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HOSPITALITY DEVELOPMENT STRATEGY: REGIONAL CONTEXT

Having a strategy for the development of the hospitality sector for any region will not only contribute to the establishment of a structured dialogue between the authorities and business in the service sector, but will also ensure the effective use of resource potential, the creation of new jobs, an increase in revenues for budgets of all levels, stable development and realization of export potential region European integration processes and economic problems caused by Russia's aggression actualize this issue, particularly in the context of determining its impact on the social and economic development of the region and the country in general. Within the framework of the research, the hypothesis was put forward that the development of the hotel-restaurant and tourism business in the region depends on the priorities of strategic development and the formation of the regional strategy for the development of the hospitality sector. The research was carried out on the basis of the study of foreign experience, diagnostics of the activities of hospitality enterprises of the Chernivtsi region, surveys of entrepreneurs in the field of hospitality, the use of comparison and

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СТРАТЕГІЯ РОЗВИТКУ СФЕРИ ГОСТИННОСТІ: РЕГІОНАЛЬНИЙ КОНТЕКСТ

Наявність стратегії розвитку сфери гостинності для будь-якого регіону не тільки сприятиме налагодженню структурованого діалогу між владою та бізнесом у сфері послуг, але й забезпечить ефективне використання ресурсного потенціалу, створення нових робочих місць, збільшення надходжень до бюджетів усіх рівнів, стабільний розвиток і реалізацію експортного потенціалу регіону. Євроінтеграційні процеси та економічні проблеми, спричинені агресією росії, актуалізують цю проблематику, зокрема у контексті визначення її впливу на соціально-економічний розвиток регіону та країни загалом. У межах дослідження висунуто гіпотезу, що розвиток готельно-ресторанного та туристичного бізнесу в регіоні залежить від пріоритетів стратегічного розвитку і формування регіональної стратегії розвитку сфери гостинності (РСРСГ). Дослідження здійснено на основі вивчення закордонного досвіду, діагностики діяльності підприємств гостинності Чернівецької області, опитування підприємців сфери гостинності, використання методів порівняння та



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modeling methods. According to the results of the survey, additional criteria to the basic guidelines defined by the Law of Ukraine "On the Basics of State Regional Policy" were revealed, which must be taken into account when forming the regional strategy for the development of the hospitality sector for a specific region. A structural model of the formation of the regional strategy for the development in Chernivtsi region has been developed. Based on the research of relevant European experience, it was established that the formation of regional strategy for the development should be aimed at creating conditions for the full realization of the region's tourism potential, building infrastructure in accordance with international standards and creating new competitive advantages. The results of the research confirm the relevance of the formation of the hospitality development strategy, especially in those regions where there is adequate resource provision and development prospects. In practice, the results of the research can be used by local authorities, public organizations and businesses. Due to the fact that the regional strategy for the development of the hospitality sector has a three-part character, combining state, regional and interregional (cross-border) policies, the issue of determining its impact on the social and economic development of the region and the country in general requires further research.

Keywords: organization, regional strategy, region, development, hospitality industry, European experience, criteria, structural model.

моделювання. За результатами опитування розкрито додаткові критерії до основоположних орієнтирів, визначених Законом України "Про засади державної регіональної політики", що мають бути враховані за формування РСРСГ для конкретного регіону. Розроблено структурну модель формування РСРСГ у Чернівецькій області. На основі вивчення відповідного європейського досвіду встановлено, що формування РСРСГ має бути спрямоване на створення умов для повноцінної реалізації туристичного потенціалу регіону, розбудову інфраструктури щодо міжнародних стандартів та створення нових конкурентних переваг. Результати дослідження підтверджують актуальність формування РСРСГ, особливо в тих регіонах, де є відповідне ресурсне забезпечення та перспективи розвитку. На практиці результати дослідження можуть бути використані місцевими органами влади, громадськими організаціями та бізнесом. Через те, що РСРСГ має триєдиний характер, поєднуючи державну, регіональну і міжрегіональну (транскордонну) політику, питання визначення її впливу на соціально-економічний розвиток регіону та країни загалом потребують подальших досліджень.

Ключові слова: формування, регіональна стратегія, регіон, розвиток, сфера гостинності, європейський досвід, критерії, структурна модель.

JEL Classification: L83, R58, R59.

