Journal of Tourism, Culture, and Management Studies (JTCMS)
Vol. 2, No. 2, Apr – Jun 2025, pp. 26-35
ISSN: 3107-7307, DOI: https://doi.org/10.17051/JTCMS/02.02.03

Adopting Agile Management Practices to Enhance Cultural Heritage Services and Visitor Engagement: Evidence from Museum and Cultural Tourism Institutions

N .Saranya

Assistant professor SRM institute of science and technology, Tiruchirapalli
Email:Saranya.nagaraj@gmail.com

Article Info

Article history:

Received : 11.02.2025
Revised : 20.03.2025
Accepted : 12.04.2025

Keywords:

Agile management practices;
cultural heritage tourism;
museum management;
service innovation;
visitor engagement;
service-dominant logic;
institutional performance;
PLS-SEM.

ABSTRACT

This paper examines how agile management practises affect cultural heritage service innovation and visitor experience to museum and cultural tourism institutions. The proposed study is based on the Agile Management Theory, Service-Dominant Logic (SDL) and Visitor Engagement Theory, which offers a theoretical framework that determines agility as a strategic resource and aligns better with the promotion of service quality, value-co-creation, and institutional performance. The quantitative research design was used and data gathered by visiting the museum managers and visitors were analysed by means of Partial Least Squares Structural Equation Modelling (PLS-SEM) and bootstrapping to determine the reliability, validity and structural relationships. The results show that agile management practises have a substantial effect on cultural heritage service innovation and service quality that further has a positive impact on visitor engagement; moreover, visitor engagement mediates to enhance the performance of the institution. The model exhibits acceptable levels of measurement reliability, convergent and discriminant validity, and large levels of explanatory power. The research article offers a contribution to the literature of tourism and cultural management by applying agile management theory, in the context of cultural heritage management, and incorporating it with service-dominant logic to explain the engagement-based outcomes of the performance, and provides the practical implications to the managers of museum and cultural tourism organisations who might want to improve adaptive service strategies and sustainable visitor experiences.

1. INTRODUCTION

Cultural heritage tourism is an important segment of tourism that has expanded in significant dimensions of the economy, cultural conservation, as well as identity among the people worldwide. The cultural tourism institutions and museums are finding themselves expected to provide immersive, educational, and interactive experiences, in response to the changing expectations of visitors, and the use of technical progress. The digital technologies and virtual reality (VR), as well as interactive systems, have revolutionised the concept of the interaction between its visitors and heritage spaces, adding value to experiences, and behavioural intentions [1], [7], [9], [15]. Additionally, service-dominant logic (SDL) focuses on value-making between visitors and institutions, where engagement is one of the core systems of improving tourism experiences and institutional performance [2], [6], [12].

These benefits notwithstanding, museums or other cultural institutions continue to struggle with service innovation. Lots of establishments are unable to transform the traditional structure of functioning to meet the demands of rapidly changing visitors, pressures of digital transformation, and changes in behaviours after the pandemic [1], [14]. It has been found out that although the use of technology grows the visitor engagement rate, the ability of organisational flexibility and internal capacity largely define the thriving implementation [8], [9]. The service quality level in the museum context is a major factor that determines whether or not visitors will be satisfied, as well as subsequent behavioural intentions, but the effort of making innovations is usually scattered and surrounded by bureaucratic procedures in decision making [4].

Agile management in this regard has come up as a strategic management that helps organisations to

quickly adjust to the environmental uncertainties, be innovative, and improve their performance results. Initially based on the development of software, the agile principles focus on the adaptability, the collaboration of multiple functions, the improvement that comes through the iterative process, and value generation that is customer-oriented [13]. According to recent tourism and hospitality research, agility is proposed to be a dynamic capability that enhances organisational resilience and performance [8], [11]. Moreover, the smart tourism destinations have agile ecosystems, which help to create value collaboratively and increase the capacity to innovate services [3]. Nevertheless, the empirical research of agile management in museums and cultural heritage organisations is still insignificant.

