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European Approaches to Certification of Hotel Services and Prospects for Implementation in Ukraine

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ABSTRACT

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The relevance of the study is determined by the urgent need to harmonize Ukraine's national system of hotel service certification with European standards of quality and sustainable development. In the context of Ukraine's integration into the EU tourism area and the post-war recovery of the hospitality industry, transparent mechanisms of quality evaluation are essential for restoring consumer trust, enhancing competitiveness, and attracting investment. It has been proven that the adoption of European approaches can act as a catalyst for the modernization of the Ukrainian hospitality sector through the integration of digitalization, environmental responsibility, and managerial maturity. The purpose of the article is to provide a scientific rationale and define strategic pathways for integrating European models of hotel service certification into the Ukrainian legal and institutional framework, taking into account international quality standards, the principles of sustainable tourism, European integration priorities, and the objectives of post-war restoration of tourism infrastructure. Methodology of the research is based on systemic, comparative, and structural-functional approaches that made it possible to study the interrelation between legal, organizational, and technological aspects of certification. Content analysis of EU normative documents was applied, as well as a generalization method to systematize the practices of Hotelstars Union, Green Key, and EU Ecolabel. A logical-analytical method was used to evaluate the prospects of implementing European certification models in Ukraine. Research results. It has been established that the European system of hotel certification functions as a multi-level quality control model combining state regulation, voluntary environmental labeling, and digital monitoring. It has been revealed that Ukraine's current model remains fragmented, lacking transparency and technological integration. The expediency of creating a national electronic register of certified accommodation facilities, implementing adapted ISO 22483 and ISO 18513 standards, and stimulating "green" investments in hotel modernization has been substantiated. Scientific novelty lies in improving the conceptual model of hotel service certification as a tool for ensuring quality, trust, and sustainability, as well as in defining mechanisms for integrating mandatory and voluntary standards within a unified digital quality management system. It has been proven that such a model could serve as a basis for European recognition of Ukrainian certificates. Conclusions. It has been summarized that the effective adaptation of European certification approaches requires reform of the normative base, development of digital infrastructure, training of qualified auditors, and implementation of partnership mechanisms between the state, business, and professional associations. Prospects for further research are related to modeling an integrated certification system for Ukraine's hotel industry, assessing its impact on competitiveness and sustainable development, and examining the socio-economic effects of introducing ecological and digital standards in the post-war reconstruction of the tourism sector.

KEYWORDS

quality standards, harmonization, sustainable tourism, eco-labeling, service digitalization, competitiveness, quality management, post-war recovery, world hotel industry.



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Європейські підходи до сертифікації готельних послуг та перспективи їх впровадження в Україні

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СТАТТЯ

АНОТАЦІЯ

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Актуальність дослідження зумовлено потребою гармонізації національної системи сертифікації готельних послуг із європейськими стандартами якості та сталого розвитку. В умовах інтеграції України до єдиного туристичного простору ЄС і відновлення галузі після війни особливої ваги набуває формування прозорих механізмів оцінювання, що забезпечують довіру споживачів, підвищують конкурентоспроможність бізнесу та сприяють залученню інвестицій. Доведено, що адаптація європейських підходів здатна стати каталізатором модернізації українського ринку гостинності, зокрема через поєднання цифровізації, екологічної відповідальності та управлінської зрілості підприємств. Метою статті є наукове обґрунтування та визначення стратегічних шляхів інтеграції європейських моделей сертифікації готельних послуг в український правовий та інституційний простір із урахуванням міжнародних стандартів якості обслуговування, принципів сталого туризму, євроінтеграційних пріоритетів і завдань післявоєнного відновлення туристичної інфраструктури. Методологія дослідження базується на системному, порівняльному та структурно-функціональному підходах, що дали змогу дослідити взаємозв'язок між правовими, організаційними та технологічними аспектами сертифікації. Використано контент-аналіз нормативних документів ЄС, метод узагальнення для систематизації практик Hotelstars Union, Green Key, EU Ecolabel, а також логіко-аналітичний метод для оцінки перспектив впровадження європейських підходів в Україні. Результати дослідження. Встановлено, що європейська система сертифікації функціонує як багаторівнева модель контролю якості, заснована на взаємодії державного регулювання, добровільних екологічних маркувань і цифрового моніторингу. Виявлено, що в Україні домінує фрагментарна модель оцінювання, позбавлена належної прозорості та інтеграції цифрових механізмів. Обґрунтовано доцільність створення національного електронного реєстру сертифікованих об'єктів, упровадження адаптованих стандартів ISO 22483 та ISO 18513 і стимулювання «зелених» інвестицій у готельну інфраструктуру. Висновки. Узагальнено, що ефективна адаптація європейських підходів до сертифікації потребує реформування нормативної бази, розвитку цифрової інфраструктури, підготовки кваліфікованих аудиторів і впровадження партнерських механізмів між державою, бізнесом і професійними асоціаціями. Перспективи подальших досліджень пов'язані з моделюванням інтегрованої системи сертифікації готельних послуг України, оцінкою її впливу на конкурентоспроможність і сталий розвиток галузі, а також з вивченням соціально-економічних ефектів упровадження екологічних і цифрових стандартів у контексті післявоєнної реконструкції туристичного сектору.

