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## **Improvement of the business environment of tourism and hotel entrepreneurship in territorial communities**

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**Abstract:** The article analyzes the process of improving the business environment of tourism and hotel business in territorial communities as a key strategic mechanism of local economic development. The study focuses on the importance of integrating the business environment in the context of European integration and decentralization processes, in particular through the active interaction of public authorities and local governments. The formation of an effective mechanism for the development of the business environment in the tourism and hotel sector at the level of territorial communities is considered separately. It is determined that in order to manage innovation activities in tourism industry companies it is necessary to take into account key performance criteria, in particular involvement in innovation, provision of necessary resources, analysis of the results obtained and organization of innovation processes. The purpose of the article is to develop methodological approaches, tools and practical recommendations for improving the business environment in the tourism and hotel sector at the level of territorial communities. It is substantiated that the basis of effective management strategies is an integrated approach that involves the development of innovation and investment projects, rational use of financial resources, optimization of management processes, as well as the use of economic analysis and forecasting to ensure effective and sustainable development of improving the business environment of the tourism and hotel industry in territorial communities. It is determined that the implementation of these effective approaches and tools will contribute not only to improving the business environment in the tourism and hotel business of territorial communities, but also to the overall development of local economies. It is emphasized

that investments and innovations are key tools and main factors in the dynamic process of improving the business environment in the field of tourism and hotel business in territorial communities, since they stimulate not only the growth of tourist traffic and improvement of the level of tourist services, but also the improvement of the social and tourist infrastructure of territorial communities, improvement of the living standards of the local population, expansion of the range of tourist services and effective promotion of the national tourism product in the international tourism and hotel environment.

**Keywords:** European integration, development, business environment, territorial community, tourism and hotel business, improvement, management.

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## 1. Introduction

Improvement of the business environment in the field of tourism and hotel business in territorial communities is a key strategic mechanism and the main tool for local economic development of territorial communities, which, in turn, is the main goal in the development and implementation of any urban programs and strategies in general, as a dynamic process of local economic development, as it contributes to the improvement of social infrastructure of communities and raising the standard of living and well-being of the population. Improvement of the business environment for tourism and hotel business in territorial communities contributes to the formation of various non-governmental tourism structures, including travel agencies, tour operators, and other forms and entities of tourism and hotel business specializing in providing a wide range of services in the field of tourism and hotel business and travel organization. This process reflects the growing role of private enterprises in the development of the national tourism and hotel infrastructure and increases competition in the tourism services market. In the context of European integration, these commercial structures are actively involved in the international community, gaining membership in global professional associations and organizations.

As you know, Ukraine has launched a state regional policy with a focus on European values, on the principles of democracy and national unity, a policy aimed at improving the economic and social standards of life of every citizen. As part of the ongoing decentralization process in Ukraine's regions, as well as among numerous municipalities and territorial communities, Development Strategies until 2027 have been approved. An important role in these strategies belongs to the development of tourism and culture, cultural and creative industries as they are significant economic factors in the development of individual regions and the state as a whole [1].

In the context of European integration and decentralization reforms, special attention is paid to improving the business environment of tourism and hotel business in territorial communities through close cooperation between public authorities and local governments. The prospects for the development and improvement of the business environment of the tourism and hotel sector in territorial communities are largely determined by the effectiveness of the built management system [2].

In the current conditions of development of territorial communities, the sphere of tourism and hotel business covers numerous components and subcomponents, but one of the most important is the hotel and restaurant business which has a significant impact on the socio-economic development of the country. The more active the processes of development of the tourism and hotel and restaurant business are, the more dynamic the development of social and economic phenomena and processes are. There are a sufficient number of prospects for the development of tourism and hotel business in the economy of Ukraine and their positive impact on the socio-economic development of the country, despite the unstable situation in which the national economy is [3].

The improvement of the business environment of tourism and hotel business in territorial communities is the subject of study of numerous social and economic sciences, which in modern integration processes are undergoing significant changes caused by globalization, intensive

development of technologies and transformation of consumer needs of mankind. These factors determine new approaches to managing the development and adaptation of tourism and hotel business in territorial communities and the business environment.

