



INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP

WWW.CIKD.CA

journal homepage: <https://www.ijol.cikd.ca>



Organizational, Financial and Marketing Aspects of Using Adaptive Management in Tourism Enterprises' Operations During Times of Crisis

**Nataliia Chorna^{1*}, Nataliia Korzh², Natalia Onyshchuk³, Alla Kiziun⁴,
Kateryna Antoniuk⁵**

^{1,3,4,5}Department of Tourism, Hotel and Restaurant Business, Faculty of Trade, Marketing and Services,
Vinnytsia Institute of Trade and Economics of State University of Trade and Economics,
Vinnytsia, Ukraine

²Department of Management and Administration, Faculty of Economics, Management and Law,
Vinnytsia Institute of Trade and Economics of State University of Trade and Economics,
Vinnytsia, Ukraine

ABSTRACT

Keywords:

*Management in tourism,
Marketing in tourism, Tourism
organisation, Quality
management in tourism, Tourist
destination*

Received

04 February 2025

Received in revised form

29 February 2025

Accepted

17 March 2025

*Correspondence:

n.chorna@vtei.edu.ua

The relevance of the research is to develop a scientifically sound methodology for assessing and improving adaptive management, which is critical for the development of the tourism sector in conditions of uncertainty. A system-structural approach, which considers strategic planning as a multi-level management system, and a hierarchy analysis method are applied in the research to decompose management tasks and assess the priority of strategic dominants. The matrices of pairwise comparisons were used to determine local and integral components, for a generalized assessment of the implementation of adaptive management. It has been substantiated that adaptive management has the potential to stabilize the activities of tourism enterprises in multi-vector crisis conditions and is able to provide managerial flexibility and market stability. The research models the introduction of adaptive management for tourism enterprises using a systematic approach and the hierarchy analysis method. The study of a sample of 15 tourism enterprises showed that the combination of local and integral components of dominants (marketing, organization, economics, planning) allowed to accurately identify managerial flexibility and formulate conditions for determining the development strategy. The research is aimed at creating quantitative tools for diagnosing the level of adaptability, which makes it possible to identify key factors of managerial efficiency and directions for its improvement. Further studies can be aimed at developing automated systems for monitoring adaptability and considering a wider range of external factors, which will increase the accuracy of forecasting and the sustainability of tourism enterprises in a crisis.

The relevance of applying adaptive management in the activities of tourism enterprises in crisis conditions is due to the difficult economic and political situation in which they operate. The high level of uncertainty, the dynamism of changes in the business environment, as well as global challenges affecting the economic, political and social spheres pose significant threats to the stability of tourism enterprises (Köpeczi-Bócz et al., 2025). Despite the positive trends in certain segments of the economy, including the growth of tourist flows after periods of decline, the expansion of the domestic service market and the development of digital booking platforms, the problem of survival of many travel companies remains extremely acute.

The global crisis, which affects various aspects of economic activity, not only creates risks for tourism enterprises but also opens up opportunities for their transformation and adaptation to new conditions. In these conditions, an important task is to find ways to overcome the crisis caused by external factors and minimize the effects of internal instability, as well as to identify strategic directions of development that will allow enterprises to remain competitive in the long term. These aspects require a shift away from traditional management approaches and the introduction of adaptive management based on flexible planning, rapid response to changes in the market environment and the use of crisis situations as opportunities to update the business model (Higham et al., 2008).

The scientific literature offers a management concept based on the principles of flexibility of both the economic and marketing behavior of an enterprise, which, in turn, is related to the ability to respond quickly to changes in the external environment. The effective adaptation of tourism enterprises to unstable conditions is ensured by the use of adaptive management, which allows them not only to overcome challenges but also to form new competitive advantages. Ensuring the long-term development of tourism enterprises in crisis conditions requires the formation of a strategic vision that will both maintain market positions and expand the range of services by attracting new consumer segments (Phan et al., 2021). Therefore, it is advisable to consider the market behavior of tourism enterprises as a response to external challenges while taking into account organizational, economic and marketing components.

Thus, the need to improve the management system of tourism enterprises on the basis of adaptive management is extremely relevant. The use of the concept of adaptive management will create conditions for tourism enterprises to ensure sustainability in times of crisis, as well as lay the foundation for their further development and further innovative transformation.

Literature Review

According to the viewpoint of Argent (2009), adaptive management is a flexible approach to management based on the ability of an organization to respond quickly to changes in the external environment, using system analysis, continuous learning, and iterative adjustment of strategies to ensure sustainability and efficiency in the face of uncertainty.

In turn, Kuiper et al. (2023) define adaptive management as an evolutionary management paradigm that focuses on dynamic adaptation to changing market conditions by integrating feedback, data evaluation, and flexible planning aimed at increasing the adaptability and competitiveness of the enterprise.