КЛЮЧОВІ СЛОВА

стандарты якості, гармонізація, сталий туризм, екомаркування, цифровізація сервісу, конкурентоспроможність, управління якістю, післявоєнне відновлення, світова готельна індустрія.

1. Introduction

In the current conditions of Ukraine's integration into the European tourist space, the problem of certification of hotel services becomes especially relevant. The existing system of quality assessment and classification of accommodation facilities in Ukraine remains fragmented, which complicates the comparability of standards, reduces consumer confidence and hinders the development of a competitive environment. European approaches, built on the principles of transparency, multi-criteria and independent audit, demonstrate high efficiency in ensuring the quality of service and sustainability of the tourism sector. The lack of harmonization of Ukrainian standards with EU norms creates barriers to the international recognition of hotel certificates and limits the participation of Ukrainian establishments in global hospitality markets. From a scientific point of view, there is a need for a systematic study of the mechanisms for adapting European certification models to the national context, taking into account the legal, organizational and technical features of the tourism industry. In practical terms, solving this problem will contribute to increasing the competitiveness of Ukrainian hotels, expanding the opportunities for exporting tourist services, attracting investments and forming a positive image of Ukraine as a European destination with guaranteed quality of service.

2. Literature Review

The analysis of modern research on European approaches to the certification of hotel services and the prospects for their implementation in Ukraine allows us to identify four interrelated scientific areas.

The first direction covers the conceptual and institutional foundations of the development of certification of hotel services in the context of European integration. In the work of R. Korsak, it is substantiated that the adaptation of the Ukrainian hotel and restaurant industry to the requirements of the European Union provides for the harmonization of the certification system, the unification of criteria for assessing the quality of services and the creation of a national mechanism for mutual recognition of certificates [1]. Y. G. Korostashyets considers the process of unification of the rules for the provision of hotel services in accordance with European standards, arguing that the harmonization of legal norms should be accompanied by updating the procedures for monitoring the quality and professional training of personnel [2]. T. V. Kozhukhova and G. O. Gorina analyze the system of certification of sustainable development in the EU hotel business, highlighting the leading programs Green Key, EU Ecolabel and Travelife as tools for increasing consumer confidence and forming a culture of responsible consumption [3]. Further research in this direction should be aimed at developing a national strategy for adaptation to European certification procedures, taking into account the socio-economic characteristics Ukrainian market.

The second direction concerns economic and managerial mechanisms for ensuring the quality of hotel services within the framework of integration processes. O. B. Kurakin proposes a model of economic management of the quality of hotel services, in which certification procedures are considered as a tool of strategic management capable of forming competitive advantages in the market [4]. V. Demko, in his work, emphasizes the expediency of transferring international experience in the field of quality management, in particular in the context of building internal control systems and external audit of services that increase market transparency [5]. V. Redko examines the transformation of the infrastructure of hotels in Ukraine under the influence of European integration standards, emphasizing the need to modernize the material base and management processes in accordance with the requirements of EN ISO 18513 [6]. V. A. Krasnomovets analyzes the effectiveness of environmental certification programs for the hotel industry, proving that their implementation stimulates corporate social responsibility and improves the international image of enterprises [7]. Further research in this direction should be focused on the econometric assessment of the impact of certification on the efficiency of management, profitability and long-term sustainability of hotel enterprises.

