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DIGITAL PRINCIPLES OF MANAGEMENT AND QUALITY ADJUSTMENT OF TOURISM PRODUCTS IN SMALL BUSINESS

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ЦИФРОВІ ЗАСАДИ УПРАВЛІННЯ ТА КОРИГУВАННЯ ЯКОСТІ ТУРИСТИЧНИХ ПРОДУКТІВ У МАЛОМУ БІЗНЕСІ

The article aims to identify core aspects of using digital tools to enhance the quality of tourism products and develop recommendations for their effective implementation. By analyzing existing practices and technologies, researchers aimed to provide an understanding of how digitalization can improve tourism products and offer sustainable competitive advantages for small businesses. The research findings indicate that digital transformation is radically changing the approaches to quality management in the tourism industry. The authors emphasize that these processes are now transitioning to digital foundations, which consist of a set of technological tools and methods that enable each business entity to effectively manage its services and products, making necessary adjustments to enhance their quality. It has been demonstrated that digital tools enable the collection of detailed information about each client, allowing for the creation of personalized offers and the consideration of their preferences. This enhances customer loyalty and increases the likelihood of repeat purchases. It is emphasized that many routine operations, such as booking, document processing, and payment tracking, can be automated. This frees up employees' time for more creative tasks and helps minimize the human factor, thereby reducing the number of errors. It is noted that chatbots, mobile apps, and social media allow for constant communication with customers, prompt response to their inquiries, and resolution of issues. This increases customer satisfaction and enhances their experience with the company. It has been proven that digital tools allow for tracking all stages of service delivery, analyzing data, and identifying potential issues. This improves business transparency and allows for a quick response to market changes. Small businesses that successfully implement digital technologies gain a competitive advantage in the market. They can offer personalized services, respond quickly to market changes, and increase efficiency. Several promising research directions include analyzing specific digital tools for effectiveness and investigating barriers in technology implementation.

Метою статті є виявлення ключових аспектів використання цифрових інструментів для підвищення якості туристичного продукту та розробка рекомендацій для їх ефективного впровадження. Аналізуючи чинні практики та технології, науковці прагнули надати зрозуміння тому, як цифровізація може вплинути на покращення туристичних продуктів та забезпечити стійкі конкурентні переваги для малих підприємств. За результатами дослідження констатовано, що цифрова трансформація радикально змінює підходи до управління якістю в туристичному бізнесі. Авторами наголошується, що наразі ці процеси переходять на цифрові засади, які існують як сукупність технологічних інструментів та методів, які дозволяють кожному окремому суб'єкту бізнесу ефективно керувати своїми послугами та продуктами, вносити у них необхідні зміни для підвищення їхньої якості. При цьому доведено, що цифрові інструменти дозволяють збирати детальну інформацію про кожного клієнта, що дає змогу створювати індивідуальні пропозиції та враховувати їхні вподобання. Це підвищує лояльність клієнтів та збільшує ймовірність повторних покупок. Звернуто увагу на тому, що багато рутинних операцій, таких як бронювання, оформлення документів, облік платежів, можуть бути автоматизовані. Це звільняє час співробітників для більш творчих завдань та дозволяє мінімізувати людський фактор, що зменшує кількість помилок. Відмічено, що чат-боти, мобільні додатки та соціальні мережі дозволяють підтримувати постійний зв'язок з клієнтами, оперативно відповідати на їхні запитання та розв'язувати проблеми. Це підвищує рівень задоволеності клієнтів та покращує їхній досвід взаємодії з компанією. Доведено, що цифрові інструменти дозволяють відстежувати всі етапи надання послуг, аналізувати дані та виявляти потенційні проблеми. Це підвищує прозорість бізнесу та дозволяє оперативно реагувати на зміни ринку. Очевидно, що суб'єкти малого бізнесу, які успішно впроваджують цифрові технології, отримують конкурентну перевагу на ринку. Вони можуть пропонувати більш персоналізовані послуги, швидше реагувати на зміни ринку та підвищувати свою ефективність.

