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Integration of Tourism and Hospitality into the System of Balanced Regional Development

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In the context of global economic instability, climate risks, and intensifying interregional competition, integrating tourism and hospitality into a balanced development model becomes a key prerequisite for sustainable growth. These sectors generate a multiplier effect through employment, investment, and the expansion of the SME base, provided that economic, environmental, and social objectives are aligned. Despite its high potential, the tourism and hospitality sector are vulnerable to shocks (pandemics, war), institutional gaps, and resource constraints. The absence of coordinated sustainable governance mechanisms reduces the sector's contribution to regional GVA and exacerbates territorial disparities. To substantiate the theoretical foundations and practical approaches to integrating tourism and hospitality into a system of balanced regional economic development and to quantitatively assess their impact on the economic, social, and environmental resilience of territories. Systemic, comparative, and statistical approaches were applied; regional indicator series for 2019–2023 were analyzed. Correlation analysis examined relationships among tourism tax revenues, the number of operators, wages in hospitality, GDP, and the dynamics of cultural assets. Strong positive relationships were identified between “tourism tax revenues – GDP” ($r = 0.88$) and “number of operators – GDP” ($r = 0.96$), confirming the sector's multiplier effect on the regional economy. The “wages – year” indicator ($r = 0.91$) indicates a gradual improvement in working conditions within the hospitality industry. The negative trend in “cultural assets – year” ($r = -0.90$) reflects the consequences of wartime destruction and the need to restore cultural infrastructure as a component of tourism potential. Practical recommendations were formulated, including institutional coordination, economic incentives for eco-innovation (Green Key/ISO 14001 certifications), digital flow management, development of local value chains, and international cooperation. Tourism and hospitality act as drivers of balanced regional development provided that comprehensive sustainable governance mechanisms are implemented, combining economic efficiency, social inclusion, and environmental responsibility. The proposed model and toolkit can serve as a foundation for post-crisis recovery policies and long-term regional competitiveness.



KEYWORDS

sustainable tourism, hospitality industry, balanced regional development, multiplier effect, sustainable management, correlation analysis, recovery policy.



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Інтеграція туризму і гостинності у систему збалансованого регіонального розвитку

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В умовах глобальної економічної нестабільності, кліматичних ризиків і посилення міжрегіональної конкуренції інтеграція туризму та гостинності у модель збалансованого розвитку постає ключовою передумовою стійкого зростання. Ці сектори створюють мультиплікативний ефект через зайнятість, інвестиції та розширення бази МСП, за умови узгодження економічних, екологічних і соціальних цілей. Попри високий потенціал, туристично-гостинний сектор уразливий до шоків (пандемія, війна), інституційних розривів і ресурсних обмежень. Відсутність узгоджених механізмів сталого управління знижує внесок галузі у регіональний ВРП та посилює територіальні диспропорції. Необхідне емпірично обґрунтоване поєднання управлінських інструментів і політик. Обґрунтувати теоретичні засади та практичні підходи до інтеграції туризму і гостинності у систему збалансованого регіонального економічного розвитку та кількісно оцінити їхній вплив на економічну, соціальну й екологічну стійкість територій. Застосовано системний, порівняльний і статистичний підходи; опрацьовано регіональні ряди показників за 2019–2023 рр. Виконано кореляційний аналіз зв'язків між туристичним збором, кількістю операторів, заробітною платою у сфері гостинності, ВВП і динамікою культурних об'єктів. Сформовано рамку шести каналів впливу: економічного, соціального, екологічного, просторового, інституційного та підприємницько-інноваційного. Виявлено тісні позитивні зв'язки «туристичний збір – ВВП» ($r = 0,88$) та «кількість операторів – ВВП» ($r = 0,96$), що підтверджує мультиплікативний ефект галузі для регіональної економіки. Показник «заробітна плата – рік» ($r = 0,91$) свідчить про поступове покращення умов праці в індустрії гостинності. Негативна динаміка «культурні об'єкти – рік» ($r = -0,90$) відображає наслідки воєнних руйнувань і потребу у відновленні культурної інфраструктури як складової туристичного потенціалу. Сформовано практичні рекомендації: інституційна координація (DMO, PPP), економічні стимули для еко-інновацій (сертифікації Green Key/ISO 14001), цифрове управління потоками, розвиток локальних ланцюгів вартості та міжнародна кооперація (UNWTO, EU Green Deal). Туризм і гостинність є драйверами збалансованого регіонального розвитку, за умови впровадження комплексних механізмів сталого управління, що поєднують економічну результативність, соціальну інклюзію та екологічну відповідальність. Запропонована модель і набір інструментів можуть слугувати основою для політик післякризового відновлення та довгострокової конкурентоспроможності регіонів.



