Tetiana Grynko

D.Sc. in Economics, Professor, Dean of the Faculty of Economics, Oles Honchar Dnipro National University, Dnipro, Ukraine;
ORCID: 0000-0002-7882-4523

Tetiana Hviniashvili

Candidate of Economy Sciences, Associate Professor, Head of the Department of Economics, Entrepreneurship and Enterprise Management, Oles Honchar Dnipro National University, Dnipro, Ukraine;
ORCID: 0000-0002-7961-2549

Tetiana Oliinyk

Candidate of Economy Sciences, Associate Professor of the Department of Economics, Entrepreneurship and Enterprise Management, Oles Honchar Dnipro National University, Dnipro, Ukraine;
ORCID: 0000-0003-1224-3790

Yelyzaveta Saihak

PhD in Economics, Lecturer of the Department of International Tourism and Hotel and Restaurant Business, University of Customs and Finance, Dnipro, Ukraine;
ORCID: 0000-0002-6406-9272

Olena Yudina

D.Sc. in Economics, Associate Professor of the Department of International Tourism and Hotel and Restaurant Business, University of Customs and Finance, Dnipro, Ukraine;
ORCID: 0000-0003-3699-5321

Maksim Korneyev

D.Sc. in Economics, Professor, Dean of the Faculty of Innovative Technologies, University of Customs and Finance, Dnipro, Ukraine;
e-mail: km_13_15@ukr.net
ORCID: 0000-0002-4005-5335
(Corresponding author)

IMPROVEMENT OF THE CHANGE MANAGEMENT MODEL AT THE HOTEL INDUSTRY ENTERPRISES

ABSTRACT

The article is devoted to the development of methodological approaches and practical recommendations for improving the change management model in the enterprises of the hotel industry. Based on the definition of the functioning peculiarities of modern enterprises of the hotel industry, it is proved that traditional and classical models of change management are ineffective in modern changing conditions, and it is substantiated that the model of change management at enterprises of the hotel industry should be based on a situational approach, which transforms it into an "improvisational" one. The change management model, in which managers make decisions based on intuition and change management is carried out through constant improvisation, represents a flexible and adaptive approach to managing an organization in conditions of constant uncertainty and variability of the external environment. Key aspects of this model include the acceptance of intuition's importance in the decision-making process, where managers value intuitive propositions and apply them in their activities. Instead of pre-designed and tough change strategies, change management is based on the organization's ability to quickly adapt to changes and respond to situations that arise in real time. The effectiveness of such a model is supported by an open and active exchange of information and ideas between management and employees, which helps stimulate improvisation and making non-standard decisions. The article proposes an algorithm for managing changes in hotel industry enterprises, developed taking into account the survey results of employees of 25 Ukrainian hotels of various categories. This algorithm works in the form of a continuous cycle and consists of six stages. The results of the survey also emphasize the relevance of the problem of effective change management in the modern hotel sector.

Keywords: changes, change management, hotel, hotel industry enterprises, improvisational model, communication effectiveness, employee involvement

JEL Classification: M12, M21, Z32

INTRODUCTION

Under the modern conditions of the economic entities' functioning in the new conditions of the society's development, the tasks of developing effective tools, methods and approaches to the formation of new business models and ensuring development are being updated. The modern business environment is characterized by turbulence and growing uncertainty, which requires business structures to quickly adapt to ensure strategic success. Today, there are reasons to believe that the negative moments in the activity of economic entities arising under the influence of the turbulence of the external business environment are caused precisely by the ineffectiveness of management because constant changes lead to the emergence of non-standard situations that cannot be solved with the help of existing management tools and technologies. Under such circumstances, the question of diversification of management models arises. Diversification of management models involves the use of various aspects of the organization's management, such as, for example, the traditional bureaucratic management model, the project model, the personnel management model, etc. Diversification of management models is an innovative type of diversification - at the same time, it provides the management process with the necessary level of flexibility, a high level of adaptability, the ability to

quickly and effectively respond to the challenges of the external and internal environment. This approach may turn out to be more effective in a changing business environment, as modern trends in increasing the level of competition, technological progress and constant changes in consumer demands and requests require the use of various strategies and management methods to achieve success and ensure the competitiveness of economic entities.

Today, the hotel business sector of Ukraine is facing such challenges, which have undoubtedly been affected since the beginning of the large-scale coronavirus pandemic. Dynamics of the number of hotels and similar means of temporary accommodation (KVED - 55.1) in Ukraine for the period 2018-2022 show that the hotel business was affected almost the most by the coronavirus pandemic, and with the beginning of the war, it was on the verge of bankruptcy. HotelMatrix analysts have identified three phases in the hotel real estate market starting in 2022, depending on changes in the level of demand. The period from January 1, 2022, to February 24, 2022 (the first phase) was characterized by a high level of demand for hotels. Occupancy in this period exceeded the indicators of 2021 and, in some regions, even the pre-quarantine values of the indicators. During the first phase, the average level of demand for hotels in Kyiv grew. Hotel occupancy rates on average across Ukraine grew rapidly compared to the same period in 2021, including in 5-star hotels. Due to the weakening of quarantine restrictions and an increase in tourist flows, the occupancy level in Lviv hotels also increased to 55%, Kharkiv - 45% compared to 2021. The second phase began on February 24, 2022, and lasted about three months. During this period, many hotels in Kyiv were closed, and those that were working had sufficiently low average occupancy rates - 10-20%. Analysts define June 2022 as the beginning of the third phase, which continues to this day and is characterized by a decrease in the average occupancy level of Lviv hotels and stabilization of this indicator in capital hotels. In general, the analyzed indicator stabilized at the level of 50-60%, which corresponds to pre-war 2021 (Hotel Market Analytics. HotelMatrix, 2024).

Thus, over the past three years, hotel industry enterprises were forced to change the management paradigm due to the impact of large-scale transformations of the economy and society as a whole, which demonstrated the need to develop and apply an effective change management system.

LITERATURE REVIEW

Today, there are a number of models, the central idea of which is change, that is, the organization achieves success through effective change management, the first stage of which is the diagnostics of the needs and opportunities for implementing changes in an economic entity. A diagnostic model of the possibilities of implementing changes, using a comparative analysis of the implemented tasks content, and professional, social and other characteristics of employees operating in a certain organizational and cultural context, was proposed by D. Nadler and M. L. Tashman (1981).

D. Nadler and M. L. Tashman prove that the organization functions in the environment, which affects it through the internal culture. Also, the needs of both the organization as a whole and the personnel, in particular, are also directed to the external environment through the organizational culture, just as signals reflecting the value (cultural) characteristics of the organization are sent to the organization from the external environment.