The third direction covers the legal and regulatory foundations of harmonization of the certification system with European requirements. G. V. Medvedev proves that the unification of hotel evaluation systems is an important prerequisite for simplifying control procedures and reducing administrative barriers [8]. L. Matviichuk and co-authors in their work emphasize the need to develop partnerships between hotel industry entities to strengthen Ukraine's competitive position within the

European service market [9]. M. Derevyanko et al. address the challenges associated with standardization and certification within the framework of Ukraine's partnership with the EU, emphasizing the need to create common regulatory platforms and digital registers of certificates [10]. O. V. Kiktenko and K. O. Naboka propose to integrate the principles of the circular economy into the system of state regulation of tourism, which will allow combining environmental criteria with the economic efficiency of certification procedures [11]. Further research in this direction should be aimed at the formation of coordinated interdepartmental mechanisms for mutual recognition of certificates and improvement of regulatory and legal procedures for accreditation.

The fourth direction concerns the integration of the principles of sustainable development into the certification system of hotel services. I. Trišić et al. prove that the introduction of sustainable tourism certifications in the countries of Southern Europe contributes to reducing the carbon footprint of hotels, increasing the efficiency of resource use and the formation of an ethical management culture [12]. E. Wszendybył-Skulska and A. Panasiuk analyze the hotel classification system in the European Union and Poland in the context of public policy of sustainable development, emphasizing that state participation in certification processes is a necessary condition for quality assurance and social trust [13]. Further research should be aimed at creating a national system of "green labeling" of hotels, which would combine ecological, social and management standards in accordance with EU requirements.

Despite numerous works covering the problems of certification of hotel services, some aspects have not received a full scientific explanation. Methodological approaches to the harmonization of European standards with Ukrainian standards, especially regarding the combination of mandatory and voluntary forms of certification, remain uncertain. The impact of eco-labels and digital quality control tools on the competitiveness of hotels has not been sufficiently studied, as well as a single system of criteria that takes into account social, environmental and economic indicators of sustainability has not been developed. The limited empirical base on the effectiveness of adaptation of the ISO series to Ukrainian realities does not allow the creation of a holistic model of national certification.

The proposed study fills these gaps through a systematic analysis of European experience, generalization of the practices of Hotelstars Union, EU Ecolabel, Green Key and the formation of an adaptive model for Ukraine. The use of comparative and logical-analytical approaches makes it possible to combine legal, managerial and digital tools into a single concept of a harmonized quality assessment system, which deepens the scientific understanding of standardization processes in the field of hospitality and creates the basis for further integration of Ukraine into the European quality space.

3. Problem Statement

The article is aimed at scientific substantiation and determination of ways to introduce European approaches to the certification of hotel services in Ukraine, taking into account international requirements for the quality of service, the principles of sustainable tourism, European integration priorities and the tasks of post-war restoration of tourist infrastructure.

1. To determine the structure and role of the EU hotel services certification system in ensuring quality and competitiveness.
2. To analyze the interaction of standards, law and quality management and the possibilities of their adaptation in Ukraine.
3. Identify problems and formulate recommendations for the harmonization of the national system with EU requirements.

4. Methods and Materials

The study applies systematic, comparative and logical-analytical approaches, which provided a comprehensive study of legal, organizational and technological aspects of hotel services certification. Content analysis of EU regulations, international standards ISO 22483 and ISO 18513, as well as practices of Hotelstars Union, EU Ecolabel and Green Key was used. The material basis was scientific publications, official EU documents and industry reports, which made it possible to substantiate the ways of harmonization of the Ukrainian system with European requirements.

