

Public policy in the management
of the tourism sector at the level of territorial communities

Alona Kliuchnyk*

Doctor of Economics, Professor
Mykolayiv National Agrarian University
54008, 9 Heorhii Honhadze Str., Mykolaiv, Ukraine
<https://orcid.org/0000-0001-6012-6666>

Liudmyla Prohoniuk

PhD in Law, Associate Professor
Mykolayiv National Agrarian University
54008, 9 Heorhii Honhadze Str., Mykolaiv, Ukraine
<https://orcid.org/0000-0003-0376-5079>

Nataliia Galunets

Senior Lecturer
Mykolayiv National Agrarian University
54008, 9 Heorhii Honhadze Str., Mykolaiv, Ukraine
<https://orcid.org/0000-0001-7709-9238>

Anzhela Husenko

Senior Lecturer
Mykolayiv National Agrarian University
54008, 9 Heorhii Honhadze Str., Mykolaiv, Ukraine
<https://orcid.org/0000-0002-3989-2400>

Abstract. The study of public administration within the tourism industry is relevant due to the role tourism plays as a key sector of the economy in most countries and its impact on the international positioning of states and national interests. Tourists play a crucial role in shaping the image of the country, providing valuable information about it. They act independently to offer insights and perspectives that contribute to its overall perception. The purpose of the study was to analyse the effectiveness of application of methods of management of the tourism industry development at the level of territorial communities. The methods used included the analytical method, functional method, system

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*Corresponding author

analysis method, deduction method, comparison method, synthesis method, and survey. The study defined the concept of public administration of the tourism business and how it affects the development of tourism in the region. The main actors and instruments used for public administration in the tourism sector in the territory of communities were identified, including the advantages and disadvantages of these instruments. The main problems of the tourism business were investigated and possible solutions involving public administration were identified. The study also analysed the practices of other countries in public administration in the tourism industry and suggested their possible applicability. The study determined the prospects for the development of the object under study, how it can affect the socio-economic development of the regions, and developed recommendations that may be useful for local authorities and businesses. The identified results of this study have practical use in enhancing the efficiency of public administration in the tourism sector, thereby elevating the entire process to a new level

Keywords: state regulation; regional economy; reform efficiency; sustainable development

Introduction

Tourism is a crucial factor in the social, economic, and cultural development of communities and regions. Furthermore, the creation of a competitive tourism product and new jobs actively promotes the development of related industries, the construction of new social and transport infrastructure, etc. This highlights the significance of tourism and emphasizes the requisite consideration of this aspect in management and planning in geospatial territories after the end of the war.

To a substantial extent, the success of state regulation of the tourism industry depends on the support of the industry at the state level. An essential aspect of state tourism management involves implementing practical programmes to enhance the tourism industry and integrating them into the socio-economic development plans of regions. This is followed by developing and implementing tourism in particular areas to achieve comprehensive growth. Tourism is an important strategic issue in social policy at the national and regional levels.

L.O. Potravka and I.O. Pichura (2020) argue that in recent times, tourism has begun to play an increasingly significant role due to globalisation in the world, as tourist flows contribute to the spread of social, political and economic interconnections, crossing borders and expanding networks of social activity and power. Developing the reputation as a tourist destination has become a significant concern, and preserving this reputation should be viewed as an essential element of national interests and the primary focus of international information policy. The importance of tourism in the country's socio-economic progress makes it a key factor.

I.I. Kolosovska and M.M. Misyk (2020) argue that the primary objectives of public administration in the tourism sector are to facilitate tourism and recreation, promote rural and ecological tourism, ensure accessibility of tourism services for diverse social groups, optimise the tourism industry's growth in the context of international cooperation, enhance the effectiveness of tourism destination management, and accomplish other related goals.

According to L. Kostyuk (2021), the main issues with inefficient tourism business performance are the unsuitable economic and functional structure of specialised accommodation facilities, inadequate marketing research, low-

efficiency, unsystematic marketing activities of tourism businesses, absence of a territorial tourism zone development strategy with mutually dependent and complementary resources, infrastructure, and services.

S. Zadvorny (2022) argues that to ensure the positive impact of tourism on society, local communities and the economy as a whole, measures can be developed and implemented, such as creation of competitive territorial units of the regional tourist complex; regulation and coordination of public interests arising in the process of creating competitiveness of tourist territories; coordination of strategic approaches to regional development and development of regional tourist areas; improvement of the organizational structure of public administration.

