
Strategic imperatives of managing the development of tourism and hotel business in territorial communities of the southern region of Ukraine

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Abstract: In the context of decentralization, characterized by significant socio-economic transformations and the strengthening of institutional capacity within local self-government bodies, this article undertakes a comprehensive scientific study of strategic management for the development of the tourism and hotel sector. The author substantiates the pivotal role of tourism and hotel entrepreneurship within territorial communities as a powerful catalyst for sustainable economic development. This role is demonstrated through its capacity to diversify the local economy, stimulate entrepreneurial initiative, create new employment opportunities, attract investments, and enhance the overall welfare of the population in territorial communities.

The primary objective of this research is to identify and scientifically substantiate the strategic imperatives guiding the development of tourism and hotel business in the territorial communities of Ukraine's Southern region. Furthermore, it aims to analyze their impact on the formation of an effective industry management system, meticulously considering local resource potential, the institutional environment, and opportunities for integration into regional, national, and international tourism spaces. The methodological framework of the study is built upon contemporary economic theory and strategic management concepts, drawing from the scientific works of leading domestic and international experts. Systemic, monographic, comparative, and abstract-logical methods were rigorously applied, ensuring a comprehensive analysis of management practice transformations within the tourism and hospitality sector at the municipal level.

The study identifies seven key strategic imperatives that underpin the modern model of managing tourism and hotel business development. These include: institutional support (encompassing legal framework refinement and management structure reform); innovation (implemented through the integration of digital technologies and smart solutions); infrastructure development (focused on modernizing tourism, transport, and service infrastructure); environmental orientation (adhering to

sustainable tourism and environmental management principles); economic efficiency (achieved by attracting investment and fostering financial stability); marketing and branding of territories (aimed at cultivating a competitive tourism image and enhancing regional destination recognition); and social responsibility (involving job creation, human capital development, and active community engagement in tourism management).

It is demonstrably proven that the implementation of these strategic imperatives, particularly amidst globalization challenges, represents a pivotal factor in shaping an adaptive and effective system for managing the development of the tourism and hotel business within territorial communities under decentralized governance. This strategic approach significantly contributes to augmenting the tourist appeal of regions, bolstering their economic potential, fostering social capital development, and intensifying integration processes in line with Ukraine's European integration trajectory. The practical significance of the findings lies in their applicability by local government bodies for the formulation and execution of strategic development plans, as well as by scholars engaged in researching regional development and the tourism and hotel industry.

Keywords: mechanism, local development, strategic management, strategic imperatives, territorial community, tourism and hotel business.

1. Introduction

In the context of profound transformations caused by the implementation of the decentralisation policy in Ukraine, a strategic rethinking of approaches to managing the development of tourism and hotel business in territorial communities is becoming particularly relevant. One of the key factors of sustainable local development is tourism and hotel business as a sector of the national economy capable to ensure economic diversification, creating new jobs, enhancing business development, attracting investment, and improving the standard of living and quality of life of the population of territorial communities.

However, in the context of growing competition at the domestic and international levels, the effective development of this industry requires systematic, strategically sound management decisions. Currently, we lack a holistic model of strategic management of tourism and hotel business in territorial communities that would balance the integration of local resources, cultural heritage, logistics infrastructure, demographic factors and environmental risks.

In this context, the formation of strategic imperatives as a set of priorities, mechanisms and guidelines that determine the long-term logic of managerial influence is of particular importance. They are a key tool for adapting management strategies to current socio-economic challenges, integrating local tourism products into the national and international space and creating a competitive tourism environment.

The study pays special attention to the challenges and prospects of the industry in the context of decentralisation, as well as the role of legal regulation, institutional support from the state and strategic management tools, public-private partnerships, territory marketing, branding, etc.

Thus, the study is intended to contribute to the development of practice-oriented mechanisms for managing the development of tourism and hotel business in territorial communities of the Southern region of Ukraine, which will help to strengthen the institutional capacity of communities and ensure the harmonious development of the tourism and hotel sector in the regional context.

2. Object and subject of research

The object of research is the processes of strategic management of the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine.