Changes, whatever they may be, always concern people, employees, and co-workers of the organization, whether those who plan or implement them, control the consequences of their implementation, etc. Therefore, when making changes, it is necessary to take into account all the circumstances that can affect the final result of the change project.

As it is known, changes must be implemented based on three levels of the organization, namely: individual level, team level, and organizational level (Hviniashvili, 2016). Since changes in organizations affect, first of all, employees, when implementing them at the level of individuals, it is necessary to take into account those changes that directly affect the individual.

Back in 1969, doctor Elizabeth Kubler-Ross, working with terminally ill patients, observing them from the moment they were given a hopeless diagnosis until death, identified five stages of changing their attitude to their diagnosis: denial, aggression, bargaining, depression, acceptance of inevitability (Kubler-Ross E., 1969). Later on, scientists in the field of economics and work organization Adams, Hayes and Hopson (1976) used the model of Elizabeth Kubler-Ross to explain the perception by individuals of the inevitability of change, since these authors propose to understand change as the death of the former (old) order (Adams et al., 1977). Later, in 1991, this model was refined by changing the number and content of the stages, which was due to the desire to ensure greater compliance with Elizabeth Kubler-Ross's approach to change management at the individual level (Kegan et al., 2001). However, the general idea of people's attitude to unexpected (unpleasant) messages and events remained unchanged.

The second level of change is teams. In the theory and practice of management, there has been a debate for several decades about which group of people should be called a team, and which one should be called a collective. As you know, a subgroup is understood as a gathering of individuals who have drawn a boundary around themselves or, on the contrary, such a boundary has been drawn around them by the organization's administration or others. As an example, you can cite a group of tourists in a hotel. The team has a common goal and responsibility. Sometimes this responsibility may exist only from one team member to another. In the group, the relationship between responsibility and the general goal is blurred, and not specific. Due to these circumstances, the team may not be large in terms of the number of people included in it. In the framework of management, teams are created, for example, to manage the organization: the deputy heads of the company, headed by him, may become a team (or may not). Undoubtedly, there are management teams in the structural functional divisions of the organization. So-called project teams are created to develop and implement innovative ideas. Teams are created to implement organizational changes, so-called change teams. Both project teams and change teams can be formed according to the principle of matrix organizational structures, that is, from employees working in different functional divisions of the enterprise.

As it is known, there are other types of teams. Thus, in particular, work teams are distinguished, which are part of the traditional organizational hierarchy of the enterprise. Self-managed teams exist autonomously and are formed to solve tasks that are relevant only to their members. Virtual teams, whose members are geographically dispersed, and their interaction is carried out using information and communication technologies (Stacie A. Furst et al., 2004).

Therefore, when implementing changes, their content, conditions, etc., will certainly be perceived in the organization not only at the individual level but also at the level of teams. And since there is much more trust within the team than in collectives of disjointed individuals or groups, resistance to changes, or the perception of their necessity, will have more power: under conditions of trust, the influence of people on each other will be stronger. Therefore, change managers need to manage this process also at the level of teams formed in the organization.

As for the third, organizational level, the success of changes will of course depend on the type of organizational structure of the enterprise. In foreign management concepts, in the characteristics of organizational structure types, specific metaphors are used, according to which such types are distinguished (Cameron et al., 2015):

- organizations as machines (mechanistic structures);
- organizations as political systems (political structures);
- organizations as organisms (organismal structures);
- organizations as flow and transformation (flexible structures).

The characteristics of the structures determine the procedures for implementing changes, their nature, and change management, therefore, the analysis of the structures operating in the organization is extremely important. In addition, the organizational structure, along with the organizational culture, itself almost always becomes an object of change. For example, the introduction of any technological innovation always entails changes in the organizational structure and culture. Changes in organizational culture are always meaningfully connected with changes, for example, in social and labour relations in the organization. So, if during the implementation of changes, you limit yourself only to improving the structure, while not paying attention to organizational culture, the result may turn out to be generally negative. Cameron K. and Quinn R. (1999) also claim that most failures in the implementation of any innovations are caused by ignoring the organizational culture itself. "...Without a fundamental change of a completely new kind, namely a change in organizational culture, there is almost no hope for improving the productivity of organizations. Even if change strategies were implemented with respectable energy, many efforts to improve organizational performance would fail precisely because the fundamental culture of the organization remained old. In other words, values, ways of thinking, management styles, paradigms and approaches to solving problems would not undergo changes" (Cameron, Kim et al., 1999).

In many countries of the world, the experience of change management in organizations is being studied quite actively. Company managers independently make decisions about which model to use when making changes. For example, Microsoft uses the Prosci ADKAR methodology, with which the organization provides the necessary tools and methods to employees. "Correct change management is the key to success. Innovations, unusual methods of work, introduction of technologies - all this can be perceived by employees suspiciously or not used in most processes. However, gradual processes and analytics will help the company develop. For this, it is necessary to invest in change management - hire a coach, conduct introductory lectures for employees, and collect information. That's how you can achieve excellent results," Steve Green (2023), director of Microsoft's business programs, noted in an interview.

The American scientist Peter F. Drucker devoted his book "Tasks of Management of the 21st Century" to issues related to new ways of doing business and expanding the market with increasing competition in the global economy (Drucker, 1999).

Peter F. Drucker identified the challenges of effective change management, which were resolved by revising the corporate mission, goals, and business functions. Companies were interested in constantly changing their business strategies, changing hierarchical structures of company management and forming teams aimed at a certain result (Drucker, 1999). Thus, a change in the organizational structure, the production of a new product or the provision of a new service, new management principles and new technologies - all this is primarily reflected in the changes taking place inside the organization.

Changes in the organization are an integral part of its development and, as a rule, they occur as a result of a reaction in response to the conditions of the changing external environment. To ensure the success of its activities, an economic entity must possess a sufficient level of flexibility and adaptability to adapt to the conditions in which they operate or have the opportunity to influence or even change these conditions themselves. In the context of the life cycle theory, I. Adizes claims that change management allows extending the time the organization stays at favourable stages of its development (Adizes, 2009). The speed and success of overcoming crises in the organization depend on change management. Thus, professional effective change management is necessary to ensure the existence and development of the organization.

J. Kotter (1995), based on the analysis results of the activities of hundreds of well-known companies carrying out large-scale strategic changes, claims that in more than 70% of cases, the changes were not carried out in full, failed, were carried out with a significant delay, overspending the budget or causing significant resistance from companies' employees.

One of the first models of change management is considered to be the three-stage model of K. Lewin (1951). In fact, this model does not allow detailed consideration of the entire change process, but it should be noted that it is the basis that largely determined the development trajectory of the change management theory and practice for the creation of more advanced models in the future.