When forming a mechanism for improving the business environment in the field of tourism and hotel business at the level of territorial communities, the management of innovation activities of tourism industry enterprises in the region should take into account the definition of key criteria of functioning efficiency. From our point of view, the most significant of them are: involvement in the innovation process, provision of necessary resources, commercialization of the results obtained and effective organization of innovation activities. The entities of the tourism and hotel industry of territorial communities implement innovative activities according to their strategic goals, labor market requirements and the availability of the necessary permits. This determines the need of a comprehensive integrated assessment of the effectiveness of innovation management through the introduction of universal tools for innovation controlling. This approach to managing the development of tourism and hotel business focuses on the use of innovative technologies, methods and strategies to improve the business environment in territorial communities. This is a combination of traditional controlling with the latest developments, such as digital tools, automation, data analytics and the use of artificial intelligence [4].

## **2. Object and subject of research**

The object of our scientific research is the processes and mechanisms for improving the business environment of tourism and hotel business in territorial communities. These processes reflect the interaction of various actors, such as government agencies, local governments, entrepreneurs and public organizations, as well as the use of management tools and methods that contribute to the effective development of the industry within territorial communities.

The subject of the study is the methodology for improving the business environment of tourism and hotel entrepreneurship in territorial communities, which includes the introduction of systemic, innovative, marketing and institutional approaches. In addition, methods of analysis and forecasting are important because they provide a comprehensive study of the key factors influencing the development of entrepreneurship, the application of methods that promote effective management, strategic planning and decision-making in dynamic market environment. The management process in this area requires an integrated approach aimed at creating an effective management system, improving the business environment of tourism and hotel business in territorial communities.

## **3. Objective of research**

The purpose of the article is to analyze and develop mechanisms and practical recommendations for improving the business environment of tourism and hotel business in territorial communities.

## **4. Literature analysis**

Scientific research by domestic and foreign scholars indicates the lack of an integrated approach and a single mechanism for improving the business environment of tourism and hotel business in territorial communities, which emphasizes the relevance of the conducted research. In this regard, there is an urgent need to solve these problems. This issue has been the subject of numerous scientific works and publications that cover various aspects of the existing problem and suggest possible ways to solve it. Among them are theoretical and applied studies by such authors as L. G. Agafonova, I. O. Baieva, T. V. Hrynko, L. P. Dyadechko, O. H. Yermolenko, V. S. Kushniruk, M. P. Malska, O. V. Novosad, M. M. Pokolodnoy, O. P. Slyusarchuk, O. I. Tarasenko, T. I. Tkachenko, N. V. Fomenko and others. However, the issues related to the implementation of management processes and mechanisms to improve the business environment of tourism and hotel business in

territorial communities require further systemic research, taking into account current economic conditions, industry specifics and legal norms of legislation.

## 5. Research methods

The methodological basis for the analysis of the main provisions of the topic is the fundamental concepts of modern economic theory, as well as scientific works of both domestic and international researchers who study the processes of improving the business environment of tourism and hotel business in territorial communities in the context of decentralization. To achieve the set objectives, a systemic approach and methods of management analysis, in particular situational, functional and systemic analysis, were applied.

In the course of the study, a number of methods were applied, in particular: *the method of systematization*, which was used to improve the business environment, including analysis of the status of tourism and hotel business, planning its development, defining strategic goals and monitoring their implementation; *the method of comparative analysis*, which allowed to identify the most effective characteristics and approaches to improving the business environment of tourism and hotel business; *the method of literature analysis*, used to study theoretical aspects of strategic management in the tourism industry and determining strategic directions for the development of the business environment in territorial communities; *the method of generalization*, used to analyze the main aspects of the strategic development of tourism and hotel business and determine the principles and factors that affect its progress.