Introduction

In the conditions of martial law and the difficult economic situation caused by Russia's aggressive war against Ukraine, an effective regional strategy for the development of the hospitality sector can become a stabilizing factor in the production and provision of services and a source of currency and material and technical income for the structural restructuring of the region's economy. Considering the regional policy of the EU, where the main goal is to solve the problem of territorial, social and economic imbalance that exists between different regions and should be aimed at creating jobs, business competitiveness, economic growth, sustainable development and improving the quality of life (Van Lierop & Margaras, 2019), the formation of the hospitality development strategy for any region will not only promote dialogue between the authorities and business in the field of hospitality, but will also ensure the effective use of resource potential, the

creation of new jobs, an increase in revenues for budgets of all levels, stable development and realization of export potential region Solving the problems of the formation of regional strategy for the hospitality development, in particular, determining regional features, establishing additional criteria and developing a structural model of the strategy in the region, will ensure an increase in the number of enterprises in the field of hospitality, increase the quality of service and create conditions and promote the sustainable development of the industry.

The question of forming a regional strategy for the development of the hospitality industry has been studied by many foreign and domestic scientists. Thus, Šabić and Vujadinović agree with the prevailing opinion that regional development is closely related to the use of internal potential, and the regional strategy should be formed taking into account the identity and unique features of the region. They consider natural and human resources, the level of technological development, capital, knowledge, institutional and legislative framework, values, ethics and commitment to be the main factors of the region's development (Šabić & Vujadinović, 2017). Akilina and Panchenko focus their attention on promising tasks related to the continuation of the reform of regional development, in particular, "the new state regional policy requires legislative changes and synchronization of legislation in many areas. Regional development should combine the following components: state interests, regional interests, local interests, interests of legal entities and individuals located in a certain territory" (Akilina & Panchenko, 2021). Characterizing approaches to the formation of regional policy, tools and directions of response in the conditions of modern challenges, Storonyanska and Benovska note: "Although European principles have been introduced into the new regional policy in Ukraine, it has a number of development features related to its integration into the system of industry policies, and is therefore characterized by dependence on them, a shift in emphasis from the regional to the local level, and a decrease in the resource and institutional capacity of the regions" (Storonyanska & Benovska, 2023).

The issue of the development of the hospitality industry, especially during the pandemic and hostilities in Ukraine, was studied by a group of scientists led by Mazaraki, who determined the level of security of investments in hotel real estate and developed general recommendations for its provision (Mazaraki et al., 2022, p. 182). Many scientific works are devoted to the development of tourism. Thus, Tkachenko and Kozoriz prove that tourism is highly elastic to respond to any external and internal environmental influences, reacts vulnerable to large-scale social, political and economic events, and obviously did not become an exception to the negative transformations in the country associated with a full-scale war. In particular, inbound tourist flows have significantly decreased, the number of operating enterprises and the number of employed have decreased; negative dynamics can be traced in the indicators of net income and profitability of enterprises; the vast majority of regions showed a significant decrease in

revenues from tourist tax, etc. (Tkachenko & Kozoriz, 2024, p. 457). At the same time, analyzing the level of development of the hotel services market in the regions of Ukraine, Gerasimchuk and Sydoruk claim that "the assessment of the level of development of the hotel services market in the regions of Ukraine involves the analysis of partial indicators that reflect significant disparities in the state of development of regional hotel services markets, which in many cases is caused by irrational the use of resources, differences in the provision of hotel infrastructure, insufficient financial support of hotel complexes, changes in the socio-economic situation in the country, as well as taking into account the state of use of hotel services in the region" (Gerasimchuk & Sydoruk, 2014, pp. 79–80).

In addition, the analysis of the latest publications shows fragmentary studies of the activities of hotel, restaurant and tourism businesses and the lack of conscious activity of regional authorities aimed at the development of the hospitality sector, which requires a comprehensive approach and the formation of an appropriate regional strategy for the development of the hospitality sector, which will cover all the most important types services: their production and sale; population employment; placement of service facilities; stimulation of tourism development, etc.

In the course of the research, the hypothesis was put forward that the development of the hotel-restaurant and tourism business in the region depends on the priorities of strategic development and the formation of a regional strategy for the development of the hospitality sector.