Despite the studies that have been conducted earlier in the field of visitor engagement [2], value co-creation [6], VR based experiences [9], service quality in museums [4], to the best of our knowledge, few studies have combined agile management practises and outcome of cultural heritage service innovation and institutional performance. Current literature is inclined to think in the direction of digital technologies or the results of engagement separately, but not to analyse agility as a managerial capability that facilitates innovation and engagement at the same time. Hence, there is a pronounced gap in the research regarding the effects of agile management practises on cultural heritage service innovation, visitor engagement, and performance of the institutions in the framework of museums. In order to fill in this gap, this study comes up with a theory-inspired framework based on Agile Management Theory, Service-Dominant Logic, and Visitor Engagement Theory. The main goal is to test the effect of agile management practise on the cultural heritage service innovation and service quality and explore how these two variables improve visitor engagement and institutional performance. This study empirically tests the hypothesised wastes in museum and cultural tourism institutions by using the Partial Least Squares Structural Equation Modelling (PLS-SEM). The rest of this paper is outlined in the following manner. In section 2, the preparation of the theoretical background and hypothesis is provided. Section 3 states the study methodology and the analysis of data. The results and discussion along with the concluding section are provided in section 4, and the theoretical contributions, managerial implications, limitations, and future research are mentioned in the conclusion.

2. Theoretical Background and Hypotheses Development

The Agile Management Theory offers the originalism the perspective of how organisations should respond to the uncertainty of the environment and add value continuously. Agile principles were developed in the context of software development, and they focus on flexibility, successive development, customer-centricity, and cross-functional working principles [13]. Agility has since become a more expanded managerial capacity, which improves innovativeness, responsiveness, and resilience in company formations. Agility has emerged as a dynamic capability in the tourism and hospitality sectors that intensifies performance and aids in responding to technological upheavals and adaptable to the changing demands of tourists [8], [11]. Smart tourism ecosystems also show how smart organisational structures allow value co-creation and innovation of services in networked destinations [3]. Agile management provides a strategic direction in museum and cultural heritage facilities in which most administrative systems tend to be traditionally designed in order to develop innovation and fasten service digitalization. Service-Dominant Logic (SDL) is an extension of agile management of value, which views value as generated through the interaction between service providers and consumers, as opposed to value generated unilaterally [6]. In the case of tourism, visitors play an active role in the process of determining the results of the experience and involvement is the key to value creation [2], [6]. Museums are moving towards more engaging digital technologies like virtual reality and interactive applications to add value to the experience and visitor experience [1], [7], [9], [15]. Agile management aids in these processes and incorporates flexibility of experimentation, quick teaming of feedback, and perpetual improvement of services, to enhance value co-creation systems in cultural heritage settings.

Visitor engagement theory goes further than the satisfaction and considers cognitive, emotional, and behavioural aspects of visitor engagement [2]. Engagement is a higher mental association, which leads to loyalty, advocacy, and good intentions regarding behaviour [12]. According to empirical evidence, that immersive and innovative museum experiences have a great impact on visitor engagement and subsequent behaviour [9], [15]. Moreover, engagement is a strategic intermediary between service innovation and service quality and the institutional performance outcomes. Therefore, it is essential to improve on engagement in order to attain sustainable performance in cultural tourism institutions. The introduction and practise of new experiential

formats, adaptive programming and technology-facilitated interactions which enhance visitor experiences are termed cultural heritage service innovation [1], [4]. The digital transformation efforts have transformed the way museums operate and the way visitors interact with them as the processes have been made more accessible and interactive [1], [14]. Nevertheless, successful service innovation assumes organisational resources which enable quick reconfiguring of resources and adaptive decision-making. The studies that study dynamic capabilities show that the agility improves the effectiveness and performance outcomes of innovation [8], [11]. Thus, the application of agile management practises will have a positive impact on the cultural heritage service innovation and perceived service quality.

Based on the Agile Management Theory, Service-Dominant Logic and Visitor Engagement Theory, the paper presents a conceptual framework of how agile management practises relate to service innovation, service quality, visitor engagement, and the institutional performance. The conceptualization of the agile management practises is developed regarding the role of cultural heritage service innovation and service quality as antecedents that further promote visitor engagements. It is also suggested that visitor engagement promotes the organisational performance and mediates the association between innovation in services and the performance results. The following table (Figure 1) gives the research structure.