## 6. Research results

In the context of European integration, the improvement of the business environment for tourism and hotel business in territorial communities is a multifaceted and complex process. This process involves the integration of innovative technologies, the development and improvement of managerial and organizational management models, as well as the development of local and tourist and hotel infrastructure. An important element of this management process is also innovation and investment support as a tool to stimulate the growth of tourist traffic and improve social and environmental conditions that contribute to the sustainable development of the tourism and hotel industry, as they stimulate not only the growth of tourist traffic and improvement of the level of tourist services, but also the improvement of the social and tourist infrastructure of territorial communities, thus ensures an increase in the standard of living of population, expansion of the range of tourist services and effective promotion of the national tourist product in the international tourist and hotel environment.

The creation of favorable conditions for improving the business environment of tourism and hotel business in territorial communities involves the effective development and implementation of programs to improve the business environment of tourism and hotel business in territorial communities and the overall development of the tourism industry of Ukraine aimed at increasing the competitiveness of tourism and hotel business. This requires the rational use of productive forces, the introduction of international standards and innovative technologies. The development of tourism and hotel business as a key factor in improving the business environment in the tourism industry of territorial communities has a significant impact on the national economy. It facilitates increasing local budget revenues, stimulates the development of small and medium-sized businesses, creates new jobs, improves living standards, and contributes to the modernization of local and regional infrastructure.

In the process of developing and implementing methods and mechanisms for improving and developing tourism and hotel business in territorial communities, public authorities and local governments, while formulating and implementing local and national programs, face numerous problems and shortcomings. This is due to the inconsistency of the business environment with modern requirements, in particular due to the insufficient level of development of tourism and hotel infrastructure. The latter includes a variety of different tourism entities, such as hotels, tourist

complexes, campsites, motels, boarding houses, catering and transportation companies, as well as cultural and sports facilities that provide reception, service and transportation of tourists. In addition, the problem of insufficient professional training of entrepreneurs in the tourism and hospitality business remains relevant, and that significantly reduces the efficiency of this industry. The innovative infrastructure of the tourism sector of the region should include a number of mandatory subsystems with different functional load, including: financial, logistics, information, personnel and consulting infrastructures [5].

In the process of improving the business environment of tourism and hotel environment in territorial communities and in the context of the current socio-economic development of territorial communities of Ukraine tourism and hotel entrepreneurship is gaining strategic importance as one of the key areas of regional economic development. Improving the business environment in this sphere contributes not only to the development of the national economy and infrastructure, but also provides detailed analysis of geospatial data based on international cooperation and joint projects – that creates conditions for sustainable economic growth.

The development of tourism and hotel entrepreneurship plays a key role in the structural transformation of the economy, significantly contributing to improving the quality and standard of living of the population, attracting investment for the development of infrastructure in territorial communities, as well as improving the business environment of tourism and hotel entrepreneurship in territorial communities by generating significant revenues from growing tourist traffic. Tourism and the hotel business, through the effective use of historical, cultural, natural and recreational resources of territories, contribute to the active involvement of regions in national and international trade in services [6].

Global practice shows that the redistribution of power and resource potential between levels of government is an important tool for ensuring national security and economic stability in developed countries. European countries have developed management models based on local self-government, which allows each country, region or territorial community to use its resources effectively through decentralization. Based on meeting demand, efficiency of service provision in accordance with European standards and maximization of resource potential, the development of tourism and hotel business increases the competitiveness of tourism industry entities in the global market. This ensures their financial stability and profitability. In order to achieve these goals, it is necessary to create a favorable business climate for territorial communities, use economic knowledge, legislation and take into account the specifics of business activities in the tourism and hotel sector. The development of this sphere will contribute to the improvement of the business environment of tourism and hotel business in territorial communities and the national indicators of the country [7].