The aim of the research is to develop a structural model of the regional strategy for the development of the hospitality sector on the basis of the generalization and implementation of advanced foreign practices, diagnostics of the activities of enterprises in the hospitality sector; determination of additional criteria for a specific region to the basic guidelines defined by the Law of Ukraine "On the Basics of State Regional Policy"; and establishing separate requirements that must be taken into account when forming the regional strategy for the hospitality development.

The research was carried out on the basis of the study of foreign experience, diagnostics of the activities of hospitality enterprises of the Chernivtsi region, surveys of entrepreneurs in the field of hospitality, the use of comparison and modeling methods. In the first section of the main part of the article, the European experience of forming a regional policy for the development of the hospitality sector is considered and regional opportunities are established. In the second, approaches to the formation of a regional strategy for the development of the hospitality sector were proposed and a diagnosis of the activities of the enterprises of the hotel and restaurant business of the Chernivtsi region was carried out. In the third section, regional features and additional criteria are established, and the structural model of the regional strategy for the development of the hospitality sector in Chernivtsi region, developed by the authors, is presented.

1. European experience in the formation of regional hospitality development policy and cross-border opportunities

In the conditions of martial law and the acute shortage of financial resources in Ukraine, carrying out organic changes at the regional level can become one of the self-sufficient sources of activation of economic and social development. Scientists Melnyk and Adamyk note that "the experience of solving the problem of regional development of European countries, modernizing their regional policy in view of the influence of global factors, assessing the possibilities of further implementation of international practices and standards in accordance with the priorities of the policy of European integration of Ukraine deserves attention" (Melnyk & Adamyk, 2013, p. 58).

According to the results of the study of various models of regional policy, it can be determined that the most effective in Europe are the German and Irish institutional models of regional policy. This is best demonstrated by the example of the successful restructuring of Germany's eastern lands. Experts note that German regional policy owes its success to several factors, the most important of which is the perfect organization of institutions responsible for regional development, as well as significant financial and organizational assistance to the eastern states from the federal government and the western states. Responsible for regional policy in Germany is mostly regional self-government (land), which has at its disposal not only powers, but also appropriate funds. Therefore, lands develop their own development strategies and independently take measures to implement investment projects (Bereza, 2005, p. 276). Regarding the Irish institutional model of regional policy, the Irish government has created quasi-regional advisory structures, which include representatives of local authorities and other social partners, the purpose of which is to develop a network of cooperation between local authorities, entrepreneurs, public organizations and development agencies (Bereza, 2005, p. 272), which directly belongs to the formation of a regional strategy for the development of the hospitality sector.

The experience of the Suceava County (Romania) in the formation of the regional strategy for the hospitality development contributed to the identification of the main components of the regional policy model. Thus, the hospitality development policy is aimed at the implementation of the Tourism Development Strategy in Suchavsky District, which provides for the formation of the external image of the region, the effective use of natural potential, the development of infrastructure, the preservation of cultural and historical heritage, the development of gastronomic tours, professional training of specialists, hospitality, etc. (Municipiul Suceava, 2022). The experience of Suchavsky District shows that regional strategy for the hospitality development should be formed on priority services in the field of hospitality, characteristic of the region.

In general, the European experience of the formation of the regional hospitality development confirms that it is not only the policy of the center

regarding the determination of tax payments and benefits, the creation of investment attractiveness of territories, the legal provision of social, environmental, institutional and other support mechanisms for peripheral regions, but also the internal regional policy, which is carried out by the governing bodies independently taking into account national interests in order to increase the welfare of the population, efficient management, social justice and political stability of the local community.

In Ukraine, the Presidential Decree "On the Concept of State Regional Policy" (2001) determined that "the main goal of state regional policy is to create conditions for the dynamic, balanced socio-economic development of Ukraine and its regions, to raise the standard of living of the population, to ensure compliance with state-guaranteed social standards for each of its citizens, regardless of place of residence, as well as deepening the processes of market transformation based on increasing the efficiency of using the potential of regions, increasing the effectiveness of management decisions, improving the work of state authorities and local self-government bodies."

Cross-border factors are important for the border regions bordering the countries of the European Union and Moldova, especially in the processes of European integration.