КЛЮЧОВІ СЛОВА

сталий туризм, індустрія гостинності, збалансований регіональний розвиток, мультиплікативний ефект, сталий менеджмент, кореляційний аналіз, політика відновлення.

1. Introduction

In the current conditions of global economic instability, climate change and increased competition between regions, the issue of ensuring balanced development of territories is of particular importance. Tourism and hospitality are among the most effective sectors of the world economy, capable of providing a multiplier effect for the development of small businesses, job creation, infrastructure improvement and investment attractiveness of regions.

At the same time, there is a growing need for sustainable approaches to the use of natural, cultural and social resources, which allow avoiding excessive anthropogenic load and socio-economic imbalances. Therefore, the study of the role of sustainable tourism and hospitality as factors of balanced regional development is extremely relevant both in scientific and practical dimensions. Sustainable tourism development involves a harmonious combination of economic, environmental and social aspects of activities aimed at meeting the needs of current generations without jeopardizing future generations.

The tourism and hospitality industries, being integrators of many types of economic activity, have a significant potential for influencing the structural transformation of the regional economy, contribute to the diversification of sources of income of the population, the development of entrepreneurship and the formation of a positive image of the territory. These issues are of particular relevance in the context of post-crisis economic recovery, decentralization of regional governance and strengthening the role of local communities. Therefore, the formation of effective mechanisms for the sustainable development of tourism and hospitality is becoming a necessary prerequisite for balanced regional economic growth.

2. Literature Review

The integration of tourism and hospitality into the system of balanced regional development is an important scientific and practical area of research, as it combines economic, social and environmental aspects of the development of territories and acts as a factor in increasing their competitiveness and quality of life of the population. In the context of tourism activities, the concept of “sustainable tourism” is defined by the World Tourism Organization (UNWTO) as a form of tourism that takes into account current and future economic, social and environmental impacts, meets the needs of visitors, industry, the environment and host communities. Unlike traditional approaches, sustainable tourism focuses not only on maximizing profits, but also on long-term conservation of resources and improving the quality of life of the local population [16].

In the theoretical aspect, the hospitality sector is considered as a socio-economic system that ensures the creation, provision and consumption of accommodation, food, leisure and communication services. Its development is closely related to tourism activities, forming a common economic space that affects the structure of the regional economy. I. Vakhovych et al. [15] studies were devoted to the analysis of trends in the development of the hospitality industry in the regions of Ukraine and its role in socio-economic growth. The paper considers key indicators (contribution to GDP, tourist tax, investment volumes), identifies regional disparities and a general decline in the dynamics of the industry, as well as outlines areas for increasing competitiveness, digitalization, greening, clustering, improving personnel skills and more efficient use of tourist tax funds.

The article by A. Mazaraki et al. [8] is devoted to the development of a system for ranking tourist regions of Ukraine by the level of their investment attractiveness based on economic and tourist indicators. As a result of the study, three groups of regions with high, medium and low investment potential have been identified, which allows assessing the effectiveness of tourism management and serves as a basis for making investment decisions.