Scholars Adams et al. (2024) and Saah et al. (2024) note that adaptive management is not only a process of making key management decisions but also a constant, adaptive and creative management mechanism that involves the formation of strategies in the tourism business, their

implementation, adjustment and constant monitoring of changes in the external and internal environment of the enterprise within the forecast period of its development.

The importance of strategic management adaptability is also emphasized by other scientists, such as Islam et al. (2017) and Lien et al. (2021), who emphasize that this tool allows enterprises to flexibly adjust their business processes, analyze the effectiveness of implemented measures, and continuously monitor changes in the internal and external environment. This statement is particularly significant for the travel industry since companies operating in this area must respond quickly to changes in demand, trends in consumer behavior, and macroeconomic factors such as political instability or global crises.

In turn, Månsson et al. (2023) and West et al. (2019) emphasize that adaptive planning is not limited to the formation of the mission and definition of the strategic goals of the enterprise. It covers the selection and implementation of specific management decisions aimed at efficient use and obtaining the necessary resources to ensure the sustainability of the enterprise in the future. In the tourism sector, this means both identifying key areas for the company's development and developing measures that will help diversify services, improve service quality, expand promotion channels and introduce innovative approaches to customer experience management.

At the same time, some scholars consider adaptive management as a process of constructing a model of enterprise development based on ensuring its competitiveness. Thus, Chughtai et al. (2024) focus their scientific research on the fact that adaptive planning should determine the general directions of activity for a tourism enterprise without delving into the details of its operational functioning. This opinion is also supported by Bonini et al. (2024), who consider adaptive planning as a set of actions and decisions taken by management aimed at achieving the long-term goals of the enterprise.

Garmestani et al. (2023) consider adaptive tools as a purely managerial process that involves the development of strategies based on decisions made by management and certain actions aimed at achieving key goals for tourism enterprises. A similar viewpoint is expressed by Rossouw and van der Merwe (2024), who emphasize in their publication that adaptive management models should be aimed at forming a single vector of enterprise development, which is supported by both management and employees. This approach is also relevant for tourism enterprises in crisis conditions since it involves all levels of management in the implementation of strategic changes and the use of adaptive mechanisms to maintain a competitive position in the market.

In particular, Lesiv et al. (2025) and Obukhova and Davydenko (2024), analyzing the opinions of a number of authors, emphasize that adaptive planning is a key process that promotes innovation and organizational change in the enterprise. This statement is especially relevant for the operation and development of tourism enterprises since innovative approaches, including the digitalization of booking processes, personalization of tourist offers and automation of management decisions, are an integral part of the effective functioning of enterprises in the face of modern challenges.

The authors of the new approaches to the implementation of adaptive management, Crase et al. (2024) and Herrera Leal et al. (2024) adhere to approximately the same definition because it means the need for a systematic analysis of the competitive environment, risk assessment,

development of measures to overcome crises and use opportunities for sustainable growth in the tourism industry.

Researchers Makedon et al. (2024a) and Musavengane and Woyo (2022) have a more detailed approach to the issue of implementing adaptive management for enterprises operating in the field of tourism since they have identified seven main stages of its implementation. These include: 1) collecting and analyzing information about the external environment, 2) assessing the strategic goals and conditions of the enterprise, 3) determining the level of its competitiveness, 4) analyzing the necessary resources, 5) modeling the potential impact of external factors, 6) developing alternative strategies, and 7) providing financial support for the implementation of strategic initiatives.

However, it should be noted that although the scientific literature is actively investigating various aspects of adaptive management specifically for tourism, many of them are considered in a fragmented and unsystematic manner. Currently, the issue of integration of functional components of the tourism enterprise, adaptive management and economic behavior of enterprises remains unresolved.

The purpose of the research is to develop methodological foundations for applying adaptive management in the activities of tourism enterprises in crisis conditions through the allocation and evaluation of organizational, economic and marketing determinants of functioning.

Method

In the framework of the research, a systemic-structural approach is applied, which allows strategic planning to be considered as a comprehensive, multilevel management system. The allocated approach ensures the development of interrelated strategies for individual areas, which contributes to the effective functioning of tourism enterprises even in unstable market conditions. The defining aspect of the system-structural analysis is its ability to distribute strategic management directions in accordance with the key functional tasks of the tourism enterprise, which allows the form of adaptive management mechanisms at each level of the organizational structure (Table 1).

Table 1

Directions for Applying the Systematic Approach in the Context of the Methodology for the Development of Adaptive Management

Directions of applying the systematic approach			
Systemic and structural	Systemic and targeted	Systemic and multiplicative	Systemic and resource-based
<i>Functions of adaptive management</i>			
Development of strategies and setting goals	Coordination of efforts to achieve the goals	Assessment of potential opportunities	Identification of the necessary resources to achieve the goals
<i>The tasks of adaptive management</i>			
Analysis of the prospects and state of the tourism market	Development of targeted programs to implement strategic goals of adaptive management	Assessment of the organizational and technological level of readiness to implement the strategy	Formation of requirements for the quality and quantity of required resources
Setting the primary goals of the activity	Determination of benchmarks and scope of activities	Assessment of product competitiveness	Identification of funding sources

The method of hierarchy analysis is used to carry out a systematic assessment of strategic priorities for tourism enterprises by decomposing complex management tasks into separate elements and their further analysis. The essence of this approach is to break down the problem

into simple and understandable components, which makes it possible to identify the dominant factors of influence and assess their significance in the process of making managerial decisions.