As mentioned, the implementation of almost any change usually meets resistance, which is one of the reasons for the change management need in general. Studying J. Kotter's model, it should be noted that in addition to changes in business processes, this model also involves changes in the corporate culture of employees (Kotter, 1995). However, the stages of J. Kotter's model relate exclusively to the organization's change management system. The model is aimed at improving company management, and proper management of people and information, but it does not provide management with practical tools for effective management of commodity (product), technological, marketing, organizational, social and other projects.

L. Greiner (1967) in his life cycle model identifies six stages of management, which allow for the successful implementation of organizational changes. This model has not lost its popularity among managers today, mainly due to the possibility of conducting an "experiment", that is, testing future changes and quickly solving problems that may arise during the process of implementing changes.

J. Duck's Change Curve model depicts change as a dynamic process rather than a static, predetermined sequence of events. The change curve consists of 5 successive phases, the character of which is determined, first of all, by the attitude of employees to changes (Duck, 2001). Analyzing this change management model, it should be noted that there is a fairly sharp "transition" between the "Check" and "Achievement of goals" stages. But, in fact, in practice, the company may not achieve its goal immediately after the experimental implementation of changes. However, it should be noted the advantages of this model, which consist in the distribution of tasks between the participants of the change management process.

The changes that take place in the organization affect all the main elements, including organizational structure, personnel, product, quality control system and more (Hviniashvili, 2015).

The need to be aware of current problems in the development of organizations, in modern management, puts the company's ability to adapt depending on changes in the external and internal environment in the first place (Hviniashvili, 2015). Not only the efficiency of business operations but also the survival of modern business structures depends on this.

AIMS AND OBJECTIVES

The purpose of the article is to develop methodological approaches and practical recommendations for improving the change management model at hotel industry enterprises that affect the efficiency of hotel operations, their competitiveness, and the quality of service. To realize this goal, the following tasks are set:

- to carry out an analysis of theoretical and methodological approaches to change management at enterprises;
- to determine the peculiarities of change management at enterprises of the hotel industry;

- to analyze the results of the survey of hotel industry enterprises employees, agents of change;
- to develop a change management algorithm designed to increase the functioning efficiency of enterprises in the hotel industry by implementing the corresponding model of implementing changes.

METHODS

The research was conducted on the basis of 25 enterprises in the Ukraine hotel industry of various categories, including private ownership. In order to evaluate the success of the implementation of the changes, four aspects of effective change management in hotels were identified, namely: the role of top management, the effectiveness of communications, employee involvement and resource provision of change management processes.

The study used structured questionnaires to collect both qualitative and quantitative data obtained on a 5-point scale. Mean values and standard deviation were used to present the results of the study.

Among the respondents, the majority of respondents were mid-level managers (35% or 28 respondents), top-level managers - 25% or 20 respondents, service personnel - 25% - 20 respondents and technical service employees - 15% or 12 respondents. Thus, the sample offered a mix of respondents, top management and middle management of hotels, as well as service personnel. By gender, the majority of respondents were female (47 people or approximately 59%).

The survey was conducted among the respondents working in 25 hotels in Ukraine. Approximately 45%, i.e., 11 hotels have been operating in the hotel industry market for 5 to 10 years, from 1 to 5 years - 6 hotels or approximately 25% and those that have been operating for more than 10 years (30% or 8 hotels). According to categories, 6 hotels are 5-star category or about 25%, 12 hotels are 4-star category or 48% and 7 hotels are 3-star category or about 27%. This ensures a balanced presentation of the survey results of hotel employees at different stages of activity.

RESULTS

In the course of the study, a survey was conducted in which employees of 25 hotels of various categories took part. Out of the 80 questionnaires, 72 were fully completed and returned. This means that the response rate is 90%, which is considered adequate, acceptable and sufficient for analysis. The set of respondents consists of administrators, hotel managers, and junior staff. Respondents were presented with statements relating to each of the independent variables in the questionnaires and asked to rate the statements on a scale of 1 to 5, where 1 is strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 - completely agree.

The first task was to investigate the influence of management on the effectiveness of changes in hotels. Respondents were provided with statements regarding the role of top management in the process of initiation and implementation of changes. The results are presented in Figure 1.
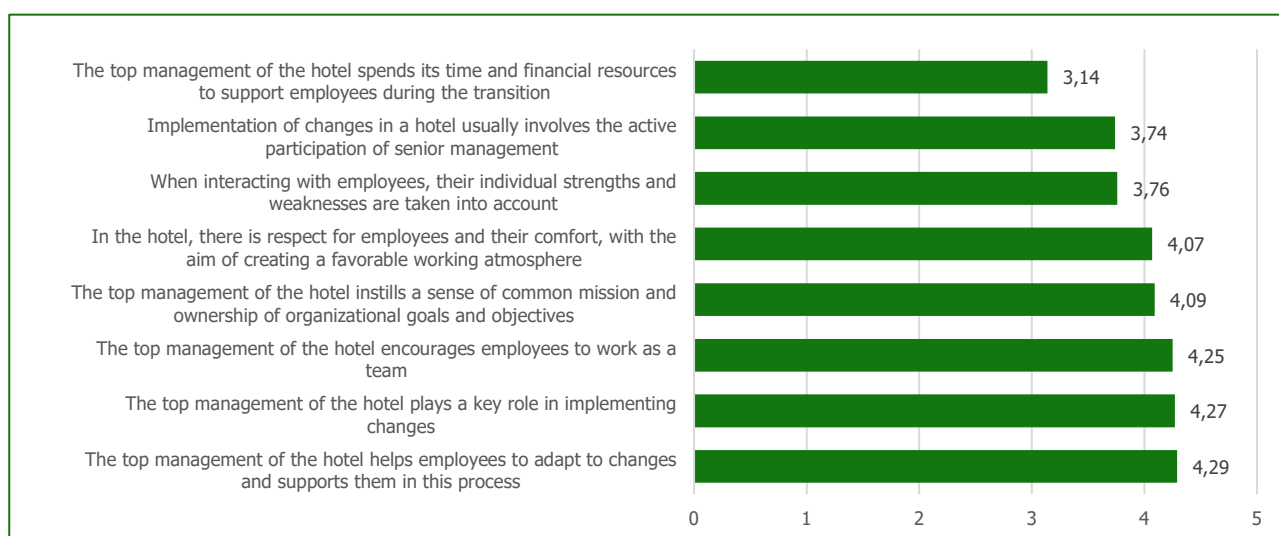
Figure 1. Results of the survey regarding the influence of top management on the effectiveness of changes in hotels.