The study by D. D. Utami et al. [14] aims to identify the key success factors and create the basis for the development of entrepreneurship in rural tourism with the aim of sustainable development of tourist villages. On the example of six successful villages in Indonesia, ten main factors have been identified – economic, social and environmental – that contribute to effective resource management, innovation and the growth of sustainable rural tourism.

The study by D. Mehraj et al. [9] is devoted to the study of factors influencing students' intentions to become “green” entrepreneurs in the field of tourism. Based on the Advanced Theory of Planned

Behavior (TPB) and Entrepreneurial Education, an analysis of 350 students found that attitudes, subjective norms, perceptions of behavior control, and the level of entrepreneurial education significantly determine the intention for sustainable entrepreneurship, which is essential for policymakers, educators, and future entrepreneurs.

The article by R. Strippoli et al. [13] is devoted to the analysis of the role of the circular economy in reducing the environmental, social and economic burden of the tourism industry by implementing the principles of reduction, reuse, recycling and recovery. It highlights the importance of applying environmental sustainability strategies to achieve the Sustainable Development Goals and raise awareness among tourism sector actors about the need for environmental education and responsible resource management.

In their study, A. Okhrimenko et al. [10] analyze the impact of internal and external migration caused by Russian military aggression on hotel activities in Ukraine and Poland. The results showed that due to the accommodation of IDPs and migrants, hotel occupancy increased (in Ukraine by 6%, in Poland by 13%), as well as new services, sources of financing and employment opportunities for migrants appeared, which increased the adaptability and economic sustainability of the hotel business.

A study by A. Kritikos et al. [7] analyzes the impact of the COVID-19 pandemic on the tourism economies of the islands of Crete and Chios, emphasizing the relationship between sustainable tourism, regional development and innovation. The results show the desire of stakeholders to diversify tourism services through digital transformation, ecotourism and cultural tourism, and suggest the creation of a Regional Tourism Innovation Index as a tool to assess innovation readiness and shape long-term development strategies aligned with EU policies and the transition to a green economy.

A. Ivanov et al. [6] investigate the provision of sustainable development of enterprises of the tourist and recreational complex of Ukraine as an important factor in balancing the economic, social and environmental interests of the state. It highlights the role of innovation, environmental standards, digital technologies and good governance in increasing industry competitiveness, infrastructure development and employment growth, which contributes to sustainable economic growth and social cohesion.

O. Baula et al. [1] devoted their study to the analysis of the state and dynamics of the development of the tourism services market in Ukraine in the context of global trends. The article compares the indicators of costs and revenues from international tourism, substantiates the need for structural restructuring of the industry and institutionalization of entrepreneurial activity through the creation of strategic alliances. However, Ukraine's potential is not sufficiently realized, for the use of which it is necessary to implement world experience and form a clear strategy for increasing competitiveness.

3. Problem Statement

In the current context of increasing global crisis phenomena, in particular economic instability, pandemic consequences, climate threats and military conflicts, tourism and hospitality remain among the most vulnerable, but at the same time potentially powerful sectors of regional development. Despite their significant multiplier effect on the formation of gross regional product, employment, development of small and medium-sized enterprises and infrastructure modernization, in many regions there is fragmentation of management, institutional inconsistency and lack of systematic integration of tourism and hospitality in the strategy of balanced development of territories.

The problem becomes especially acute in the conditions of post-crisis and post-war recovery, when the destruction of cultural and tourist infrastructure, a decrease in investment activity and an increase in socio-economic disparities significantly limit the opportunities for sustainable growth of regions. The lack of scientifically grounded mechanisms for coordinating economic, social and environmental interests within the tourist and hospitality complex reduces the efficiency of the use of local resources and does not allow to fully realize the potential of tourism as a driver of balanced regional development. In this regard, the need for a comprehensive study of theoretical and practical approaches to the integration of tourism and hospitality into the system of balanced regional development, as well as the development of effective management tools and policies capable of ensuring economic sustainability, social inclusion and environmental responsibility of the development of territories is actualized.

