

## **TOURISM INDUSTRY METHODOLOGY: POTENTIAL FOR BUSINESS DEVELOPMENT AND REGULATION IN COUNTRIES OF THE WORLD**

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**Introduction.** The tourism industry is of significant economic, social and cultural importance to many countries around the world, having a major impact on national economies by attracting foreign investment, increasing employment and developing key tourist destinations [1]. In this context, it is crucial to develop policies that harness the potential for growth of the tourism industry. The modern tourism industry is facing rapid changes and challenges that require clear and transparent mechanisms to realise its development potential for attracting and retaining visitors. To successfully develop tourism potential, it is essential to study the experiences of foreign countries to understand the trends and directions that can serve as a source of guidance and inspiration for improving the domestic tourism industry [2]. The effectiveness of regulatory and stimulatory approaches to business in the tourism industry, as well as the efficacy of reforms, can be enhanced through the study and integration of the most successful international practices. The adaptation of this experience will facilitate the development of a tourism industry methodology based on the potential for business development and regulation in each area, taking into account its distinctive characteristics. It is imperative that the effective transformation of the tourism industry is given due consideration.

**Analysis of recent research and publications.** The study of the state, trends and prospects for the development of tourism potential, the experience of foreign countries in regulating the tourism business, methodological approaches in the tourism industry is the focus of attention of many researchers, in particular: Yu. Opanashchuk [1], R. Kryvenkova [2], V. Demko, I. Svyynous [3], O. Bilotil, S. Dombrovs'ka, A. Pomaza-Ponomarenko [4], V. Papp, N. Boshota [5], O. Singutskiyy [7], Kh. Pletsan [8], D. Mozghova, I. Zihunova, V. Zigunov [9], N. Honcharenko, Ya. Skliarenko [10], P. Podlepina [11], A. Salabai, I. Shamara, O. Yevtushenko [12], T. Cherniavska, V. Hranovska, S. Pasieka, O. Prystemskyi, N. Trusova [14], V. Ogloblina, A. Pavliuk, M. Pisetskyi [15], S. Tsviliy [16], V. Zaitseva [17], Yu. Yurchenko [18], and others. The contribution of scientists to the solution of the problem is manifold, as it is reflected in the theoretical and methodological aspects of the study of the experiences of various countries, as well as in practical approaches and recommendations for the adaptation of these experiences to Ukrainian realities, modern approaches to the development of the potential of the industry, and state mechanisms for the regulation of tourism business entities. However, the problem of developing a comprehensive mechanism for the potential growth and regulation of businesses in different countries and incorporating it into the methodological framework of the domestic tourism industry during the post-conflict recovery period remains largely unresolved. Such a mechanism would help to create attractive tourism products to promote economic development and enhance the country's tourism experience.

**Objectives of the article.** The objective of this article is to present a methodology for the tourism industry, based on the analysis of potential avenues for business development and regulation in a range of countries. This approach aims to facilitate the adaptation of international experience to new domestic realities.

**The main material of the study.** The potential for the development of a country's tourism industry, among other indicators, is an indicator of the level of development of the regional socio-economic system. From the

perspective of a systems approach, the overall potential of a country's tourism industry can be conceptualised as the sum of the interconnected and interacting regional potentials that are mobilised in the country's tourism activities. While the comprehensive development of the tourism potential of specific areas is undoubtedly of great importance, it is also sensible to focus on the development of a particular region. It would be unwise, however, to prioritise only one tourism destination, as this could result in the formation of a single-vector structure in the region's tourism economy. Such a structure would be characterised by cyclical growth, increasing the risk of vulnerability and stagnation. In the long term, such an economic system is prone to degradation and depression as a result of the weakening of competitive forces. It is evident that competition represents a fundamental tenet of economic relations, prompting continuous endeavours by entities to enhance operational efficiency through the development and implementation of innovative technologies in the production of the tourism product.