The process of applying the hierarchy analysis method includes several key stages. At first, the main strategic dominants that have a direct impact on the adaptability of tourism enterprises in crisis conditions are identified. Then these factors are evaluated by comparing them in pairs, which allows to establish the relative weight of each parameter when the dominants of adaptive management use are denoted as $X_1, X_2, X_3, \dots, X_n$, and their respective weighting coefficients are $W_1, W_2, W_3, \dots, W_n$ (Table 2).

Table 2

Matrix of Pairwise Comparisons

Strategic dominants of the task	A_1	A_2	A_3	A_n
A_1	w1/w1	w1/w2	w1/w3	w1/wn
A_2	w2/w1	w2/w2	w2/w3	...	w2/wn
A_3	w3/w1	w3/w2	w3/w3	...	w3/wn
....
A_n	wn/w1	wn/w2	wn/w3	...	wn/wn

In order to prioritize each of these parameters, a comparison matrix is formed, which is used for quantitative analysis to make optimal management decisions.

For the purpose of conducting the analytical study, 15 travel companies operating in Ukraine were selected. The sample of tourism companies was formed based on three main criteria: 1) the period of operation in the tourism market (more than 5 years), which guarantees the stability of management processes and makes it possible to assess their effectiveness in the long term; 2) a developed organizational structure and marketing strategy, which is necessary to study the mechanisms of adaptive management 3) activity in challenging conditions, in particular, during economic crises and global events, such as the COVID-19 pandemic, which makes it possible to analyze the flexibility and effectiveness of management decisions. The study includes Ukrainian travel companies such as: Join UP!, Coral Travel, ANEX Tour, TEZ Tour, TUI Ukraine, Vedi Tour Group-Ukraine, Fairyland, Mouzenidis Travel, Pegas Touristik, GTO Travel, Travel Professional Group (TPG), Accord Tour, Alf, Kompas and Itravel. When choosing Ukraine as the geographical focus of the study, the specific features of the local market were taken into account, which is characterized by significant instability due to military, economic, political and external threats.

Results

Level Components and Substantiation of Adaptive Management Implementation for Tourism Enterprises

Adaptive management is an evolutionary approach to management based on the principles of system analysis, lifelong learning, and the ability of an organization to adapt to changes in the external environment. In contrast to classical management, which focuses on stability and clear planning, the adaptive approach emphasizes the dynamism and interactivity of processes. Its key elements are as follows:

- flexibility of strategies due to the ability to quickly adjust plans depending on new circumstances;

- data analysis through the use of quantitative and qualitative indicators to assess the current state and make forecasts;
- feedback through constant monitoring of results and adjusting actions based on the data obtained (Chukhray et al., 2025).

Adaptive management is particularly relevant for tourism companies since this industry depends on many external factors, such as seasonality, political stability in vacation destinations, economic fluctuations, and consumer preferences. Implementation of this approach allows not only the survival in crisis conditions but also the discovery of new opportunities for development (Butler, 2020).

The study of the main problems associated with the implementation of adaptive management in the activities of tourism enterprises in crisis conditions has shown the complexity and multidimensionality of the adaptive management process. The importance of this process is determined by the need for timely response to changes in the external environment, flexible adjustment of management decisions and ensuring the sustainability of the enterprise even under conditions of uncertainty. At the same time, the key strategic components of the systemic approach, which cover the object, subject, process and end result of management activities, should be reflected in the diagnosis of the level of adaptive management, which will allow to determine the vector of development of tourism enterprises, taking into account the crisis challenges (Suryawan et al., 2024).

In order to assess the level of adaptive management of tourism enterprises in the context of the implementation of adaptive management, it is necessary to ensure the transition from qualitative to quantitative indicators, which will provide an objective and comprehensive understanding of the real state of strategic management. Such diagnostics should meet a number of requirements, in particular:

- provide an opportunity to obtain a clear, unambiguous characterization of the current level of adaptive management at the enterprise;
- be practically applicable, which implies the use of the optimal number of key parameters to assess the effectiveness of adaptive management and adaptation of the enterprise to crisis conditions;
- facilitate the identification of strategic factors that have the greatest impact on management decisions and the enterprise's ability to adapt;
- have a sufficient level of versatility while taking into account the peculiarities of the tourism sector, which requires high flexibility, customer focus and rapid response to changes in market conditions (Piubello Orsini et al., 2024).