4. Methods and Materials

The methodological basis of the study is a systematic approach, which allows us to consider tourism and the hospitality sector as interrelated elements of the socio-economic system of the region. This approach provides a comprehensive vision of the interaction of economic, social, environmental and managerial factors that form the basis for the balanced development of territories.

The article is aimed at substantiating the theoretical foundations and practical approaches to the development of sustainable tourism and hospitality as factors of balanced regional economic development, as well as determining their impact on the economic, social and environmental stability of territories.

In the process of work, a number of complementary methods of scientific knowledge were used: comparative analysis, to assess regional differences in the development of the tourist and hospitality complex, to identify the best practices of sustainable management in domestic and foreign regions. Statistical methods for quantifying the impact of tourism and hospitality on key indicators of socio-economic development of regions. The use of an integrated methodological approach allows combining theoretical analysis with practical calculations, ensuring the reliability of conclusions and formulating scientifically grounded proposals to increase the efficiency of sustainable development of tourism and hospitality as factors of regional economic growth.

5. Results and Discussion

Tourism and hospitality act on regional development through a set of interrelated channels: economic (value added, investment, employment), social (quality of life, social cohesion), environmental (resource efficiency, environmental pressure), spatial (infrastructure, network effects) and institutional (policies, management, entrepreneurship) (Table 1).

Table 1. Channels of influence of tourism on regional economic development

Channel of influence	Key elements	Content of the impact
Economic channel	<i>Structural shifts</i>	The growth of tourist demand increases the share of the service sector in the GRP of the region, stimulates the development of transport, construction, and creative industries.
	<i>Employment and income</i>	Tourism creates jobs with low barriers to entry, forms supply chains for SMEs, and increases tax revenues to local budgets.
	<i>Multiplier</i>	There is a positive elasticity of GRP to the growth of tourist flows (0.3–0.5), which indicates a multiplier effect for the regional economy.
Social Channel	<i>Quality of life and inclusion</i>	The development of hospitality increases access to services, supports local crafts and cultural heritage, and expands opportunities for young people and women entrepreneurs.
	<i>Social capital</i>	Co-governance mechanisms (community-based tourism, clusters, PPP) strengthen social cohesion and community participation in decision-making.
Ecological and resource channel	<i>External effects</i>	Without effective management, tourism can create infrastructural overload and degradation of natural resources.
	<i>Eco-innovation</i>	The implementation of Green Key, ISO 14001, resource conservation and circular economy standards increases environmental sustainability and business competitiveness.
Spatial-network channel	<i>Infrastructure connections</i>	The development of transport, digital and communal infrastructure creates “spill effects” for neighboring communities.
	<i>Polarization vs. diffusion</i>	Tourist “anchors” (natural, cultural objects) can concentrate benefits in centers or spread them to the periphery under conditions of cluster coordination.
Institutional and political channel	<i>Regulatory environment</i>	Transparent permitting procedures, grants for eco-modernization, tax incentives form the institutional conditions for balanced development.
	<i>Destination Management (DMO)</i>	Professional organizations align the interests of business, government and the community, reduce transaction costs, and improve the quality of branding in the region.
Entrepreneurship and innovation	<i>Startup ecosystem</i>	The use of digital platforms, smart solutions and analytics systems increases the productivity and sustainability of tourism and hospitality enterprises.
	<i>Localization of value chains</i>	Deepening local procurement (food, crafting, events) reduces revenue leakage and strengthens the economic self-sufficiency of regions.

Source: Developed by the author.

According to a report by the United Nations World Tourism Organization (UNWTO), global tourism activity has practically recovered to pre-crisis levels, with more than 1.4 billion people traveling around the world in 2024, which is 99% of the figure of 2019, i.e., the period before the COVID-19 pandemic. The total revenues of the tourism industry in 2024 reached 1.9 trillion US dollars, which is on average equivalent to more than 1000 dollars per tourist. These data indicate a gradual recovery not only of tourist flows, but also of the financial stability of the sector, which is an important factor in global economic growth [16].