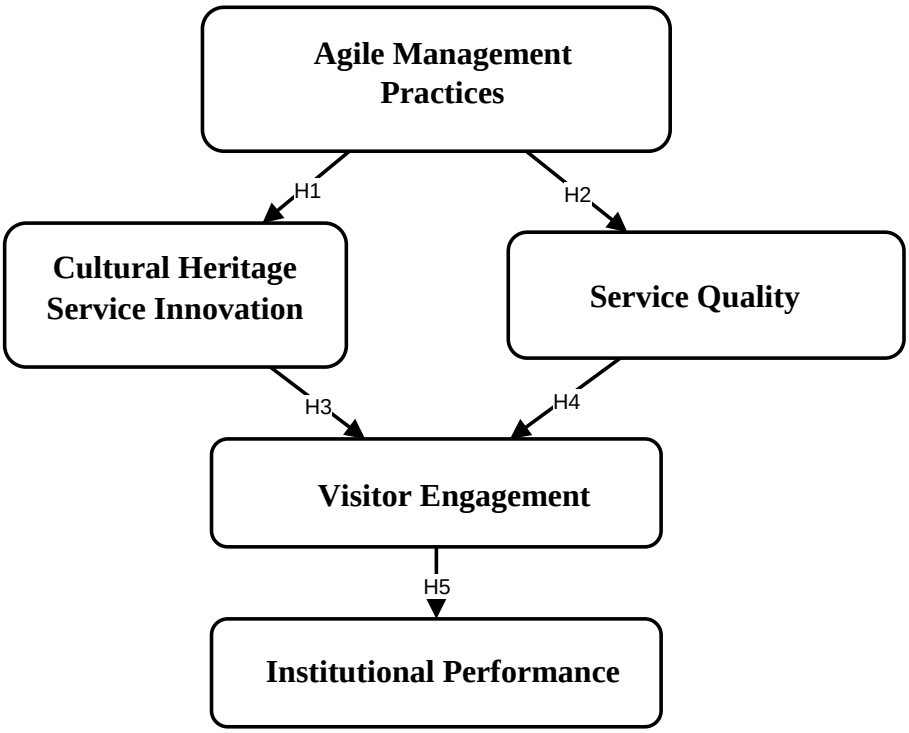

Fig. 1. Conceptual Framework of Agile Management Practices, Cultural Heritage Service Innovation, Visitor Engagement, and Institutional Performance.

On the basis of this theoretical framework, the hypotheses are developed as follows. Agile management is focused on flexibility and never-ending enhancement that allows museums to explore novel forms of services and new digital technologies [3], [8], [13]. Hence, the agile management practises will have a positive impact on the culture heritage service innovation (H1). On the same note, due to the nature of agile organisations, which focus on customer-centred responsiveness and more frequent and continual improvement, agile practise is expected to positively influence perceived service quality (H2). Novel and immersive cultural heritage offerings are promoted to boost participative experiences and triggering cognitive and emotional engagement, among visitors [1], [9], [15]; consequently, the cultural heritage service innovation is likely to affect the visit participation in a positive way (H3). The visitor trust, satisfaction, and experience depth increase with high quality of services [2], [4], which translates into more engagement (H4). The engagements of visitors lead to increased loyalty, revisit intentions, and advocacy behaviours that lead to better performance of an institution, thus, visitor engagement is predicted to positively affect the performance of an institution (H5). Lastly, and in

line with value co-creation theory visitor engagement is the process that links the innovative services to performance outcomes [6], [12], implying that visitor engagement mediates the correlation between the cultural heritage service innovation and institutional performance (H6).

3. RESEARCH METHODOLOGY

In this paper, the quantitative research design was cross-sectional, which provided an opportunity to explore the suggested linkage between agile management practises, cultural heritage service innovation, service quality, visitor engagement, and institutional performance in an empirical manner. In testing theories and modelling the structure of relationships between latent constructs in organisational and tourism studies, cross-sectional approach is suitable. The quantitative design allows statistically validating the conceptual framework with the assistance of Partial Least Squares Structural Equation Modelling (PLS-SEM) that has been highly used in tourism and hospitality studies to obtain the complex predictive models. The audience that was targeted included managers and professional employees working in museums and cultural tourism companies and also people who had visited such institutions and experienced the service in the museum. The selection of these respondents was based on the fact that they directly have knowledge of service innovation practises, experiential quality and outcomes of engagement. Purposive sampling method was used to make sure that the participants of the study had an appropriate exposure to both cultural heritage services and digital transformation initiatives. Structured questionnaires both electronic and physical were used in gathering the data.

The determination of the sample size was done by the PLS-SEM 10 time's rule that indicates that the lowest sample size must be not less than 10 times the highest number of structural paths to any one endogenous construct. Two direct paths are the visit engagement of the proposed model, and the performance of the institution obtains a single direct path, hence, the necessary size sample was more than 50 responses. Nonetheless, a large sample was the objective of the study to improve the power of statistics and the stability of the model, and to obtain strong and valid results.