The subject of the study is the strategic imperatives of managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine, formed taking into account the local resource potential, institutional capacity of management structures and mechanisms.

3. Target of research

The article is aimed at defining and substantiating the strategic imperatives for managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine in the context of decentralisation, as well as analysing their impact on the formation of an effective management model.

4. Literature analysis

The study pays special attention to defining the essence of the concept of strategic imperatives for managing the development of tourism and hotel business in territorial communities. This concept is considered as a comprehensive approach and a key principle that forms the directions and priorities for the development of this sphere. The theoretical and methodological basis of the study is the scientific works of such domestic and foreign researchers as: V. Polishchuk [1], O. Balabash [2], Veits A. [3], Sereda N. [4], [Krupitsa I. [4], Biletska N., Krasnik A [4], L. Obolentseva [5], O. Bepala [6], and others.

In the course of reviewing academic sources dedicated to the socio-economic aspects of tourism sector development, particular attention should be paid to the dissertation by Bohdana Romanivna Koshova entitled “Socio-Economic Development of Tourism Infrastructure” [7], submitted for the degree of Doctor of Philosophy in Economics. This research is distinguished by a thorough analytical approach to examining transformational processes in the field of tourism infrastructure, as well as by the systematic application of modern economic and mathematical methods and models.

In particular, the author devotes considerable attention to changes in analytical indicators through the use of correlation-regression analysis, graphical methods, cluster analysis, factor analysis, and the method of least squares. The dissertation demonstrates a systematic integration of forecasting instruments, which allows not only for diagnosing the current state of tourism infrastructure, but also for modelling its future development. Notably, the study makes extensive use of economic-mathematical modelling methods to construct various scenarios of socio-economic dynamics.

A significant academic contribution lies in the development of new approaches by the author for analysing and forecasting the development of tourism infrastructure, encompassing both theoretical concepts and practical solutions. The researcher provides a critical reassessment of existing methodologies and substantiates the need for their improvement in accordance with current challenges and trends in the industry.

As a result of the study, an integrated conceptual framework has been developed for evaluating and strategically managing the development of tourism infrastructure as an element of the broader socio-economic system. The practical recommendations offered by B.R. Koshova may be effectively applied both at the regional and national levels in the formulation of sound tourism and infrastructure support policies.

Thus, the dissertation in question represents a substantial scientific and practical contribution to the advancement of tourism economics, significantly enriching the methodological foundation for analysing and managing infrastructural processes in the tourism sector.

5. Research methods

The methodological basis for highlighting the main provisions of the strategic imperatives of managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine is the fundamental basic concepts of modern economic theory and the modern management system, the concept of strategic management, scientific works of domestic and foreign scientists who study the peculiarities of the functioning of the tourism and hotel sector in the context of decentralisation and transformation of regional economies.

To accomplish the tasks of the study, a systematic approach was applied, as well as monographic, abstract-logical and comparative methods, which allowed a comprehensive analysis of

strategic imperatives and their role in the formation of an effective management system for the development of tourism and hotel business in territorial communities.

6. Research results

In the context of the active intensification of European integration processes in Ukraine, it is of particular relevance to rethink the strategic imperatives of managing the development of tourism and hotel business at the level of territorial communities, in particular in the Southern region of the country. The Southern region of Ukraine is a solid natural base for the development of tourism and hotel business due to its unique combination of geographical, climatic and natural resources. Its favourable location on the Black and Azov Seas creates favourable conditions for the development of sea and beach tourism, which is one of the key segments of the region's tourism market. The mild climate ensures a long tourist season, which contributes to the investment attractiveness of the tourism infrastructure.

The natural diversity of the Southern region – from steppe areas and forests to unique estuaries and protected areas – opens up wide opportunities for the development of ecological, recreational and active tourism. This creates favourable conditions for diversifying the tourism product and expanding the range of services provided by the tourism and hotel industry.

The presence of such natural potential, combined with the modernisation of infrastructure, contributes to the formation of sustainable competitive advantages of the territorial communities of the Southern region, stimulates the increase in tourist flows and contributes to the growth of local budget revenues. Thus, the natural potential of the region is one of the key strategic resources that determines the effectiveness of managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine.