Key words: quality; digitalization; competitiveness enhancement; sales growth; customer loyalty; cost optimization.

Ключові слова: якість; цифровізація; підвищення конкурентоспроможності; збільшення продажів; лояльність клієнтів, оптимізація витрат.

PROBLEM STATEMENT

In today's world, the tourism industry is constantly evolving under the influence of digital technologies, which provide new opportunities for business development. Small businesses in the tourism sector, known for their flexibility and innovative approach, are increasingly using digital tools to optimize management processes and improve the quality of their products.

In particular, these technologies are becoming core in managing the quality of tourism services, enabling companies to adapt to changing market conditions and consumer expectations. In intense competition and growing customer demands, effective quality management of tourism products becomes a priority for small businesses.

The integration of digital tools, such as customer relationship management (CRM) systems, Big Data analysis platforms, and automated process management systems, provides new instruments for enhancing quality and competitiveness. However, despite the obvious advantages, there are significant challenges that require detailed analysis and the development of effective strategies for implementing digital technologies.

THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

In the theoretical and methodological dimen-

sions, domestic researchers adhere to global trends. However, the theoretical and practical aspects of improving the quality of tourism products in Ukraine are marked by innovations, addressing issues less explored in the global scientific literature. The management issues and the improvement of tourism product quality have been considered by scholars such as N. M. Bohdan, I. M. Pysarevskyi, S. O. Pohasii, Y. Ye. Moskvayak, M. M. Kryvoborets, V. B. Zakhodzha, N. H. Salukhina, O. M. Yazvinska, and A. Yu. Chorny. i.

However, the works of these scholars have only addressed specific components of managing and adjusting the quality of tourism products, aspects of its development, etc., without outlining a comprehensive approach to forming a scientific understanding of the integrated directions for developing digital foundations in this area. It is precisely what the current article aims to address.

PURPOSE OF THE ARTICLE

The article aims to identify core aspects of using digital tools to enhance the quality of tourism products and develop recommendations for their effective implementation.

By analyzing existing practices and technologies, researchers aimed to provide an understanding of how digitalization can improve tourism

Table 1. Characteristics and impacts of technological tools and methods for managing services and products in small tourism businesses

Directions of impact on business	Characteristics of impact specifics	Features of managing services and products
Enhancing competitiveness	Thanks to digital tools, small businesses can compete with larger players in the market.	Creating a unique digital image and expanding the geographic reach of services.
Increasing sales	An effective digital strategy helps attract new customers and increase the loyalty of existing ones.	Establishing convenient sales channels and encouraging repeat purchases.
Customer loyalty	Building a positive reputation and encouraging customer return.	Creating a personalized experience for each customer and continually optimizing services.
Cost optimization	Automating many processes reduces the need for manual work and cuts costs.	Reducing staff numbers and increasing resource efficiency.

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

products and offer sustainable competitive advantages for small businesses.

THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

Managing and adjusting the quality of tourism products for small businesses is critically important for the success of any tourism company, particularly for small enterprises.

The research emphasizes that these processes are now shifting to digital foundations, which consist of a set of technological tools and methods that allow each business entity to effectively manage its services and products, making necessary adjustments to enhance their quality [1].

The outlined tools and methods are important for small businesses as they positively impact sales volume, customer loyalty, and cost optimization. Specifically, high-quality products and services allow for setting higher prices, which, in turn, leads to increased revenues and reduced costs. Additionally, satisfied customers are the best advertisement. High-quality services contribute to building a positive reputation and encourage customer return.

Furthermore, the impact of technological tools and methods, which enable each business entity to effectively manage its services and products, is crucial for competitiveness [1—2]. The tourism sector is highly competitive, but small businesses can stand out from larger companies by offering superior quality services.

The characteristics of the directions and specifics of these influences are presented in Table 1.

Emphasizing the importance of using technological tools and methods for small tourism businesses, we note that they help manage

processes and significantly impact the quality of the offered tourism products (through direct and indirect influences) [2—3].