The considerable development potential of the tourism industry is a defining characteristic of the majority of Ukrainian regions. However, the level of development and the effectiveness of the realisation of this potential vary significantly. It is frequently observed that the level of development of the tourism potential of a specific region is reflective of the overall socio-economic development of the country. The traditional approaches to regulating potential development, which initially aim to mitigate significant disparities between the potential and actual levels of tourism development in the country's regions, are often implemented in a manner analogous to the equalisation of socio-economic development, as evidenced by current practices in the levelling of budgetary provision levels [4–6]. The contemporary state of global tourism is characterised by the following features: firstly, tourism represents a distinct budget-generating sector of the national economy; secondly, transnational industry associations play an instrumental role in its development; thirdly, an infrastructure has been established; fourthly, a “typical” tourism service consumer profile has been created; and fifthly, new vectors for tourism business development are constantly emerging [7].

It is recommended that the conclusions drawn from foreign experience in regulating the tourism business be considered a valuable source of information for developing tourism potential at the local level. The adaptation of successful contemporary practices from a range of countries, coupled with the incorporation of local industry needs, will facilitate the creation of distinctive, unique and attractive tourism products. This, in turn, will foster the development of the country's tourism economy and enhance the overall experience.

The role of state regulation in the tourism industry is pivotal in the management and development of tourism potential. The primary functions of regulating the development potential of the tourism industry and tourism business are illustrated in Fig. 1.

The implementation of the principle of regulating the tourism industry's development potential by the state entails the recognition of tourism as a priority sector of the economy. The state plays a pivotal role in the advancement of the tourism industry, fostering its growth through transparent regulatory measures, fostering a conducive business environment, and identifying and supporting strategic priorities. The objectives of state regulation of the development potential of the tourism industry in different countries include: ensuring the rights of citizens to rest, freedom of movement and other rights during travel; creating conditions for activities aimed at educating, raising awareness and improving the health of tourists; developing the tourism industry, creating new jobs, increasing the income of the state and its citizens; promoting international contacts; preserving valuable tourist sites and ensuring the rational use of the country's natural and cultural resources [8]. In general, regulation implies direct intervention of the State in the activities of tourism industry entities, which is carried out through direct (administrative methods) and indirect (financial, credit, tax, currency, customs regulators of the tourism development potential) economic regulators. The models of the State regulation of the tourism industry development potential have been allocated, the main characteristics of which are presented in Fig. 2.