Today, territorial communities are implementing a set of highly effective measures to improve the business environment for tourism and hotel business. Local governments are constantly cooperating with international experts to improve the business environment of tourism and hotel business in territorial communities, in particular, by providing expert advice on management in the economic development of territorial communities within the framework of the City Competitiveness Index project (USAID Program). In the context of decentralization reforms in Ukraine, the City Competitiveness Index is an important analytical tool for assessing the business environment at the local level. It is not only a statistical indicator, but also a means of comprehensive assessment of the effectiveness of economic policy implementation and the overall economic development of territorial communities. The main objective of the USAID Program is to provide expert support in developing detailed recommendations for local council executive bodies, including a program and roadmap of measures aimed at improving the business environment in territorial communities and increasing their business attractiveness. This involves taking into account the components of the City Competitiveness Index based on the findings of analytical reports, as well as the implementation of best international practices. Both central and local authorities play a special role in the formation of a system for improving the business environment in the tourism and hotel business. They are responsible for the implementation of state policy and a set of measures aimed at selecting and

implementing effective tools that improve the business environment in the field of tourism and hotel business in territorial communities. These tools provide both direct and indirect impact on the objects and subjects of tourism and hotel business, creating a favorable environment for the development of this sector and effective state regulation [8].

The process of improving the business environment of tourism and hotel entrepreneurship in territorial communities should be based on the systemic balanced development and integration of entrepreneurial initiatives that contribute to the effective functioning and sustainable growth of this sector. The basis of management strategies in this context is an integrated approach that includes the development of innovative investment projects and tools for their implementation, efficient use of financial resources, optimization of management functions, as well as economic analysis and forecasting. In particular, the use of artificial intelligence technologies will improve the methods of analysis and the formation of clear criteria for the investment attractiveness of territorial communities. This approach will contribute to the effective improvement of the business environment of tourism and hotel business and the development of local economies.

Innovations are a key factor in this process of improving the business environment of the tourism industry in territorial communities, as they not only increase incomes and improve the living standards of the local population, but also stimulate the growth of tourist traffic, expand the range of tourist services and actively promote the national tourism product on the international market. At the same time, the state should take measures aimed at integrating innovative principles of management of the tourism and hotel industry and related sectors that directly affect the quality and efficiency of tourism services. The introduction of innovative technologies and solutions contributes to improving the quality of service, increasing the efficiency of resource use, attracting new tourists, and expanding the geography of travel. However, the innovative development of territorial tourism systems requires a clear theoretical basis and strategic principles that define the main development priorities and promote the effective implementation of innovative projects [9].

Improving the business environment for tourism and hospitality businesses in territorial communities includes modernization of transport infrastructure, including repairs and upgrades to the road network, as well as improving public services. High-quality social and tourist infrastructure significantly increases the attractiveness of territorial communities and regions for tourist traffic. Territorial communities, guided by the principles of cooperation, are actively developing and implementing joint tourism and hotel projects. For example, several neighboring communities can join forces to create tourist routes that cover the natural and cultural attractions of different territories, thus not only improving the business environment of individual territorial communities, but also significantly contributing to the development of the regional economy as a whole. This approach helps to increase the tourist attractiveness of the region thereby contributing to the integration of cultural and natural resources. Ukraine due to its strategically advantageous geopolitical location and rich natural and cultural potential has all necessary conditions to ensure sustainable development of both local and national tourism. Its tourism and recreational potential opens numerous opportunities for integration into the global tourism market, contributing to the country's image as a promising tourist destination. The tourism and hotel business is one of the key sectors of the national economy, which not only supports the socio-economic development of territorial communities, but also actively interacts with other sectors of the economy - from agriculture to industry, stimulating their economic development and ensuring the improvement of the business environment for tourism and hotel business in territorial communities. In addition the tourism and hospitality industry serves as an indicator of political relations between states and can act as an important stabilizer of international partnerships. Taking into account the importance of tourism and hotel business development for local communities, government policy has identified tourism as a priority area for the development of the national economy, culture and socio-economic policy, which emphasizes its role in shaping the country's stable and prosperous future.

## 7. Prospects for further research development

Improving the business environment in the tourism and hotel industry, as a process of managing its development at the level of territorial communities, should become a competitive advantage for Ukraine in the global tourism market. An important approach and basis for this process is legal support and assistance from state and local authorities in approximating and local authorities in the approximation of Ukrainian legislation and state standards to the norms of the European Union [10].