Modern challenges require the introduction of new, innovative management approaches that can ensure sustainable long-term economic growth, effective mobilisation of internal community resources, improve the quality of life of the population, and strengthen the competitive position of the Ukrainian tourism and hotel product in the European and global markets.

Effective management of the development of tourism and hotel business in territorial communities involves a comprehensive systemic approach that combines the use of innovative technologies, modernisation of local economic management mechanisms, support for small and medium-sized enterprises, and development of tourism and hotel infrastructure necessary to stimulate tourism activity and increase the economic attractiveness of the region. A special role in this context is played by the formation of a sustainable innovation and investment ecosystem that ensures a high level of service, environmental safety and a comfortable environment in local communities.

Thus, the strategic imperatives of managing the development of tourism and hotel business in the Southern region of Ukraine should be focused on maximising the potential of territorial communities through the integration of innovations, rational use of resources, establishing an effective partnership between the authorities, tourism and hotel business and the population, as well as ensuring that the industry development meets modern challenges and European quality standards.

The strategic imperative of managing the development of tourism and hotel business within territorial communities should be considered as a key priority area for the formation and implementation of management decisions aimed at ensuring the comprehensive, balanced and sustainable development of the tourism and hotel industry at the level of a particular territorial unit. This imperative requires a clear definition of strategic goals, mobilisation of resource potential, and the introduction of effective coordination mechanisms between business entities, local governments and representatives of civil society. The main objectives of this approach are to increase the competitiveness of the local tourism and hotel product, create a favourable investment environment, preserve and rationally use the cultural, historical and natural heritage of territorial communities, and integrate tourism development into the overall strategy of socio-economic growth and improve the living standards of the population and the region as a whole. In this context, the strategic imperative

is the conceptual basis for building an effective management system that ensures synergy between local initiatives and regional and national priorities. This approach contributes to the long-term competitiveness and sustainable development of tourism and hotel business at the level of the territorial community.

The modern paradigm of tourism and hotel business development involves not only effective operational management, but also strategic planning with a view to long-term prospects. It is about gradual achievement of certain milestone goals based on an in-depth analysis of the potential of territorial communities, their competitive advantages, resource base, level of institutional capacity and ability to integrate into regional and international tourism spaces in the context of globalisation challenges.

In this approach, tourism and hotel business is seen not only as a separate sector of the economy, but also as an important tool for socio-economic transformation. It contributes to employment growth, value added, infrastructure modernisation, raising living standards, and shaping Ukraine's positive image in the global tourism space.

Thus, the formation and effective implementation of strategic imperatives for managing the development of tourism and hotel business within territorial communities are priority tasks of both state and local policy. This necessitates a systematic, holistic approach, enhanced cross-sectoral coordination and focus on achieving long-term socio-economic results.

Prospects for the development of tourism and hotel business are largely determined by the efficiency of the management system in territorial communities. Accordingly, the choice of an adequate scientific approach to managing the development of tourism and hotel enterprises is an extremely important task. In modern management, there are traditionally three main approaches: situational, functional and systemic.

The situational management method involves problem-situational analysis and management decision-making based on specific, urgent tasks or challenges in real time. This approach rejects rigid plans, focusing on flexibility and adaptability, which is achieved through decentralisation of management powers and prompt response to dynamic changes in the external environment.

The functional method of management is based on a comprehensive analysis of the system or its individual elements, as well as the relationships between them, which form a single integral entity.

The systemic management method considers an object as an integral system or a set of interconnected elements that interact with each other and determine the general properties of the system [8].

The application of these methods forms a holistic analytical framework that allows to identify the key elements of the management system for the development of tourism and hotel business and analyse the nature of their interrelationships. At the same time, in order to make prompt managerial decisions in specific conditions, it is necessary to use more flexible tools that can take into account the unique circumstances of each individual case. In our opinion, the situational approach effectively complements the systemic vision by adding elements of specific analysis of particular management situations and ensuring the adaptation of general theoretical principles to the real challenges of practice and decision-making in crisis conditions.