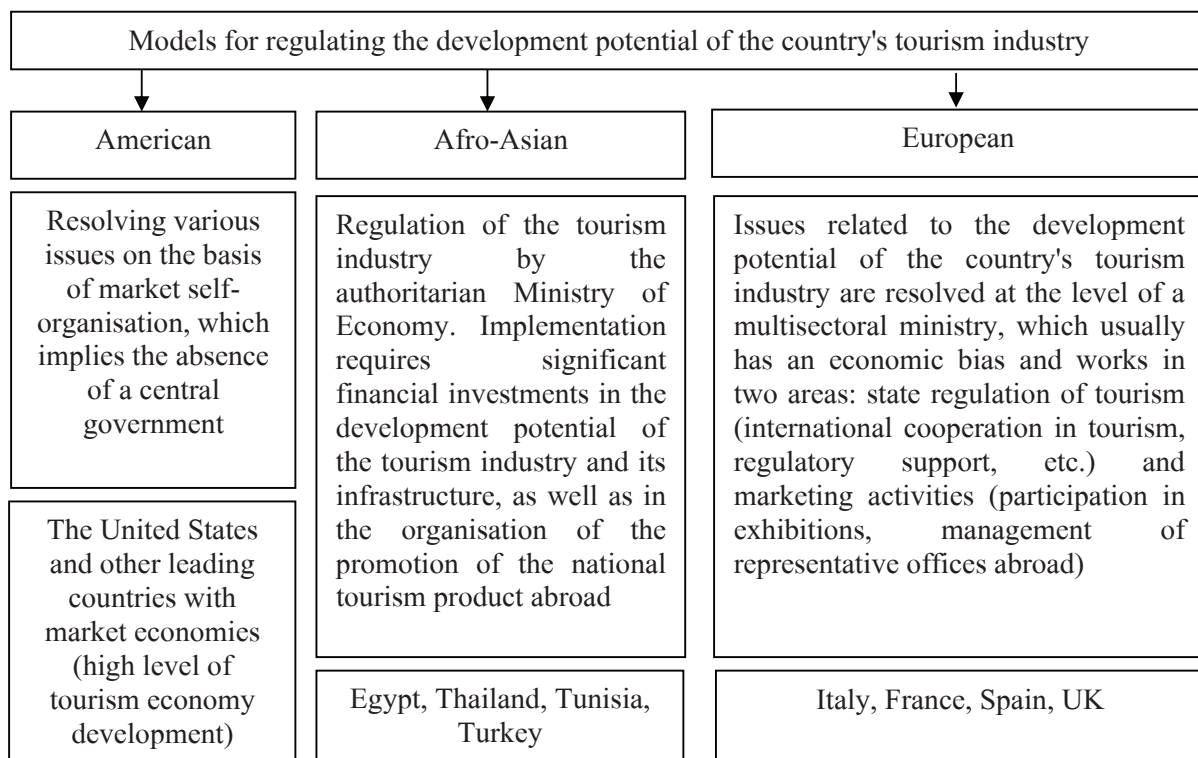
Unified forms and methods of state regulation, which are implemented through legislative and regulatory acts in the European Union, are applied to the potential for the development of the tourism industry (Fig. 3).

In order to restore the development potential of the tourism industry, it is necessary to address a number of issues. These include the condition of roads along tourist routes, the lack of organised parking spaces (especially near tourist attractions), insufficient road signage, the shortage of leisure and entertainment facilities for visitors, the lack of modern and comfortable hotels, an underdeveloped material base and weak infrastructure of the tourism industry, the unsatisfactory condition of various tourist attractions, and low service quality across all sectors of the industry. The tourism industry is characterised by a limited range of entertainment services, which results in their high cost. Furthermore, there is a lack of highly qualified and professional staff, insufficient promotion of regional tourism products in both domestic and foreign markets, a limited level of development in the area of additional



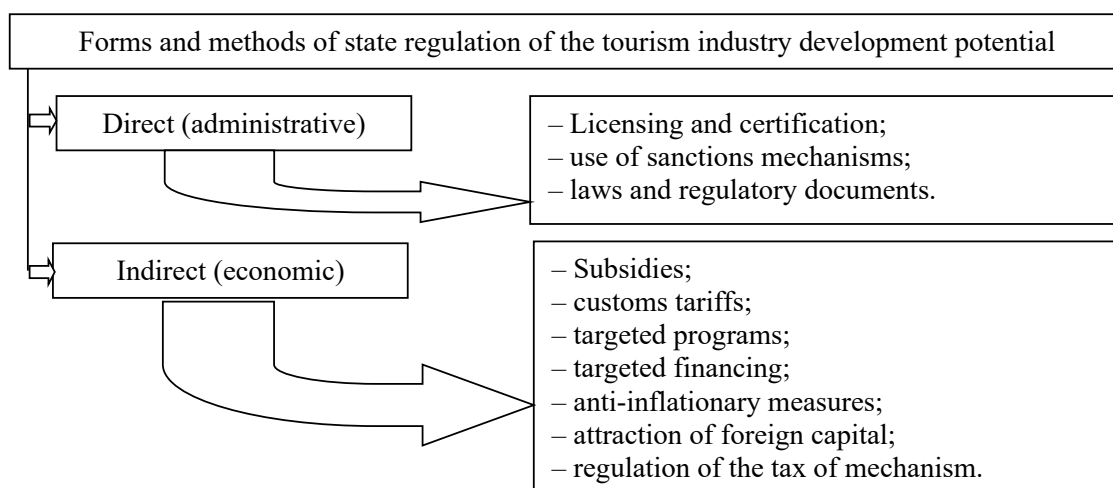
**Figure 1. Functions of regulating the development potential of the tourism industry and tourism business in the country**