G.O. Horina & A.A. Horina (2021) argue that the stable development of tourism in the country can be slowed down by insufficient coordination between different public authorities, the dispersion of tourist accommodation facilities and various levels of their subordination, as well as an underdeveloped regulatory framework. It is important to establish a unified management system for the tourism sector that will ensure the efficiency and balance of its development, as well as ensure interaction between various industries and authorities to create favourable conditions for tourists and develop the tourism business.

Effective transformation of the tourism sector requires cooperation and interaction between public authorities and private tourism enterprises. The government should facilitate the establishment of a conducive environment for tourism development, while tourism enterprises are accountable for conceiving and applying advanced technologies and services. The purpose of this study was to assess the effectiveness of using tourism development management strategies at the territorial community level. Completing this task will enable the effective application of management principles to the tourism industry within the region, thereby enhancing management efficiency and minimizing the possibility of errors during the process.

Materials and Methods

The analytical method was used to investigate the state of the tourism business of territorial communities, the

factors influencing the development of tourism in the region, and the current legislative and regulatory norms related to tourism. The functional approach aided in analysing the contribution of public administration in tourism at the local community level, encompassing the stimulation of tourism growth, regulation of tourism operations, assurance of tourism service quality, and scrutiny of public administration duties and key values in tourism. The system analysis methodology enabled the exploration of intricate interactions amongst various system components, including diverse stakeholders, processes, policies, regulators, and other factors which influence the public sector's tourism advancement. The deduction method was used to identify particular measures that public administration can take at the level of territorial communities to support the tourism business and what benefits this has for the community as a whole. The synthesis method was used to identify the relationships between different aspects of tourism business management, and this method helped investigate the impact of socio-economic factors on tourism development. The comparison method was used to contrast differing models of public management of tourism, helping to identify the advantages and disadvantages of different approaches to public management of tourism in territorial communities and finding optimal solutions for effective regional management of this area.

The key theories used include the theory of comparative advantage, the theory of effective management, and the theory of innovative development. At this stage, the analytical method was used to investigate the main tools and mechanisms that regulate the activities of the tourism business and public administration in this area. The functional and comparative methods helped to generate data on the global practices of public-private partnerships in such countries as the UK, France, Spain, Germany, and Italy. The synthesis method facilitated the identification of measures implemented to enhance tourism, tools employed to manage the tourism industry, and resultant outcomes. A survey was also conducted with 154 respondents about their interests and desires in the tourism sector in the Khmelnytskyi territorial community through an electronic questionnaire. The survey was conducted pursuant to the provisions of the Declaration of Helsinki (1975). The respondents were 80 men and 74 women, with an age distribution ranging from 16 to 65. At the final stage, the synthesis method was used to formulate the necessary recommendations for identifying particular issues in public administration of tourism, which will contribute to the solution of issues and development of regions.

Results

General information on public administration in the field of tourism

Public administration in the tourism sector can be regarded as a system of state influence on the tourism business, which operates at three levels: legislative, administrative, and economic. In Ukraine, the influence of the state at

the legislative level is mainly due to Article 6 of the Law of Ukraine No. 31 "On Tourism" (1995), which sets out the main objectives of state regulation in the field of tourism, including ensuring the rights of citizens to recreation, freedom of movement, and a safe environment. The tourism industry also operates pursuant to the Civil Code of Ukraine (2003), the Economic Code of Ukraine (2003), the Law of Ukraine No. 23 "On Licensing of Types of Economic Activity" (2015), the Law of Ukraine No. 18 "On Insurance" (1996). At the administrative and economic levels, public administration is implemented through special authorities and tourism associations that coordinate and perceive tourism on a global scale, coordinate and implement tourism policy at the international level. The state regulation of the tourism industry considers the main factors and trends in the development of tourism in the domestic and international markets of tourism services. The state is involved in shaping the conditions for the functioning of tourism entities, considering the real capabilities of the industry, especially in situations of crisis, such as pandemics or wars (Krutiy, 2021).

Despite the important contribution of individual businesses and industries to the local economy, the authorities usually do not focus on supporting them. Instead, it can develop clusters and create conditions that facilitate interaction between them. The main purpose of tourism management is to create favourable conditions for the functioning and development of tourism and related industries.

The principal functions of tourism management in terms of the territorial approach are forecasting and planning, organisation, coordination, regulation, monitoring, and analysis of the system. Forecasting and planning should be based on the study of complex regional characteristics such as nature, population, economy, and their spatial organisation. Organisation involves determining a rational division of labour in the form of management, organisational structures and regulation. Coordination involves ensuring coherence in the management of regional subsystems, considering different rhythms and cycles of regional development. The regulation make provision for the establishment of administrative influence to eliminate discrepancies and inconsistencies in the development of regional systems. Monitoring and analysis of the system includes the constant identification and assessment of imbalances, shortcomings, harmful and negative phenomena, and other obstacles to the sustainable development of the industry (Buhalis, 2022).