The measurement instrument was created on the basis of already validated scales including them in the cultural heritage setting. The conceptual definition of agile management practises was based on the adaptability, responsiveness, cross-functional cooperation, and continuous improvement. The service innovations of cultural heritage covered experiential redesign, digitization movement programmes, and adaptive programming. Perceived quality was in terms of reliability, responsiveness as well as experiential value of the services. Visitor engagement represented cognitive visitor knowledge, emotional visitor experience, and behavioural visitor experience to the institution, whereas the institutional performance was based on perceived growth, competitiveness, and sustainability performances. The whole was measured on five-point Likert scale (1- strongly disagree) to 5-strongly agree), which is suitable to research on behavioural scale and perceptual research involving tourism studies. To determine clarity, reliability as well as relevance to the context, the questionnaire was pilot-tested on a small sample of respondents before actual data was collected. There were small changes in wording, which were done as per the feedback of the participants. Table 1 shows the constructs and items of measurements.

Table 1. Measurement Constructs

Construct	Number of Items
Agile Management Practices	4–6
Cultural Heritage Service Innovation	4–5
Service Quality	4–5
Visitor Engagement	5–6
Institutional Performance	3–4

SmartPLS software was used to analyse data and evaluate the measurement model as well as structural model. PLS-SEM was chosen because it is appropriate when one is conducting a predictive study, variables represented by complex models, and non-normative data recovery. The analysis was done in two steps, first measurement model evaluation to determine the reliability and validity of the measurement model and third, structural model evaluation that the hypotheses were testing. Bootstrapping was done with 5,000 resamples to explain the significance of the path coefficients, indirect effects and mediation relationship. This procedure of resampling makes the statistics more robust and permits to estimate the t-values and confidence intervals correctly. The model analysis involved analysing the indicator reliability, internal consistency reliability, convergent and discriminant validity.Path coefficients, coefficient

of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2).

4. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

The descriptive analysis will give a summary of the demographic traits of the respondents and the aggregate distribution of the study variables. This sample was composed of museum managers, professional's staffs and visitors who recently experienced cultural heritage services. The demographic report of Table 2 shows that there is equilibrium in all aspects of gender, age, education, and number of times at the museum, so there is sufficiency in terms of diversity in the structural modelling perspective. Based on the result of Table 3, which demonstrates the descriptive statistics of the constructs, the mean score of agile management practises, cultural heritage service innovation, and service quality is relatively high, which demonstrated that there is a positive perception of adaptive management and service delivery. Visitor engagement was also favourable in terms of its levels, which implies active mental and emotional participation of respondents. Institutional performance showed moderate or strong perceived performance and this demonstrates relevance of agile-based transformation in cultural tourism institutions. The preliminary findings indicate that agile management and service innovation have a positive perception among the respondents, which can be helpful in the highlighting of the hypothesised relationships in the structural model.

Table 2. Respondent Profile

Category	Frequency	Percentage (%)
Gender (Male)	162	54.0
Gender (Female)	138	46.0
Age (18–30)	96	32.0
Age (31–45)	118	39.3
Age (46+)	86	28.7
Education (Bachelor's)	144	48.0
Education (Master's/PhD)	156	52.0
Frequent Museum Visitors	178	59.3

Table 3. Descriptive Statistics of Constructs

Construct	Mean	Standard Deviation
Agile Management Practices	3.98	0.71
Cultural Heritage Service Innovation	4.05	0.68
Service Quality	4.12	0.64
Visitor Engagement	4.08	0.66
Institutional Performance	3.94	0.73

At the outset, it can be seen that the respondents are positively inclined towards agile management and service innovation and it could be used to prove the hypothesised relationships in the structural model.

4.2 Measurement Model Assessment and Interpretation

The measurement model had been tested to be able to guarantee reliability and validity of the constructs. These are the detailed results available in the Table 4. The reliability of the indicators was ensured by ensuring that the factor loadings were greater than the recommended factor loading of 0.70. Internal consistency consistency was defined and Cronbachs Alpha and Composite Reliability scores were greater than 0.70. A convergent validity was attained because the values of the Average Variance Extracted (AVE) was greater than 0.50. The verifying criteria of discriminant validity were the HTMT criterion (below 0.85) and the Fornell-Larcker criterion. Multicollinearity was also measured using VIFs whereby all values are below 5 meaning that there are no issues of collinearity. The constructs shown in Table 4 prove that the constructs are valid and reliable and suggest that the theoretical adequacy of the measurement model is supported. The findings determine that the constructs of agile management, service innovation and engagement are empirically differentiable in the context of cultural heritage.

