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Hospitality management through the development of tourism infrastructure in the world: trends and perspectives in terms of sustainable development

Abstract. Introduction. Modern globalization and the growing mobility of people make tourism one of the most dynamically growing branches of the economy. In this regard, the development of tourist infrastructure becomes a key factor for the successful management of the hospitality industry. Growing attention to sustainable development requires new approaches from the tourism and hospitality industry. The main trends include the development of environmentally friendly tourist facilities, the introduction of energy-efficient technologies and the reduction of the negative impact of tourism on the natural environment and cultural heritage. The growing competition in the field of tourism presents managers with the task of finding new innovative solutions. This may include the development of digital technologies to improve tourist services, the creation of unique tourist routes and programs, as well as the implementation of loyalty programs to attract and retain customers. Prospects for the development of the hospitality sector in terms of sustainable development include improving management practices taking into account the principles of sustainable development, promoting the development of local communities through tourism and ensuring the balanced development of tourist facilities taking into account the needs of society and the preservation of the environment.

The article examines the current aspects of the management of the hospitality sector through the improvement of the tourist infrastructure in the context of modern trends and requirements of sustainable development. The analysis of the impact of tourism development on the economy and socio-cultural landscape was carried out, the key areas of management strategies aimed at ensuring the effective use of resources, the preservation of natural and cultural values, and the support of local communities were highlighted. Further strengthening of the role of sustainable development in the management of the tourism industry is predicted, which will require innovative approaches and cooperation of all stakeholders.

Purpose. The purpose of the study is to study modern trends in hospitality management through the growth of tourism infrastructure and determine their impact on the global tourism industry. Special attention is paid to the analysis of sustainable development prospects in the context of resource use, preservation of the natural environment, support of local communities and ensuring the quality of tourist services.

Results. The results of the study indicate a significant potential for the development of the hospitality sector due to the strengthening of the tourist infrastructure. It was revealed that in the modern world there is an increase in the demand for tourist services and an increase in the volume of tourist traffic, which creates new opportunities for the development of the industry. However, along with the growth of tourism, there are challenges related to the preservation of the natural environment, ensuring the sustainable use of resources and the balanced development of local communities.

Conclusions. Hospitality management due to the development of tourism infrastructure in the world is becoming an increasingly important and difficult task. Modern trends in the field of tourism require not only an increase in the number and

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quality of tourist facilities, but also the ability for sustainable development. Support of ecologically clean initiatives, development of local farms and provision of socio-cultural interaction are key aspects of successful hospitality management. The growing focus on sustainability not only contributes to the preservation of natural and cultural resources, but also creates new opportunities for innovation and increased competitiveness in the international tourism market. Thus, ensuring the sustainable development of the tourist infrastructure becomes not only a moral and social, but also an economically expedient strategic decision for the modern hospitality business.

Keywords: hospitality, management, tourism, infrastructure, trends, environment, sustainable development.

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Управління сферою гостинності через розвиток туристичної інфраструктури у світі: тенденції та перспективи в умовах сталого розвитку

Сучасна глобалізація та зростаюча мобільність людей роблять туризм однією з найбільш динамічно зростаючих галузей економіки. У зв'язку з цим, розвиток туристичної інфраструктури стає ключовим фактором для успішного управління сферою гостинності. Зростаюча увага до сталого розвитку вимагає від галузі туризму і гостинності нових підходів. Основні тенденції включають розвиток екологічно чистих туристичних об'єктів, впровадження енергоефективних технологій та зменшення негативного впливу туризму на природне середовище та культурне спадщину. Зростаюча конкуренція в галузі туризму ставить перед управліннями завдання пошуку нових інноваційних рішень. Це може включати в себе розвиток цифрових технологій для покращення обслуговування туристів, створення унікальних туристичних маршрутів та програм, а також впровадження програм лояльності для залучення і утримання клієнтів. Перспективи розвитку сфери гостинності в умовах сталого розвитку включають удосконалення управлінських практик з урахуванням принципів сталого розвитку, сприяння розвитку місцевих спільнот через туризм та забезпечення збалансованого розвитку туристичних об'єктів з урахуванням потреб суспільства та збереження навколишнього середовища.