An essential aspect of tourism management is the use of multi-level governance and a set of mechanisms that involve the use of various tools, principles, and technologies implemented by authorities at various levels. State regulation is carried out by dividing institutions into levels of public administration decision-making. Legislative instruments include laws, resolutions, decrees of local councils and regulations. Administrative instruments include decrees, orders from the president, the government, heads of local state administrations, etc. Measures and actions

to create new institutions are referred to as institutional instruments. Financial instruments cover the adoption of budgets at various levels. Marketing tools and communication technologies include speeches, interviews, publications, and other communication methods. The use of various mechanisms allows creating a certain basis to form the vectors for the recovery of the tourism industry in the post-war period (Solima & Minguzzi, 2014).

One of the important forms of state regulation is standardisation, which underlies the quality of tourism services. Its role is primarily to select the best products, processes, works, and services with high quality indicators. The most important outcomes of standardisation are increased suitability of products, processes, and services to increase the value and credibility of local tourism brands, the absence of trade barriers, the promotion of international tourism and scientific and technical cooperation. Standardisation establishes uniform and logical rules, parameters and requirements for the quality of tourism products, production technologies, management and control methods, as well as marketing rules (Golob & Jakulin, 2014).

The tourism business at the regional level should consider the impact of tourism on the development of various sectors of the local economy, plans and programmes for the development of tourism enterprises with a focus on raising the quality standards of tourism products, the quality of human resources and involvement in standardisation and regulation of enterprises. In the context of increasing competition and growing demands on the quality of travel services, it is necessary to investigate business processes in detail, analyse and systematise various approaches to improving the efficiency of quality management.

Ensuring prominent quality of service in the region's tourism industry depends on effective regulation and management. This includes the introduction of global standards of service quality in tourism, such as adherence to the basic principles of the modern tourism industry, creation of favourable conditions for staff providing quality service, and optimisation of the management structure of tourism enterprises. The effectiveness of management in the tourism industry includes the efficiency of tourism product production. This means that management efficiency should be aimed at optimising all processes related to the production of tour products – from tour development to sales and customer service. Furthermore, it is important to consider the costs and purpose of the enterprise to ensure that the results and costs are optimised. Thus, management effectiveness is a key success factor in the tourism industry (Paddison & Walmsley, 2018).

To ensure effective regulation of tourism business development in the region, it is important to consider the involvement and quality of staff, the existence of effective plans and programmes for the development of travel agencies, and the quality of the tour product. The use of the entire system of determinants can help ensure sufficient growth rates of service provision by tourism business entities in the region. The following indicators can be used

to assess the state and development of the regional tourism business: the number of foreign tourists, the number of days of stay of foreign tourists, the total expenditure of tourists from other countries in the region, and the overall efficiency of the industry.

The current state of public administration in the field of tourism in Ukraine and European countries

Currently, the system of governance of the tourism industry at the regional and local levels in Ukraine is inefficient and based on individualism and lobbying, and therefore needs to be improved. Insufficient staffing, underfunding, and misuse of funds are also problems in the sector. Furthermore, central and local governments have overlapping and conflicting functions and powers. Therefore, it is recommended to create organisational and operational structures that will ensure the effective functioning of the tourism sector with a minimum budget and a prominent level of administrative staff qualification.

This can be achieved through the creation of tourism sectors at the regional and local levels, training of specialists and the establishment of professional qualification requirements. Furthermore, legislation on public-private partnerships can be developed and foreign practices of private partners and consortia engaged in marketing and business integration can be adapted. It is also advisable to use international practices on models of state participation in organising and regulating the development of the tourism sector (Jenkins *et al.*, 2014).

To improve regional development in the tourism sector, it is possible to use such a mechanism for implementing the national tourism policy as public-private partnership, which is widespread around the world. Public-private partnerships refer to cooperation between public organisations, local government bodies, and private sector investors to design, plan, finance, build, provide, or operate tourism infrastructure and services. This allows considering the regional development tools and the interest of private sector representatives in shaping the national tourism policy (Fig. 1).