Focusing on the characteristics and specifics of each individual situation emphasises the importance of forming 'situational thinking' – the ability of managers to respond quickly and flexibly to changes in the internal and external environment, adapting management strategies and tactics to current conditions. This approach helps to increase the efficiency of management in conditions of instability and uncertainty, which is of particular importance for the development and successful implementation of strategic imperatives for managing the development of tourism and hotel business in territorial communities [9].

The introduction of situational management in the tourism and hotel business implies the rejection of rigid planning in favour of a prompt response to real problems in real time. This approach ensures a high level of decentralisation of management functions, which is critical for territorial

communities seeking to increase the efficiency of local resource use, attract investment, develop competitive tourism products and integrate into interregional tourism networks.

The situational approach to the management of tourism and hotel business at the level of territorial communities directs local governments and tourism and hotel business entities to scientifically sound implementation and practical application of theoretical foundations for the effective solution of management tasks arising in specific situations. The central element of the approach is the 'situation' – a set of circumstances that directly affect the activities of the tourism and hotel sector within territorial communities, especially in the context of strengthening decentralisation processes.

This approach focuses managers on the application of professional and scientific knowledge and the development of methods adapted to specific management situations and conditions. The emphasis on the uniqueness of the situation emphasises the importance of developing 'situational thinking', which implies the ability of managers to quickly analyse and adequately respond to the specifics of each case [9].

One of the key elements of strategic models for managing the development of tourism and hotel business in territorial communities is a process approach based on the interconnection and sequence of all production processes. The process approach in management is becoming increasingly important as a method that, unlike the situational one, focuses on all stages of production activities, focusing on achieving a holistic end result.

The process approach allows simplifying the multi-level hierarchy of organisational structures, which ensures that the organisation is more customer-oriented. This, in turn, simplifies the exchange of information between different departments. The transition to the process approach allows to eliminate the isolation of departments and officials, to consider the activities in the quality management system not in static but in dynamic, when the activities in the system should be constantly improved on the basis of appropriate measurements and analysis, focusing management attention on the interaction of departments and officials, which makes it possible to eliminate 'no man's land', i.e. areas of activity that fall outside the influence of the quality management system [10].

The introduction of a process approach to management in the tourism and hotel industry within territorial communities allows to overcome the fragmentation of the work of structural units and officials, providing a holistic and dynamic vision of activities in the quality management system. This approach creates the prerequisites for continuous improvement based on systematic measurement and analysis, while strengthening coordination between departments and responsible persons. As a result, the so-called 'no man's land' – areas of activity that were not previously covered by the quality system control – are eliminated. The transition to process management in the tourism and hotel sector at the level of territorial communities is a reasonable step towards strengthening its competitiveness [2].

In the context of modern socio-economic transformations of territorial communities in the Southern region of Ukraine, the functional approach remains relevant as one of the key tools for organising management activities in the field of tourism and hotel business. The essence of this approach lies in the consistent implementation of interrelated management functions – planning, organisation, coordination, motivation and control – which ensures the integrity, consistency and stability of management processes, in particular in the development and implementation of urban development programmes.

The use of the functional approach in the tourism sector contributes to the rationalisation of the use of resource potential, to raising the professional level of staff, to improving the internal organisational interaction between structural units of enterprises, as well as the formation of an effective organisational management structure at the level of territorial communities. Due to its systemic nature, this approach allows to consider a tourism and hotel enterprise as an integral system of functional relations focused on achieving strategic goals of the industry development.

The functional approach is most effective in territorial communities with a developed institutional framework and stable mechanisms of interaction between public authorities, business

structures and the local population. In such an environment, it is an important management tool for implementing strategic tasks aimed at creating a competitive tourism product for the community.

In view of the above, the functional approach should be considered as a component of a broader strategic management system, integrating it with the process, situational and innovation-oriented approaches. Such a synergistic approach contributes to the formation of a flexible model of management of the development of tourism and hotel business, capable of quickly adapting to the challenges of the external environment and maximising the potential of territorial communities in the Southern region of Ukraine.