One of the tasks of the state regional policy is to "establish international cooperation in the field of regional policy, bring the national legislation on this matter closer to the norms and standards of the European Union, as well as the development of cross-border cooperation as an effective means of strengthening interstate relations and solving regional problems" (Decree of the President of Ukraine "About the Concept of State Regional Policy", 2001). As Šabić and Vujadinović emphasize: "Regional development and regional policy, aimed at expanding opportunities for establishing relations with international companies, have advantages that increase the competitiveness of regional companies and the region itself" (Šabić & Vujadinović, 2017). To improve state regulation in the field of state regional policy implementation, it is envisaged to "stimulate the development of cross-border and interregional economic ties based on industrial cooperation and integration, the creation of appropriate industrial and financial groups, other modern forms of business; it is envisaged to develop proposals on the legislative expansion of the capabilities of local executive bodies and local self-government bodies for the development of cross-border and interregional economic cooperation and on the regulation of such cooperation" (Decree of the President of Ukraine "On the Concept of State Regional Policy", 2001).

The generalization and implementation of the European experience in the formation of the regional hospitality development will ensure the effective use of the hotel and restaurant infrastructure and other resources of the region for long-term economic growth and strengthening the competitiveness of hospitality services.

2. Approaches to the formation of a regional strategy for the development of the hospitality sector and the activities of enterprises of the hotel and restaurant business in the Chernivtsi region

Using the example of the Chernivtsi region, which borders Romania and the Republic of Moldova, it was established that cross-border cooperation, the activities of the Euroregions "Upper Prut" and "Carpathian", participation in the EU Strategy for the Danube region, which contribute to the expansion of ties, are significant advantages in the formation of the regional strategy for the hospitality development with foreign business partners and are important components of the social and economic development of the region.

A special place in the foreign economic interests of the Chernivtsi region is occupied by relations with the border regions of Romania as an EU country. Andreyko, quoting the former Extraordinary and Plenipotentiary Ambassador of Ukraine to Romania Yu. Malka, notes: "Such a situation is caused by many factors: geopolitical location, historical heritage, significant reserves and unrealized potential opportunities in the field of trade and economic development, the participation of Ukraine and Romania in regional and international organizations, as well as Romania's membership in NATO and the European Union, which today is of the greatest importance for the development of regional cooperation" (Andrejko, 2010).

As for the regional strategy formation of the hospitality development, it should take into account various trends that are under the influence of almost all regions of Ukraine. These are primarily exogenous factors, which include military actions on the territory of Ukraine, processes of globalization, digitalization and innovative development, and the growth of competition.

According to the proposal of scientists of Bukovyna, regional hospitality development should be based on "regional features and modern trends in the development of the hotel and restaurant business, the influence of internal and external factors on the development of the hospitality sector, and determine ways to optimize the activities of hotel and restaurant enterprises of the region in crisis conditions" (Kyfyak et al., 2021).

It is also necessary to take into account the strategic goals defined by the State Strategy for Regional Development for 2021–2027 (Resolution of the Cabinet of Ministers of Ukraine No. 695, 2020), and the outline of the priority tasks of regional policy, which provide for "accelerating the economic growth of regions, increasing their competitiveness on the basis of effective use internal potential, creation of new jobs, improvement of population employment, creation of conditions for return of labor migrants to their homeland. It is this that can provide a rapid and sustainable increase in the quality of life of a person, regardless of where he was born, where he lives now and where he will live in the future", as well as the Development Strategy of the Chernivtsi region for the period until 2027 (Decision No. 1-36/ 20 of the XXXVI session of the VII convocation, 2020), where strategic goal No. 1 is defined as "SMART Increasing the competitiveness of the region through the sustainable

development of agriculture, processing industry and tourism" and operational goal 1.3. "Development of tourism and recreation". Therefore, the regional strategy formation of Chernivtsi region hospitality development should be aimed at creating conditions for the full realization of the region's tourism potential, building infrastructure in accordance with international standards, and creating new competitive advantages in the field of hospitality.

At the same time, the situation in the market of hotel, restaurant and tourist services in Chernivtsi region is unsatisfactory. The dynamics of hospitality enterprises that provided temporary accommodation and catering services in Chernivtsi region for 2020–2022 indicate a reduction in the number of enterprises and the number of employees, as well as the unprofitability of their activities (*Table 1*).