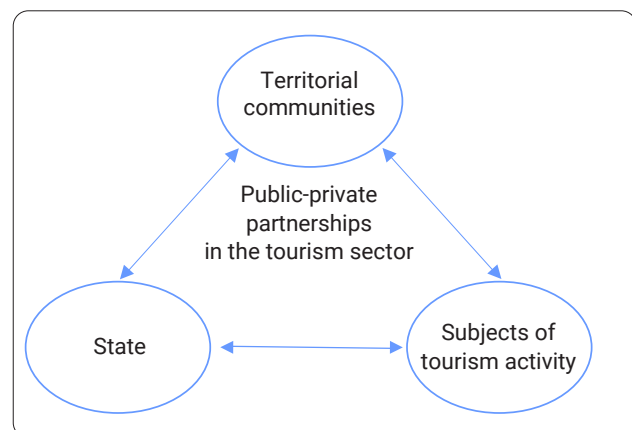


Figure 1. Participants in the system of public-private partnership relations in the tourism sector

Source: M. Ghanem *et al.* (2022)

The three main participants in the public-private partnership system – the state, territorial communities, and tourism entities – need to work together, respecting their interests, which determine their areas of responsibility. To ensure the successful implementation of public-private partnerships in the tourism sector, it is necessary to create a favourable investment climate in the regions, ensure adequate financing of projects, and regulate the interaction between the partnership participants through the necessary legal mechanisms. It is also important to provide information support to attract new investors and support existing projects, as well as to improve the skills of tourism and management professionals to implement projects more effectively.

Each participant in a public-private partnership has its own interests that determine their area of responsibility. The state has an interest in increasing budget revenues and employment, and therefore it is responsible for providing transport infrastructure, roads, and international marketing. Territorial communities aim to increase tax revenues, enhance local employment opportunities, and promote community development. Therefore, they are responsible for offering local infrastructure and national marketing. Tourism businesses aim to increase profits, capitalise on their business, and develop their own activities. They hold the responsibility of producing and selling their products, as well as providing accommodation infrastructure and recreation programmes.

A review of public-private partnerships in tourism indicates that the state predominantly invests in infra-

structure projects related to tourism development. Public-private partnerships are one of the main mechanisms for implementing these projects. Private investors require extensive assistance from the state founded on mutual trust. With the development of public-private partnerships, authorities could potentially apply specific tax regulations to the tourism industry that is part of these initiatives. In recent years, there has been an increase in the development of tourism infrastructure in certain regions of the world due to major international events. Cooperation between the state and private sector in such matters can enhance outcomes. Public-private partnerships allow governments to control tourism development in line with national priorities and environmental and social standards, while promoting the efficiency and creativity of the private sector (Gustafsson & Amer, 2023).

To better understand the significance and potential for successful evolution of the public-private partnership market in Ukraine, it is imperative to examine the practices of top-ranking countries in this domain. That is, consideration should be given to the effectiveness of public-private partnership models in achieving results through such cooperation in countries that have employed this format of collaboration for several years.

The many public-private partnership projects implemented in the countries presented in Table 1 and Figure 2 attest to the continuous maturation of the relationship between the government and industry, which, through a cooperative effort, harmoniously combine their objectives and efforts, culminating in sustainable economic progress.

Table 1. Development of public-private partnerships in Europe

Areas of distribution (Countries)	Roads	Railways and transport	Airports	Infrastructure	Sports and recreation
United Kingdom	Considerable number of finished projects	Many active projects	Considerable number of finished projects	Considerable number of finished projects	Considerable number of finished projects
France	Considerable number of finished projects	Small number of active and finished projects	Discussions on possible projects are underway		
Spain	Considerable number of finished projects		Measures are being taken to prepare projects		Discussions on possible projects are underway
Germany	Small number of active and finished projects	Small number of active and finished projects	Considerable number of finished projects		
Italy	Many active projects		Measures are being taken to prepare projects	Discussions on possible projects are underway	Measures are being taken to prepare projects

Source: created by the authors of this study based on the World Bank (2022)

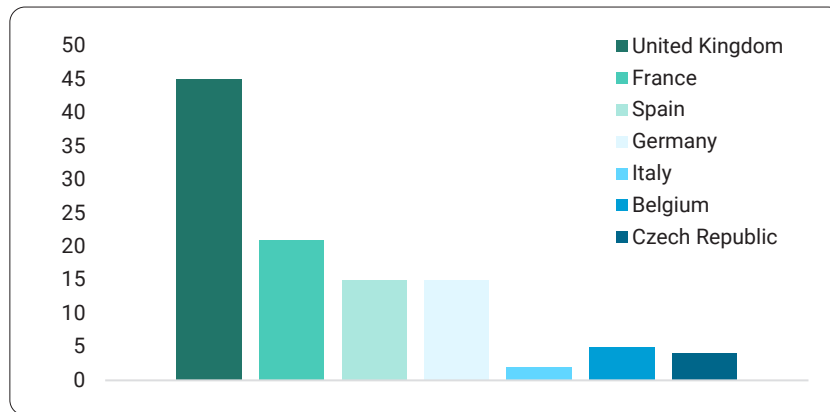


Figure 2. Number of implemented public-private partnership projects in Europe in 2022