У статті досліджено актуальні аспекти управління гостинною сферою через вдосконалення туристичної інфраструктури в контексті сучасних тенденцій та вимог сталого розвитку. Здійснено аналіз впливу розвитку туризму на економіку та соціокультурний ландшафт, виділено ключові напрямки стратегії управління, спрямованих на забезпечення ефективного використання ресурсів, збереження природних та культурних цінностей, а також підтримку місцевих спільнот. Прогнозується подальше посилення ролі сталого розвитку в управлінні туристичною галуззю, що вимагатиме інноваційних підходів та співпраці всіх зацікавлених сторін.

Ключові слова: гостинність, менеджмент, туризм, інфраструктура, тенденції, навколишнє середовище, сталий розвиток.

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Formulation of the problem. Hospitality management through the development of tourism infrastructure in the world is gaining relevance in the conditions of sustainable development of society. The trends of recent years demonstrate the attractiveness of ecologically sustainable approaches in hospitality for tourists from all over the world, at the same time, the field of hospitality remains an important component of the economic development of a large number of regions. Many world scientists actively study trends in economic growth due to the development of the hospitality sector. In addition, considerable attention is paid to the environmental aspect of the hospitality economy, which helps to focus on the opportunities and threats inherent in this industry.

The research problem consists in the analysis and determination of effective management strategies in the field of hospitality, focused on the development of tourism infrastructure in conditions of sustainable development. This problem arises from the need to ensure a balance between the growth of tourist flow and the preservation of ecological, cultural and social values, as well as to ensure fair conditions for the local population and support economic development. The research is aimed at identifying key trends in the field of hospitality, assessing the impact of tourism on the environment and social structures, as well as developing strategies aimed at ensuring the sustainable development of the industry.

Analysis of recent research and publications. Managing the hospitality industry in today's world is

becoming an increasingly complex task, as it requires a comprehensive approach, taking into account a wide range of factors and trends that affect this sector. The development of tourist infrastructure, according to the opinion of scientists [1-5], is determined not only by the demand of tourists, but also by the needs of the local population, the economic capabilities of the country, as well as the modern requirements of sustainable development.

Management of the field of hospitality through the development of tourism infrastructure in the world, according to scientists [6-10], will be a dynamic and complex task in the future, as the industry is constantly evolving under the influence of various factors. Scientists note that one of the expected trends is the further increase in the popularity of tourism as a form of recreation, which contributes to the more active development of tourist infrastructure in all regions of the world. However, according to scientists [11-15], the growing tourist flow may also lead to an increase in the ecological load on some natural areas and cultural objects, which will require more careful control and development of sustainable tourism strategies.

One of the main trends in the field of hospitality, according to scientists [16-20], is the growing popularity of regional tourism. People increasingly prefer to visit lesser-known places to get a unique experience and feel an authentic culture. This creates a demand for infrastructure development in sparsely populated or remote regions, where the lack of necessary amenities can be an obstacle to tourism development.

According to research [21-25], one important trend is the growing role of technology in the hospitality industry. The implementation of digital technologies allows to improve customer service, optimize business processes and ensure more efficient management of resources. For example, online hotel bookings, mobile travel apps and using Big Data to analyze demand and forecast trends.

However, according to scientists [26-30], despite technological progress, it is important to remember the sustainability of development. The production and implementation of environmentally friendly technologies is becoming a mandatory task for hotels and other hospitality establishments. Scientists note that the development of tourism should not lead to the neglect of natural and cultural values. Otherwise, according to scientists, it can lead to negative ecological and socio-cultural consequences, which will affect the quality of the tourist product and the competitiveness of the country as a whole.

Managing the hospitality industry in terms of sustainable development requires a comprehensive approach that combines technological innovation with the preservation of natural and cultural resources. The development of tourist infrastructure, according to scientists [31-35], should be based on the reasonable use of resources, taking into account the needs of the local population and preserving the ecological balance.

Scientists note that only such an approach will ensure sustainable growth of the hospitality industry and ensure a high-quality and environmentally safe tourist product in the future.