Table 1

Dynamics of performance indicators of hospitality enterprises of Chernivtsi region for 2020–2022

Indicator	Year			Absolute changes, +/-	Relative changes, %
	2020	2021	2022		
Number of enterprises (units)	90	92	71	-19	-21.1
Number of employed workers (persons)	608	508	244	-364	-59.9
Volume of sold products and services (UAH million)	47.0	76.6	79.7	32.7	69.6
Financial result of activity (UAH million)	-23.7	-21.9	-19.9	3.8	16.0

Source: compiled by the authors according to (Statistical yearbook of the Chernivtsi region for 2022, 2023, pp. 342–360).

According to the Table 1, the number of enterprises in the field of hospitality in the Chernivtsi region for 2020–2022, as well as the number of employees employed in the field of hospitality in the region, has significantly decreased. Restructuring of the tourism market as a result of the pandemic and focusing demand on the domestic market in 2021, migration of the population of Ukraine in 2022 due to the war to the west and, accordingly, 100 percent filling of hotels in the Chernivtsi region in the first months of the war with refugees from regions of active hostilities, devaluation of the national currency and the growth of the consumer price index - all this led to a significant increase in the volume of services in the field of hospitality. However, the financial results of the region's hospitality enterprises during the research period were characterized by negative values, which indicate unprofitable activity. At the same time, the increase in the volume of sales led to a decrease in the absolute value of losses.

One of the reasons for this state of affairs is the lack of a complex of decisions of local authorities and the implementation of administrative and economic measures that would contribute to the most effective functioning of hospitality enterprises, which caused an urgent need for the formation of the appropriate strategy for hospitality development.

3. Determination of regional features, establishment of additional criteria and a structural model development of a regional strategy for the hospitality sector development in Chernivtsi region

Global trends in the development of the hotel, restaurant and tourism business show that the field of hospitality can contribute to overcoming the uneven development of individual territories of the region, revitalize the regional economy thanks to the attraction of investments and additional revenues to the local budget, support entrepreneurship, ensure employment of the population by forming an effective strategy for hospitality development taking into account regional characteristics. For this aim, a survey was conducted of 187 managers and owners of hotels, restaurants and tourist enterprises in the city of Chernivtsi, among which 35 are representatives of hotels, 133 are representatives of restaurants, and 19 are representatives of tourist enterprises. Respondents were asked questions and given the opportunity to independently make suggestions regarding the definition of features and additional criteria to the Law of Ukraine "On the Basics of State Regional Policy", which should be taken into account when forming a regional policy for the development of the hospitality sector of Chernivtsi region (*Table 2*).

Table 2

Survey results of managers and owners of hotels, restaurants and tourist enterprises in Chernivtsi regarding the definition of additional criteria for the formation of a regional strategy for the development of the hospitality sector

Variant of answers and suggestions	The share of respondents who chose the answer, %
Digital transformation of hospitality services and the use of AI	63
Development of infrastructure and formation of investment attractiveness	57
Support by local self-government bodies for the expansion of production and provision of rehabilitation, treatment and recovery services for the military and civilian population	51
Reduction of energy and capital intensity of production and provision of hospitality services	46
Effective use of cross-border cooperation and transport accessibility	42
Formation of a regional brand	39

Source: compiled by the authors based on the results of the survey.

According to the survey results (*Table 2*), options for answers and proposals were selected that scored 30 percent or more, which made it possible to establish additional criteria to the Law of Ukraine "On the Basics of State Regional Policy" for the regional strategy for the hospitality development, which must meet the modern requirements of the services market. In particular:

digital transformation of hospitality services and the use of artificial intelligence. The direct results of digitalization of services are the operational efficiency of service provision, active involvement and satisfaction of consumers, increased productivity, quick entry to the market and consolidation on it, brand recognition, etc. The expansion of digital services opens up

opportunities for early internationalization, meaning that the more digital a service is, the less effort is required to scale up or introduce the service in a new business environment. This implies a huge potential for rapid growth and intensification of international activity;

development of infrastructure and formation of investment attractiveness of the hospitality sector, which will ensure stable consumer demand and make it possible to increase production and provision of services, diversify and expand the list of export services;

support by local self-government bodies for the expansion of production and provision of rehabilitation, treatment and recovery services for the military and civilian population affected by military actions and services that cause a multiplier effect of the development of other sectors of the economy. Support and stimulation of the development of small and medium-sized businesses in the service sector;

reduction of energy intensity and capital intensity of production and provision of hospitality services, which will significantly affect the cost of services and increase their competitiveness;

