

# ІНВЕСТИЦІЇ: ПРАКТИКА ТА ДОСВІД

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# MODERN FEATURES OF OPERATIONAL MANEUVERING IN THE TOURISM AND HOSPITALITY INDUSTRY UNDER UNCERTAIN CONDITIONS

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## СУЧАСНІ ОСОБЛИВОСТІ ОПЕРАЦІЙНОГО МАНЕВРУВАННЯ ТУРИСТИЧНОГО ТА ГОТЕЛЬНО-РЕСТОРАННОГО БІЗНЕСУ В УМОВАХ НЕВИЗНАЧЕНОСТІ

***The modern business world is characterized by high dynamism and unpredictability. These trends are particularly pronounced in the tourism and hospitality sector, where external factors such as political changes, economic crises, natural disasters, and pandemics can drastically alter tourism and hospitality offerings. In such conditions, the ability of these businesses to quickly adapt, respond promptly to changes, and effectively maneuver available resources and opportunities becomes a key factor for success. Those businesses that adapt the fastest retain their customers and even increase their revenues. Thus, developing and selecting effective tactics that enable businesses to operate successfully in conditions of high uncertainty becomes particularly relevant. The article aims to highlight the modern features of operational maneuvering in the tourism and hospitality business under conditions of uncertainty. The research revealed that effective operational maneuvering in the tourism and hospitality business is characterized by the following key features: flexibility of business models, customer orientation, innovation, risk resilience, efficient resource management,***



*collaboration with partners, and the development of human capital. The combination of these features allows businesses to quickly adapt to development in uncertain conditions. Implementing the outlined features of operational maneuvering in the tourism and hospitality business under conditions of uncertainty is characterized by the pursuit of achieving a balance between available resources and opportunities. In this context, the ability to appropriately balance resources and opportunities in the tourism and hospitality business is shaped by the content of three interrelated components: informational, organizational, and operational. The results open up broad prospects for further research regarding the quantitative assessment of the impact of operational maneuvering on the financial performance of enterprises. Research could be focused on establishing quantitative relationships between the level of operational maneuvering and indicators such as profitability, return on investment, and market share.*

**Сучасний світ бізнесу характеризується високою динамічністю та непередбачуваністю. Ці тенденції особливо гостро відчуються в туристичній та готельно-ресторанній сферах, де зовнішні фактори, такі як політичні зміни, економічні кризи, природні катаклізми та пандемії, можуть кардинально змінювати туристичні пропозиції та готельно-ресторанні послуги. У таких умовах здатність бізнесів швидко адаптуватися, оперативно реагувати на зміни та ефективно маневрувати наявними ресурсами стає ключовим фактором успіху. Суб'єкти господарювання, які адаптуються найшвидше, зберігають клієнтів і навіть збільшують доходи. Відтак, особливої актуальності набуває процес формування та добору ефективних маневрів, що дозволяють підприємствам успішно функціонувати в умовах високої невизначеності. Метою статті є виділення сучасних особливостей операційного маневрування в туристичному та готельно-ресторанному бізнесі в умовах невизначеності. Дослідження виявило, що ефективне операційне маневрування в туристичному та готельно-ресторанному бізнесі характеризується такими ключовими особливостями: гнучкістю бізнес-моделей, клієнтоорієнтованістю, інноваційністю, стійкістю до ризиків, ефективним управлінням ресурсами, співпрацею з партнерами та розвитком людського капіталу. Сукупна дія окреслених нами особливостей операційного маневрування в туристичному та готельно-ресторанному бізнесі в умовах невизначеності характеризується прагненням досягти балансу між наявними ресурсами та можливостями. При цьому здатність відповідним чином балансувати ресурси та можливості в туристичному та готельно-ресторанному бізнесі формується змістом трьох взаємопов'язаних компонентів, а саме інформаційного, організаційного та операційного. Отримані результати відкривають широкі перспективи для подальших досліджень з кількісної оцінки впливу операційного маневрування на фінансові показники підприємств. Дослідження можуть бути спрямовані на встановлення кількісних залежностей між рівнем операційного маневрування та такими показниками, як прибутковість, рентабельність і частка ринку.**

*Key words: new markets; tactical maneuvering; resource maneuvering; innovation implementation; costs; flexible business adaptation.*

