

**Yevgeny Yevdokimov**

Ukrainian State Flight Academy (Kropyvnytskyi)

<https://orcid.org/0009-0006-9207-5043>

**DIRECTIONS OF IMPROVING THE ORGANIZATIONAL MECHANISM OF  
MANAGEMENT OF HOTEL COMPLEX ENTERPRISES ON THE BASIS OF ADAPTABILITY  
AND DIGITAL TRANSFORMATION**

The article substantiates the directions of improving the organizational mechanism of management of hotel complex enterprises on the basis of adaptability and digital transformation. It is determined that modern hotel complex enterprises operate in conditions of increased instability caused by military risks, transformation of consumer behavior, personnel shortage, growth of operating costs, digitalization of service processes and increased competition. For the Ukrainian hospitality market, the ability of hotel enterprises to quickly change management decisions, organizational structures, communication channels and service technologies in accordance with changes in the external environment is of particular importance.

It is proven that traditional hierarchical management models lose their effectiveness in a dynamic market environment, as they do not provide sufficient speed of response, flexibility of personnel and integration of digital solutions. Modern studies emphasize the need for hotel structures to adapt to changes related to digital technologies, competition and new consumer expectations. At the same time, for the Ukrainian hospitality market, the consequences of the war remain disruptions in supply chains, a decrease in consumer purchasing power, changes in demand, staff shortages and a drop in business profitability.

An author's model for improving the organizational mechanism of management of hotel complex enterprises is proposed, which includes organizational and structural, personnel and communication, digital and analytical, customer service and anti-crisis and security areas. It is substantiated that the combination of adaptive management and digital transformation allows to increase management efficiency, service quality, organizational stability and competitiveness of hotel enterprises.

**Keywords:** hotel complex, organizational mechanism, management, adaptability, digital transformation, hotel enterprise, service, anti-crisis management, competitiveness.