Source: compiled on the basis of sources [2; 3; 7]



**Figure 2. Models for regulating the development potential of the country's tourism industry**

Source: compiled on the basis of sources [4; 7; 9]



**Figure 3. Forms and methods of state regulation of the tourism industry development potential (experience of the European Union countries)**

*Source: compiled on the basis of sources [4; 6; 9]*

services (transport, guides with foreign language skills, tour guides), and an underdeveloped statistical accounting system, which makes it difficult to assess industry dynamics and calculate the budgetary effectiveness of state support for tourism development. Furthermore, there is a notable absence of involvement from entrepreneurs, non-profit organisations and volunteer groups in the tourism sector. To address these challenges, it is essential to enhance the following key areas: the inflow of investment into the hospitality sector; the workforce in hotels and travel agencies; the number of beds in the country's collective accommodation facilities; and the volume of paid services provided to visitors by travel agencies and collective accommodation facilities.

Regulatory aspects of business and investment incentive mechanisms used in different countries and potentially useful for domestic practice can be adapted to Ukrainian realities (Table 1).

Studying the experience of other countries in the development and regulation of the tourism business is necessary for several reasons: 1) since independence, Ukraine has not formed a tourism management institution; 2) there is a tendency for the authorities to neglect these issues; 3) an effective legislative framework for the development of the tourism business has not been created; 4) there is an imbalance between the development of tourism resources and the use of the tourism potential of the regions; 5) the domestic tourism business sometimes even lags behind countries with significantly lower tourist attractiveness; 6) low level of investment in tourism development; 7) despite the fact that tourism is a priority industry, it lacks proper organisational and financial support from the state; 8) insufficient scientific support for the development of the tourism business. Thus, the rapid development of the tourism business in foreign countries makes it possible to study, use the experience gained and adapt it to the Ukrainian economy. Particular attention should be paid to the experience of countries with similar climatic conditions, resources, factors of socio-economic development, and so forth [9].

The world practice of managing the development of the tourism industry and regulating the activities of tourism business entities has led to the formation of three models (Table 2).

Model 3 is close to the EU model: state tourism administrations work in cooperation with local authorities and private business to attract financial resources from the private sector to implement public tasks, finding various mutually beneficial forms of cooperation and partnership [14].

An analysis of foreign experience in the functioning and development of the tourism business shows that key interactions between the state and tourism business entities are based on two main criteria, namely, financing and regulation, which allowed to create a matrix (Fig. 4).

It is important to note that there is no priority in the utilisation of any quadrant of the matrix. It is possible that a particular country may adapt one of these models in order to suit its specific conditions for the development of the tourism business. Conversely, the varying degrees of state intervention in regulating the tourism industry and market entities do not necessarily ensure stable and qualitative growth of the tourism business. In countries where the economic mechanism is stable and legislation is enacted with the interests of business in mind, the role of the state in regulating the tourism industry should be limited. It is clear that close cooperation