Regionally, Europe remained the most attractive travel destination, receiving 747 million tourists (more than half of the global flow). This result is especially noteworthy given the geopolitical tensions in the region, in particular Russia's ongoing war against Ukraine, which has affected the security sentiment of travelers. The Asia-Pacific region attracted 316 million visitors, indicating an active recovery from prolonged pandemic restrictions, while the Americas welcomed 213 million tourists, the Middle East 95 million, and Africa 74 million (Fig. 1).

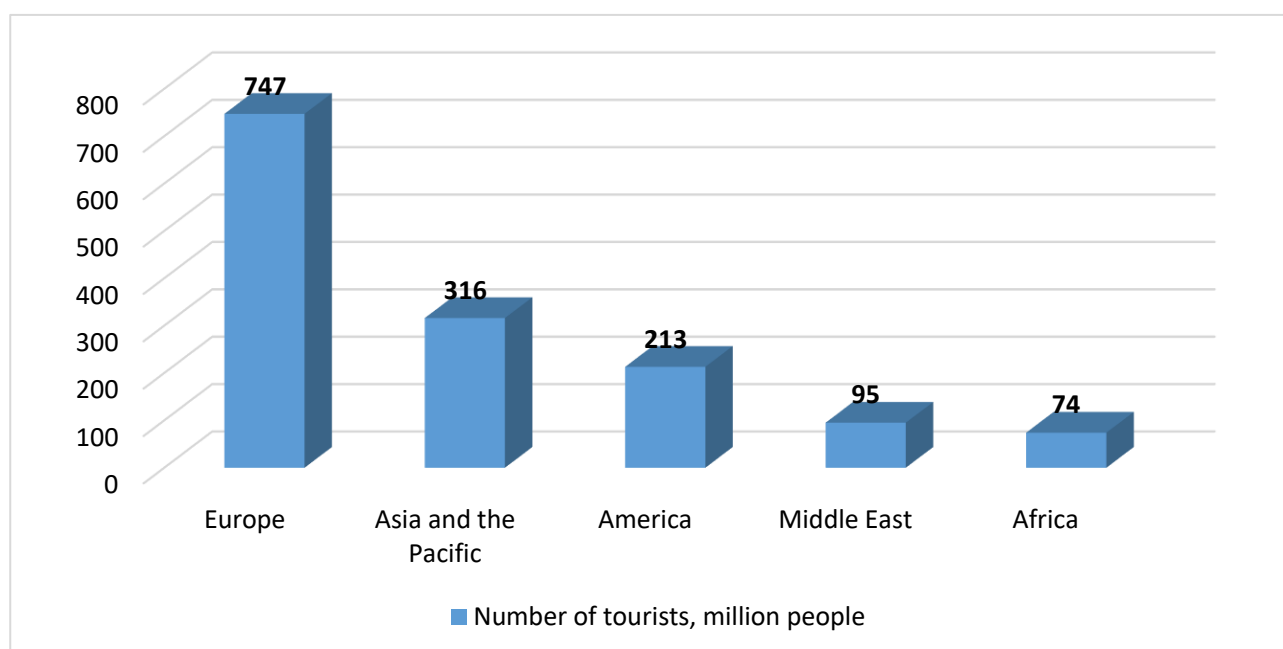


Figure 1. Number of international tourists by region in 2024

Source: Developed by the author based on [16].

At the country level, France (100 million tourists) and Spain (98 million tourists) retained the status of world leaders in terms of attendance. France's success is due to a combination of major events and cultural factors: the 2024 Summer Olympics, the opening of the restored Notre Dame Cathedral, and the commemoration of the 80th anniversary of the Allied landings in Normandy. These examples confirm that event tourism and cultural heritage are key drivers of international flows and economic effect in the hospitality industry [16].