Scientists [36-40], predicting the future of hospitality management through the development of tourism infrastructure, emphasize the possibility of combining the growth of technology with the improvement of sustainable development strategies. According to scientists [41-42], flexibility, innovation and careful management of resources will be key components of successful management in this sector in the future.

Formulation of research goals. The purpose of the study is to formulate the principles of hospitality management through the development of tourism infrastructure in the world, taking into account modern trends and prospects for the development of the hospitality sector in the conditions of sustainable development of society. This goal of the study is consistent with previously conducted studies and is aimed at their continuation.

Outline of the main research material. The global hotel and resort industry stands as a testament to human ingenuity, catering to the diverse needs and desires of travelers across the world. Its market size is a reflection of the ever-evolving demands of modern society, shaped by factors ranging from economic trends to cultural preferences.

At its core, the hotel and resort industry embodies the essence of hospitality, offering a temporary sanctuary for travelers away from the comforts of home. Its growth trajectory mirrors the expansion of global tourism, fueled by increasing disposable incomes, urbanization, and a growing middle class in emerging economies.

One of the key drivers behind the industry's vast market size is the innate human desire for exploration and discovery. This inherent wanderlust has propelled the industry to new heights, with travelers seeking unique accommodations that cater to their individual preferences and interests. Moreover, the hotel and resort industry plays a pivotal role in driving economic development and job creation on a global scale. From construction and infrastructure to hospitality services and tourism-related activities, the industry fosters a network of interconnected businesses that contribute to local economies and livelihoods. In many destinations, hotels and resorts serve as economic engines, attracting investment and driving growth in ancillary industries such as food and beverage, entertainment, and transportation.

The advent of technology has also revolutionized the way hotels and resorts operate and interact with their guests. Online booking platforms, mobile apps, and digital marketing strategies have democratized access to accommodations, enabling travelers to seamlessly research, book, and manage their stays. This digital transformation has not only enhanced convenience for guests but also empowered hoteliers to optimize their operations, personalize guest experiences, and drive

revenue growth. However, the hotel and resort industry is not without its challenges and complexities. Economic downturns, natural disasters, geopolitical tensions, and public health crises can significantly impact travel demand and consumer behavior, posing existential threats to businesses within the sector. Moreover, increasing competition from alternative lodging options such as vacation rentals, homestays, and shared accommodations

platforms has forced traditional hoteliers to innovate and adapt to changing market dynamics.

The global market for hotels and resorts reached its zenith at 1.52 trillion U.S. dollars in 2019. However, due to the impact of the coronavirus (COVID-19) pandemic, this figure dipped below one trillion in both 2020 and 2021. Statistics for 2023 indicated a resurgence, with the market expected to rebound to 1.21 trillion U.S. dollars (Fig. 1).