5. Results and Discussion

The system of certification of hotel services in the countries of the European Union is based on a combination of regulatory standards, industry classifications and voluntary assessment schemes that provide comprehensive confirmation of the compliance of services with the established quality requirements. Its essence is to create a multi-level model of control, where the state determines the basic requirements for safety and comfort, and independent accredited bodies assess compliance according to unified criteria. Such systems provide for close interaction between legislative regulation, professional associations and market initiatives, which ensures a balance between mandatory norms and voluntary business responsibility for the quality of service. The European approach is focused not only on technical parameters of service, but also on the culture of hospitality, sustainable development and social responsibility, which makes certification a strategic tool for the competitiveness of the hotel business (Table 1).

Table 1. Structural elements of the hotel services certification system in the EU countries

System element	Content and functions	Examples of implementation
Regulatory framework	Defines mandatory requirements for safety, sanitation, architectural accessibility, environmental friendliness and consumer rights	EU regulations on consumer protection and sustainable tourism; National acts of the EU Member States
Harmonized quality standards	Establish uniform criteria for service, personnel management, hygiene, nutrition and risk management	ISO 22483:2020; ISO 9001:2015; ISO 14001:2015; EMAS (Eco-Management and Audit Scheme)
Hotel classification system	Provides a unified “star” system for assessing the level of service and comfort	Hotelstars Union (17 EU countries), National classification catalogs
Conformity assessment mechanisms	Include accreditation, audits, inspections, and periodic monitoring procedures	Accredited conformity assessment bodies; TAIEX; National Accreditation Agencies
Voluntary environmental and social labels	Promote sustainable tourism, environmental responsibility and social reputation	EU Ecolabel; Green Key; Travelife

Source: Systematized by the authors according to the data given in [15–21].

In practice, the hotel certification system in the European Union functions as a multi-level quality management model that combines legal regulations, standardization, classification, monitoring and voluntary participation of businesses in sustainable development. Its effectiveness is explained by the integration between EU regulations, international ISO standards and institutional support of industry associations that ensure control and continuous improvement of criteria. The Hotelstars Union system creates a “transparent ecosystem of trust” where hotel category assessment is not a commercial service but a public commitment by businesses to meet European quality expectations [15]. In fact, the certification process is a continuous cycle of improvement: after the initial verification of compliance with ISO 22483:2020 standards [14], the hotel must not only maintain the achieved level, but also confirm it during repeated audits carried out every 2-3 years. In Germany, Austria and the Czech Republic, such a procedure is accompanied by a system of internal “quality management reviews”, which document customer feedback and staff productivity indicators [18]. In 2024, according to the updated catalogue of criteria of the Hotelstars Union 2025–2030, the mandatory parameters for the 4-star and 5-star categories include digital solutions – self-check-in systems, online satisfaction surveys and electronic energy managers, which make it possible to reduce costs by 10–15% and at the same time increase the comfort of guests [22]. The environmental component of certification is becoming more and more important. According to the European Commission, in 2025, more than 1100 hotels in the EU are certified under the EU Ecolabel program [19], and the Green Key program covers about 60% of hotel enterprises in Denmark, the Netherlands and Sweden. Such certificates not only increase market attractiveness, but also provide financial advantages – hotels with eco-labeling demonstrate an average of 12–15% higher occupancy compared to non-certified facilities [20]. At the same time, the authors of studies in the field of sustainable tourism emphasize that certification is turning into a social marker of the maturity of the industry – it indicates the ability of a business to meet not only consumer, but also environmental and cultural expectations of society. In this context, the Ukrainian tourism sector can use

the European model as a basis for the post-war reconstruction of the hotel industry by introducing a combined system – mandatory at the level of basic requirements and voluntary at the level of international eco-labels. This will allow Ukraine not only to ensure compliance with EU requirements but also to increase the trust of tourists and partners in the European space.

The European model of interaction of standards, law and management practices in the hotel industry appears as a continuous cycle of “rationing-evaluation-digital monitoring-improvement”, where legal instruments set minimum requirements, standards and industry approaches structure processes, and management methods ensure effectiveness and public accountability. The key effect of this interaction is the transition from formal compliance with standards to a controlled improvement in the quality of service and sustainability, confirmed by independent verification and open data [23; 24] (Table 2).