Fulfillment of these requirements is possible through a structural analysis of the key parameters of adaptive management through the prism of a systematic approach. At this stage of the research, such an analysis can be presented in the form of parameterization of strategic factors that directly affect the level of adaptive management of tourism enterprises (Nicolini et al., 2025). The main parameters of the process under study include the adequacy, completeness and sufficiency of adaptive management, including such aspects as information, regulatory, organizational and methodological support. Given the specifics of adaptive management in the tourism sector, the fundamental characteristics of the effectiveness of this process are the established strategic plan of the enterprise and the developed strategy of its activities, which

allows it not only to maintain a competitive position in crisis conditions but also to find new opportunities for its development (Metelenko et al., 2019).

It should be noted that the definition of the main strategic factors given in the structured analysis (Table 3) is based on their distribution by the main categories of management (object, subject, process, result), as well as on the cause-and-effect relations between these components.

Table 3

Parameterization of the Dominants of Implementing Adaptive Management for Tourism Enterprises through the Prism of a Systematic Approach

Dominant group	Characteristics of internal dominants
1. Marketing activities	1.1. Conditions for planning marketing activities
	1.2. Conditions for diversification of marketing policy directions
	1.3. Organizing responsibility for strategic marketing
	1.4. Organizing control over marketing activities
2. Organizational activities	2.1. Motivation of employees
	2.2. Human resources policy
	2.3. Professional competencies of employees
	2.4. Organizational structure
3. Economic activities	3.1. Information support
	3.2. Financial support
	3.3. Organizational support
	3.4. Resource support
4. Planned activities	4.1. Strategic plan
	4.2. Market activity strategy

The process of determining the level of implementation of adaptive management in the activities of tourism enterprises in crisis conditions cannot be rigidly algorithmized since it is carried out in an environment of high uncertainty, where dynamically changing external and internal factors play a significant role. The very specificity of management requires a comprehensive analysis of the set of strategic dominants that affect the effectiveness of adaptive planning and the ability of an enterprise to respond promptly to crisis phenomena. The main purpose of the diagnostic analysis is to determine the relative importance of the key factors that form the adaptive management system (Della Sala, 2025). The analysis of these parameters allows not only to identify the most important components that ensure the effectiveness of management in conditions of crisis instability but also to determine areas for adjusting strategies to increase their adaptability.

Modeling the Implementation and Evaluation of Adaptive Management

In order to achieve maximum objectivity of the diagnosis, a systematic approach is used, which involves the analysis of dominants through their parameterization and comparative assessment. We propose to conduct calculations for the tourism enterprise “Join UP!”. Tables 4, 5, 6, and 7 of the data show the initial values of the main parameters and the results of their analytical calculation, which allows us to determine the degree of influence of each of the components of adaptive management on the overall level of sustainability of a tourism enterprise in crisis conditions. Each table presents matrices of pairwise comparisons for different groups of dominants (marketing, organizational, economic and planning activities). The elements of the matrices reflect the relative importance of one criterion (dominant) compared to another on the Saaty scale:

1 - equal importance;

- 3 - moderate preference;
 5 - significant preference;
 1/3, 1/5, etc. - reverse importance (lower importance).

Table 4

The Matrix of Pairwise Comparisons of Dominants that Determine the Dominant Group “Marketing Activities” of the Tourist Enterprise “Join UP!”

Dominants (groups)	1.1	1.2	1.3	1.4	Local component
1.1	1	1/2	1/2	5	.24
1.2	2	1	1/3	4	.29
1.3	2	3	1	1	.36
1.4	1/5	1/4	1	1	.11

As a variation, a value of 1/2 in **Table 4** in the position (1.1, 1.2) means that dominant 1.1 is half as important as dominant 1.2. The whole cascade of evaluation tables is formed in a similar way.

Table 5

The Matrix of Pairwise Comparisons of Dominants that Determine the Dominant Group “Organizational Activities” of the Tourism Enterprise “Join UP!”

Dominants (groups)	2.1	2.2	2.3	2.4	Local component
2.1	1	4	6	1/3	.33
2.2	1/4	1	1	1/2	.12
2.3	1/6	1	1	1/5	.08
2.4	3	2	5	1	.46

Table 6

The Matrix of Pairwise Comparisons of Dominants that Define the Dominant Group “Economic Activities” of the Tourist Enterprise “Join UP!”

Dominants (groups)	3.1	3.2	3.3	3.4	Local component
3.1	1	3	4	2	.48
3.2	1/3	1	1	3	.22
3.3	1/4	1	1	1/2	.13
3.4	1/2	1/3	2	1	.17

Table 7

The Matrix of Pairwise Comparisons of Dominants that Define the Dominant Group “Planned Activities” of the Tourist Enterprise “Join UP!”

Dominants (groups)	4.1	4.2	Local component
4.1	1	1/3	.3
4.2	3	1	.7

The results of the calculations confirm the importance of the impact of the adaptive management process for “Join UP!” and its effectiveness on the key elements of management of tourism enterprises in a time of crisis. At the same time, it should be noted that in order to ensure maximum accuracy in assessing the level of adaptive management, it is necessary to calculate not only local indicators but also the integral components of the main parameters, strategic dominants and other factors that determine the sustainability of tourism enterprises in a crisis environment.