Source: created by the authors of this study based on the World Bank (2022)

One promising avenue of research regarding public-private partnership markets in Europe is the examination of the experience of nations like the UK, France, and Germany, which have made noteworthy progress in this field, proceeding from the evidence presented in Table 1 and Figure 2.

The use of public-private partnerships as a mechanism for implementing state tourism management can help improve the development of Ukraine's regions in the field of tourism, attract considerable investments for the implementation of infrastructure projects, increase tax revenues to budgets at all levels, increase the level of employment of the local population, reduce the expenditure side of the state and regional budgets, distribute risks and strengthen the responsibility of the parties to public-private partnerships for the management and implementation of projects.

In addition, the main objectives of the national policy should include the use of innovative information and communication technologies and the Internet in the field of public administration of tourism and tourism enterprises. The analysis of the state of public tourism management allows identifying promising areas of innovation as follows: improving licensing conditions using digital technologies, electronic registration of business entities, certification of services of tourism enterprises according to international ISO standards (International Organisation for Standardisation) using the achievements of the IT sphere, creation of a Unified Tourism Information System on the country's tourism resources (Errichiello & Marasco, 2017).

Results of the survey of respondents on the application of the public-private partnership mechanism in the tourism sector

The use of innovative information and communication technologies in public administration in the tourism sector improves the efficiency and competitiveness of the tourism business and contributes to increased transparency and openness in the activities of public authorities.

To apply the mechanism of public-private partnership, it is necessary to understand the interests and desires of consumers within a particular territorial community. For this purpose, a survey was conducted among respondents of different genders and ages in the Khmelnytskyi territorial community to determine what types of recreation consumers prefer, what consumers primarily pay attention to when choosing a holiday, consumer interests, motives, incentives, which places in the region they would like to visit, and the number of visitors with whom the respondent spends their holidays.

As presented in Figure 3, route-based tourism is the most popular among respondents, which indicates the importance of organised and cognitive recreation for most of them. The second and third places in the ranking of leisure activities favoured by respondents are occupied by health and wellness and ethnographic tourism. Ecotourism is fourth on the list, which means that outdoor recreation is important to some respondents. The fifth place in the ranking goes to sports recreation.

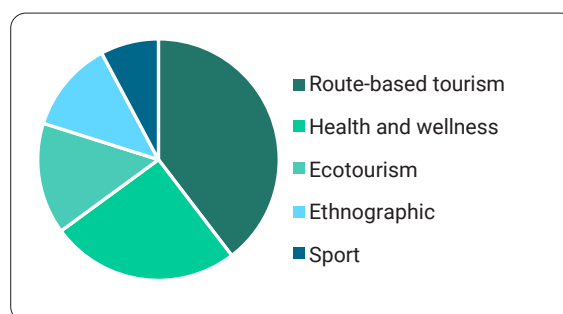


Figure 3. Respondents' answers about the choice of leisure activities

Source: compiled by the authors of this study

Figure 4 shows that approximately 90% of respondents do not go on holiday on their own, which indicates a potential opportunity to attract groups of holiday-makers to tourism. If potential customers interested

in holidaying in the region are properly informed, the probability that they will come in a group with other holidaymakers considerably increases the advertising potential of local tourism.

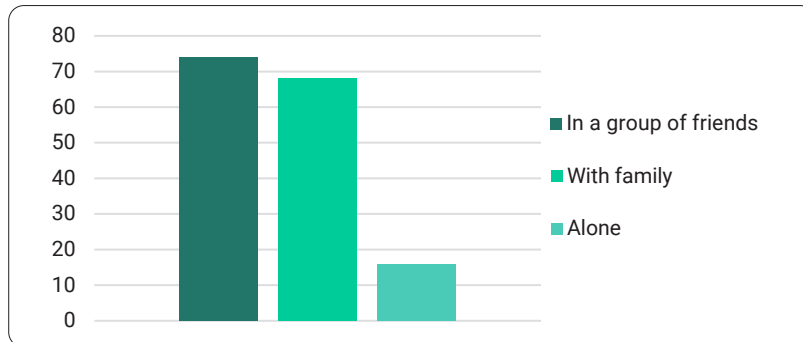


Figure 4. General answers of respondents about choosing a holiday company

Source: compiled by the authors of this study

Figure 5 shows that consumers primarily pay attention to the price/quality of service, comfort, and opportunities

for cultural development, and least of all to prestige, health improvement, and participation in sports events.