In the context of improving the business environment for tourism and hotel business in territorial communities, local governments should constantly develop and improve the development strategy for this industry. This implies active and continuous cooperation with a wide range of business partners, and existing tourism potential of the amalgamated territorial communities surely should be taken into account. It is important to focus on such aspects as historical, geographical, natural and on economic factors that determine the specifics of local tourism opportunities. In addition, it is necessary to integrate the efforts of state authorities, local governments, representatives of tourism business in communities, as well as other sectors of the national economy and civil society institutions. Such cooperation will contribute to the popularization of Ukraine in the international arena and to the formation of the country's image as an attractive tourist partner [11].

One of the most important aspects of improving and developing the tourism and hotel industry in territorial communities is flexible adaptability to market conditions. This requires not only continuous improvement of the strategies of territorial communities, but also the introduction of an effective management system that can quickly respond to new challenges and opportunities. In addition, the analysis of strategic management in tourism aims to assess international trends and standards, as well as to develop mechanisms for cooperation with public and governmental structures which are necessary to support sustainable development and balanced tourism. It is also important to integrate innovative approaches in the industry, since they allow taking into account global changes in the socio-economic and environmental situation, in particular, trends aimed at eco-tourism and cultural sustainability. Thus, the analysis of strategic approaches to the management of tourism and hotel business enables not only to assess the complexity and versatility of this industry, but also to identify effective ways of development that will ensure both stable and competitive development in the modern tourism market. This is a necessary basic condition for the formation of strong competition and providing a high level of services within the framework of globalization of the tourism industry [12].

## 8. Conclusions

Summarizing the results of our study, we would like to note that in order to ensure the implementation of effective processes and mechanisms for improving the business environment in the field of tourism and hotel business in territorial communities, the state, in turn, should create favorable conditions for the development of tourism and hotel business entities. For this purpose, legislative, financial and economic criteria and mechanisms for the development of the tourism and hotel industry are being developed, favorable innovation and investment mechanisms are being created, training and retraining programs are being formed and implemented, conditions for the development of small and medium-sized enterprises are being created, local industry development programs and regional tourism brands are being developed. When analyzing the effectiveness of the factors of attractiveness of the territory and attraction of tourist traffic, it is necessary to clearly define who the policy of development of tourism and hotel business in territorial communities is primarily designed for and targeted at [13].

In today's business environment the introduction of automated management systems projects is becoming increasingly important, as they can become one of the priority tools of an enterprise's policy in the hospitality industry, particularly in the field of tourism and hotel business. Ensuring effective project management in the tourism and hotel and restaurant industries without the use of modern

information and computer technologies is practically impossible in the context of globalization and intensive digitalization of the economy. Automated systems significantly increase the efficiency of management processes, thus helping to optimize resources and reduce costs. They provide fast processing and input of information, which not only improves the quality of project implementation but also significantly increases the level of management decision-making, ensuring the accuracy, reliability, and timeliness of information support. The introduction of such systems is becoming an integral part of the competitiveness of enterprises in the tourism and hospitality sector, as it allows to reduce risks, accelerate projects of planning and implementation, and improve customer service level [14].

Improving the business environment of tourism and hotel entrepreneurship in territorial communities and the process of managing the development of this industry as a key element of local economies and business environments requires the integration of efforts of public authorities, local governments, representatives of the tourism business and other sectors of the national economy. This in turn requires improving the management system, establishing effective interaction and implementing mechanisms of state regulation of the tourism and hotel sector in line with the best practices and experience of the European Union, which will help to increase the competitiveness of the national tourism product in the international business environment. The prospects for the development of tourism and hotel business in territorial communities directly depend on an efficiently built management system that should take into account the specifics of each region and promote the harmonious development of all components of tourism and hotel business in territorial communities. Most territorial communities in Ukraine have a significant and special tourism potential, including unique natural, historical and cultural resources that could form the basis for the development of a competitive tourism and hotel sector. However, to reach the full potential it is necessary to improve social infrastructure, develop effective marketing strategies, and carry out coordinated activities at all levels of the management process in communities.