The results of the survey indicate that the top management in hotels is the main agent of change, that top management supports employees in the process of adapting to changes, participates in the process of implementing changes and treats employees with respect in order to create a favourable working atmosphere. In addition, the respondents agreed that the top management of hotels encourages employees to work as a team, cooperation with employees takes into account their personal strengths and weaknesses, and hotel managers strive to create a sense of a common mission and involvement in organizational goals and objectives. However, the respondents did not agree with the fact that the top management of the hotel is willing to spend their time and income to support the employees during the period of change. On average, respondents agreed with the statements regarding the influence of top management on the effectiveness of changes in hotels. Thus, for the successful implementation and management of changes in the hotel business, the top management's attitude to each of the stages of this process is important. One of the first steps to successfully managing change is to build a management team, bringing together a select group of individuals with sufficient experience, authority and leadership skills. These individuals are usually called change agents, who are responsible for planning and implementing change. Many change management models outline the importance of forming and training a change management team by identifying its members, clarifying their roles and responsibilities, and developing their change management abilities and skills, knowledge and competencies necessary for change management.

In addition, the survey results highlight the need to use a set of tools to support employees at all stages of the change process. Training facilitates change by developing technical capabilities and influencing employees' mindsets, thus improving their readiness and commitment to change. Similarly, coaching employees aim to unlock their potential while promoting the development of intrapersonal skills such as self-awareness and self-motivation. The coaching process should be part of an integrated approach to empowering employees by training them, understanding what they do, working with them, observing their work, giving them feedback and creating an ongoing dialogue. Such an environment allows employees to explain their beliefs and specific concerns about the change. It can also be an opportunity to receive feedback on the progress of the change, and obstacles and difficulties faced during the implementation of the change project. Employee resistance is the biggest obstacle that can complicate change implementation processes. Therefore, during change management, it is necessary to identify the sources and causes of resistance, as well as the tools and methods of overcoming them. Failing to overcome resistance is a major setback for the change management team, and successfully overcoming it is a key factor in the effectiveness of change implementation.

The next task was to evaluate the impact of communications on the efficiency of hotel operations (survey results are shown in Figure 2).

Figure 2. Results of the survey on the effectiveness of the impact of the communications on the changes management in the hotels' operation.

According to the results of the survey, it was established that the respondents agree on the importance of effective communication channels for the transfer of information in the hotel. Survey participants emphasized the importance of individually informing each employee about any changes in the hotel's work, as well as the need to issue orders in case of changes in the hotel's work. In addition, respondents agreed that middle management provides reliable and clear information about changes in the hotel's work to all employees without exception, communication processes take place in a timely manner and noted effective feedback from management, as well as an established hierarchy of communication

links. On average, all respondents agreed about the influence of the communications' effectiveness on the work of hotels. Therefore, the level of communication effectiveness plays a significant role in the success of change, because insufficient information increases employee uncertainty, causes negative work attitudes and increases resistance among employees.

Managers of change must provide members of the organization with clear messages about changes. Interestingly, about 43% of respondents among the top management of hotels indicated that they do not always communicate changes to all employees. In most cases, employees receive messages from middle managers or change project managers. However, messages sent to employees directly from leaders can effectively promote change, regardless of who provides the communication throughout the implementation process. Effective and ongoing communication is a key factor in the success of change and plays an important role in building organizational readiness for change, reducing resistance, and getting support from employees. Among the goals of the communication process is the conveyance of the strategy, desired future state, vision and scope of the change project to all interested parties. Effective communication should begin with an assessment of the communication needs of all interested parties and continue with the development of a communication strategy and a detailed plan.

The next block of questionnaire questions was aimed at determining the impact of employee involvement on the effectiveness of changes in the hotel (survey results are shown in Figure 3).


Figure 3. Results of the survey on the impact of employee involvement on the effectiveness of changes in the hotel.

Regarding the impact of employee involvement on the effectiveness of changes in the hotel, respondents noted that employees are involved in planning changes in the hotel and that relevant training programs are conducted before implementing changes in the hotel. According to the results of the survey, respondents also agreed that the management considers training a key component for successful implementation of changes, that the hotel rewards employees for high performance and that the employee reward system is fully transparent. However, respondents do not agree with the statement that employees are allowed to participate in decision-making processes, that their opinions are taken into account in the decision-making process, and that the degree of recognition and reward of employees determines the level of acceptance of changes in the hotel. Thus, the involvement of employees in the process of planning, and implementing changes in the organization, using various means, such as taking into account the opinions of employees, conducting training, etc., is absolutely necessary to ensure the success of the changes.

Therefore, the results of the survey confirm that it is necessary to involve senior and middle managers, as well as employees, in the implementation of changes. The questionnaire items formed were based on a review of models and elements of change management, and many of them related to a certain form of change initiatives require the participation and commitment of all relevant stakeholders, including employees and managers. In addition, stakeholder participation in change initiatives is considered an important success factor. A change project stakeholder is any group of individuals or an individual who can influence or is affected by the implementation of the change project. To ensure that all stakeholders are involved in the change, it is recommended to develop a "stakeholder engagement strategy" that will identify the necessary involvement of the various stakeholders and the necessary actions to achieve the required level of involvement. Some studies emphasize the role of middle managers in ensuring the success of change. In this regard, Prosci's (2017) Change Management Best Practices Report mentions middle management involvement as one of the seven factors that

contribute to change success. As for executives and top management, their active and visible involvement gives more credibility to change initiatives and promotes greater acceptance of these initiatives by stakeholders. However, insufficient employee commitment and involvement can be a source of resistance and a serious obstacle to successful change implementation. Numerous studies have shown that the success of any change project depends primarily on employee commitment because change implementation is mainly carried out by employees (Shah et al., 2016). Employees involved in change must be recognized and appropriately rewarded. During change, their needs, incentives and values must be taken into account. In addition, change agents must be highly motivated, as they, in turn, must motivate individuals and stakeholders, in order to achieve the success of the change project.