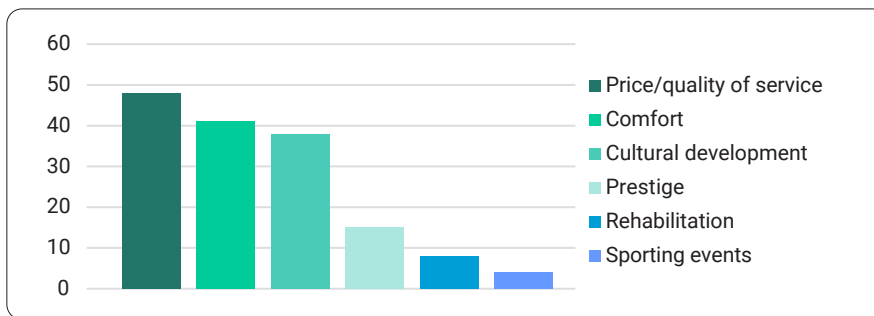


Figure 5. Respondents' answers about the criteria for choosing a holiday

Source: compiled by the authors of this study

Finally, Figure 6 shows the places in Khmelnytskyi that respondents would like to visit. The first places are occupied by historical and architectural monuments, nature

reserves, followed by rural tourism, cultural and artistic events, and sporting events.

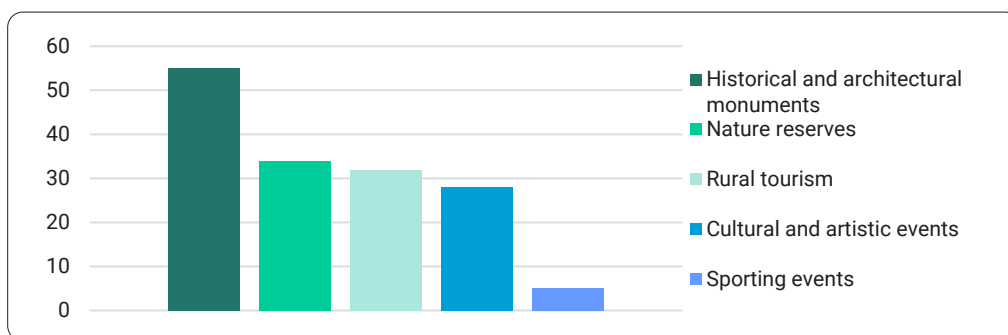


Figure 6. General information of the respondents on the choice of places in the Khmelnytskyi territorial community

Source: compiled by the authors of this study

Thus, based on the survey results, the following conclusions can be drawn on the use of public-private partnerships in the Khmelnytskyi territorial community. The state can cooperate with the private sector in creating and developing

tourist routes and events. For instance, the community can work with local hotels and tour operators to create tourist packages that include visits to various attractions in the region. The state can promote partnerships with the private

sector to support and develop small and medium-sized businesses engaged in tourism activities, which will help improve the quality of recreation. The state can also cooperate with the private sector in the field of marketing and advertising of tourism services. The restoration and renovation of cultural and historical monuments, including outstanding architectural objects, is of immense importance.

An urgent issue in the context of crisis phenomena is the identification of problems and development of methods for their solution in the public administration of the tourism business. One of the key issues of Ukraine's future in the current environment is the search for ways to restore the country's economic recovery in the post-war period. The potential of the tourism industry in Ukraine has not yet been fully exploited, but with proper government tourism policy and regional development, a considerable economic recovery can be achieved at both the regional and national levels. Despite the crisis, the post-war recovery of the tourism industry in Ukraine is necessary, which is possible through a combination of effective national tourism policy and the use of regional development opportunities.

This study shows that for the effective development of regional tourism it is necessary to consider the main determinants and trends of tourism development in the domestic and international markets of tourism services, as well as to create favourable conditions for the functioning of tourism entities. To this end, state regulation in the tourism industry plays a vital role, as it is aimed at rebuilding and normalising the economy as a whole, including the tourism industry, which has suffered from the pandemic and other difficulties. For this purpose, the state uses the results of the analysis of the experience of socio-economic development of economies of different countries to develop effective mechanisms of state regulation of the tourism industry.