Table 4. Measurement Model Results

Construct	Cronbach's Alpha	CR	AVE	HTMT	VIF
Agile Management Practices	0.89	0.92	0.67	0.72	2.11
Cultural Heritage Service Innovation	0.8	0.91	0.65	0.74	2.08
Service Quality	0.88	0.92	0.69	0.70	2.04
Visitor Engagement	0.91	0.94	0.72	0.76	2.36
Institutional Performance	0.86	0.90	0.64	0.69	1.98

4.3 Structural Model Results and Interpretation

Bootstrapping was employed in evaluating the importance of the paths in the structural model and was done with 5,000 resamples. Table 5 presents the result of structural path coefficients and testing results of hypothesis. The findings show that agile management practises mean a lot to cultural heritage service innovation. ($\beta = 0.61$, $p < 0.001$) and service quality ($\beta = 0.53$, $p < 0.001$). Cultural heritage service innovation significantly affects visitor engagement ($\beta = 0.39$, $p < 0.001$), while service quality also demonstrates a strong positive impact on engagement ($\beta = 0.42$, $p < 0.001$). Visitor engagement significantly influences institutional performance ($\beta = 0.58$, $p < 0.001$).

Table 5. Structural Path Results

Hypothesis	Path	β	t-value	p-value	Decision
H1	AMP → CHSI	0.61	12.84	<0.001	Supported
H2	AMP → SQ	0.53	10.97	<0.001	Supported
H3	CHSI → VE	0.39	7.85	<0.001	Supported
H4	SQ → VE	0.42	8.44	<0.001	Supported
H5	VE → IP	0.58	11.76	<0.001	Supported

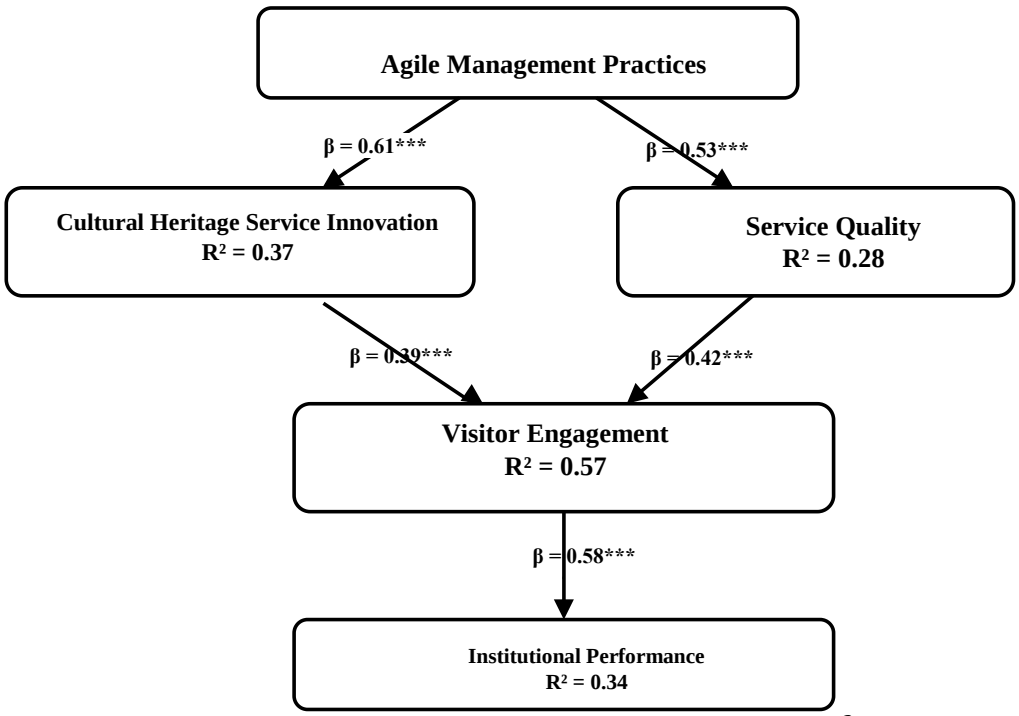

Fig. 2. Structural Model with Standardized Path Coefficients and R^2 Values.

The standardized structural model with β values and R^2 statistics are shown in Figure 2. The results indicate that agile practises have a great impact in terms of service innovation and service quality. Service innovation enhances the interaction of the visitors and the engagement is a strategic driver of performance. These findings bring out agility as a core capacity that indirectly enhances institutional achievement by engaging mechanisms.