The systematisation of existing management practices and strategic models shows that effective strategic management in the tourism sector of the Southern region of Ukraine should be based on a comprehensive consideration of key factors: demographic characteristics, level of infrastructure development, logistical accessibility, and the competitive environment in the domestic and foreign markets.

Based on the analysis, the strategic imperatives for the development of territorial communities in the Southern region were formed, as shown in Figure 1.



Figure 1. Conceptual Framework of Strategic Imperatives for the Development of Tourism and Hotel Infrastructure in the Territorial Communities of the Southern Region.

Source: developed by the authors.

Integration of local natural and cultural resources into the process of tourism product development creates unique competitive offers that meet modern tourist demands and contribute to the sustainable development of the region. The cultural sphere of territorial communities is their calling card, and effective promotion requires the involvement of highly qualified and proactive leaders who would promote them at festivals, regional, national and international fairs, and ensure the advertising of tourist services.

It is especially important to intensify communication between cultural workers in territorial communities by organising systematic seminars and trainings where representatives of successful communities could act as trainers and share their positive experiences. Currently, such events take place sporadically and not systematically, which complicates effective interaction between professionals from different territorial communities [11].

The strategic imperatives for the development of tourism and hotel infrastructure and marketing of territorial communities are aimed at increasing the institutional capacity of communities in the Southern region, creating favourable conditions for investment, diversifying the economy and creating a competitive tourism environment. These approaches meet the modern requirements of territorial development management and can be adapted for use in other regions of Ukraine with similar socio-economic characteristics.

The introduction of public-private partnership (PPP) mechanisms in the tourism and hotel business in the territorial communities of the Southern region of Ukraine is a strategic direction to stimulate local economic development. Partnership with the private sector opens up opportunities for communities to attract investment, develop tourism infrastructure, modernise accommodation facilities, improve the quality of services and promote the region as an attractive tourist destination.

Favourable climatic conditions, abundant natural resources and historical and cultural heritage of the Southern region create preconditions for the effective implementation of PPP projects in this area. Successful implementation of the initiatives requires enhancing the capacity of local governments to professionally manage partnership projects, creating a favourable regulatory environment, as well as ensuring transparency and balance of interests of all stakeholders.

The active use of the potential of public-private partnerships (PPP) in the tourism and hotel sector will contribute to the growth of employment, increase the income of territorial communities and strengthen the competitiveness of the region as a whole. Therefore, the effective implementation of PPP mechanisms is one of the key strategic imperatives for managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine, which constitute a powerful foundation for the development of the country's tourism industry.

This model of cooperation contributes not only to the renewal of tourism infrastructure, but also to the intensification of domestic investment, improvement of the quality of services and overall strengthening of the region's competitiveness. Building the institutional capacity of communities to implement PPP projects is a prerequisite for the sustainable development of the industry in the face of current challenges.

A clear definition of the image of a territorial community's tourism brand is crucial, as brand creation involves the integration of various areas of business activity. The brand concept should be developed by specialists with a high level of creativity, professional skills and competencies.

The analysis of recent research in the field of marketing allows us to identify the basic provisions for the formation of a tourism brand. The brand of a city or urban territorial community is a comprehensive concept of image formation that encompasses local culture, history and natural features. The implementation of comprehensive and integrated branding strategies contributes to the formation of a single space of the territorial community to create unique products on the world market [12].

At the same time, the absence of a single strategy or universal method of brand building is due to the uniqueness of each city, its special conditions and potential. It is important to determine whether the city has its own uniqueness that can be offered to target audiences – local residents, investors and tourists. This uniqueness simplifies the branding process.

However, not all territorial communities are able to distinguish their own uniqueness, especially small communities that are not associated with significant historical events or architectural monuments. In such cases, creating an identity and effective positioning is possible through the development of a unique brand. In essence, city branding is a 'strategy for shaping the image and managing the perception of a place'.