The next task was to determine the impact of the resource provision volume on the effectiveness of changes in the operation of hotels (the results of the survey are shown in Figure 4).
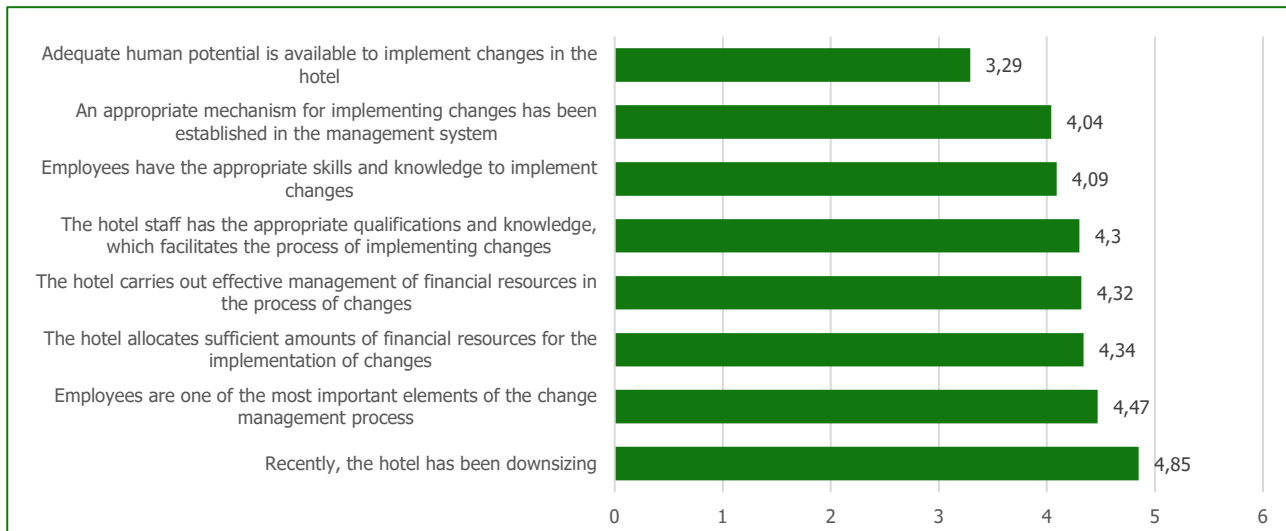
Figure 4. The results of the survey regarding the influence of the resource provision volume on the effectiveness of change management in the work of hotels.

Therefore, the respondents agree with the statements that the hotel allocates sufficient financial resources for the implementation of changes and note their effective management. In addition, the results of the survey indicate that employees are one of the most important elements of the change management process. However, the respondents did not agree with the fact that the hotel has sufficient human potential to implement changes. The respondents also agreed that the human potential of the hotel has the relevant knowledge, training and qualifications, which is necessary for the implementation of changes and noted that the hotel's management system has an appropriate mechanism for implementing changes. Thus, the results of the survey confirm the importance of having a sufficient number of all the necessary resources (financial, human, technological, etc.) in the hotel for the effective implementation of changes. It is about the organization's readiness for change. Readiness for changes must be prepared at two levels: organizational and individual readiness. The level of individual readiness is characterized by the skills, knowledge and abilities of individual employees, and is also based on their motivation, involvement and perception of changes. Organizational readiness is considered in three aspects: organizational culture, personnel involvement, and organizational potential. In this context, organizations must develop and build sustainable capacity for change. Capacity for organizational change is a combination of managerial and organizational abilities that allows the organization to develop and implement appropriate changes, with the aim of constant adaptation to the transformations of the environment and the organization (Judge et al., 2009).

As economic entities face a range of new systemic priorities and challenges characterized by business continuity risks, sudden changes in production volumes, real-time decision-making, workforce productivity, and security risks - organizational management must act quickly to address urgent problems of system stability and lay the foundation for future development. And the phenomenon of such changes is that there is a difference between the possibilities of making these changes and how managers actually make them. Furthermore, this mismatch greatly intensifies the challenges facing today's organizations trying to effectively implement change. At the same time, ensuring the stability of the organization's management system during the impact of changes is currently recognized as a key success factor. In view of the above, traditional and classic models of change management, such as, for example, the three-stage model of K. Levin, are ineffective, because, according to this model, the organization prepares for changes, implements changes, and then seeks to

restore its stability as soon as possible. Therefore, the change management model should be based on a situational approach, which transforms it into an "improvisational" one.

G. Mintzberg (1994) claimed that planning processes should be organized continuously. Today, under such changing operating conditions, in many situations it is not only impossible to determine in advance the changes that need to be implemented, but even more so, it is almost impossible to accurately predict their impact on the organization over time. Under such circumstances, the understanding of change must reflect the unprecedented, uncertain, complex and flexible nature of organizational and management initiatives. The improvisational model assumes a systematic response even to unforeseen events and outcomes, and therefore change management should be seen as a constant improvisation rather than a planned and tested process or mechanism.

The formation of an improvisational model of change management at the enterprise requires flexibility, tolerance for uncertainty and an active and quick reaction to the changing conditions of the organization's functioning. This is due to the fact that, until recently, in all sectors of the economy, in the total volume of organizational and management decisions made by managers, "emergency" type decisions occupied a very small share. However, today there is a tendency to increase their number in the processes of functioning of all economic systems. These are decisions that must be formed in an urgent manner, and they differ from operational decisions in their usual sense by even shorter terms for preparation and justification and the absence of algorithms for their development. The increase in the number of tasks that require such solutions in the conditions of the modern economy is explained by its highly turbulent nature and from the point of view of the bifurcation theory. This concept since around the mid-1880s has been used in the natural sciences to denote a point on the trajectory of the system's development at which a change in the mode of its functioning occurs. In this state, the system becomes unstable and uncertain, since there is no reliable information on whether it will go to "chaos" or - on the contrary - to a higher level of order (Wiggins, 1988).

Today, any economic entity functions in the conditions of large-scale metamorphosis of the national economy and undergoes its own development through bifurcation points. At the same time, each bifurcation point is characterized by the unpredictability and short-term changes to which an individual enterprise is exposed. Short-term changes mean that management decisions must be developed, adopted and implemented quickly due to their urgent nature. This is because only at the bifurcation point the object can be influenced in such a way that it remains on the correct trajectory of movement until the achievement of predetermined goals. At the same time, the principle of unpredictability always prevails at the bifurcation point, which means incomplete information for forecasting scenarios of the company's development after passing the bifurcation point. Because the state into which the element will go after it is completely new, unlike the previous ones. Thus, there is no guarantee that in the conditions of the transition to this state, the applied methods of development, adoption and implementation of management decisions that have proven themselves in the previous state will be effective. Under such circumstances, the changes that occur during the passage of the bifurcation point are mostly non-statutory in nature, which means the absence of well-established mechanisms for their management. It is precisely this kind of emergency solution to non-standard tasks under conditions of incomplete information that is a problematic area of economic systems management, which also confirms the expediency of an improvisational approach to change management at the enterprise.

The change management model, in which managers make decisions based on intuition and change management is carried out through constant improvisation, represents a flexible and adaptive approach to managing an organization in conditions of constant uncertainty and variability in the external environment. Key aspects of this model include recognizing the importance of intuition in the decision-making process decisions, where managers consider intuitive judgments valuable and apply them in their activities. Instead of pre-designed and rigid change strategies, change management is based on the organization's ability to quickly adapt to changes and respond to situations that arise in real-time. The effectiveness of such a model is supported by an open and active exchange of information and ideas between management and employees, which helps stimulate improvisation and making non-standard decisions.