The direct impact of digital tools and methods on the quality of tourism products is manifested through the direct adjustment of characteristics and the modeling of the perception of the tourism product by the end consumer [2; 4]. It's achieved through experience personalization, improved communication, and transparency in managing services and products, process optimization, and data collection and analysis.

The detailed content of the direct impact of tools and methods on the quality of small business products is described in Table 2.

Thus, the direct impact of digital tools on the quality of tourism products lies in their ability to enhance customer satisfaction and brand loyalty, which in turn increases sales and strengthens the company's market position [2; 5].

The indirect impact of digital tools and methods on the quality of tourism products is a more long-term and less obvious process. This process occurs through the indirect adjustment of parameters by interacting with various factors, such as the overall development of the tourism industry, consumer expectations, changes in staff operations, and the creation of new tourism products [2]. The detailed content of the indirect impact of tools and methods on the quality of small business products is described in Table 3.

In summary, the indirect impact of digital tools on the quality of tourism products is evident in the way they influence the environment in which tourism businesses operate [4]. This environment compels businesses to continuously evolve and

Table 2. The content of the direct impact of digital tools and methods on the quality of tourism products in the tourism business

Overall impact	Direction of impact	Content of impact
Personalization of experience	Personalized offers	By leveraging data collected from various digital channels, tourism companies can create personalized offers that align with each customer's interests and preferences.
	Dynamic pricing	Digital tools allow for real-time adjustments to prices for products and services, taking into account demand, seasonality, and other factors. This enables offering customers more favorable terms.
	Recommendation systems	Algorithms can analyze user behavior and suggest additional services or products that may interest them.
Improving communication	Online chats and bots	They provide fast and convenient communication with customers, allowing for prompt responses to their inquiries and resolution of issues.
	Social media	They foster the creation of a community around the brand, allowing for the collection of feedback and prompt responses to it.
	Email marketing	It allows for informing customers about news, promotions, and special offers, maintaining communication with them.
Increasing transparency	Detailed product information	Digital catalogs, websites, and mobile apps provide customers with all the necessary information about tourism products.
	Customer reviews	Publishing reviews from other customers enhances trust in the company and helps potential clients make an informed decision.
	Online booking	Transparent booking and payment conditions increase customer trust.
Process optimization	Automation of routine tasks	Digital tools enable the automation of many routine processes, such as booking, payment, and confirmation. This frees up employees' time for more creative tasks.
	Inventory management	Digital systems also allow for effective management of room availability, tickets, and other resources, minimizing the risk of overbooking or underbooking.
Data collection and analysis	Understanding customers	Analyzing data on customer behavior allows for a better understanding of their needs and preferences.
	Product optimization	Based on data analysis, changes can be made to tourism products to make them more attractive to customers.
	Improving marketing campaigns	Digital tools allow for measuring the effectiveness of marketing campaigns and optimizing expenses.

Source: formulated by the author based on [2; 5-6].

improve to meet the growing demands of modern travelers.

The content of both direct and indirect impacts formed by technological tools and methods, which allow small tourism enterprises to manage services and products and make necessary changes to enhance their quality, requires a specification of their types. Currently, the main types include [2-3; 5]:

1. Customer Relationship Management (CRM) systems allow small business entities to collect, store, and analyze information about each customer, track all stages of interaction with them, and use this data to enhance sales effectiveness and improve customer service. The choice of a CRM system depends on the size of your business, budget, and specific needs. Among popular

Table 3. Content of the indirect impact of digital tools and methods on the quality of tourism products in the tourism business