One of the key strategic tools in the system of managing the development of tourism and hotel business in territorial communities is branding, which increases the competitiveness of the region. Other important management and marketing mechanisms include the introduction of innovative technologies, the development of unique tourism products, the active use of digital platforms to promote services, and the development of public-private partnerships. The integrated use of these tools helps to attract investment, expand tourist flows, ensure sustainable community development, improve service quality and meet the needs of modern tourists, which ultimately strengthens the economic potential of the territories.

In the context of strategic management, branding plays not only as a tool for promoting a tourism product, but also as a comprehensive system of values that can attract tourist flows, meet their needs and provide a sustainable competitive advantage to territorial communities. The brand includes both external visual attributes - logo, corporate identity, slogan - and the semantic component: the service

concept, corporate values, hospitality standards, and communication marketing. Effective brand management forms a unique image of a territorial community, helping to position them as high-quality, reliable and authentic participants in the tourism market.

Branding becomes especially relevant in the context of increased market competition, changing consumer priorities and the growing importance of intangible assets. A systematic approach to branding contributes to the growth of tourist demand, an increase in the average check and the promotion of repeat visits, which directly affects the long-term profitability of the tourism and hotel sector.

An effective territorial brand increases the investment attractiveness of the community, stimulates the development of the local tourism and hotel business, and contributes to the formation of a positive image of the region.

Mykolaiv city territorial community is an example of a gradual brand development. Since 2010, the city has been implementing a number of initiatives aimed at developing a brand to reflect its cultural, historical and economic uniqueness. In particular, the conceptual ideas ‘Mykolaiv - City of Admirals’ and ‘Mykolaiv - City of Amazing People’ were the result of a broad public discussion during branding sessions organised jointly with urban branding experts.

In the following years, the information and education space ‘New Mykolaiv - City of Life-Affirming Development’ became more active, that became the basis for integrating the city’s identity. At the same time, tools were introduced to support local producers, including the ‘Made in Mykolaiv’ campaign, which has become an important factor in the development of tourism infrastructure, stimulating small businesses and promoting the city as an attractive tourist and investment economic space.

As part of its cooperation with the USAID City Competitiveness Index Programme, Mykolaiv has become one of the five pilot communities in Ukraine that have implemented a roadmap for improving the business climate based on international experience. At the same time, the city is developing a programme for river and yacht tourism, which includes the creation of modern coastal infrastructure, the development of small shipbuilding and investment attraction.

In recent years, the Mykolaiv City Territorial Community has launched the ‘Made in Mykolaiv’ campaign aimed at supporting local producers and increasing the level of popularisation of the Mykolaiv territorial community. This initiative has become an important factor in creating a favourable business climate and increasing the tourist attractiveness of the community. It contributed to the stable development of tourism and hotel business, intensification of economic processes, improvement of hospitality and overall attractiveness of the city, as well as creation of conditions for efficient business and stimulation of local entrepreneurship.

As part of this campaign, various financial support instruments were used at the state, regional and local levels, including:

- affordable loans under the 5-7-9% programme;
- partial compensation to employers for the costs of compulsory and social insurance for newly created jobs;
- reimbursement of expenses for marketing and related services for small and medium-sized enterprises;
- partial reimbursement of interest rates on loans taken for the implementation of business projects [13].

At the same time, Mykolaiv's local authorities actively cooperated with international experts within the framework of the City Competitiveness Index Programme. According to the results of the assessment, Mykolaiv was ranked among the top five leaders of the pilot project aimed at comprehensively improving the business climate in Ukrainian communities. The USAID-supported programme provided expert assistance in developing strategic recommendations and a roadmap for local authorities to improve competitiveness based on best international practices and analysis of the City Competitiveness Index.

Additionally, we would like to note that the Mykolaiv territorial community is consistently implementing a set of measures aimed at improving the business climate and stimulating the development of the tourism and hotel sector. The key areas under implementation include:

1. Support programmes for small and medium-sized enterprises that help create favourable conditions for local business growth.

2. Programmes for the development of the city's tourism industry, which focus on increasing the tourist attractiveness of the region and creating a competitive tourism product.