*Ключові слова: нові ринки; тактичний маневр; ресурсний маневр; впровадження інновацій; витрати; гнучка адаптація бізнесу.*

## PROBLEM STATEMENT

The modern business world is characterized by high dynamism and unpredictability. These trends are pronounced in the tourism and hospitality sector, where external factors such as political changes, economic crises, natural disasters, and pandemics can drastically alter tourism and hospitality offerings. In such conditions, the ability of these businesses to quickly adapt, respond promptly to changes, and effectively maneuver available resources and opportunities becomes a key factor for success. For example, tourism and hospitality businesses operating in regions with pronounced seasonality must be able to quickly redirect resources from one area to another, change menus, adjust service offerings, and develop

special promotions for different times of the year. Those businesses that adapt the fastest retain their customers and even increase their revenues. Thus, developing and selecting effective tactics that allow enterprises to operate successfully in conditions of high uncertainty becomes particularly relevant.

## THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

The issues related to the operational activities of the tourism and hospitality business in Ukraine have been studied and continue to be explored by researchers such as Dombik O. M., Ryabenka M. O., and Postova V. V. They have thoroughly examined various aspects of the daily

operations of businesses in this sector, including production processes, service delivery, and the collection of processes related to their core activities. However, the issue of operational maneuvering, which refers to the ability of businesses to quickly adapt to market changes and effectively utilize resources, remains insufficiently studied within this context.

## PURPOSE OF THE ARTICLE

The article aims to highlight the modern features of operational maneuvering in the tourism and hospitality business under conditions of uncertainty.

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

Any business currently implements ongoing adjustments to the internal processes directly related to goods production or the provision of services in conditions where associated events cannot be predicted with high accuracy [6]. In particular, most existing studies [2—3; 5] demonstrate that forecasting all possible scenarios for the development of events is practically impossible. Furthermore, many processes in business have a nonlinear nature, so even a small change in one variable can lead to significant consequences. Considering this specificity, the authors emphasize the relevance of "maneuvering," which shapes the ability of a business to effectively utilize resources in changing conditions (i.e., when the impact of random factors, such as natural disasters and political crises, can significantly alter the situation).

Thus, within the framework of this research, the primary focus will be on the phenomenon of operational maneuvering in the tourism and hospitality business, characterized by its ability to quickly redirect available resources and respond to new opportunities if it helps adapt to changes in the external environment, the main feature of which is uncertainty.

It should be noted that the more promptly a business executes operational maneuvers (resource and tactical), the higher its adaptability, ability to respond to changes, and capacity to implement new management approaches. At the same time, it should be considered that each such maneuver has a specific purpose (i.e., goal-oriented) and is characterized by a temporality of action, which is limited to a certain territory or sphere of activity (i.e., restricted in time and space) [3; 5].

Describing the economic essence of operational resource maneuvering (or resource maneuvering), it is defined as a dynamic process that involves making resource decisions (regarding the use of financial, human, and material resources) aimed at adapting the business to changes in the external environment. Resource decisions involve a conscious reallocation of resources in response to [2—3]:

- Changes in demand. For instance, if demand for certain services decreases, resources can be redirected towards developing more in-demand areas.

- New conditions created by entering new markets. When entering new geographic markets or segments, resources may be allocated to marketing, product adaptation, and new sales channel development.

- Implementation of innovations. Additional resources must be allocated for new product development, services, or technologies.

- Cost reduction. So, during an economic crisis or when revenues decline, resources can be redirected toward cost optimization and improving efficiency.

Resource maneuvering in the tourism and hospitality business involves adapting to changes ability. A classic example of this is the retraining of staff. For example, during the COVID-19 pandemic, many hotels repurposed their staff for food delivery and the organization of online events. In particular, Premier Hotels and Resorts across Ukraine began offering delivery of dishes from the hotel restaurants directly to guests' rooms or even to their homes.

To facilitate this, chefs and waitstaff were trained in safe food delivery practices and how to use ordering apps. Other examples include converting restaurants into cafes or bars and implementing energy-efficient technologies.