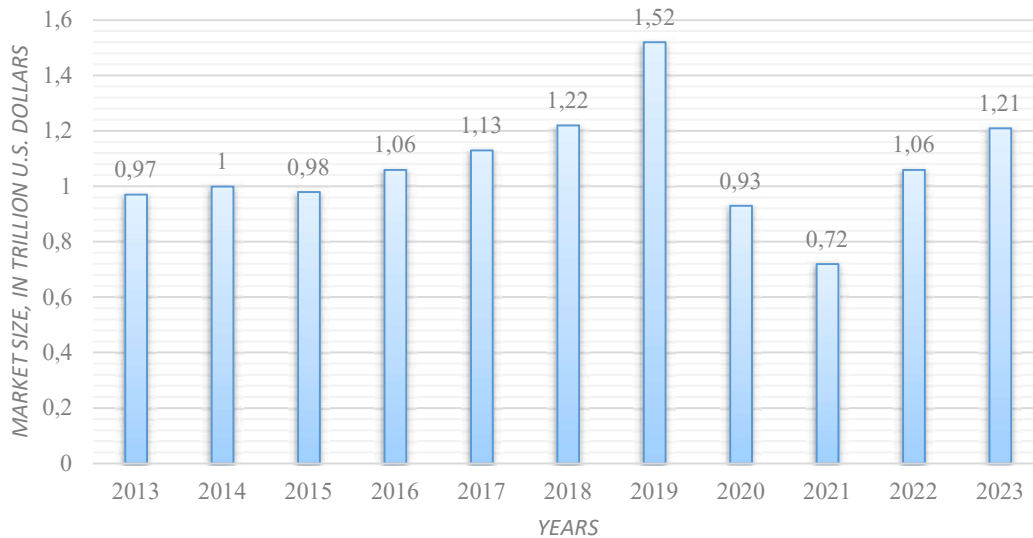


Figure 1 – Market size of the hotel and resort industry worldwide from 2013 to 2023, (in trillion U.S. dollars)

Source: built by the authors on the basis [43].

In the ever-evolving landscape of the hospitality industry, hoteliers continually seek to enhance their offerings to meet the evolving needs and preferences of guests worldwide. One significant aspect of this evolution lies in the strategic allocation of investments, where hoteliers strategically deploy resources to improve various aspects of their operations and services.

One notable area where hoteliers are increasingly channeling their investments is in online reputation management. In today's digital age, the online presence of a hotel can significantly influence travelers' booking decisions. Consequently, hoteliers recognize the importance of actively managing their online reputation, whether through soliciting feedback from guests, promptly addressing any concerns or complaints, or implementing strategies to enhance overall guest satisfaction. By investing in online reputation management, hoteliers aim to cultivate a positive image and differentiate themselves in a competitive market.

Another area of investment focus for hoteliers is technology and digital innovation. With the proliferation of smartphones, mobile apps, and online booking platforms, guests increasingly expect seamless and convenient experiences throughout their stay. Hoteliers are thus allocating resources towards implementing

technology solutions that streamline operations, enhance guest interactions, and improve overall efficiency. This may include investments in mobile check-in and keyless entry systems, in-room automation features, and personalized guest services powered by artificial intelligence and data analytics. By leveraging technology, hoteliers can not only meet but exceed guest expectations, driving customer satisfaction and loyalty in the process.

Sustainability is also emerging as a key priority for hoteliers worldwide, reflected in their investment decisions. With growing awareness of environmental issues and a shift towards responsible travel, guests are increasingly seeking accommodations that prioritize eco-friendly practices. Hoteliers are thus investing in sustainable initiatives aimed at reducing their environmental footprint, such as energy-efficient infrastructure, water conservation measures, waste reduction programs, and the use of renewable energy sources. By adopting sustainable practices, hoteliers not only contribute to environmental preservation but also appeal to a growing segment of socially and environmentally conscious travelers, thereby enhancing their brand reputation and attracting more guests (Fig. 2).