Particular attention is paid to the development and continuous improvement of river and small-scale shipping development programmes, which include:

1. Identification of priority areas for the development of Mykolaiv as a regional centre for small-scale shipping and yacht tourism;

2. Attracting investment and activating the inland waterway transport services market;

3. Development of industrial potential in the segment of construction and repair of small vessels, which contributes to local industrialisation;

4. Development of a modern coastal infrastructure that meets international standards and facilitates comfortable reception of tourists and ships.

An integrated approach to the implementation of these programmes allows not only to strengthen the economic base of the community, but also to increase its tourist competitiveness, which is an important factor in the sustainable development of the Mykolaiv city territorial community [13].

Odesa city territorial community demonstrates similar practices. Since 2012, the city has been implementing a strategy to position Odesa as a tourist brand in international markets. Symbols of visual identity, such as the Anchor-heart logo and the slogan 'Odesa - the UNESCO City of Literature', have become integral elements of the city's tourist image. The tools for implementing the brand strategy include the launch of the Let's Odesa mobile application, the use of big data analytics, and the establishment of effective communication with the public and tourism and hotel businesses. The complexity of the approach ensured the formation of a modern management model focused on adaptability, innovation, attractiveness for investors and sustainable development of the territorial community.

In the context of implementing the strategic imperatives of socio-economic growth of territorial communities in the Southern region of Ukraine, tourism and hotel business is one of the priority areas of development. Its intensification ensures the creation of new jobs, increased employment and welfare of the population, modernisation of infrastructure facilities, and contributes to the preservation and promotion of the cultural and natural heritage of the regions.

The theoretical and methodological foundations for managing the development of tourism and hotel business involve the introduction of modern management approaches focused on the rational use of resource potential and ensuring environmental sustainability. One of the key strategic tasks is to integrate innovative and digital technologies into the economic activities of tourism and hotel business entities in order to achieve their competitiveness and sustainable development.

At the same time, a number of problems have been identified that slow down the dynamics of innovative renewal of the industry: many enterprises have not been implementing the latest technologies for a long time, do not regularly monitor and modernise existing production processes, lack effective resource processing schemes, and automation systems remain inefficient or outdated. These factors require the formation of a strategic policy of innovative renewal of the tourism and hotel sector at the level of territorial communities, taking into account the regional specifics of the South of Ukraine [3].

Summarising the above, it can be stated that branding in the tourism and hotel business is a systemic mechanism capable of integrating the economic, social and cultural resources of the community into a single management concept. The practices implemented in the territorial communities of the Southern region of Ukraine demonstrate the effectiveness of a strategic approach to branding as a factor in increasing the competitiveness, investment attractiveness and socio-economic development of territorial communities and the Southern region of Ukraine.

7. Prospects for further research development

Based on the results of the study of strategic management of the development of tourism and hotel business in territorial communities of the Southern region of Ukraine, aimed at stimulating local economic growth, improving living standards and modernising social infrastructure, a number of priority areas have been identified. These directions form a solid methodological basis for further scientific research and should be based on the key vectors of development of the tourism and hotel sector in territorial communities, namely:

1. Assessment of the impact of innovative technologies. Further research should focus on analysing the role and effectiveness of digital innovations - in particular, smart tourism, the use of artificial intelligence, virtual reality, based on modern digital marketing policy - to increase the competitiveness of tourism and hotel businesses in territorial communities. Studying the degree of integration of these technologies will help create adaptive management models that can quickly respond to the challenges of the modern market.

2. Development of marketing promotion tools at the international level. Considering the intensification of globalisation processes in the tourism sector, it is important to develop effective marketing strategies to promote tourism and hotel products of the Southern region on international platforms. This involves researching the mechanisms of digital branding, cross-cultural marketing, and establishing cooperation with international tourism organisations.