We can see that the global tourism industry in 2024 demonstrated not only a high level of adaptability to global challenges, but also a significant contribution to regional and national economic growth, job creation and the development of related sectors.

Armed conflicts have a significant impact on the tourism industry, causing a sharp reduction in the flow of visitors, investments, employment and income in the hospitality sector. Tourism is one of the most risk-sensitive industries, as safety is perceived as a key condition for travel. At the same time, in the post-crisis period, tourism often becomes an instrument of economic recovery, ensuring the creation of jobs, the return of business activity and the international image of the country (Table 2).

The security factor is a key determinant of the recovery of tourist activity, the faster the country forms the image of a safe destination, the more actively investments and visitors return. Post-conflict tourism (memorial, social, volunteer) is an effective tool for integrating communities and preserving historical memory. Public policy and international support are crucial for the reconstruction of tourism infrastructure, in particular through grants, partnerships and the involvement of private businesses.

Georgia and Croatia show examples of successful use of tourism as a catalyst for recovery, while Ukraine has the potential to follow these models after the end of the war [4; 12].

Table 2. Comparative analysis of tourism in countries affected by war

Country	Main consequences for tourism	Recovery dynamics	Key areas of stabilization
Ukraine	Since the beginning of the full-scale invasion of the Russian Federation (2022), tourist activity has decreased by more than 90%. A significant part of the infrastructure is damaged, domestic tourism is limited by war risks.	Gradual recovery in the western regions (Lviv, Zakarpattia, Ivano-Frankivsk region) through the development of domestic tourism, business relocation, volunteer and memorial tourism.	Development of social and military-historical tourism, support for local initiatives, restoration of heritage sites through international funds.
Israel	Escalation of the conflict in 2023–2024 led to a reduction in the tourist flow by 60-70%. High demand volatility due to security risks.	Temporary decline in the second half of 2024; Partial recovery is expected from 2025 thanks to cultural and religious tourism.	Strengthening the image of safe destinations, developing religious pilgrimage tourism, investing in cybersecurity for tourism systems.
Georgia	The 2008 war and regional instability have affected the image of the destination, but the country is showing a high rate of recovery due to its positioning as a safe destination in the South Caucasus.	In 2023–2024. Georgia received more than 7.1 million tourists, which is 20% higher than in 2019.	Focus on wine, gastronomic and natural tourism, active promotion of the <i>Visit Georgia brand</i> and investments in infrastructure.
Croatia	After the wars of the 1990s. The country has become an example of successful post-conflict transformation of tourism into the basis of economic growth.	The tourist flow exceeds 18 million people per year, revenues are more than 20% of GDP.	Sustainable coastal tourism model, EU integration, international promotion of cultural heritage.
Bosnia and Herzegovina	After the conflict of the 1990s. Recovery was slow due to weak infrastructure and security stereotypes.	In 2024, the tourist flow reached about 1.2 million people, which is 70% of the pre-war potential.	Emphasis on ecotourism, cultural memory, historical routes, support of local communities by international donors.

Source: Developed by the author.

The results of the study confirm that tourism and hospitality are important structure-forming components of the regional economy, capable of providing a multiplier effect in the development of related sectors. The tourism industry in Ukraine is gradually recovering, demonstrating high growth rates of key financial indicators despite external challenges.

The correlation analysis confirmed the close relationship between the development of tourism enterprises and GDP growth, which emphasizes the strategic importance of the sector for balanced regional development. Institutional weakness in the field of cultural and nature tourism requires additional investment and support through government recovery programs. Salaries and tax revenues demonstrate stable positive dynamics, which is a sign of an increase in the socio-economic potential of the regions (Table 3).