Notably, to ensure an adequate level of tourism infrastructure, it is necessary to use an approach that includes a mechanism of interaction between central executive authorities responsible for implementing tourism policy, local governments, and representatives of the tourism business community. This will ensure the effectiveness of state regulation and the development of tourism in the region by creating partnerships and coordinating the actions of all stakeholders to achieve common goals. Furthermore, it is important to consider the opinions and interests of the tourism business community, as it can help develop effective tourism policies and implement initiatives aimed at developing tourism in the region. This approach will ensure an adequate level of tourism infrastructure and contribute to the growth of the tourism industry in the region.

Discussion

M. Dubinina *et al.* (2023), in their study on public administration in the field of tourism, consider three levels: political, environmental, and marketing and communication. Each of these levels includes a system of relevant public administration mechanisms. In their study, the authors identify three types of public administration models. The

first type of model involves state regulation of the tourism sector. The second type involves the exercise of these functions through a specialised central executive body. The third type of model involves the delegation of such powers to central tourism administrations that work closely with local governments. Consideration of each of these models allows analysing the distinct approaches to public administration in the tourism sector in Ukraine and assessing their effectiveness depending on the context and characteristics of each region. However, this study has found that to achieve an adequate level of tourism infrastructure, it is necessary to coordinate the actions of all stakeholders, including the tourism business community and local governments, and to consider their opinions and interests.

G. Candela *et al.* (2015) focus on the role of decentralisation in the public administration of the tourism industry. The researchers emphasise that decentralisation can be a key prerequisite for the recovery and development of tourism in the post-war era and for responding to global challenges. The current study attributes this fact to the fact that a decentralised approach allows for the attraction and mobilisation of resources, knowledge, and expertise at the local level, ensuring more efficient management of tourism resources and infrastructure.

Notably, one of the key prerequisites for decentralisation is the creation of an institutional framework that would provide an organisational, functional and legal basis for the exercise of power in territorial communities. Furthermore, it is important to provide infrastructure support for territorial communities, as this can contribute to the development of tourism and increase the number of tourists.

M. Wei *et al.* (2020) consider a conceptual model of the mechanism of public administration of regional tourism development based on a network approach. According to the researchers, the functional feature of network management is the integration of modern technological approaches, such as networking, joint actions, use of resources and competences of various participants, and unification of various territories to achieve common goals. The network approach to public administration of the development of the regional tourism sector is considered to be a way of organising management practice that involves the rejection of the traditional structural and functional approach. Having analysed this approach, it is concluded that the network approach focuses on interaction and cooperation between different actors with different competences and resources aimed at achieving common goals of tourism development in the regions.

The successful functioning of the network model requires the establishment of horizontal links and partnerships between different parties, such as public administration, business, and the public. Horizontal interaction is also important in a partnership, where there is no single leadership role for any of the three components. Therefore, the integration approach, which involves utilizing resources and specialized forms and technologies of management, is crucial in effectively managing the network model.

A. Ghorbani *et al.* (2019) investigated the use of innovative approaches in public administration of the tourism sector, specifically the technology of “e-government”. This method involves utilising information and communication technologies in the public sector to enhance the effectiveness of public administration. The primary benefit of this approach is its social effectiveness, which entails progress in society as opposed to economic efficiency. Furthermore, the use of e-government technology can help minimise the conditions for the formation of corruption mechanisms in public administration through online interaction. The current study confirms that the active introduction of information technology into the economy can contribute to its development and competitiveness at various levels. The utilization of IT advancements in public administration creates opportunities for communication between the government and citizens, ultimately building a more effective, efficient, transparent, responsible, and honest public administration.

M.E. Sanchez del Rio-Vazquez *et al.* (2019) investigated the environmental aspect of public administration, which provides for the mandatory coordination of tourism development programmes and investment projects of tourism entrepreneurship with the strategy of sustainable development of the region, to create a unique national brand. The formation of such a policy includes the definition of environmental safety as one of the principal areas of development of the territory and the country as a whole. In this context, state authorities are introducing strategic environmental assessment of the territory with mandatory consideration of its results in regional tourism development programmes. This study confirms the importance of this approach for the development of the tourism industry, as it has a direct impact on the environment and natural resources. A growing number of tourists are paying more attention to the environmental aspects of tourism, especially environmental safety. Also important for environmental management are actions to conserve and safeguard cultural heritage from adverse effects of tourism.

The promotion and dissemination of information are essential for tourism businesses to attract consumers. Without such marketing efforts, it is not possible to develop successful tourism activities. In this regard, an important task for tourism authorities in marketing activities is to create a tourist information centre. One way to cultivate a favourable perception of the tourism industry is through branding, which fosters the region's recognition, verifies the quality of its tourism offerings, shapes the image of popular tourist destinations, and helps develop a sense of corporate identity among the residents of the tourist region.