Overall impact	Direction of impact	Content of impact
Overall development of the tourism industry	New business models	Digital tools contribute to the emergence of new business models, such as platforms for shared accommodation (like Airbnb) and online marketplaces for tours and excursions. This increases competition, driving companies to continually improve their products and services.
	Increased market transparency	Digital platforms enable tourists to compare prices, read reviews, and select the best offers. This compels companies to provide higher-quality services to stand out among competitors.
Changes in consumer expectations	Higher demands for personalization	Due to their experiences with digital platforms in other sectors, tourists expect personalized approaches and tailored recommendations.
	Need for convenience	Tourists seek convenient booking, quick access to information, and the ability to pay online.
	Importance of experience	In addition to the material aspects of travel, tourists increasingly value emotional experiences and unique impressions.
Changes in staff operations	Skill enhancement	For effective use of digital tools, employees of tourism companies need to continuously enhance their skills. This leads to an overall increase in the level of professionalism within the industry.
	Changing role	The role of employees is changing. While previously the focus was on routine operations, employees are now more centered on interacting with clients, addressing non-standard situations, and developing new products.
Creation of new tourism products	Niche tours	Digital tools enable companies to create and promote niche tourism products that cater to the needs of small groups of travelers.
	Interactive experiences	The use of virtual and augmented reality technologies allows for the creation of unique interactive experiences for tourists.

Source: formulated by the author based on [2; 4–5].

solutions, you can find free options such as Bitrix24, HubSpot CRM (free version), and Zoho CRM (free version), as well as paid options like Salesforce, Microsoft Dynamics 365, Pipedrive, and HubSpot CRM (paid versions).

2. Booking platforms allow customers to easily and quickly book a variety of services, from hotels and flights to tours and rental cars. Some of the most popular booking platforms include Booking.com, Airbnb, Agoda, Expedia, and HotelsCombined.

3. Social media platforms enable businesses to build relationships with customers, run marketing campaigns, and gather feedback. For the tourism industry, the most suitable social media platforms are Instagram, Facebook, TikTok, YouTube, and Pinterest.

4. Website analytics systems help understand how users interact with your site, identify weaknesses, and optimize it. Popular website

analytics systems include Google Analytics, Adobe Analytics, Mixpanel, and Clicky (focus on data visualization).

5. Online survey tools enable the collection of customer feedback, assessment of satisfaction levels, and identification of needs. These include free tools like Google Forms, Typeform, SurveyMonkey, and Jotform, as well as paid tools with advanced features such as LimeSurvey, Qualtrics, and SurveyGizmo.

Considering the scope of technological tools and methods for managing and adjusting the quality of tourism products in small businesses, the examples in this area are quite diverse. For example, a hotel can use booking systems to manage room availability, collect customer feedback through online surveys, and utilize social media to promote special offers.

A travel agent might use CRM systems to store client information, create personalized tours, and

utilize booking platforms to sell tours. However, from the examples, it is evident that the primary ways in which digital methods and technological tools impact the quality of tourism products are through personalized and high-quality service, as well as adapting to rapidly changing market conditions.

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

It has been established that digital transformation is radically changing approaches to quality management in the tourism business. The research highlights that these processes are currently transitioning to digital foundations, which consist of a set of technological tools and methods that enable each business entity to effectively manage its services and products, making necessary changes to enhance their quality. The following conclusions have been made:

1. Digital tools allow for the collection of detailed information about each customer, enabling the creation of personalized offers and consideration of their preferences. This enhances customer loyalty and increases the likelihood of repeat purchases.

2. Many routine operations, such as booking, document processing, and payment tracking, can be automated. This frees up employees' time for more creative tasks and helps minimize human error, reducing the likelihood of mistakes.

3. Chatbots, mobile apps, and social media platforms enable constant communication with clients, allowing for prompt responses to their inquiries and resolution of issues. This enhances customer satisfaction and improves their overall experience with the company.

4. Digital tools enable tracking of all service delivery stages, analyzing data, and identifying potential issues. This increases business transparency and allows for prompt responses to market changes.

The research findings indicate that small businesses that successfully implement digital technologies gain a competitive edge in the market. They can offer more personalized services, respond more quickly to market changes, and enhance their overall efficiency.

Based on the conclusions drawn, several promising directions for further research can be identified: a thorough analysis of specific digital tools and their effectiveness, and an investigation of barriers and challenges in the implementation of digital technologies.

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