Table 3. Key correlations

Showcases	Correlation coefficient (r)	Interpretation
Tourist tax – GDP	0.88	Strong positive dependence: tourism has a direct impact on economic activity.
Number of operators – GDP	0.96	The growth of entrepreneurial activity enhances the contribution to the regional product.
Salary – Year	0.91	Gradual improvement of working conditions and compensation in the industry.
Cultural Sites – Year	-0.90	Negative dynamics associated with the destruction and temporary inaccessibility of part of the cultural infrastructure.

Source: Developed by the author.

Fig. 2 shows that all major economic indicators (tourist tax, number of operators, salaries) have a strong positive correlation, while the number of cultural sites shows a negative trend due to the consequences of the war and the destruction of infrastructure.

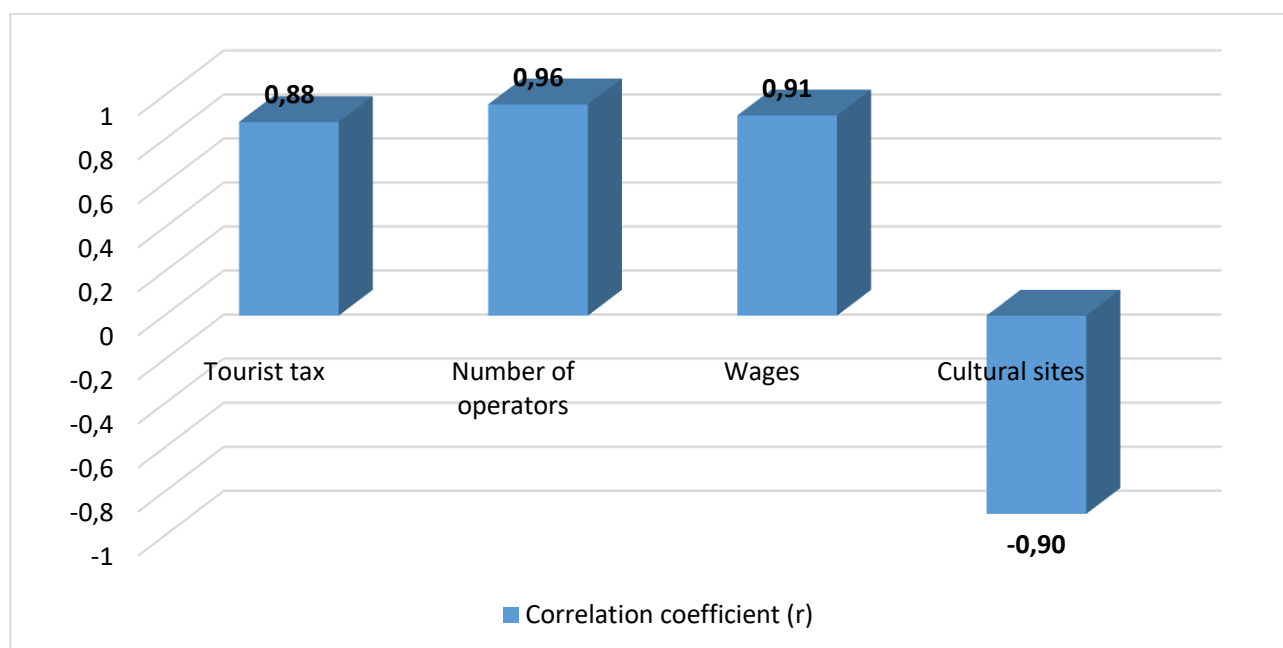


Figure 2. Correlation analysis of indicators of the tourism industry of Ukraine (2019–2023)

Source: Developed by the author.

The results of the correlation analysis confirmed the existence of close relationships between the key indicators of the development of the tourism and hospitality sector and macroeconomic indicators of regional growth. In particular, the high positive correlation between the tourist tax, the number of business entities and the gross regional product indicates a significant economic multiplier effect of tourism, while the negative dynamics of cultural infrastructure highlights structural imbalances and the need for targeted management intervention.

