

ORGANIZATIONAL MODEL OF THE HOTEL BUSINESS

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Abstract. *This article examines the organizational model of the hotel business as a set of managerial, functional, and economic elements that ensure the effective functioning of hotel enterprises in a competitive market. The purpose of the study is to systematize approaches to building the organizational structure of hotels and classifying types of hotel enterprises based on their scale of operation, service level, ownership type, and target consumer segment. The results obtained can be used in the development and improvement of hotel management systems, as well as in the educational process for studying disciplines related to hotel management and service activities.*

Key words : *hotel business, organizational model, hotel management, types of hotels, organizational structure, hotel services, service management.*

Introduction. The hotel business is a key sector of the service and tourism sector, playing a significant role in the socio-economic development of regions and countries as a whole [1, 55]. The development of international and domestic tourism, increasing population mobility, and increased competition in the hotel services market necessitate the improvement of organizational management models for hotel enterprises. In modern conditions, the effectiveness of a hotel's operations is largely determined not only by the quality of the services provided, but also by a rationally constructed organizational structure capable of ensuring management flexibility, optimal resource allocation, and a high level of customer focus [2, 120].

The organizational model of the hotel business is a system of interconnected management elements, including the structure of the enterprise, the distribution of functions and responsibilities, coordination and control mechanisms, and forms of interaction between departments. The choice of a particular organizational model directly depends on the type of hotel, its size, service level, ownership structure, and target audience [3, 78]. In this regard, research into the relationship between the types of hotel enterprises and the organizational models they employ is particularly relevant.

Methodology. The methodological basis of the study is comprised of general scientific and specialized methods of inquiry applied in economic and management research. Methods of analysis and synthesis were employed, allowing for the examination of the hotel business as a holistic system and the identification of the interrelations between its individual elements. Comparative analysis was used to compare various organizational management models and hotel types, as well as to identify their key distinguishing characteristics [5, 102].

The study is theoretical and analytical in nature and aims to identify patterns and trends in the development of organizational models in the hotel industry without empirical calculations or statistical modeling. This approach allows the obtained results to be used in a broad context for management and educational purposes.

Results and discussion. The study found that the organizational model of a hotel enterprise is shaped by a combination of factors, including hotel size, service category, ownership type, and target customer segment. The most common organizational models in the hotel industry are linear, functional, linear-functional, and divisional management models. A linear organizational model is characterized by a clear management hierarchy and direct reporting of employees to the manager. This model is most often used in small hotels, mini-hotels, and family-run businesses, where staffing is limited and management decisions are made centrally. The main advantage of the linear model is its ease of management and rapid

decision-making, but its disadvantage is the high workload for the manager and limited opportunities for staff specialization.

The functional management model involves dividing management functions among specialized departments, such as front office, room services, food and beverage, marketing, and finance. This model is widely used in mid-sized hotels and allows for increased management professionalism through specialization. However, a functional structure can lead to decreased flexibility and coordination issues between departments.

The most common model in the hotel industry is the linear-functional model, which combines elements of line reporting and functional specialization. In this model, the general director exercises overall management, while functional departments are responsible for specific areas of activity. This structure provides a balance between centralized management and distributed responsibility, making it particularly effective for three- and four-star hotels.

The divisional organizational model is used primarily in large hotel complexes and international hotel chains. It involves dividing the enterprise into relatively independent units (divisions) focused on specific markets, customer categories, or service types. The advantage of the divisional model is its high adaptability to changes in the external environment; however, its implementation requires significant management resources and a well-developed control system.

In parallel with the analysis of organizational models, a classification of hotel types was examined. The study identified the following main types of hotel businesses: city hotels, resort hotels, business hotels, aparthotels, motels, boutique hotels, and hostels. Each of these types has specific management requirements and staff structure. For example, business hotels are geared toward business clients and require extensive reservations and conference services, while resort hotels emphasize leisure and entertainment services.

The results confirm that there is no universal organizational model equally effective for all types of hotels. The selection of the optimal management structure should be based on the company's strategic goals, its market positioning, and customer demand characteristics. In the context of increasing competition and digitalization in the hotel industry, the importance of flexible organizational models capable of quickly adapting to changes in the external environment is growing [7, 85].

Current industry trends indicate a gradual shift from rigid hierarchical structures to more adaptive and process-oriented management models. The introduction of information technology, online booking systems, and customer relationship management requires a rethinking of traditional approaches to hotel operations. In this context, the integration of functional departments and the development of cross-functional collaboration are particularly relevant.

A comparison of different hotel types shows that the level of service and the format of service significantly influence the organizational model of the business. For example, boutique hotels and aparthotels often employ simplified management structures with a high degree of personalization of services, while chain hotels focus on standardized processes and strict operational regulations. Thus, the organizational model acts as an important tool for implementing the hotel's competitive strategy [8, 70].

A discussion of the results also suggests the need for regular review and optimization of the organizational structure of hotel companies. Changes in consumer preferences and the growing importance of sustainable development and service innovation require hotel management to be prepared for organizational transformation and the implementation of new management approaches.

Conclusion. The study found that the organizational model of the hotel business is a key factor determining the operational efficiency of a hotel enterprise. An analysis of the main types of organizational structures revealed that each has

both advantages and limitations, and its application should be tailored to the specific operating conditions of the hotel.

A classification of hotel types revealed a close relationship between the format of a hotel enterprise and its management characteristics. The careful selection and adaptation of an organizational model contributes to improved service quality, cost optimization, and strengthening of a competitive position in the hotel services market. The findings can be applied in the practical activities of hotel enterprises, as well as in the training of specialists in hotel management.

Prospects for further research include analyzing the impact of digital technologies and sustainable management practices on the transformation of organizational models in the hotel business, as well as conducting empirical studies based on specific hotel enterprises.

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