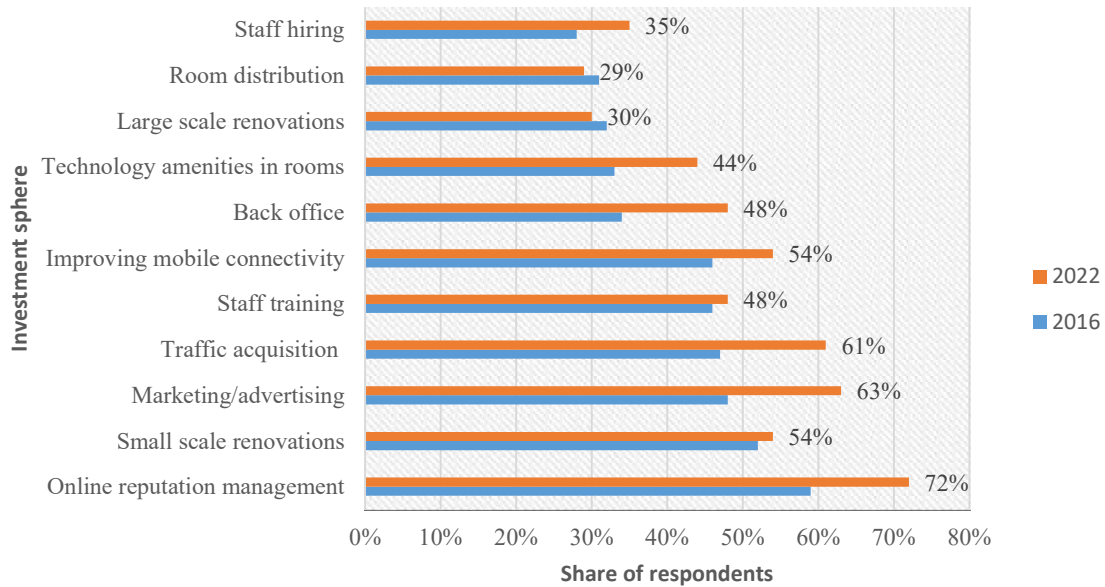


Figure 2 – Investments hoteliers are planning to spend more on worldwide

Source: built by the authors on the basis [44].

This data illustrates the investment priorities of hoteliers worldwide. According to the survey findings, 59% of hoteliers indicated their intention to allocate more funds towards online reputation management. As the hospitality industry adapts to shifting consumer preferences and emerging trends, hoteliers worldwide are increasingly focusing their investments on enhancing guest experiences through innovative technology, sustainable practices, and personalized services. In response to the growing demand for seamless and contactless interactions, investments in digital solutions such as mobile check-in, keyless entry systems, and AI-powered guest services are expected to rise. Additionally, there is a noticeable trend towards sustainability, with hoteliers investing in eco-friendly initiatives such as energy-efficient infrastructure, waste reduction programs, and green certifications to appeal to environmentally conscious travelers. Furthermore, the emphasis on personalization continues to drive investments in data analytics, loyalty programs, and customized amenities tailored to individual guest preferences, fostering deeper connections and enhancing overall satisfaction.

In recent years, technological advancements and the rise of online booking platforms have also reshaped the landscape of hotel pricing. Travelers can easily compare prices across various accommodations and book rooms at competitive rates, driving transparency and competition within the industry.

Ultimately, the average price paid for a hotel room, whether at home or away, is a dynamic and multifaceted

indicator of consumer preferences, market conditions, and economic forces. It encapsulates the intersection of convenience, comfort, and value, guiding travelers in their quest for memorable experiences and meaningful journeys (Fig. 3).

Factors influencing the average price paid for a hotel room at home also extend to the availability of accommodation types. Beyond traditional hotels, individuals may opt for alternatives such as bed and breakfasts, boutique hotels, or short-term rentals through online-booking platforms. These alternatives can offer a range of price points, catering to different budgets and preferences.

Conversely, the average price paid for a hotel room when traveling away encompasses a broader spectrum of considerations. Travelers venture beyond familiar surroundings, seeking accommodation in destinations near and far. The price paid for a hotel room away from home is influenced by a multitude of factors, including destination popularity, seasonality, local events, and exchange rates.

Popular tourist destinations often command higher prices, especially during peak seasons when demand surges. Conversely, travelers may find more affordable options in off-peak periods or lesser-known destinations. The level of luxury and amenities also plays a significant role, with upscale resorts and boutique hotels typically charging premium rates compared to budget accommodations.