Table 2. Main tools, methods and technologies of social marketing in the field of public administration

Level	What regulates/establishes	Typical tools	Examples
Legal (state)	Minimum safety requirements, transparency, frequency of control	State classification, accreditation of control bodies, open registers	National. classification and inspections every 5 years; Publication of results
Standards/Industry	Operational criteria of service, ecology, accessibility, management	Criteria catalogs, external audits, third-party eco-labels	Harmonized catalogs; independent audits; eco-certification
Managerial (companies)	Organizational maturity, KPIs, continuous improvement	EFQM/TQM, Balanced Scorecard, digital dashboards	Connection of service KPIs with staff training; Regular reviews

Source: Systematized by the authors according to the data given in [2; 3; 6; 9; 10; 13].

In practical terms, the interaction of standards and law in the European Union forms a transparent architecture of trust between the state, business and consumer. In France, the Atout France system provides an open classification of hotels: the official class is assigned based on the results of an independent audit carried out by an accredited body; The data are published in an open register, and re-verification is carried out every 5 years [23]. The industry level is represented by the harmonized catalog of Hotelstars Union, which contains more than 240 criteria and covers the requirements of service, digital technologies and sustainable development [24].

The environmental dimension is regulated by interstate labelling programs – Nordic Swan Ecolabel [25], EU Ecolabel [26] and Green Key [27] – which provide an independent assessment of resource efficiency, waste management and corporate social responsibility. In the Nordic countries, the presence of the Nordic Swan label is a prerequisite for the participation of hotels in state tourism programs to support infrastructure, and at the EU level, EU Ecolabel certification is integrated into public procurement schemes and grant initiatives.

The managerial level is based on the EFQM models of excellence, which allow you to evaluate not only the quality of service, but also organizational effectiveness, staff training and the degree of innovation. Systematic reviews prove that the implementation of EFQM in the hotel sector reduces the number of complaints by 9–11% and increases customer satisfaction [28]. In corporate practice, this is reflected in Marriott International's reports – in 2024, more than 60% of managed hotels in the UK and Ireland received Green Key certification as part of the Serve 360 ESG strategy [29]. In Northern Europe, all Scandic Hotels are Nordic Swan certified, and environmental KPIs are integrated into operational dashboards [30].

Digitalization of processes provides control and publicity of data in real time. The Your Europe portal integrates EU business procedures, in particular in tourism, allowing hotels to update their certification status online [31], while the e-Tourism Register in Estonia automatically synchronizes information between public registers and tourism platforms, increasing consumer confidence [32].

In Ukraine, the process of harmonization is only being formed. The State Agency for Tourism Development approved an open procedure for assigning categories to hotels with step-by-step validation and publication of results [33]; the electronic service is available through the portal “Guide Online” [34]. According to Interfax-Ukraine, as of 2025, less than 10% of accommodation establishments have an official category, which necessitates the creation of a national e-register and the stimulation of

voluntary certification initiatives [35]. This approach will bring the Ukrainian hotel industry closer to EU standards, ensure transparency and increase the competitiveness of the post-war recovery.

The integration of international certification experience into the national system of Ukraine is a key factor in increasing the competitiveness of the tourism sector, especially in the post-war recovery period. Such a process does not involve the mechanical transfer of foreign models, but their adaptive implementation, taking into account the economic, legal and socio-cultural characteristics of the country. Certification in the modern world has become not only a quality control tool, but also the basis of a service culture that combines sustainability, safety and trust between business and consumer. It is important for Ukraine to turn certification into a development management mechanism, where standards become part of the recovery strategy, and environmental and social responsibility become a competitive advantage in the international market (Table 3).

Table 3. European interaction of standards, law and quality management in the hotel sector

Vector of international experience	Integration mechanism in Ukraine	Prerequisites	Expected effect on sustainable tourism and service culture
Financing green upgrades in hotels	Attraction of lending programs for energy efficiency projects	Partnership with international financial organizations; Conducting an energy audit within the framework of certification	Reducing costs, reducing carbon footprint, meeting environmental sustainability criteria
Data openness and post-crisis management	Introduction of public quality registers and self-declaration with selective state supervision	Development of the legislative framework for digital services and open data	Increasing the trust of consumers and partners, reducing the administrative burden
Professional education and management accounting standards	Support for industry-specific training programs (USALI, revenue management) and personnel certification	Creating partnerships between business and EU educational institutions	Unity of financial standards and development of service competencies
Harmonization of national standards	Adoption of national versions of ISO series 22483, 18513, 10002	Interagency coordination and recognition of certificates in the grant and procurement system	Compatibility with the European market, increasing investment attractiveness
Public-Private Partnerships and Tourism Clusters	Pilot projects with OTA platforms and international network brands	Agreements between UHRA, DART, international associations	Increasing hotel occupancy, spreading standards through the market

Source: Systematized by the authors according to the data given in [1; 4; 7; 8; 9; 11; 12].