In addition, important elements of this model are also the support of innovation, continuous exchange of feedback and adjustment of the change strategy based on experience, as well as the organization's readiness for risk, measures aimed at the development and training of employees, deepening the skills of adaptation and improvisation, search and development of creative and effective solutions. Despite the associated risk, this is the approach that promotes innovation and successful change management.

The results of a survey conducted among employees of the hotel industry emphasize the relevance of the problem of effective change management in the modern hotel sector. According to the survey, many employees emphasize the need to develop more flexible and innovative approaches to management. This shows the importance of adaptation to changes in the competitive environment and the constant improvement of processes in the hotel industry. Taking into account the

above, the proposed change management algorithm is designed to optimize the operation of the hotel and increase the effectiveness of changes (Figure 5).
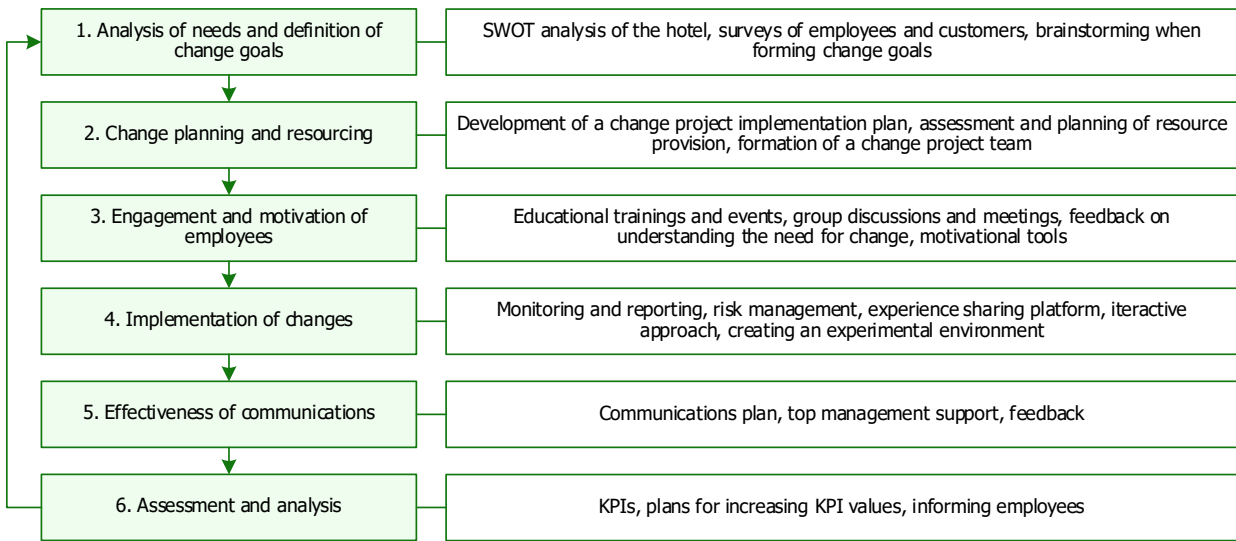
Figure 5. Algorithm of change management at enterprises of the hotel industry.

The change management algorithm at the hotel industry enterprise should work in the form of a continuous cycle consisting of six stages.

Stage 1: Analysis of needs and definition of change goals.

1. Conduct an analysis of the hotel market, the hotel's level of competitiveness, its strengths and weaknesses, assess opportunities and threats from the external environment.

2. Define the needs of customers and their expectations of the hotel.

3. Formulate specific goals and objectives of changes that meet identified needs and market conditions.

A detailed analysis of the hotel business market is a key stage in the planning and definition of change goals. The analysis includes an assessment of the current state of the hotel market in order to form goals for the implementation of changes and increase the level of the hotel's competitiveness. It is advisable to conduct market research, taking into account the analysis of competitors and their strategies. This will contribute to determining the compliance of the hotel's business strategy with the needs of the market and the formation of sustainable competitive advantages. As part of the evaluation of the internal strengths and weaknesses of the hotel, an analysis of the quality of services, the state of the infrastructure, management efficiency and other aspects should be carried out. It is also important to assess opportunities and threats from the external environment, including factors such as economic stability, changes in legislation, demographic trends and other external factors that may affect the hotel business. The results of the analysis are the basis for planning and determining the goals of the necessary changes.

Stage 2: Change planning and resourcing.

1. Develop a detailed plan for the implementation of changes, taking into account deadlines, responsibility for the implementation of tasks and allocation of resources.

2. Provide sufficient financial and human resources to implement changes.

3. Organize the team to implement the change plan by appointing leaders and defining their responsibilities.

Planning begins with an awareness of the purpose and scope of change. It is necessary to clearly formulate what needs to be achieved. During this phase, it is important to carefully define each aspect of the change, the sequence of actions and specific steps, to establish deadlines for each task and to assign responsible people or teams who will be responsible for carrying out specific tasks. The plan should be structured and contain specific measures that need to be taken to successfully implement the changes. The successful implementation of changes requires the provision of appropriate amounts of resource provision, in particular financial and human, taking into account the costs of personnel training, equipment acquisition, and changes in the infrastructure for the implementation of change tasks. Team building is a key

element of successful change management. Leaders with appropriate experience and authority should be appointed for each aspect of change and their responsibilities defined. The team must be effective and able to cooperate to achieve common goals. In order to avoid duplication of tasks and time consumption, it is advisable to define the duties and responsibilities of each team member. The effectiveness of the team's work is ensured by appropriate communication and reporting mechanisms. Detailed planning and provision of resources are the basis of the successful implementation of changes in the hotel. This, in turn, acts as a guarantee that changes will be implemented on time and with the appropriate quality and also helps to solve financial and organizational issues related to change management processes.

Stage 3: Involvement and motivation of employees.

1. Conduct education and training for employees in order to prepare for changes.

2. Involve employees in the process of planning and implementing changes, provide an opportunity to express their ideas and discuss issues.

3. Maintain communication with staff, provide constant feedback and resolve issues that arise during the implementation of changes.

Education and training are important components of the successful implementation of changes. Employees need to be provided with the appropriate knowledge and skills to adapt to new processes and procedures. Training programs should be carefully designed and take into account the specifics of changes. Employees should feel the importance of their role in implementing changes. Give them the opportunity to express their ideas, make suggestions and discuss issues related to the changes. This will contribute to a sense of their own participation and responsibility for success. This statement will be confirmed in particular by the results of a survey of hotel employees. It is also important to ensure constant communication with employees throughout the entire change management process. Regular feedback and answers to questions and discussions that arise in the team help to quickly solve problems and respond to important requests. Involvement and motivation of employees are important aspects of successful change management, which in particular contributes to the formation of a positive attitude to change among personnel, ensuring effective adaptation to new working conditions and achieving the goals of change.