These patterns indicate that further growth of the sector is possible only if comprehensive sustainable governance mechanisms are implemented that combine economic incentives, environmental responsibility, social inclusion and institutional coordination. That is why the next stage of the study is the development of practical recommendations for the implementation of sustainable management mechanisms in the field of tourism and hospitality, aimed at strengthening balanced regional development [17; 18] (Table 4).

Table 4. Practical recommendations for the implementation of sustainable management mechanisms in the field of tourism and hospitality

Mechanism	Implementation tools	Expected effect
1. Institutional and organizational	Establishment of Regional Destination Management Centers (DMOs). Implementation of sustainable tourism strategies at the community level. Public-private partnerships in the field of tourism.	Coordination of the interests of business, government and communities. Reduction of managerial conflicts. Improving the effectiveness of strategic planning.
2. Economic and financial	Tax incentives for enterprises implementing "green" standards. Grants for eco-innovation and Green Key / ISO 14001 certification. Creation of Sustainable Tourism Development Funds.	Increasing the investment attractiveness of the industry. Reduction of costs and resource consumption. Hospitality employment growth.
3. Ecological and technological	The use of energy-efficient technologies in hotels and restaurants. Transition to renewable energy sources. Electronic Resource and Waste Monitoring Systems. Smart technologies for managing tourist flows.	Reducing the environmental burden. Rational use of resources. Increasing the reputational capital of the destination.
4. Social and humanitarian	Support for community-based tourism. Training programs for youth, women, veterans Promotion of cultural heritage through events and festivals.	Increasing employment and social inclusion. Strengthening local identity. Social stability and human capital development.

Mechanism	Implementation tools	Expected effect
5. Educational and communication	Educational programs on sustainable tourism in higher education institutions. Certification courses for DMO and hospitality managers. Information campaigns for tourists about responsible behavior.	Formation of environmental culture among workers and tourists. Improving the quality of services. Spreading the principles of sustainable development.
6. International cooperation	Participation in UNWTO, EU Green Deal, UNEP programs. Cross-border tourism clusters ("Green Carpathians", "Danube Region"). Cooperation with international foundations (USAID, GIZ, UNDP).	Access to funding and expertise. Expansion of tourist markets. Increasing the competitiveness of Ukrainian destinations.

Source: Developed by the author based on [2; 3; 5; 11].

The proposed mechanisms of sustainable management in the field of tourism and hospitality form a systematic approach to ensuring balanced regional development. Their implementation involves a combination of institutional, economic, environmental, social, educational and international instruments that operate in interconnection and mutual reinforcement.

6. Conclusions

Tourism and hospitality are important factors of balanced regional development, as they combine economic, social and environmental aspects of the growth of territories. The analysis showed that the tourism sector has a high multiplier effect, contributing to the growth of employment, the development of small businesses and revenues to local budgets.

The correlation analysis showed a close positive relationship between the tourist tax, the number of enterprises and GDP ($r = 0.88-0.96$), which confirms the significant role of the industry in the structure of the regional economy. At the same time, the negative correlation between the number of cultural sites and the year ($r = -0.90$) reflects the consequences of hostilities and the need to restore cultural infrastructure as a component of tourism potential. Empirical data for 2019–2023. indicate a gradual recovery of the industry after the pandemic and military challenges, in particular, an increase in the tourist tax by more than 80% and an increase in average wages in the hospitality sector by 30–40%. This indicates the resumption of business activity and a gradual increase in the socio-economic stability of the regions.

Based on the results of the study, the need to introduce mechanisms of sustainable management in the field of tourism and hospitality, covering institutional-organizational, financial-economic, environmental-technological, social, educational and international tools, is substantiated. Their implementation can ensure a balance between economic benefits, preservation of the natural and cultural environment and increasing the well-being of local communities.

The results obtained create the basis for further research, in particular in the direction of assessing the spatial effects of tourism, building models for sustainable development of destinations and quantitative forecasting of the impact of tourist flows on the regional economy in the post-war period.

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