To achieve maximum results in the development of the business environment of the tourism and hotel business in territorial communities, it is necessary to implement a systemic approach which enables complex analysis and problem solving thus contributing to finding optimal solutions. The situational approach, in particular, provides the ability to quickly adapt management strategies to changes in the market, as well as to effectively respond to new challenges that arise in specific conditions. This approach pays special attention to the specific conditions prevailing at a given time, as well as the requirements faced by enterprises in the course of their activities.

Situational management involves making decisions not in accordance with established work plans, but as potential problems are identified. This approach requires a significant level of decentralization of management, and therefore provides the necessary adaptability and flexibility of the organizational structure, a quick response to constantly changing conditions. The situational approach to the management of tourism and hotel business at the level of territorial communities orient managers to the scientifically sound application of theoretical principles for effective solving of practical problems arising in specific situations. The central element of this approach is a self-formed situation that reflects a set of circumstances that directly affect the activities of the enterprise. Since the emphasis is placed on the characteristics and specifics of each individual situation, the situational approach underlines the importance of “situational thinking” – the ability of managers to respond quickly and flexibly to changes in the external and internal environment, adapting management strategies and tactics in accordance with the requirements of the time. This approach allows to ensure effective management in conditions of instability and uncertainty, which is especially important for the tourism and hotel business in the face of dynamic changes in the market.

It is noted that the introduction of a functional approach to management practice ensures a clear delineation of responsibilities among the participants in the process, which, in turn, significantly increases the efficiency of tasks within the tourism and hotel business. At the same time, the systematic approach guarantees the integration of all components of management activities into a



single, coordinated structure, which significantly contributes to the achievement of strategic goals of the tourism industry development.

The main challenges of managing the improvement of the business environment and the development of the tourism and hotel business at the level of territorial communities need to be addressed through the introduction of innovative approaches. This is aimed at achieving a high level of service that meets international standards, in particular those of the European Union. With this in mind, the Cabinet of Ministers of Ukraine approved the Strategy for the Development of Tourism and Resorts until 2026 by its Resolution No. 168-p dated March 16, 2017, which aims to create favorable conditions for intensifying the development of the tourism sector in accordance with international quality standards and European values. This will help to transform tourism into a highly profitable, globally integrated, competitive industry that will accelerate the socio-economic development of regions and the country as a whole, as well as improve the quality of life of the population, harmonious development and consolidation of society, and promote Ukraine in modern globalization processes [15].

The integrated combination of these methods and approaches in the management system allows for a balanced and sustainable development of the tourism and hotel industry. This in turn contributes not only to the growth of tourist traffic, but also to improving the business environment at the local level, as well as to improving the quality of life of citizens and the well-being of local communities. The use of integrated management approaches allows to respond effectively to the challenges faced by the industry, contributing to its dynamic development and stability.

Based on the study, it can be concluded that effective improvement of the tourism and hotel environment and successful development of tourism and hotel business in territorial communities are possible only with an integrated approach that involves the integration of functional, systemic and situational management methods. Creating favorable conditions for the development of this industry requires the active participation of the state, local authorities and business representatives, who should develop and implement effective innovation and investment mechanisms, training programs, and support small and medium-sized enterprises. An important component of effective development is the use of automated management systems that can significantly improve process efficiency, reduce costs and improve the quality of management decisions.

Integration of functional and systemic approaches in the management of tourism and hotel business at the level of territorial communities creates conditions for achievement of strategic goals in the industry development, which in turn contributes to the growth of competitiveness, improvement of the business environment and the quality of life of local communities. Thus, for effective management it is necessary to take into account the specifics of each region and focus on adaptability to changes in the market, that allows not only to maintain stability but also to ensure the dynamic development of the tourism and hotel industry in today's economy.

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