Regarding the economic essence of operational maneuvering with current capabilities (or tactical maneuvering), it refers to a dynamic process that involves the flexible adaptation of a business to changes in the external environment through new ideas, development directions, products, services, or markets that can contribute to growth and development. The foundation of the process is the tactical decision, which involves utilizing potential opportunities in the business in response to [2]:

1. The emergence of new technologies. It may include implementing artificial intelligence in customer service, using virtual reality to create virtual tours, and developing mobile applications for booking and managing travel;

2. New markets. These can be created by gaining access to new geographic markets and developing tourism products for new customer segments (for example, youth, family, luxury);

3. New trends. It may involve creating tourism products that align with current trends, such as ecotourism, gastronomic tourism, and cultural tourism.

4. New partnerships. It includes collaborating with other companies to create new products or services.

Tactical maneuvering in the tourism and hospitality business involves identifying and utilizing current opportunities through direct impact on growth and development, competitive advantages, and meeting customer needs. For example, noticing the growing consumer interest in healthy eating and local products in 2023, the Premier Hotels and Resorts chain actively developed this direction in 2024. The restaurants in the chain expanded their menus to include dishes made from local products, established partnerships with local farmers, and conducted a series of culinary workshops. As a result, the establishments attracted new customers and positioned themselves as leaders in healthy eating.

Based on the aforementioned points, it is clear that resource and tactical maneuvers encompass a comprehensive set of measures aimed at effective resource management, process optimization, and adaptation to changing market conditions. In conditions of uncertainty, there are always specific features that serve as a guarantee in the tourism and hospitality business that the entire set of maneuvers will ensure the competitiveness of its entities. Among these features [2—3]:

**Table 1. The combined effect of the features of operational maneuvering in the tourism and hospitality business in uncertain conditions**

The feature of operational maneuvering	A detailed description of the features of operational maneuvering	The effect of features in conditions of uncertainty	The focus of features action
Flexibility and adaptability of business models	The ability to quickly change business models, products, and services in accordance with market changes and customer needs.	Breaking down large processes into smaller modules, which facilitates their modification and adaptation. Decentralization of decision-making to respond quickly to changes at the local level.	Dynamically balancing resources and opportunities in accordance with the current state of the external environment.
Customer orientation	A constant focus on customer needs and their satisfaction.	Creating personalized offers for each customer. Utilizing various channels to gather customer feedback and analyzing it afterwards. Anticipating potential problems and taking preventive measures.	
Innovativeness	A continuous search for new ideas and technologies to improve business processes and expand offerings.	Utilizing digital tools for process automation, improving customer service, and data analysis. Creating unique offerings that differentiate the company from its competitors.	
Resilience to risks	The ability to minimize the negative impact of unforeseen events.	Developing contingency plans for emergencies. Expanding the range of services and geographic markets.	
Effective resource management.	Optimization of the use of all available resources.	Achieving maximum efficiency.	
Collaboration with partners	Combining efforts with other companies.	Achieving common goals.	
Development of human capital.	Investing in training and development of employees	Corporate training, mentoring, online learning, personnel rotation, and supporting participation in conferences and exhibitions.	

Source: formulated by the author based on [2—3; 5].

1. The ability to quickly change business models, products, and services to market changes and customer needs, which is based on the modularity of business processes and rapid decision-making.

2. Customer orientation, which defines a consistent focus on customer needs and satisfaction, grounded in the personalization of services, active feedback collection, and proactive problem-solving.

3. Innovativeness involves a continuous search for new ideas and technologies to improve business processes and expand offerings based on technology implementation and product and service development.

4. Resilience to risks involves the ability to minimize the negative impact of unforeseen events based on risk insurance and the diversification of activities.

5. Effective resource management involves optimizing available resources use (financial, human, material) based on efficiency maximizing.

6. Collaboration with partners or pooling efforts with other companies based on achieving common goals.

7. The human capital development is based on investing in the training and development of employees.

The research revealed that effective operational maneuvering in the tourism and hospitality business is characterized by the following key features: flexibility of business models, customer orientation, innovativeness, resilience to risks, effective resource management, collaboration with partners, and development of human capital [1—2].

The combined effect of the outlined features (Table 1) allows business entities to quickly adjust development in uncertain conditions. For example, the business model's flexibility allows owners to realign to new market segments or adjust their offerings according to changing customer needs. Customer orientation ensures continuous feedback, enabling timely identification of trends and consumer expectations. Innovativeness contributes to the new products, services, and technologies development that help businesses stay ahead of competitors.