Table 1

**Mechanism to stimulate investment and business activity in the tourism industry**

Elements of the mechanism for stimulating business activity	Country of implementation
The goal is to protect the rights of investors	
Granting foreign investors the same rights as domestic companies	Turkey
Possibility of pre-trial termination of agreements	Brazil, USA
Access to all necessary corporate documents before and during court proceedings	Ireland, Israel, Japan, Sweden
Introduction of requirements for third-party expertise of agreements	Australia, Ireland
Ability to regulate the conclusion and approval of agreements	France, UK
The goal is to simplify the taxation system	
Introduction of preferential tax regimes and depreciation rates for investors	Greece, Spain
Special tax system for tourism development (tax exemption for investors from paying taxes from the beginning of their activities, with the grace period renewed during reconstruction or expansion)	Egypt
Ability to calculate tax payments independently	Canada, China, Turkey
Exemption of tourism investments from import duties for a long period	Panama
The goal is to simplify procedures with real estate and land plots	
Establishment by non-residents of secondary residences (within the hotel business) that do not require permanent residence of the owner	Spain, USA, France
Long-term lease of land plots (up to 50 years) for a small fee subject to the construction of a hotel (with tax exemption and interest-free lending)	Egypt, Tunisia, Turkey
Free acquisition of real estate and land plots by foreign investors with subsequent exemption from annual taxes and the possibility of obtaining residency status	Egypt
The goal is to simplify procedures related to construction work	
Implementation of the “single window” system	Chile, Hong Kong
Obtaining a building permit in a short time	Poland
Implementation of a system for reviewing construction documents based on risk factors and levels	Germany, Singapore

*Source: compiled on the basis of sources [9–13]*

Table 2

**Models of regulation of business entities in the tourism industry (international experience)**

Model	Regulatory body	The impact of the regulatory authority on business
<b>Model 1</b>	Absence of a central state tourism management body	Issues are resolved at the local level based on the principles of market self-regulation
<b>Model 2</b>	Presence of a strong and authoritative regulatory body	This body controls the resolution of all issues in the tourism sector
<b>Model 3</b>	Oversight by a multisectoral ministry of tourism	Global issues of state regulation and marketing activities

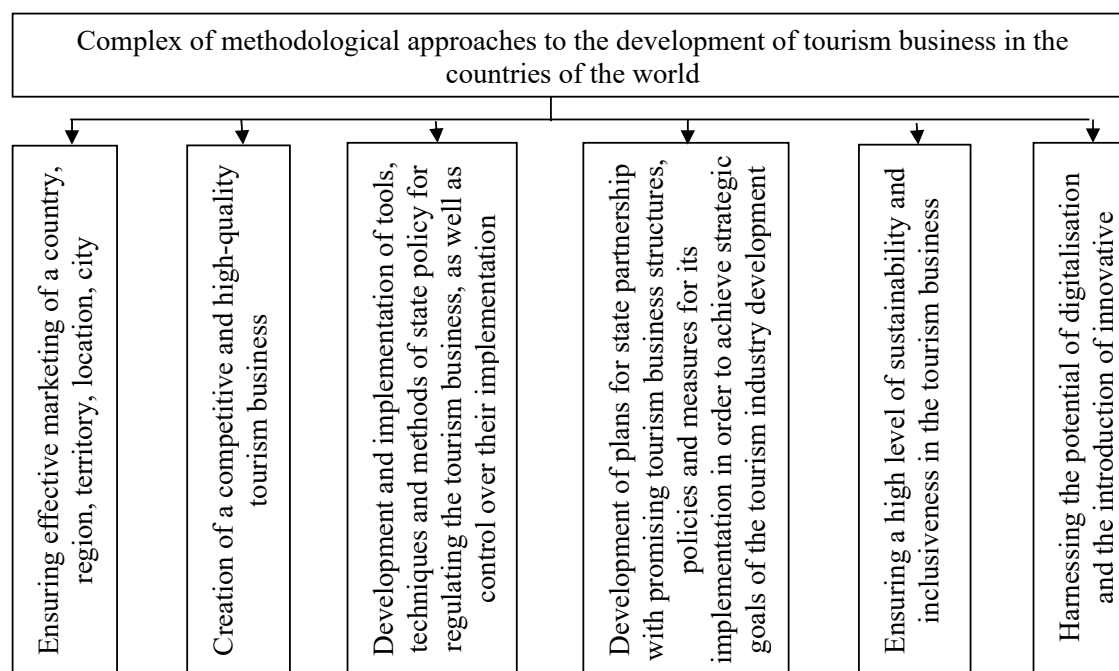
*Source: compiled on the basis of sources [2; 14]*