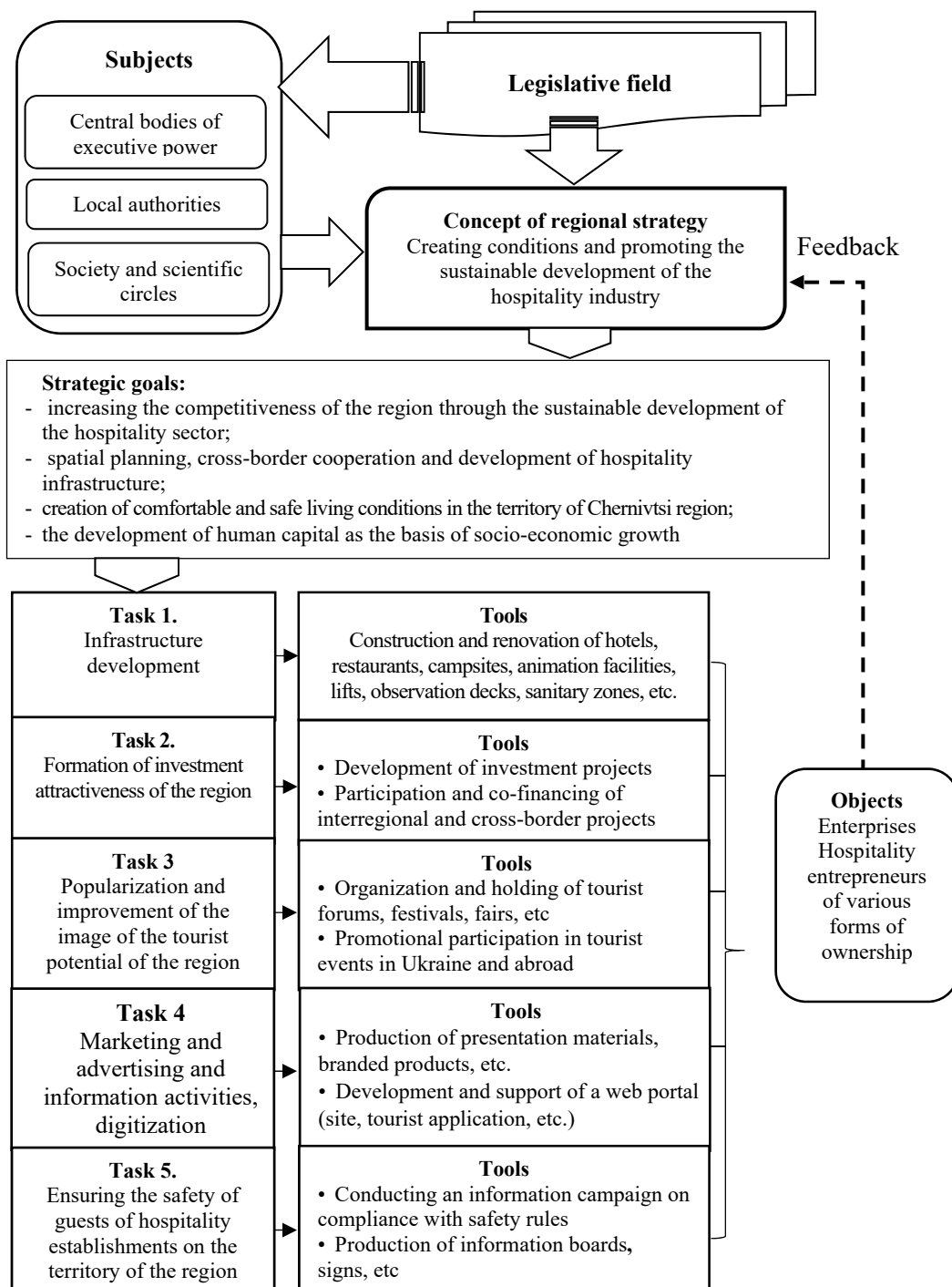
transport accessibility and effective use of cross-border cooperation, in particular the Euroregions "Upper Prut", "Carpathian", the EU Strategy for the Danube Region and other cross-border entities;

formation of a regional brand and use of opportunities of the Chernivtsi Chamber of Commerce and Industry to promote hospitality services to interregional and cross-border markets, promotion and positioning of the region through its branches and partnerships.