Stage 4: Implementation of changes.

1. Implementation of planned changes, monitoring of tasks and plans.

2. Constant monitoring and analysis of the changes results, determination of their effectiveness.

Implementation of change is a critical period in the change management process, which requires an intuitive approach to decision-making and the use of various tools to achieve success. When implementing changes, it is important to establish a monitoring and reporting system to track progress and results. This contributes to the clear definition of problems and quick and timely response to them. Reporting keeps leaders and teams informed about fact-based decision-making. Taking into account the intuitive approach, it is important to consider risks as a necessary part of the change management process. Leaders must be ready to respond to unexpected situations, overcome challenges and make decisions based not so much on clear models and instructions, but on intuition and past experience. Risk management and finding ways to reduce or prevent them is an important part of this stage. To support and ensure the success of the change, you should create a platform for the exchange of experiences between hotel employees, for example, in the form of a forum, an internal social network or regular meetings where employees can express their ideas, share impressions and skills. Instead of strictly following a change plan, leaders and teams can take an interactive approach. This means they can make appropriate adjustments during the change implementation process based on results and feedback. In order to support an intuitive approach, you can create an experimental environment where employees have the opportunity to test new ideas and methods. This creates an environment where mistakes are allowed and open dialogue is allowed. This aspect is also related to the results of a survey of hotel employees regarding the form of stakeholder participation in the processes of planning and implementation of changes. A platform for sharing experiences and creating an experimental environment in the hotel helps to increase support from leaders, feedback from managers and employees, as well as adjusting the change project based on the opinions of stakeholders. The stage of implementing changes in the enterprises of the hotel industry requires a flexible approach and readiness for changes, based on intuition and experience. The use of the above-mentioned tools will contribute to the successful implementation of changes and the achievement of the desired results.

Stage 5: Effectiveness of communications and influence of top management.

1. Maintain open and effective communication between different levels of management and employees.

2.   Influence the effectiveness of changes by actively supporting top management, involving them in the process of implementing changes and solving possible problems.

The use of various communication channels such as e-bulletins, internal websites, meetings and video conferencing to ensure access to information will help to improve the effectiveness of communications and the free exchange of ideas and views between employees and hotel management during the implementation of changes. In order to effectively implement changes, not only their goals should be clearly defined, but also the differences compared to the previous state. In addition, according to the results of the survey, hotel staff do not agree with the statement that "Management provides information about changes to all hotel employees without exception". So, any aspects of the change should be explained to all levels of staff, and the communication plan should include mechanisms to ensure that information about the change is accessible and clear to all employees. Clarifying the purpose and benefits of change, as well as the opportunity to ask questions and express concerns, will help staff support the change process and implement it effectively. In addition, the survey results of hotel industry employees confirm the impact of active support of top management on the effectiveness of changes, as well as the need for their involvement in all stages of change management. Top management is not only the initiator and sponsor of changes but also an important leader who must be personally involved in communication with personnel, solving issues and determining priorities. The active role of management contributes to ensuring a positive influence on the acceptance of changes by employees and the successful implementation of strategic initiatives. It is the top management that acts as an active participant in the implementation of the change project, and not only as the initial initiator. Top management must lead the team, express their support, and be ready to work with the team to find solutions to possible problems that arise during the implementation of changes. All of these measures ensure effective communication, contribute to the creation of a more open and trusting environment in the hotel, and also guarantee the active support of top management in the process of implementing changes.

Stage 6: Assessment and Analysis.

1.   Assess the results of implemented changes and compare them with the set goals.

2.   Identify possible corrections and improvements to further improve the change management process.

3.   Move to a new cycle of changes, taking into account the experience gained and improvements.

This stage in the context of change management at enterprises of the hotel industry is extremely important and requires a systematic approach to evaluating the effectiveness of changes. This stage includes a number of essential processes and actions aimed at determining the compliance of achieved results with strategic goals, improving internal processes, and the organization's readiness for further changes. The first step is to objectively evaluate the results obtained as a result of the implementation of the changes, in particular, the achievement of KPIs and their comparison with the defined strategic goals. Specialized analytical methods and statistical approaches can be used to objectively measure results. On the basis of the evaluation results, weak points and the possibility of improvement of change projects are identified, which involves the analysis of the root causes of the identified deviations from the strategic goals and the development of specific plans to eliminate the identified disadvantages. In this context, methods of system analysis and quality management can be used. The second important aspect is the development of strategies and plans aimed at increasing KPI values. Based on the use of optimization methods and models, as well as forecasting tools, strategic initiatives should be formed, in particular regarding making changes to business processes and improving the management system. It is equally important to inform all stakeholders of basic information about the achieved KPIs, and the possible need to improve and adjust change projects, which, in turn, contributes to the creation of a common understanding and support for changes. The final stage is the transition to a new cycle of changes, taking into account the experience gained and the values of the achieved KPI.

DISCUSSION

Change management became an organizational necessity back in the 1990s and will remain the main factor in the effective management of enterprises in the hotel industry in the future. The main goal of the study was to improve the change management model, taking into account the peculiarities of the hotel industry, on the basis of determining the main aspects of the changes implementation that affect the efficiency of hotel operations, their competitiveness and service quality. In (Okumus et al., 1998), the management of the change process at the individual divisions level of the hotel was evaluated and it was determined that the classic three-stage model of K. Levin has limited application in the practice of managing enterprises of the hotel industry.

Extending the conclusions of (Partner Talks with Steve Green of Microsoft, 2023), it should be noted that the enterprises of the hotel industry need a flexible and adaptive approach to the conditions of constant uncertainty and variability of the

external environment, so the change management model should be based on the principles of tolerance to uncertainty and active and quick reaction to the changing conditions of hotel operation.

Changes in organizations are an ongoing process consisting of opportunities and challenges that are not always predictable. In this context, (Orlikowski, 1997) proposed an improvisational model of change as another way of thinking about managing the implementation and continued use of information technologies. Today, the enterprises of the hotel industry operate precisely in the conditions of the unpredictability of future development and do not have the opportunity to accurately determine in advance what changes need to be implemented, and it is even more difficult to predict their impact on the organization with accuracy over time. In such circumstances, change management should be seen as a constant improvisation rather than a planned and tested mechanism. In agreement with (Orlikowski, 1997), the model of change management in enterprises of the hotel industry involves a systematic reaction even to unforeseen events and results, in which managers make decisions based on intuition, and change management is carried out through constant improvisation and is a flexible and adaptive approach to managing the organization in the conditions of constant uncertainty and variability of the external environment.

