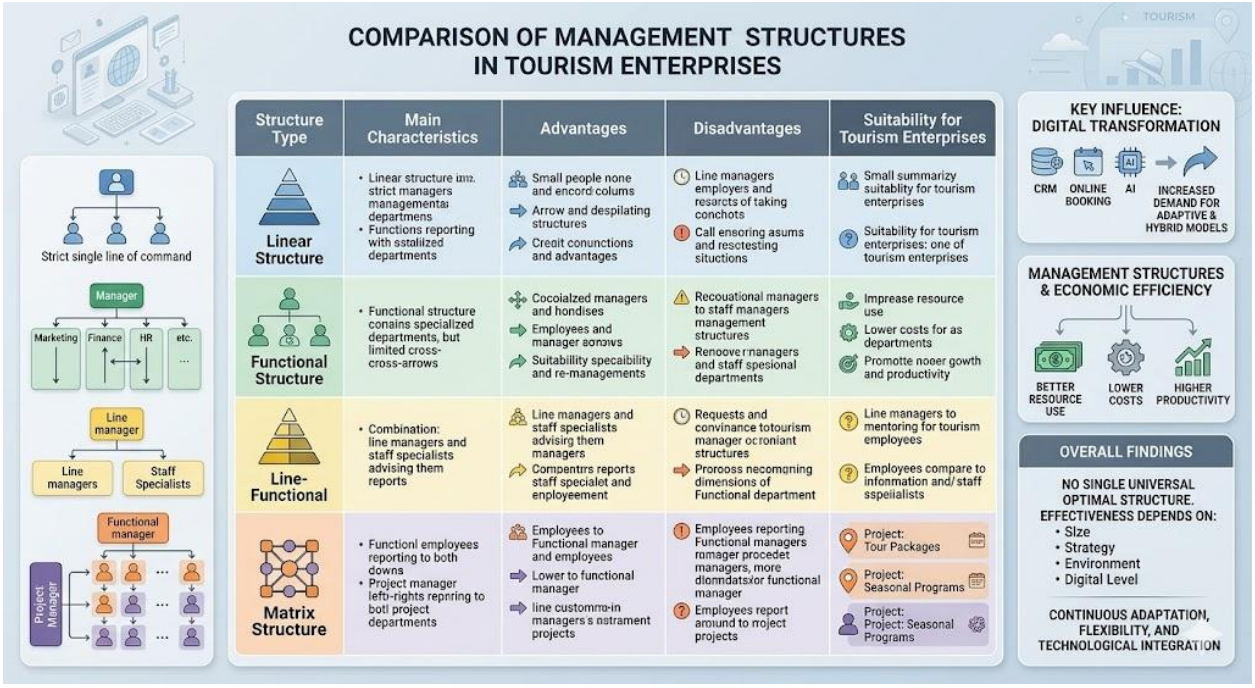
[1] Kotler Philip, Bowen, J. T., & Makens, J. C. (2017). *Marketing for Hospitality and Tourism*. Pearson.

Type	Characteristics			Tourism Enterprises
Linear Structure	Simple hierarchy, centralized decision-making	Fast decisions, clear authority	Low flexibility, limited specialization	Small tourism firms
Functional Structure	Departments based on functions (marketing, finance, etc.)	High specialization, professional expertise	Weak interdepartmental coordination	Medium enterprises
Line-Functional	Combination of hierarchy and functional departments	Balanced control and specialization	Possible coordination difficulties	Medium and large enterprises
Matrix Structure	Dual reporting system (functional + project managers)	High flexibility, innovation, efficient resource use	Role ambiguity, complex coordination	Large, dynamic tourism enterprises

Management structures in tourism enterprises differ significantly in terms of their organizational complexity, flexibility, decision-making mechanisms, and suitability for various operational scales. The tourism industry, being highly dynamic and service-oriented, requires structures that ensure both efficiency and adaptability. The main organizational models—linear, functional, line-functional, and matrix structures—can be compared based on their key characteristics and practical effectiveness.

The visual hierarchy presented on the left side of the infographic illustrates the evolutionary transition of management structures from simple forms to more complex systems. The simplest form, the linear structure, is based on the principle of the "chain of command." This model is particularly effective for small-scale tourism agencies, as it enables centralized management and facilitates rapid decision-making. In particular, quick responses to customer inquiries and оперативе service delivery are efficiently ensured within this structure.

At the next stage, functional and line-functional structures emerge. These models are characterized by an increased level of specialization, where departments such as marketing, finance, and operations are organized separately. This enhances professional competence and improves service quality. However, such structures may also lead to limited interdepartmental communication, commonly referred to as the "silo effect," which can reduce the efficiency of information exchange within the organization.



1-picture. Comparison of management structures in tourism enterprises[2].

The matrix structure represents the most advanced and complex form of management. It is based on a dual authority system and integrates both functional and project-based management approaches. This model is particularly relevant in the tourism sector, where employees may simultaneously participate in multiple projects, such as seasonal tour packages and international travel programs. As a result, resource utilization becomes more efficient.

The comparative table in the central part of the infographic highlights the concept of "trade-offs" in managerial decision-making. In particular, the balance between efficiency and flexibility is of critical importance. The more complex and flexible a structure is (such as the matrix model), the better it can adapt to rapidly changing market conditions. However, this also increases the risk of role ambiguity, where employees may face uncertainty regarding reporting lines and authority.

The "suitability" criterion presented in the table holds significant academic importance, as it justifies the need to select an appropriate organizational structure based on the size, type, and strategic objectives of the enterprise. For large-scale tourism organizations, the matrix structure is often more suitable, as it allows for efficient resource allocation and effective management of multiple projects.

The right side of the infographic analyzes the relationship between organizational structure and the modern business environment. Digital transformation processes, including CRM systems, artificial intelligence, and online booking platforms, have a significant impact on management systems. These technologies accelerate decision-making processes and contribute to the partial "de-hierarchization" of management, reducing the need for traditional vertical control structures.

At the same time, selecting an appropriate organizational structure is a key factor in improving economic efficiency. It enables the reduction of operational costs, optimal utilization of

[2] Kotler Philip, Bowen, J. T., & Makens, J. C. (2017). *Marketing for Hospitality and Tourism*. Pearson.

resources, and enhancement of service quality. Conversely, poorly designed management structures can lead to information loss, slower decision-making, and an overall decline in organizational performance.

Conclusion. In conclusion, this study confirms that management structures play a fundamental role in ensuring the effectiveness and competitiveness of tourism enterprises. As the tourism industry operates in a highly dynamic, customer-oriented, and technology-driven environment, the choice and design of an appropriate organizational structure become critical for achieving sustainable development.

The research demonstrates that each type of management structure—linear, functional, line-functional, and matrix—has its own advantages and limitations. While linear structures are suitable for small enterprises due to their simplicity and fast decision-making, more complex organizations require flexible and adaptive models. In this regard, matrix and hybrid structures emerge as the most effective solutions for modern tourism enterprises, as they support cross-functional collaboration, efficient resource allocation, and rapid response to market changes.

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