Conclusions

The study outlined the principal functions of tourism management with regards to the territorial approach. These include predicting and devising plans, overseeing, regulating, coordinating, scrutinising, and analysing the system. The authors described a set of mechanisms that involve various tools, principles, and technologies that can be implemented by authorities at distinct levels. The existing instruments fall into the following groups: legislative instruments, administrative instruments, financial instruments, and marketing instruments. One of the significant forms of government control is standardization, which forms the foundation for the quality of tourism services. The main problems in the management of the tourism industry at the regional and local levels in Ukraine were identified. The study described the use of public-private partnerships as a mechanism for implementing the national tourism policy and enhancing regional development in the tourism industry. The participants in such a mechanism are the state, territorial communities, and tourism entities, each of which has certain interests and areas of responsibility. The features of public-private partnerships were considered and their benefits for the development of Ukraine's regions were highlighted. The study highlighted the necessity of implementing innovative information and communication technologies in public administration of tourism and tourism enterprises. This can be achieved by improving licensing conditions, electronically registering business entities, certifying enterprises to international standards, and creating a unified tourist information system for the country's tourism resources.

Further research will aim to develop strategies for enhancing the efficiency and competitiveness of tourism businesses in Ukraine. This necessitates guaranteeing the accountability and transparency of governmental bodies. Research in this area also necessitates an exploration of the triumphs of international science and practical experience abroad. For instance, examining the best practices employed by other nations in progressing tourism, implementing inventive methods for improving tourist spots, utilising modern technologies in the field of marketing, and establishing schemes to encourage and facilitate the growth of the tourism trade.

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None.

Conflict of Interest

None.

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Публічна політика в управлінні туристичним сектором на рівні територіальних громад

Альона Володимирівна Ключник

Доктор економічних наук, професор
Миколаївський національний аграрний університет
54008, вул. Георгія Гонгадзе, 9, м. Миколаїв, Україна
<https://orcid.org/0000-0001-6012-6666>

Людмила Юрївна Прогонюк

Кандидат юридичних наук, доцент
Миколаївський національний аграрний університет
54008, вул. Георгія Гонгадзе, 9, м. Миколаїв, Україна
<https://orcid.org/0000-0003-0376-5079>

Наталія Іванівна Галунець

Старший викладач
Миколаївський національний аграрний університет
54008, вул. Георгія Гонгадзе, 9, м. Миколаїв, Україна
<https://orcid.org/0000-0001-7709-9238>

Ангела Анатоліївна Гусенко

Старший викладач
Миколаївський національний аграрний університет
54008, вул. Георгія Гонгадзе, 9, м. Миколаїв, Україна
<https://orcid.org/0000-0002-3989-2400>

Анотація. Актуальність дослідження публічного управління туристичним бізнесом, обумовлена тим, що туризм є однією з ключових галузей економіки більшості країн світу і виступає як провідний напрям позиціонування держави на міжнародній арені та втілення національних інтересів. Туристи виступають незалежними утворювачами іміджу країни та є важливим джерелом поширення інформації про неї. Метою роботи є аналіз ефективності застосування методів управління розвитком туристичної галузі на рівні територіальних громад. Серед використаних методів було застосовано аналітичний метод, функціональний метод, метод системного аналізу, метод дедукції, метод порівняння та метод синтезу, а також опитування. В процесі проведення дослідження було визначено поняття публічного управління туристичним бізнесом, та як воно впливає на розвиток туризму в регіоні. Було виділено основні суб'єкти та інструменти, які використовуються для публічного управління в туристичній сфері на території громад, а також визначені переваги та недоліки цих інструментів. Досліджено основні проблеми туристичного бізнесу та визначено можливі шляхи їх вирішення за допомогою публічного управління. Також було проаналізовано досвід інших країн у публічному управлінні в туристичній галузі та запропонована його можлива застосовність. Визначено, які можуть бути перспективи розвитку досліджуваного об'єкту, як воно може вплинути на соціально-економічний розвиток регіонів, а також розроблено рекомендації, які можуть бути корисними для місцевих органів влади та бізнесу. Практична цінність полягає у використанні виявлених результатів, вирішенні питань, пов'язаних з підвищенням ефективності публічного управління в туристичній сфері для того, щоб вивести даний процес на новий рівень

Ключові слова: державне регулювання; регіональна економіка; ефективність реформування; сталий розвиток