The post-war recovery of the hotel industry in Ukraine requires not only financial resources, but also the modernization of management processes in accordance with European sustainability standards. In 2025, the EBRD opened special lines of lending for energy efficiency projects for Ukrainian banks, allowing hotels to finance the replacement of heating, ventilation and lighting systems, while meeting the requirements of environmental certifications and reducing operating costs [36]. In this context, certification becomes not only an assessment tool, but a guarantee of transparent use of funds and monitoring of their impact on the environment.

Digitalization plays a key role in the formation of a culture of trust. The World Tourism Organization recommends the creation of open registers of accommodation facilities with public indicators of accessibility, safety and waste management, which increases business accountability and facilitates quality control [37]. A similar mechanism is successfully working in Estonia, where the electronic tourist register combines a database of certified establishments with automatic data updates and the ability to integrate with European booking platforms [38].

An equally important factor is the training of personnel. Within the framework of the EU4Business programme, Ukrainian hotels are implementing the USALI management accounting system, which allows to unify financial statements, reduce shadow revenues and ensure a transparent assessment of management effectiveness [39]. This not only increases economic discipline but also forms a new culture of service, where quality is perceived as a systemic component of management.

At the same time, the harmonization of standards at the level of DSTU ISO 22483:2022 and DSTU ISO 18513:2024 lays the legal basis for the mutual recognition of certificates between Ukraine and the EU countries, which simplifies the participation of Ukrainian enterprises in international tenders, grant programs and cross-border tourism initiatives [40]. At the market level, positive effects are demonstrated by the initiatives of the Ukrainian Association of Hotels and Resorts (UHRA), which, in cooperation with international OTA platforms, are developing a model of “priority showing” of certified establishments, which stimulates entrepreneurs to invest in compliance with European requirements [41].

Thus, the adaptation of international certification experience in Ukraine has a double effect: economic – through attracting funding, increasing efficiency and competitiveness; and socio-cultural – through the formation of a new service ethic built on transparency, sustainability and trust.

The implementation of European certification standards in Ukraine is complicated by a number of deep regulatory, institutional and personnel barriers [2; 3]. First of all, the regulatory framework remains fragmented: laws and by-laws in the field of tourism do not form a single procedure for conformity assessment, and criteria, terms and forms of reporting differ between regions. There is no unified methodology that would harmonize DSTU standards with international ISO 22483 and 18513, so certification often comes down to formal confirmation of status, rather than real quality control [14]. Institutional dispersion is no less noticeable. Powers in the field of certification are divided between several state bodies, associations and local administrations without clear coordination [10]. This leads to duplication of functions and loss of responsibility for the final result. There is no unified state register of certified hotels, and data on assigned categories are not verified. In the EU, on the other hand, publicity is a key condition for trust: audit results are available online and are subject to regular updates.

A serious problem is the personnel shortage. The Ukrainian system of training specialists in tourism does not cover disciplines in international quality management and audit of services, so there are almost no certified experts in conformity assessment in the country [5; 9]. Many hotels are forced to attract foreign consultants, which significantly increases costs. After the outbreak of the war, the migration of specialists to the EU countries further exacerbated the shortage of qualified personnel, especially in the field of quality management and energy management [12]. Technological backwardness is no less acute. The procedures for submitting documents and verifying are still mostly paper-based, which makes it impossible to automatically integrate Ukrainian registers with European ones [31; 32; 38]. The lack of a digital certification system reduces transparency and slows down data exchange. The financial aspect remains critical: certification according to European standards requires significant investments in modernization, staff training and environmental solutions [19; 20; 21; 36]. It is too expensive for small and medium-sized businesses, and there are practically no state compensations or tax benefits [11]. Because of this, voluntary certification is not perceived as a real development tool. At the same time, the lack of coordination between tourism, education, energy and environmental policy does not allow the formation of a unified national system of management of the quality of services [1]. Ukraine has the potential to integrate European standards, but this requires the creation of a central coordinating body, the introduction of a digital certification register, and the training of specialists who will be able to combine the requirements of quality, sustainability, and transparency in the post-war reconstruction of the industry [9].