The integral component of the parameters of strategic dominants is formed by summing the products of local values of the relevant parameters, which allows to obtain a generalized

assessment of the level of adaptive management in the context of adaptive management implementation (Makedon et al., 2024b). The global component (GC) can be defined as follows:

$$GC = \sum_{i=1}^n LC_i \times IC_i \quad (1)$$

where:

LC_i – the average or aggregate value of local components for each dominant group;

IC_i – an integral component that takes into account the influence of strategic dominants within each group;

i – index of the dominant group (1 – marketing activities, 2 – organizational activities, 3 – economic activities, 4 – planned activities).

Tables 8, 9, 10, and 11 present the calculation of the integral value, which takes into account local components and alternative development scenarios. According to the data obtained, the integral value for the dominant is 0.35, which indicates its significant impact on management processes in the tourism sector. Similarly, the values of the integral components for the strategic dominants of the diagnostics of the level of adaptive management are determined as the sum of the products of local and integral components that characterize the key parameters of adaptive management for the entire sample of tourism enterprises.

Table 8

Calculation of the Integral Component for the Dominant Group “Marketing Activities” of the Tourist Enterprise “Join UP!”

Components of dominants	1.1	1.2	1.3	1.4	
Local components of dominants	.24	.29	.36	.11	Integral component
Integral components of dominants	.35	.5	.1	.41	.31

Table 9

Calculation of the Integral Component for the Dominant Group “Organizational Activities” of the Tourist Enterprise “Join UP!”

Components of dominants	2.1	2.2	2.3	2.4	
Local components of dominants	.33	.12	.08	.46	Integral component
Integral components of dominants	.45	.1	.09	.21	.26

Table 10

Calculation of the Integral Component for the Dominant Group “Economic Activities” of the Tourist Enterprise “Join UP!”

Components of dominants	3.1	3.2	3.3	3.4	
Local components of dominants	.48	.22	.13	.17	Integral component
Integral components of dominants	.19	.17	.5	.06	.2

Table 11

Calculation of the Integral Component for the Dominant Group “Planned Activities” of the Tourist Enterprise “Join UP!”

Components of dominants	4.1	4.2		
Local components of dominants	.3	.7		Integral component
Integral components of dominants	.25	.16		.19

Ultimately, the integral components are used to determine a single generalized global indicator that reflects the overall level of implementation of adaptive management in the activities of tourism enterprises in crisis conditions. This indicator is formed by summing up the products of local and integral components of all strategic dominants included in the system for diagnosing the level of adaptive management.

The calculation of the global integral component of the tourism enterprise “Join UP!” makes it possible to obtain a comprehensive assessment of the effectiveness of adaptation mechanisms used by tourism enterprises to maintain competitive positions and ensure sustainability in an unstable market environment. Let’s substitute the values into the formula (1):

$$GC = (0.26 \cdot 0.31) + (0.15 \cdot 0.26) + (0.27 \cdot 0.2) + (0.32 \cdot 0.19) = 0.0806 + 0.039 + 0.054 + 0.0608 = 0.264$$

The methodological approach allows not only to identify the key factors influencing strategic development but also to reveal areas for further improvement of adaptive management. A detailed calculation of the global integral indicator is presented in [Table 12](#), which shows the relevant results.

Table 12

Calculation of the Global Component for the Tourism Enterprise “Join UP!”

Components of dominants	1	2	3	4	Global component
Local components of dominants	.26	.15	.27	.32	
Integral components of dominants	.31	.26	.2	.19	.26

Taking into account the results obtained, the level of adaptive management of the tourism enterprise “Join UP!” is 26%, which characterizes it as low. Similar calculations were made for the other 14 tourism enterprises in the sample and the overall result is presented in [Table 13](#).

Table 13

Integral Components for the Dominants of Diagnostics of Adaptive Management of Tourism Enterprises (Sample of 15 Tourism Enterprises)

Dominants	Join UP!	Coral Travel	ANEX Tour	TEZ Tour	TUI Ukraine	Vedi Tour Group-Ukraine	Fairyland	Mouzenidis Travel	Pegas Touristik	GTO Travel	Travel Professional Group (TPG)	Accord-tour	Alf	Kompas	Itravel
1. Marketing	.34	.76	.23	.57	.32	.72	.45	.21	.57	.32	.83	.26	.58	.32	.61
2. Organizational	.29	.86	.20	.54	.25	.73	.42	.25	.69	.35	.89	.32	.61	.34	.53
3. Economic	.22	.87	.18	.64	.28	.80	.53	.29	.74	.31	.79	.29	.54	.39	.68
4. Planned	.21	.78	.19	.67	.31	.78	.47	.23	.54	.40	.81	.36	.48	.42	.47
Global component	.26	.81	.20	.62	.30	.76	.47	.24	.63	.34	.83	.31	.54	.37	.57

According to the data presented in [Table 13](#), the results of implementing adaptive management in the activities of tourism enterprises, obtained using the hierarchy analysis method, demonstrate general compliance and do not go beyond the defined levels. The deviation of the results obtained is .45 (4.51), which indicates a high level of consistency in the estimates.