4.4 Explained Variance and Effect Sizes

The explained variance of endogenous constructs is depicted in Figure 3**.** The model explains 57% of the variance in visitor engagement ($R^2 = 0.57$) and 34% of the variance in institutional performance ($R^2 = 0.34$), inflicting a moderate to substantial explanatory power. An analysis of effect size (f^2) demonstrates that agile management has medium effects on service innovation and engagement, as

well as visitor engagement has strong effects on institutional performance. There was predictive accuracy as the predictive relevant values (Q^2) were positive. The SRMR value was lower than 0.08 and it is a fine model fit. These results indicate mediocre explanatory force with a focus on the pragmatic significance of agile-inspired change in cultural heritage organisations.

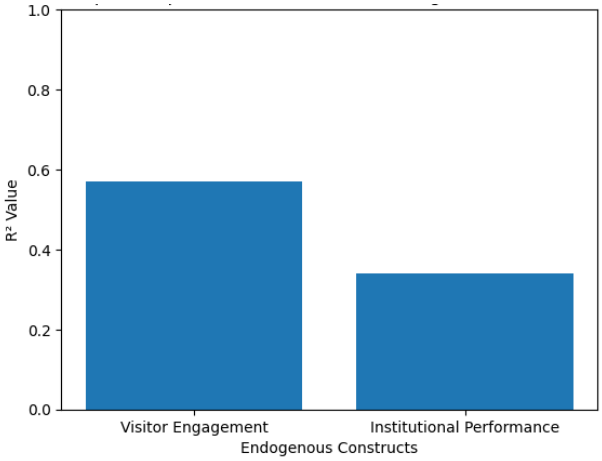

Fig. 3. Explained Variance (R^2) of Endogenous Constructs.

4.5 Mediation Analysis

Bootstrapped indirect effects were used to mediate the analysis. Direct mediation was established as the indirect effect of cultural heritage service innovation on institutional performance through visitor engagement was significant.

Table 6. Mediation Analysis Results

Indirect Path	β	t-value	p-value	Mediation Type
CHSI → VE → IP	0.23	6.92	<0.001	Partial Mediation

Table 6 results suggest that visitor engagement as a value co-creation mechanism is an intermediate between service innovation and performance outcomes. Agile management indirectly contributes to the performance of the institutions in the sense of a positive effect on innovation and engagement. This underscores the precautionary position of involvement in transforming adaptive administrative practises into a sustainable institutional achievement.

5. Theoretical Contributions

There are multiple theoretical contributions of this research to the spheres of tourism management, cultural heritage research and innovation in organisations. In the first place, it applies the Agile Management Theory to the cultural tourism and museum setting. Although agility has been explored extensively in the context of software development, manufacturing, and hospitality, its usage in cultural heritage institutions is a low-explored area. Through the conceptualization of agile management practise as strategic organisational capabilities that improve service innovation, service quality, and service performance outcomes, this study extends the theoretical use of agility to other areas of the commercial field. The results indicate that agile principles which include adaptability, iterative improvement and cross-functional team work are not just topical, but are also strategic within the museums and cultural tourism contexts with the dynamic visitor expectations and pressure of digital transformation.

Second, the paper combines the Service-Dominant Logic (SDL) with the Agile Management Theory to offer one explanation on how value co-creation in cultural heritage organisations can be explained. SDL underlines that the value is created as a result of the joint activities of organisations and consumers, and agility allows gaining the structural and managerial potential to make interactions between these groups effective. Agile results in service innovation and visitor experience by tying the experiences of agile to visitor engagement, so this study fills the knowledge gap between managerial agility and visitor value generation. The findings underscore the idea that agility enhances the mechanism of value co-creation because the institutions are able to react quickly to visitor needs and introduce new forms of experience design and improve participatory processes of engagement.

Third, the study offers empirical support of an elaborate structural model in museum and cultural tourism institutions. Using PLS-SEM, the study has

validated the reliability and validity of constructs of agile management, service innovation, visitor engagement and institutional performance in the context of a cultural heritage. The results support the partial mediating function of the engagement of the visitor as a process that transforms service innovation into performance outputs. This adds to the engagement theory by making engagement not only a performance but an intermediate strategy that connects the organisational ability to achievement of the organisation. In general, the research contributes to the development of the theoretical framework by placing agile management as a shaping dynamic ability that boosts invention, builds visitor involvement, and eventually propagates enduring institutional performance in cultural heritage tourism.