Funding / regulation		The level of regulation of the tourism business by the state		
		High	Medium	Low
Level of state funding for business development potential	High	Cuba, Greece, India, Morocco, France	Tunisia, Malta, New Zealand, Romania	Hungary, Kenya, Spain, Turkey,
	Medium	Egypt, Mexico	Indonesia	Jordan, Malaysia
	Low	Germany, Switzerland, UK	Austria, Finland	USA

**Figure 4. Matrix “financing – regulation” in the context of interaction between the state and business entities in the tourism industry**

*Source: compiled on the basis of sources [3; 13–15]*

between the state and business in the tourism industry makes sense in addressing key issues such as digital transformation, increased investment and sustainable development. Based on the study and analysis of tourism business development programmes in different countries, taking into account priorities, goals and various measures, a comprehensive set of methodological approaches to its development has been formed (Fig. 5).



**Figure 5. Complex of methodological approaches to the development of tourism business in the countries of the world**

*Source: compiled on the basis of sources [2; 8; 15]*

It is determined that the key areas of business development are: investments in infrastructure, goods and services related to travel; regional development and encouragement of local communities to actively participate in the organisation of the tourism business; security; constant expansion of the range of tourist products as part of the country's integrated tourism product.

The organisational measures implemented by countries around the world to develop the tourism business and the experience that may be useful for Ukraine after the war are highlighted (Table 3).

The strategic priorities for the development of the country's tourism business are proposed: support for sustainable tourism development; increasing accessibility, taking into account the needs of the tourism business of Ukraine; responding to digital transformation; ensuring the operating environment, maintaining competitiveness.

Based on the analysis of international experience and best practices of the tourism industry in different countries of the world, the following promising proposals for the development of the tourism business potential have been developed for their adaptation to the conditions and implementation in Ukraine [16; 17]:

- Balancing and optimising the interaction between public and private sector partnerships through tourism development centres.
- Introduction of innovative mechanisms for financing business development.
- Ensuring digital and analytical transformations in the tourism sector, in particular, increasing the digital competence of Ukrainian tourism business entities: 1) providing corporate training to improve business competencies and significantly facilitate access to products through electronic channels; 2) improving the coverage, accessibility and content of online services; 3) promoting the development of digital business infrastructure in the country's tourism industry.
- Sustainable development of the competencies of local governments in managing the development, regulation and promotion of tourism business activity.
- Promotion of national territories, regions, cities, locations in the international tourism market and the global market for investment in the tourism industry.
- Post-war intensification of international business events and partnerships.
- Transformation of tourism marketing: 1) strengthening cooperation between business entities from different regions; 2) promoting foreign direct investment in the country through marketing communications; 3) preparing digital materials on nature tourism for tourism business entities.