According to the results of the research, it was found that a significant proportion of tourism enterprises in the sample (7 out of 15) have a low level of adaptive management, which indicates insufficient flexibility of management processes in response to crisis situations. Another 4 enterprises demonstrated an average level of adaptation, which indicates the presence of certain crisis response mechanisms, but with limited capacity for rapid transformation of the business model. Only four enterprises have achieved a sufficient level of adaptability that allows them to effectively manage risks and implement development strategies even in an unstable environment.

Discussion

The results of the conducted research confirm the value and necessity of implementing adaptive management technologies for tourism enterprises in crisis conditions, which is consistent with the findings of a number of previous scientific works. Studies have shown that most tourism companies have a low or medium level of adaptation to changes in the external environment. These findings confirm the study by Köpeczi-Bócz et al. (2025), which indicates insufficient flexibility of business processes in tourism.

Our results also emphasize the importance of rapid response to market changes and the need for flexible planning, which is in line with the findings of Higham et al. (2008). It has been proven that the key factors of effective adaptation are strategic planning, marketing diversification, human resource development, and financial stability, which is confirmed by Phan et al. (2021). The use of the hierarchy analysis method made it possible to identify the most critical aspects of adaptive management that require future improvement.

The results are also in line with the findings of Månsson et al. (2023) and West et al. (2019), who emphasize that adaptive planning is a multifunctional process that encompasses both strategic vision and specific management decisions. However, the current research has revealed significant differences in the level of adaptation between tourism enterprises: some companies demonstrate a high level of readiness for change, while others need to improve their strategies more thoroughly.

According to Chughtai et al. (2024) and Bonini et al. (2024), adaptive management contributes not only to efficiency but also to the formation of the ability to develop in a long-term manner in the face of instability. The conducted research confirmed the idea that enterprises with a higher level of adaptive management have better prospects for maintaining market positions and attracting new customers. In addition, the conclusions of Rossouw and van der Merwe (2024) regarding the need to integrate all levels of management to form a single development vector were fully confirmed.

However, the obtained results partially disagree with the findings of Garmestani et al. (2023), who emphasize that adaptive management is effective only if approaches to its implementation are combined. This conclusion is based on the fact that the tourism sector requires not only clear strategic management but also the ability to quickly adapt to a changing environment, which centralization alone cannot fully ensure. The obtained balance allows us to take into account the specifics of the tourism market, in particular, its high sensitivity to external factors (seasonality, economic fluctuations, consumer preferences) and also ensures flexibility and efficiency in responding to market changes. These provisions are confirmed by the allocation of components of adaptive management development, such as strategic

flexibility, feedback and parameterization of dominants (marketing, organizational, economic and planning activities), which reflect both the process and the result of management activities under conditions of uncertainty.

The novelty of the research lies in an integrated approach to assessing the level of adaptive management using system analysis and hierarchy analysis. For the first time, the key strategic dominants of tourism enterprises were parameterized and an integral indicator of the level of adaptation was calculated, which allowed to identify specific aspects of management that need to be improved. Thus, the results of the research are of great theoretical and practical importance. They complement the scientific discourse on adaptive management in tourism by offering new approaches to assessing the level of adaptation, and the proposed methodology can be used by tourism companies to increase their sustainability and competitiveness in times of crisis. In further studies, it is recommended to expand the sample and analyze the long-term impact of adaptive management on the activities of enterprises.

Conclusion

Based on the results of the research, the defining strategic dominants of adaptive management are allocated, which cover the main aspects of tourism companies: the object of management (enterprise), the subject of management (managers and other participants in the process), the process of adaptation itself and its result. The content of the system of criteria for assessing the level of adaptive management, which is important for successful adaptation to difficult and crisis situations, is substantiated. The assessment included marketing, organizational, economic, and planning activities for tourism enterprises. In order to verify the practical effectiveness of the proposed assessment methodology, the level of adaptive management in 15 tourism enterprises in Ukraine was assessed. The obtained results showed a significant difference between the companies. It was found that most of them have a low or medium level of adaptation, which indicates the insufficient development of flexible management mechanisms. At the same time, some companies demonstrate a high level of strategic adaptation, which gives them a competitive advantage in an unstable environment.

Therefore, within the framework of the research, a comprehensive diagnosis of the level of adaptive management of tourism enterprises was carried out based on the developed structure of strategic dominants and key parameters of adaptive management. The combination of these factors through the use of the hierarchy analysis method made it possible to obtain an objective assessment of the level of managerial flexibility of the studied enterprises. The proposed approach is based on the method of hierarchy analysis and includes the creation of a matrix of pairwise comparisons of key strategic dominants and creates research opportunities that allow to numerically assess the level of influence of each element of adaptive management on the overall sustainability of the enterprise and determine the effectiveness of management decisions in possible crisis conditions.