3. Integration of environmentally sustainable practices and optimisation of public-private partnership models. In the context of strategic management of tourism and hotel business, the relevance of introducing the environmental component as a key element of sustainable development of territorial communities is growing. An in-depth analysis of the possibilities and mechanisms for integrating environmentally friendly practices is needed, in particular through the development of sustainable tourism infrastructure using renewable energy sources, energy-efficient technologies and environmental labelling of services. At the same time, the importance of optimising public-private partnership (PPP) models is growing, as they are an effective tool for ensuring the investment attractiveness of the industry. Further empirical research should be aimed at assessing the effectiveness of existing partnership models, identifying and adapting best international and national practices, and developing effective regulatory and organisational mechanisms for coordinating interaction between public and private entities in the tourism and hospitality sector.

4. Assessment of the socio-economic impact of tourism and hotel business development. It is advisable to study in depth the effects of increased tourism activity on the development of the local economy, including the creation of new jobs, diversification of income sources, social and demographic changes, as well as effective impact on the quality and standard of living of the population. The findings will serve as a basis for improving regional development policies.

5. Risk management and increasing the sustainability of tourism and hotel enterprises.

Given the current globalization challenges, it is becoming increasingly important to develop effective risk management systems and implement strategies aimed at ensuring the sustainability and sustainable development of tourism and hotel business entities in territorial communities. In this context, the formation of innovative models and the creation of an effective anti-crisis management system becomes the main key prerequisite for the development and sustainable functioning of the industry.

At the same time, the integration of cultural heritage elements and the active involvement of territorial communities in the processes of creating a tourism and hotel product is a promising area of development. Further research should be aimed at studying effective approaches to the inclusion of local cultural resources in innovative tourism products, as well as at developing mechanisms to ensure broad participation of the population of territorial communities in the planning and implementation of tourism development strategies.

Thus, the prospects for further scientific research focus on a number of key areas, in particular: technological transformation of the tourism and hotel industry, development and improvement of

marketing strategies, implementation of sustainable approaches to the development of the industry, formation of effective models of public-private partnership, assessment of the socio-economic impact of the tourism and hotel sector on regional development, as well as increasing the adaptability of tourism business entities to global crises. The comprehensive integration of these areas will contribute to the formation of a strategically oriented, anti-crisis, sustainable and competitive model for the development of the tourism and hotel sector in the context of territorial communities in the Southern region of Ukraine.

8. Conclusions

In accordance with the set goal – defining and substantiating the strategic imperatives of managing the development of tourism and hotel business in the territorial communities of the Southern region of Ukraine in the context of decentralization, as well as analyzing their impact on the formation of an effective management model – the article provides a comprehensive analysis of the factors, approaches and mechanisms that determine the strategic vector of the industry's development.

Strategic management imperatives serve as the foundation for building a modern, flexible and effective management system for the development of tourism and hotel business in a decentralized governance environment. Their implementation makes it possible to combine local resources, institutional capacity of communities, innovative potential and partnership opportunities in order to create a competitive tourism environment.

The key strategic imperatives identified in the study include:

1. **Institutional support** – improving the legal framework and creating effective management structures at the local level.
2. **Innovation** – the integration of digital technologies, service innovations and smart infrastructure to improve the quality of tourism services.
3. **Infrastructure development** – modernization of the material and technical base, transport accessibility and tourist routes.
4. **Environmental orientation** – implementation of sustainable tourism principles, environmental management and support for environmental initiatives.
5. **Economic efficiency** – creating a favorable investment climate, stimulating entrepreneurship and ensuring the financial stability of the industry.
6. **Marketing and branding** – creating a positive image of territorial communities through strategic positioning, marketing communications and brand strategies.

Social responsibility means creating jobs, developing the industry's human resources, and actively involving the community in the implementation of tourism projects.

Thus, the implementation of strategic imperatives in the practice of territorial management will not only increase the tourist attractiveness of the region, but also strengthen its economic potential, develop social capital, and strengthen integration processes in the context of Ukraine's European choice. The implementation of such imperatives is a prerequisite for the formation of strong competition and high quality services in the globalized tourism industry [4]. These imperatives have a direct impact on the formation of an effective model of tourism and hotel business management that takes into account the specifics of territorial communities, regional development and current global challenges. They serve as benchmarks for strategic planning, management decision-making and implementation of comprehensive measures aimed at ensuring sustainable growth of the tourism and hotel industry in southern Ukraine.

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