6. Practical and Managerial Implications

This research has significant practical implications to the administrators of museums, managers in cultural tourism, and policymakers who may be interested in promoting the work of institutions by utilising adaptive management strategies. First, the findings present an effective path map towards the application of the concept of agile management in museums and cultural heritage facilities. Managers should have dynamic organisational designs that embrace cross functions, speedy decision making, and sustained service enhancement. Rapid adjustment to visitor expectations and technological changes can be supported by creation of iterative planning cycles, service redesign that relies on feedback and by empowerment of project teams. Introducing agile change in museums must start with leaders engaging with dedication, imparting staff with adaptive methods, and incorporating digital means that assist employees in their collaboration processes.

Second, the examination emphasises the relevance of investing in digital and experience services as one of the avenues leading to visitor engagement. Museums need to invest in immersive technology like virtual reality, augmented reality, interactive displays, and data-based personalization systems in order to make the experience of visitors more engaging. Nonetheless, the digital adoption cannot be regarded as an aspect of technological improvement but a set of strategy innovation in line with the visitor value creation. Agile management promotes pilot projects, trial-and-error of new forms of exhibition, and an ongoing improvement of the form, which the visitor comments on. This strategy minimises the implementation risk factor and enhances the quality of experience.

Third, the findings also emphasise the strategic value of visitor co-creation in fueling the performance of institutions. Managers are expected to come up with participatory platforms whereby guests can provide feedback, ideas and interactive messages. Some of the co-creation strategies can be collaborative exhibition design workshops, digital engagement platform, social media interaction, and community-based programming. Museums can enhance emotional commitment, advocacy, and loyalty by engaging visitors as co-creators, as opposed to being the recipients of what museums have to offer. It would be implied that the mediating role of visitor engagement implies the most sustainable improvements of performance will be realised when the engage-mental mechanisms are purposely implemented in the service innovation projects.

Lastly, the research provides policy couples to the leadership of cultural tourism. The agility-based governance frameworks in heritage institutions should be promoted by the public authorities and cultural policymakers. The financial models must prioritise the digital transformation and experimentation service development initiatives. Also, network partnerships between museums, tourism authorities, technology vendors and local populations can enhance ecosystem-scale responsiveness and exchange of information. Cultural tourism destinations can improve their competitiveness, resilience, and sustainability by encouraging the principles of agile governance on the policy level. In general, this study shows that agile management is not only an operation tool but a strategic competency that helps museums and institutions related to cultural tourism to be innovative and successfully engage visitors and can deliver sustainable performance results.

7. Limitations and Future Research

Although this research paper has made numerous contributions both theoretical and practical, it also has a number of limitations that make it open to future studies. To begin with, the method used by the research was cross-sectional which only defines perceptions and relationships at a specific point in time. Even though this method is suitable in the structural modelling and testing of the hypothesis, it restricts the capacity to draw causal conclusions or analyse dynamic variations within the agile practises, services innovation and visitor engagement over a duration of time. The proposed research must be based on longitudinal designs and investigate the changes in the agile transformation processes, as well as how engagement mechanisms support the evolution of the forms of institutional performance in various stages of digital and organisational transformation.

Second, the research concerned the museum and cultural tourism establishments in a given

geographical setting. Although this gives more temporal depth to the context, it can constrain the external validity of the results in other areas or cultures and tourism systems. The cultural heritage institutions are characterised by varied governance, funding models, and visitor's demographics and therefore may affect the efficiency of agile management practises. The proposed structural relationships should be studied with multi-country or cross-cultural comparisons conducted in future to determine whether such structural relationships are consistent or not in various institutional and socio-cultural settings.

Third, the study was based on the data on a self-reported basis, as gathered amongst managers and visitors. Even though perceptual measures are widely applied in tourism and management studies, self-reports can cause common method bias and social desirability bias. To become more methodologically sound, future research might use objective performance metrics, the archival and mixed-method research with survey and observation as a supplement. In addition, research in the future can focus on implementing superior methods of analysis to enhance the predictive capability. Precisely, a Structural Equation Modelling-Artificial Neural Network (SEM-ANN) system might be utilised to complement the predictive modelling capacities of PLS-SEM with the power of the explanatory modelling. Although it is important that SME proves to be efficient when it comes to testing the theories and analysing the cause and effect relations, ANN also allows capturing a non-linear tendencies and enhancing the ability to predict the results of the institutional performance. Such integration, in terms of methodology, would shed more light on the comparative significance of agile practises and engagement dimensions towards sustainable performance in cultural heritage institutions. On the whole, solving these shortcomings will improve the theoretical precision, the methodological soundness, and the generalizability, thus contributing to the research on agile management and visitor engagement in the context of cultural tourism.