As a result of the study, the main aspects of change management at the enterprises of the hotel industry were determined, taking into account the peculiarities of their functioning in modern conditions. Top management, effective communications, employee engagement, and resource provision play a key role in ensuring the success of change implementation at hotel industry enterprises. These findings are consistent with the assumption (Lee, 2008) that to achieve the most beneficial change results, teamwork, cooperation with employees, taking into account their personal strengths and weaknesses, as well as an interest in creating a sense of a common mission and involvement in organizational goals and objectives significantly and positively affects work of hotels.

The results of the survey also indicate that maintaining an open and active exchange of information and ideas between management and hotel employees helps to stimulate improvisation and make non-standard decisions in unpredictable situations. Based on the assumptions that the success of any change project depends primarily on the commitment of employees, because the implementation of changes is mainly carried out by employees (Shah et al., 2016), it should be noted that employees involved in changes should be recognized and properly rewarded. Their needs, incentives and values must be taken into account when making changes. In addition, change agents must be highly motivated, as they, in turn, must motivate individuals and stakeholders in order to achieve the success of the change project. Taking into account research (Seymen, 2017) on ways of implementing change management in projects or organizations, a corresponding algorithm was developed, which works in the form of a continuous cycle and consists of six stages.

CONCLUSIONS

The modern hotel industry is constantly influenced by various external and internal factors that create prerequisites for change management in order to ensure the competitiveness and sustainability of enterprises. Under such circumstances, it is extremely important to apply the latest approach to change management, which would allow hotels to quickly respond to new conditions and effectively implement the corresponding changes. The proposed change management algorithm at the enterprises of the hotel industry was developed taking into account the results of the staff survey of 25 hotels of different categories. Its advantages consist in ensuring flexibility and adaptability, active involvement of personnel, quick response to changes, innovations support of overall efficiency. Emphasis on the involvement of personnel in the process of change management helps to strengthen effective teamwork, increases the motivation of employees and ensures their active participation in achieving the goals of change. Using an intuitive approach allows you to more easily adapt to new situations that cannot always be predicted with the help of traditional strategies. In today's business environment where uncertainty is the norm, speed of response to change can be critical. It is the focus on an intuitive approach to change management that can be the key to the success of hotel industry enterprises. This approach allows the enterprises of the hotel industry to be ready for unforeseen circumstances and quickly adapt to new conditions. It is also important to emphasize that change management is a constantly evolving process. External challenges and threats require hotels to be increasingly adaptive to possible changes in the tourism industry and guest requirements. Therefore, the implementation of the proposed algorithm can serve as a basis for developing better change management strategies in the future due to the property of cyclicity.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

Conceptualization: *Tetiana Grynko, Tetiana Hviniashvili, Tetiana Oliinyk*

Data curation: *Yelyzaveta Saihak, Olena Yudina, Maksim Korneyev*

Formal Analysis: *Tetiana Oliinyk, Yelyzaveta Saihak*

Methodology: *Tetiana Grynko, Yelyzaveta Saihak, Olena Yudina, Maksim Korneyev*

Software: *Tetiana Hviniashvili, Yelyzaveta Saihak*

Resources: *Tetiana Hviniashvili, Tetiana Oliinyk, Yelyzaveta Saihak*

Supervision: *Tetiana Grynko, Tetiana Hviniashvili*

Validation: *Tetiana Oliinyk, Olena Yudina*

Investigation: *Tetiana Grynko, Tetiana Hviniashvili, Tetiana Oliinyk*

Visualization: *Yelyzaveta Saihak, Olena Yudina*

Project administration: *Tetiana Grynko, Tetiana Hviniashvili*

Funding acquisition: *Tetiana Grynko, Maksim Korneyev*

Writing – review & editing: *Tetiana Oliinyk, Yelyzaveta Saihak, Maksim Korneyev*

Writing – original draft: *Tetiana Grynko, Tetiana Hviniashvili*

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The Authors declare that there is no conflict of interest.

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Гринько Т., Гвініашвілі Т., Олійник Т., Сайгак Є., Юдіна О., Корнєєв М.

УДОСКОНАЛЕННЯ МОДЕЛІ УПРАВЛІННЯ ЗМІНАМИ НА ПІДПРИЄМСТВАХ ГОТЕЛЬНОЇ ІНДУСТРІЇ

Статтю присвячено розробці методичних підходів і практичних рекомендацій щодо вдосконалення моделі управління змінами на підприємствах готельної індустрії. На основі визначення особливостей функціонування сучасних підприємств готельної індустрії доведено, що традиційні й класичні моделі управління змінами виявляються неефективними в сучасних мінливих умовах, та обґрунтовано, що модель управління змінами на підприємствах готельної індустрії повинна базуватись на ситуативному підході, що трансформує її до «імпровізаційної». Оскільки практично неможливо не тільки заздалегідь визначити зміни, які необхідно впроваджувати, а тим більше практично неможливо точно передбачити їхній вплив на організацію з часом, у статті обґрунтовано, що управління змінами слід розглядати скоріш як постійну імпровізацію, ніж як запланований і відпрацьований процес або механізм. Модель управління змінами, у якій менеджери ухвалюють рішення на основі інтуїції, а управління змінами здійснюється через постійну імпровізацію, являє собою гнучкий і адаптивний підхід до управління організацією в умовах постійної невизначеності та мінливості зовнішнього середовища. Ключовими аспектами цієї моделі є визнання важливості інтуїції в процесі ухвалення рішень, коли менеджери цінують інтуїтивні пропозиції та застосовують їх у своїй діяльності. Замість заздалегідь розроблених і жорстких стратегій змін, управління змінами ґрунтується на здатності організації швидко адаптуватися до змін і реагувати на ситуації, що виникають у режимі реального часу. Ефективність такої моделі підтримується відкритим і активним обміном інформацією та ідеями між керівництвом та співробітниками, що сприяє стимулюванню імпровізації й ухвалення нестандартних рішень. У статті запропоновано алгоритм

управління змінами на підприємствах готельної індустрії, розроблений з урахуванням результатів опитування співробітників 25 готелів України різних категорій. Цей алгоритм працює у вигляді безперервного циклу та складається з шести етапів. Результати опитування також підкреслюють актуальність проблеми ефективного управління змінами в сучасному готельному секторі.

Ключові слова: зміни, управління змінами, готель, підприємства готельної індустрії, імпровізаційна модель, ефективність комунікацій, залученість працівників

JEL Класифікація: M12, M21, Z32