The harmonization of the national system of certification of hotel services with European requirements requires not only updating the regulatory framework, but also changing the management philosophy of the industry itself. It is about moving from formal confirmation of standards to creating a culture of trust, in which certification is not a final procedure, but a component of continuous improvement of service. European experience shows that it is transparency, digital openness and professional competence that determine the success of the system quality in the field of hospitality. For Ukraine, this is especially relevant in the context of post-war recovery, when not only economic dynamics, but also the international image of the state, depend on the level of service. First of all, harmonization should take place at the level of standards. National DSTU, developed on the basis of ISO 22483 and ISO 18513, should not duplicate international standards, but create a bridge between them and Ukrainian legal realities. It is important that their introduction is not limited to the translation of technical documents, but forms a common language of quality assessment for government agencies, business and consumers. An appropriate step may be the creation of an interdepartmental platform at DART, which will coordinate the work of certification bodies and ensure consistency of criteria,

procedures and deadlines for inspections. Further development of the system is impossible without digital integration. The Unified National Electronic Register of Certified Facilities should become a public source of data on the category of the hotel, the date of the last audit and the validity period of the certificate. Its integration with the Hotelstars Union, EU Ecolabel or Green Key platforms will create an open system that is understandable for European tourists and partners. Electronic self-declaration, supported by random audits, will significantly increase the dynamics of updating information and reduce bureaucratic barriers without weakening control. The key area should be the training of specialists. Modern certification involves not only knowledge of standards, but also an understanding of quality management, sustainability, financial accounting, and energy efficiency processes. The formation of a national certification education program, which will combine modules on ISO management, USALI, ESG audit, and digital analytics, will create a personnel base for its own auditors and consultants. This will ensure the independence of the Ukrainian market from external experts and lay the foundation for a professional quality culture. No less significant is the economic aspect. Certification requires resources, so the state must provide financial incentives – partial reimbursement of costs, concessional loans for modernization and grants for energy-efficient solutions. Such mechanisms will not only simplify the access of small businesses to certification, but also turn it into a real development tool, and not an additional burden. The final step may be the introduction of the national quality mark *UA Hospitality Quality Mark*, which will combine ISO technical requirements with the value principles of sustainable tourism. This mark will serve as a symbol of trust for customers and at the same time, confirm the compliance of Ukrainian hotels with European expectations.

A harmonized certification system can become one of the most powerful tools for rebuilding the industry. It will not only increase the trust of consumers and partners, but also contribute to the formation of a new culture of service – open, responsible and focused on human experience. It is this culture that is a prerequisite for Ukraine's return to the European tourist space as a modern, safe and attractive destination.

6. Conclusions

Social marketing in public administration is a strategic tool for increasing the effectiveness of public policy focused on the public good, citizens' trust and strengthening social capital. Its application combines humanistic values with innovative communication approaches, which is in line with the principles of openness, participation and accountability of the authorities.

The results of the study prove that the integration of social marketing contributes to the growth of social trust, civic activity and legitimacy of institutions. Increasing the level of trust in the authorities and citizens' participation in social initiatives confirms the effectiveness of communication and educational campaigns as tools for forming partnerships between the state and society.

The most effective mechanisms are recognized as strategic communication platforms, digital technologies and network partnerships that ensure the adaptability of management and increase its social orientation. Social marketing is being transformed from an information tool into a means of social change that forms responsible behavior, cohesion and sustainability of society.

Thus, the development of social marketing is a key direction of modernization of public administration in Ukraine, which ensures effective communication between the authorities and citizens, supports the values of trust and partnership, and contributes to the achievement of sustainable development goals.

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