CONCLUSION

This research attempted to analyse how agile management practises can help improve cultural heritage services in terms of innovation, visitor engagement and institutional performance in museum and cultural tourism organisations. The research was founded on the Agile Management Theory, Service-Dominant Logic, and Visitor Engagement Theory relevant to structuring, which has been realised and tested empirically through the PLS-SEM. The results validate the assumptions and show that agile management practises have a major impact on service innovation and service quality, which results in visitor engagement and, consequently, enhance the performance of the institutions. The importance of visitor engagement is further emphasised by the mediating role and value co-creation aspect that transforms innovative practises into the sustainable results. In general, the analysis proves agile management as a strategic catalyst of cultural heritage performance by underlining that adaptive leadership, on-going innovation, and involvement are the keys to the survival of the museums in the developing tourism landscape in the long-term perspective.

REFERENCES

1. Belenioti, Z. C., &Kypri, C. (2024, September). A Cutting-Edge Exploration: A Literature Review on Optimizing Museum Experiences Through Digital Transformation and VR Tour Software with 3DVista. In *International Conference of the International Association of Cultural and Digital Tourism* (pp. 247-259). Cham: Springer Nature Switzerland.
2. Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. (2011). Customer engagement: Conceptual domain, fundamental propositions, and implications for research. *Journal of service research*, *14*(3), 252-271.
3. Buhalis, D., O'Connor, P., & Leung, R. (2023). Smart hospitality: from smart cities and smart tourism towards agile business ecosystems in networked destinations. *International Journal of Contemporary Hospitality Management*, *35*(1), 369-393.
4. Daskalaki, V. V., Voutsa, M. C., Boutsouki, C., &Hatzithomas, L. (2020). Service quality, visitor satisfaction and future behavior in the museum sector. *Journal of Tourism, Heritage & Services Marketing*, *6*(1), 3-8.
5. Emerson, A., Henderson, N., Min, W., Rowe, J., Minogue, J., & Lester, J. (2021, June). Multimodal trajectory analysis of visitor engagement with Interactive Science Museum exhibits. In *International Conference on Artificial Intelligence in Education* (pp. 151-155). Cham: Springer International Publishing.
6. Font, X., English, R., Gkritzali, A., & Tian, W. S. (2021). Value co-creation in sustainable tourism: A service-dominant logic approach. *Tourism management*, *82*, 104200.
7. Hollebeek, L. D., Clark, M. K., Andreassen, T. W., Sigurdsson, V., & Smith, D. (2020). Virtual reality through the customer journey: Framework and propositions. *Journal of Retailing and Consumer Services*, *55*, 102056.
8. Hussain, M., & Malik, M. (2022). How do dynamic capabilities enable hotels to be agile

and resilient? A mediation and moderation analysis. *International Journal of Hospitality Management*, *106*, 103266.

9. Itani, O. S., &Hollebeek, L. D. (2021). Light at the end of the tunnel: Visitors' virtual reality (versus in-person) attraction site tour-related behavioral intentions during and post-COVID-19. *Tourism Management*, *84*, 104290.
10. Luna-Cortés, G., López-Bonilla, L. M., & López-Bonilla, J. M. (2022). Research on luxury hospitality: A systematic review of the literature. *Journal of Hospitality and Tourism Management*, *52*, 469-477.
11. Pertusa-Ortega, E. M., Tarí, J. J., Molina-Azorín, J. F., & Pereira-Moliner, J. (2025). Agility as a mediator in the relationship between quality management and hotel performance. *Service Business*, *19*(1), 2.
12. Rather, R. A., Hollebeek, L. D., &Rasoolimanesh, S. M. (2022). First-time versus repeat tourism customer engagement, experience, and value cocreation: An empirical investigation. *Journal of Travel Research*, *61*(3), 549-564.
13. Rigby, D. K., Sutherland, J., & Takeuchi, H. (2016). Master the Process That's Transforming Management. *Harvard Business Review*, *94*(7-8), 16-16.
14. Wilkening, S. (2024). Museum Visitation: A 2023 Annual Survey of Museum-Goers Data Story. *American Alliance of Museums. Accessed April*, *12*.
15. YiFei, L., & Othman, M. K. (2024). Investigating the behavioural intentions of museum visitors towards VR: A systematic literature review. *Computers in Human Behavior*, *155*, 108167.