Table 3

**Organisational measures for the development of the tourism business in the countries of the world**

<b>Country</b>	<b>Organisational event or structure</b>
1	2
Development and implementation of long-term policies, strategies and plans for the development of the tourism business	
Canada	A comprehensive long-term federal tourism development strategy that will provide a stable platform for sustainable and inclusive growth
Finland	A roadmap for the digitalisation of Finnish tourism
Germany	A centre of excellence in tourism to achieve the policy objectives of the federal government
Sweden	A project of cooperation between the government and the industry to study the impact of economic and social changes on the development of the tourism business
Addressing policy priorities to shape the future of the tourism business	
Australia	Regional tourism infrastructure development programmes to attract more tourists to regions outside major metropolises
Canada	Experience Fund to support investments in remote and rural areas
Croatia	The Tourism Development Fund to promote the development of infrastructure to support tourist attractions in less developed regions
Czech Republic	Regional coordinators to increase the competitiveness of tourism business entities at the regional level
Hungary	Priority areas of tourism development with the greatest potential for attracting foreign visitors
Morocco	Management structures are being adapted and modernised to decentralise services and develop tourism in the respective territories
Sweden	Swedish Agency for Economic and Regional Development (responsible for tourism)
Transition from sustainable tourism plans to actions to implement this concept in business	
Costa Rica	Social progress index to ensure that tourism becomes a positive force for the country's economic development
EU countries	The European Tourism Indicators System (ETIS) for sustainable destination management
Finland	National Tourism Strategy of Finland "Achieving more together – sustainable growth and renewal of Finnish tourism"
Ireland	Comprehensive audit of all aspects of sustainable tourism and tourism business development
Development of a tourist product	
Hungary	Priority areas of tourism business development with the greatest potential for large-scale and highly profitable tourism to attract foreign visitors
Norway	Certain pedestrian routes are "national" in terms of safety, accessibility and business activity
Poland	The Polish Tourism Brands project aims to create and promote packages of tourism products to strengthen the tourism offer
Promotion of skills development and employment opportunities, business organisation	
Croatia	A comprehensive approach to rethinking tourism management and transforming the national information infrastructure
Great Britain	Targeted digital skills training for small tourism businesses in planned tourism zones
Finland	Skills in virtual service management, analysis and development of digital solutions, the Internet of Things or digital operations management
Mobilisation of digital solutions for effective travel business management	
Bulgaria	Integrated tourism information system
Denmark	National strategy for processing data related to the tourism business
Sweden	The interagency project has taken over the responsibilities of the tourism business for data processing and maintaining contact with government agencies
Increasing productivity, innovation and investment	
Luxembourg	Annual competition of tourism projects
Portugal	Initiative to digitise and stimulate innovation and entrepreneurship
Spain	Innovations in diagnostics, planning and improvement of tourism business development

1	2
Improvement of tourism marketing in the domestic and foreign markets	
Hungary	The most profitable use of the domestic market by extending the season and promoting little-known destinations
Indonesia	The key areas of marketing activity at the national level, taking into account the segmentation of the domestic tourism market
Raising quality and sustainability standards in tourism	
Croatia	Rules for the mandatory classification of all types of accommodation facilities
France	The quality mark is awarded to tourism enterprises that participate in the long tourism value chain
Israel	Quality standards are encouraged on a voluntary basis and are seen as an important means of ensuring the quality of the tourism product

*Source: compiled on the basis of sources [9–13]*

– Development of year-round tourist flow by: 1) creating service structures within the framework of nature, wellness, gastronomy, cultural, sustainable tourism and the development of tourism products; 2) preparing an action plan to address the labour shortage in various sectors of the tourism industry; 3) analysing the impact of the war, the COVID-19 pandemic, and the postponement of public holidays and school holidays on the tourism industry.

The results of the study have shown that around the world, a number of specific priorities are key elements of the system of tourism business development in the country. In order to increase the efficiency of using the potential for business development in the tourism industry, it is advisable to study exemplary international initiatives and government measures, programmes, plans and strategies to support the industry. The result should be the realisation of the benefits and reduction of costs associated with the development of the domestic tourism business.

**Conclusions.** The study and adaptation of international experience in regulating the tourism business and development potential will facilitate the expansion of local tourism destinations in the country. The implementation of effective strategies from diverse international contexts can facilitate the improvement of tourism quality, attract a larger number of tourists, and stimulate the growth of the domestic tourism industry. The experience of countries around the world demonstrates that the methodology of the tourism industry, in terms of development potential and business regulation, can be based on aspects that are key to shaping the strategy for the country’s post-war business recovery. Nevertheless, the implementation of such experience necessitates adaptation to local conditions, specificities and needs. Cultural, socio-economic, and environmental factors should be taken into account, and active engagement with stakeholders, including government agencies, entrepreneurs, and local communities, is essential to maximise the impact of adapting foreign experience and support the realisation of the tourism industry’s development potential. In order to ensure the successful implementation of this experience, it is logical to conduct a thorough analysis of the principles of tourism industry management and to organise the activities of tourism business entities based on a client-oriented approach. This should be done by applying service quality management strategies and adapting international standards. The overarching objective is the comprehensive development of the tourism sector, which necessitates the provision of robust and sustained state support for tourism business entities, the formation of public-private partnerships on mutually beneficial terms, the delivery of high-quality education, and the international marketing of tourism services. A significant aspect of the tourism industry is the attraction of investment, which is essential for achieving an international standard. In this regard, it would be prudent for the state to define a set of incentives for investors. This direction offers considerable promise for future scientific developments.