An important task of the formation of the regional strategy for hospitality development is the typology of its subjects and objects, which makes it possible to conduct a theoretical analysis in a direction that has an impact on the understanding of the essence of the process of formation and isolation of the economic component of the activities of enterprises in the field of hospitality. Understanding how subjects and objects perform certain actions, what motives and economic interests are behind their actions, what determinants can influence further steps and measures taken by them, contributes to highlighting the features of the region and its specificity.

The typology of subjects and objects of the regional hospitality development policy involves not only their classification by scale, value, spatial characteristics, structural construction and interaction with the regional economic system, but also the specification of the object itself depending on the selected criterion, as well as the definition its institutional purpose in the socio-economic system of the region.

The study of foreign experience in the formation of the strategy for hospitality development, the analysis of the activities of enterprises in the field of hospitality in the Chernivtsi region, the determination of criteria and regional features contributed to the development of the structural model in the Chernivtsi region, the components of which are the concept of regional policy, defined strategic goals, tasks, subjects and objects, toolkit of achievement and performance (*Figure*).



The structural model of the regional strategy for the development of the hospitality industry in Chernivtsi region

Source: compiled by the authors.

Determined by the Development Strategy of the Chernivtsi Region for the period until 2027 (Decision No. 1-36/20 of the XXXVI Session of the VII Convocation, 2020) 4 main strategic goals, which are the basis for the effective development of the region, correlate with the main requirements for the formation of a regional strategy for the development of the hospitality sector, and the tasks are

outlined in the Comprehensive Program for the Development of Tourism in the Chernivtsi Region for 2024–2025 (Decree No. 1319-r, 2023).

Institutional support at the state and regional level, which is carried out by state authorities, local self-government, regional development agencies, coordination councils and other state, regional and public associations that participate in the implementation, should play an important role in the formation of a regional strategy for the development of the hospitality sector state regional policy within the limits of their powers defined by legislation.

Conclusions

So, as a result of the research, it was established that the regional strategy formation of the hospitality development is one of the main factors influencing the level and dynamics of the development of the hospitality industry, which allows the continuation of the activities of its enterprises even in crisis and post-crisis periods, with the implementation of individual adjustments.

The study of foreign experience, interviews of entrepreneurs and diagnostics of the activities of hospitality enterprises contributed to the development of a structural model and the establishment of separate requirements for the formation of a regional strategy for the development of the hospitality sector, in particular:

- regional policy regarding the development of the hospitality sector should be carried out within a single legal space and provide for the existence of subject-object relations between the state, regions and enterprises of the hospitality sector;

- in the process of formation of the regional strategy for the hospitality development, it is necessary to foresee the realization of the economic, educational, and scientific potential of territorial communities;

- the strategy for the development of the hospitality sector of the Chernivtsi region must take into account the peculiarities of the region and additional criteria defined for a specific region, including: digital transformation of hospitality services and the use of artificial intelligence; development of infrastructure and formation of investment attractiveness of the hospitality sector; support by local self-government bodies for the expansion of production and provision of rehabilitation, treatment and recovery services for the military and civilian population; transport accessibility and effective use of cross-border cooperation, in particular the Euroregions "Upper Prut", "Carpathian", the EU Strategy for the Danube Region and other cross-border entities; formation of a regional brand and use of opportunities of the Chernivtsi Chamber of Commerce and Industry, etc.;

- the responsibility for the formation of a regional strategy for the development of the hospitality sector rests with regional self-government bodies, which must have at their disposal not only powers, but also appropriate budget funds.

Regional policy in terms of the development of the hospitality sector should become the basis for determining the priorities of regional development, developing own strategies and organizing measures for the implementation of investment projects.

Established institutions responsible for regional development and interested in increasing the efficiency of hotel-restaurant and tourism

business enterprises should provide organizational and financial support to local self-government bodies for the formation and implementation of a regional strategy for the development of the hospitality sector.

Thus, the formation of an effective regional policy taking into account the strategy of the development of the hospitality sector will significantly strengthen the competitiveness of the region and contribute to economic growth and increased employment.

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