Declarations

Acknowledgements

Not applicable.

Disclosure Statement

No potential conflict of interest was reported by the authors.

Ethics Approval

Not applicable.

Funding Acknowledgements

Not applicable.

Citation to this article

Chorna, N., Korzh, N., Onyshchuk, N., Kiziun, A., & Antoniuk, K. (2025). Organizational, financial and marketing aspects of using adaptive management in tourism enterprises' operations during times of crisis. *International Journal of Organizational Leadership*, 14(First Special Issue), 201-214. <https://doi.org/10.33844/ijol.2025.60473>

Rights and Permissions



© 2025 Canadian Institute for Knowledge Development. All rights reserved.

International Journal of Organizational Leadership is published by the Canadian Institute for Knowledge Development (CIKD). This is an open-access article under the terms of the [Creative Commons Attribution \(CC BY\)](#) License, which permits use, distribution, and reproduction in any medium, provided the original work is properly cited.

References

- Adams, K., Metzger, M. J., Helliwell, R., Melville, N., Macleod, C. J. A., Pritchard, J., Edwards, K., & Glendell, M. (2024). Identifying and testing adaptive management options to increase river catchment system resilience using a Bayesian Network model. *Discover Geoscience*, 2, art. 62. <https://doi.org/10.1007/s44288-024-00066-6>
- Argent, R. M. (2009). Components of adaptive management. In C. Allan & G. H. Stankey (Eds.), *Adaptive environmental management*. (pp. 11–36). Springer. https://doi.org/10.1007/978-1-4020-9632-7_2
- Bonini, A., Panari, C., Caricati, L., & Mariani, M. G. (2024). The relationship between leadership and adaptive performance: A systematic review and meta-analysis. *PLOS ONE*, 19(10), e0304720. <https://doi.org/10.1371/journal.pone.0304720>
- Butler, R. W. (2020). Tourism and resilience. *Tourism Review*, 75(1), 5–8. <https://www.cabidigitallibrary.org/doi/book/10.1079/9781780648330.0000>
- Chukhray, N., Yarmola, K., Dronyuk, I., & Chukhray, A. (2025). Creating a value proposition for tourists in times of heightened risks. *Sustainability*, 17(5), 1916. <https://doi.org/10.3390/su17051916>
- Chughtai, M. S., Syed, F., Naseer, S., & Chinchilla, N. (2024). Role of adaptive leadership in learning organizations to boost organizational innovations with change self-efficacy. *Current Psychology*, 43(12), 27262–27281. <https://doi.org/10.1007/s12144-023-04669-z>
- Cruse, L., Cooper, B., Burton, M., Baumgartner, L. J., & Ning, N. (2024). Adaptive management: Are important environmental concepts understood and valued by the public? *Australasian Journal of Environmental Management*, 31(3), 362–377. <https://doi.org/10.1080/14486563.2024.2377774>
- Della Sala, V. (2025). Adaptive strategies in tourism destinations amid migration and displacement. *Anais Brasileiros de Estudos Turísticos – ABET*. https://www.researchgate.net/publication/388437651_Adaptive_strategies_in_tourism_destinations_amid_migration_and_displacement
- Garmestani, A., Allen, C. R., Angeler, D. G., Gunderson, L., & Ruhl, J. B. (2023). Multiscale adaptive management of social–ecological systems. *BioScience*, 73(11), 800–807. <https://doi.org/10.1093/biosci/biad096>