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**Sergiy Tsviliy**, Candidate of Economic Sciences (Ph.D.), Associate Professor at the Department of Tourism, Hotel and Restaurant Business, National University Zaporizhzhia Polytechnic. **Tourism industry methodology: potential for business development and regulation in countries of the world.**

The article presents a substantiated methodology for the tourism industry, based on an analysis of the potential for business development and regulation in countries around the world. The functions of regulating the development potential of the tourism industry and the country's tourism business are presented in summary form. The regulatory aspects of the mechanism for stimulating entrepreneurial and investment activity are examined. The article presents models of regulation for business entities operating in the tourism industry. The “financing – regulation” matrix was constructed in the context of the interaction between the state and business entities in the tourism industry. A multifaceted methodology for the advancement of tourism enterprises on a global scale has been established. The paper proceeds to set out a series of strategic priorities for the development of the country's tourism business. Proposals regarding the potential for the development of the tourism business sector have been formulated.

**Keywords:** world experience, tourism business, development potential, digital transformation, methodology, regulatory measures, state, investments.

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В статті обґрунтовано методологію індустрії туризму на основі вивчення потенціалу розвитку та регулювання бізнесу в країнах світу для адаптації зарубіжного досвіду до нових вітчизняних реалій. Розкрито характерні риси сучасного стану розвитку індустрії туризму у світі. Узагальнено основні функції регулювання потенціалу розвитку індустрії туризму та туристичного бізнесу країни. Охарактеризовано моделі ре-

гулювання потенціалу розвитку індустрії туризму країни на державному рівні. Згруповано форми та методи державного регулювання потенціалу розвитку індустрії туризму (досвід країн Європейського Союзу). Складено перелік проблем, які треба вирішити для відтворення потенціалу розвитку індустрії туризму. Розглянуто регулюючі аспекти механізму стимулювання підприємницької і інвестиційної активності з позиції їх реалізації в країнах світу, й які можуть бути корисні у вітчизняній практиці та адаптовані до реалій України. Представлено моделі регулювання діяльності різних суб'єктів бізнесу в індустрії туризму (досвід країн світу). Побудовано матрицю «фінансування – регулювання» в контексті взаємодії держави та суб'єктів бізнесу в індустрії туризму. Доведено, що співпраця держави та бізнесу в індустрії туризму має сенс щодо вирішення ключових проблем: цифрова трансформація, зростання інвестицій, стійкий розвиток. Сформовано комплекс методичних підходів відносно розвитку туристичного бізнесу в країнах світу з точки зору пріоритетів, цілей, заходів. Узагальнено організаційні заходи щодо розвитку туристичного бізнесу в країнах світу. Запропоновано стратегічні пріоритети розвитку туристичного бізнесу країни: підтримка сталого розвитку туризму; реагування на цифрову трансформацію; зростання доступності з урахуванням потреб туристичного бізнесу країни; забезпечення операційного середовища, підтримка конкурентоспроможності. Розроблено перспективні пропозиції щодо потенціалу розвитку туристичного бізнесу. Результати дослідження довели, що у світі цілий ряд пріоритетів є елементом системи розвитку туристичного бізнесу країни. Наукові доробки будуть мати перспективу у напрямку вивчення пільг для інвесторів в туризмі.

**Ключові слова:** світовий досвід, туристичний бізнес, потенціал розвитку, цифрова трансформація, методологія, регулюючі заходи, держава, інвестиції.