**Table 2. Components of dynamic balancing of resources and opportunities by the current state formed by the external environment or its components**

Components of balancing resources and opportunities	Directions for balancing resources and opportunities	Key aspects that determine the balancing of resources and opportunities	Additional aspects of balancing
Informational component	Data collection systems	Implementation of effective systems for collecting data on the market, competitors, customers, and internal processes.	Use of digital technologies for process automation, data analysis, and improving customer interactions.  Development of employee skills, their motivation, and involvement in the decision-making process. Combining operational maneuvering with strategic planning to ensure the long-term development of the company.
	Data analytics	Utilization of business analytics tools to identify trends, forecast, and make informed decisions.	
	Market monitoring	Continuous monitoring of changes in legislation, economic conditions, technologies, and consumer behavior.	
Organizational component	Flexible structures	Creation of organizational structures that easily adapt to changes and allow for rapid response to challenges.	
	Decentralization of decision-making	Delegation of authority to lower management levels to expedite the decision-making process.	
	Collaboration between departments	Creation of effective mechanisms for interaction between different departments of the company.	
	Culture of innovation	Fostering an atmosphere that encourages employees to seek new ideas and solutions.	
Operational component	Development scenarios	Development of various scenarios for events and corresponding action plans.	
	Rapid response	Creation of mechanisms for rapid response to changes in the external environment.	
	Continuous process improvement	Analysis and optimization of business processes to enhance their efficiency.	
	Risk management	Identification, assessment, and management of risks associated with operational activities.	

Note

\*These can include website analytics systems, customer surveys, social media, and so on.

Source: formulated by the author based on [1; 3-4].

The complex interplay of operational maneuverability characteristics, along with the purposefulness and time and spatial constraints of all operational maneuvers, shape the overall effectiveness of operational maneuverability. This effectiveness is achieved through the business's ability to dynamically balance resources and current capabilities in response to the formed current state of the external environment or its components [2].

The actions in operational maneuvering in the tourism and hospitality industry under conditions of uncertainty are characterized by the pursuit of achieving a balance between available resources and opportunities. Balanced resource utilization enables businesses to maximize their potential and achieve superior financial performance.

At the same time, the outlined ability to appropriately balance resources and opportunities in the tourism and hotel-restaurant business is shaped by the content of three interrelated components (Table 2). Specifically [1; 3—4]:

1. Informational. Collection, analysis, and evaluation of current information about business processes, market trends, and customer needs.

2. Organizational. Allocation of resources, setting priorities, and optimization of business processes taking into account the set goals.

3. Operational. Development and implementation of tactical decisions aimed at achieving short-term goals and adapting to changes.

Through the interaction of the informational, organizational, and operational components, businesses effectively respond to market changes [4]. At the same time, the successful implementation of dynamic resource balancing requires a comprehensive approach that, through the introduction of modern information systems, a culture of innovation, staff training and development, and a flexible organizational structure, directs decision-making, response processes to changes in demand, and approaches to tactical business management.

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

The research confirmed that operational maneuvering is an important factor for the success of the tourism and hotel-restaurant business in modern uncertainty. In this regard, the following conclusions have been made:

1. The ability of enterprises to quickly adapt to market changes, approach problem-solving innovatively, and manage resources effectively determines their competitiveness.

2. The research revealed that effective operational maneuvering in the tourism and hotel-restaurant business is characterized by the following key features: flexibility of business models, customer orientation, innovativeness, resilience to risks, effective resource management, collaboration with partners, and human capital development. The cumulative effect of these outlined features allows business entities to quickly adjust development in uncertain conditions.

3. The action of the features of operational maneuvering that we outlined in the tourism and hotel-restaurant business under conditions of uncertainty is characterized by the pursuit of achieving a balance between available resources and opportunities. In this context, the outlined ability to appropriately balance resources and opportunities in the tourism and hotel-restaurant business is shaped by the content of three interrelated components: informational, organizational, and operational.

The obtained results open up wide prospects for further research regarding the quantitative assessment of the impact of operational maneuvering on the financial indicators of enterprises. The studies can be aimed at establishing quantitative dependencies between the level of operational maneuvering and such indicators as profitability, return on investment, and market share.

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