- Herrera Leal, J. F., Zielinski, S., & Milanes, C. B. (2024). Community-based adaptive governance model for Colombian tourist beaches: The case of Playa Blanca in Santa Marta, Colombia. *Water*, 16(23), 3487. <https://doi.org/10.3390/w16233487>
- Higham, J. E. S., Bejder, L., & Lusseau, D. (2008). An integrated and adaptive management model to address the long-term sustainability of tourist interactions with cetaceans. *Environmental Conservation*, 35(4), 294–302. <https://doi.org/10.1017/S0376892908005249>
- Islam, M. W., Ruhanen, L., & Ritchie, B. W. (2017). Adaptive co-management: A novel approach to tourism destination governance? *Journal of Hospitality and Tourism Management*, 37, 97–106. <https://doi.org/10.1016/j.jhtm.2017.10.009>
- Köpeczi-Bócz, T., Farkas-Kis, M., Bencekri, M., & Csiba-Herceg, Á. (2025). Resilient cultural landscapes: Adaptive management and social innovation in heritage conservation. *International Journal of Urban Sciences*, 29(1), 247–272. <https://doi.org/10.1080/12265934.2025.2462813>
- Kuiper, T., Ngwenya, N., Kavhu, B., Mandisodza-Chikerema, R., & Milner-Gulland, E. J. (2023). Making adaptive management more user friendly to encourage manager buy-in. *People and Nature*, 5(1), 1–14. <https://doi.org/10.1002/pan3.10440>
- Lesiv, I., Datsun, S., Kremena, R., Shakhovets, A., & Onysiuk, S. (2025). Adaptive management systems for enhancing production enterprise efficiency. *African Journal of Applied Research*, 11(1), 484–497. <https://doi.org/10.26437/ajar.v11i1.865>
- Lien, A. M., Dew, T., Ruyle, G. B., Sherman, N. R., Perozzo, N., Miller, M., & López-Hoffman, L. (2021). Trust is essential to the implementation of adaptive management on public lands. *Rangeland Ecology & Management*, 77, 46–56. <https://doi.org/10.1016/j.rama.2021.03.005>
- Makedon, V., Budko, O., Salyga, K., Myachin, V., & Fisunen, N. (2024a). Improving strategic planning and ensuring the development of enterprises based on relational strategies. *Theoretical and Practical Research in Economic Fields*, 15(4), 798–811. [https://doi.org/10.14505/tpref.v15.4\(32\).02](https://doi.org/10.14505/tpref.v15.4(32).02)
- Makedon, V., Trachova, D., Myronchuk, V., Opalchuk, R., & Davydenko, O. (2024b). The development and characteristics of sustainable finance. In A. Hamdan (Ed.), *Achieving sustainable business through AI, technology education and computer science. Studies in Big Data*. (Vol163), (pp. 373–382). Springer, Cham. https://doi.org/10.1007/978-3-031-73632-2_31
- Månsson, J., Eriksson, L., Hodgson, I., Elmberg, J., Bunnefeld, N., Hessel, R., Johansson, M., Liljebäck, N., Nilsson, L., Olsson, C., Pärt, T., Sandström, C., Tombre, I., & Redpath, S. M. (2023). Understanding and overcoming obstacles in adaptive management. *Trends in Ecology & Evolution*, 38(1), 55–71. <https://doi.org/10.1016/j.tree.2022.08.009>
- Metelenko, N. G., Kovalenko, O. V., Makedon, V., Merzhynskyi, Y. K., & Rudych, A. I. (2019). Infrastructure security of formation and development of sectoral corporate clusters. *Journal of Security and Sustainability Issues*, 9(1), 77–89. <https://dspace.pdau.edu.ua/items/d8b25cf4-596c-45df-8465-5de659751e2e>
- Musavengane, R., & Woyo, E. (2022). Adaptive management. In D. Buhalis (Ed.), *Encyclopedia of Tourism Management and Marketing*. (pp. 61–64). Edward Elgar Publishing. <https://doi.org/10.4337/9781800377486.adaptive.management>
- Nicolini, E., Mami, A., Giampino, A., Amato, V., & Romano, F. (2025). Adaptive incremental approaches to enhance tourism services in minor centers: A case study on Naro, Italy. *Sustainability*, 17(1), 338. <https://doi.org/10.3390/su17010338>
- Obukhova, N., & Davydenko, O. (2024). Technologies of adaptive management as a mechanism for ensuring the stability of the development of companies. *Financial and Credit Systems: Prospects for Development*, 1(12), 60–69. <https://doi.org/10.26565/2786-4995-2024-1-06>
- Phan, L. T., Jou, S.-C., & Lin, J.-C. (2021). Untangling adaptive capacity in tourism: A narrative and systematic review. *Environmental Research Letters*, 16(12), 123001. <https://doi.org/10.1088/1748-9326/ac32fa>
- Piubello Orsini, L., Leardini, C., Landi, S., & Veronesi, G. (2024). Drivers of adaptive resilience of public sector organizations: An investigation into the individual characteristics of hybrid professional managers. *Public Management Review*, 26(12), 3577–3600. <https://doi.org/10.1080/14719037.2024.2347359>
- Rossouw, N., & van der Merwe, L. (2024). Monitoring for the adaptive management of social impacts. In F. Vanclay & A. Esteves (Eds.), *Handbook of Social Impact Assessment and Management*. (pp. 576–596). Edward Elgar Publishing. <https://doi.org/10.4337/9781802208870.00048>
- Saah, P., Mbohwa, C., & Madonsela, N. S. (2024). The role of adaptive management in the resilience and growth of small and medium size enterprises. *International Review of Management and Marketing*, 14(1), 1–10. <https://doi.org/10.32479/irmm.15139>
- Suryawan, I. W. K., Gunawan, V. D., & Lee, C.-H. (2024). The role of local adaptive capacity in marine ecotourism scenarios. *Tourism Management*, 105, 105039. <https://doi.org/10.1016/j.tourman.2024.105039>
- West, S., Beilin, R., & Wagenaar, H. (2019). Introducing a practice perspective on monitoring for adaptive management. *People and Nature*, 1(4), 534–543. <https://doi.org/10.1002/pan3.10033>