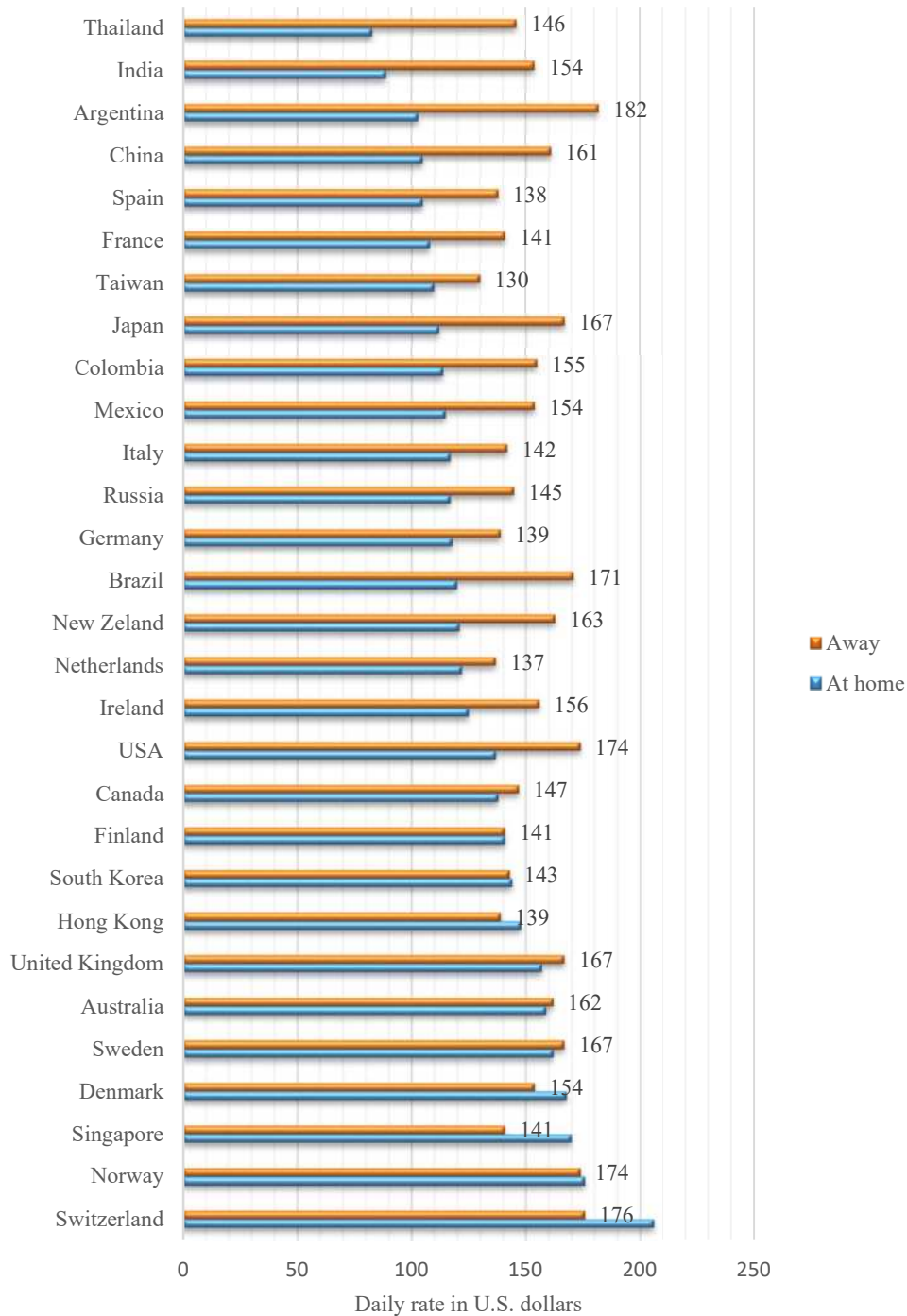


Figure 3 – Average price paid for a hotel room at home and away, by country (in U.S. dollars)

Source: built by the authors on the basis [45].

Furthermore, the average price paid for a hotel room away from home reflects global economic trends and geopolitical factors. Currency fluctuations, political stability, and economic prosperity can impact travel costs, influencing travelers' decisions and expenditure patterns.

The evolution of revenue per available room (RevPAR) within the United States lodging industry from 2014 to 2024 provides a compelling narrative of adaptation, resilience, and innovation in response to a dynamic array of economic, social, and technological factors. RevPAR, a

key performance indicator in the hospitality sector, reflects the revenue generated by each available room within a hotel or lodging property, offering insights into both demand and pricing dynamics.

Over the past decade, the United States lodging industry has experienced a series of transformative shifts that have reshaped the landscape of RevPAR. Beginning in 2014, the industry embarked on a trajectory of steady growth, buoyed by factors such as economic recovery, rising consumer confidence, and robust demand from

both leisure and business travelers. This period of expansion was characterized by strong fundamentals, with RevPAR steadily climbing as hoteliers capitalized on favorable market conditions to optimize pricing strategies and enhance guest experiences.

However, the landscape of the United States lodging industry underwent a seismic upheaval with the onset of the coronavirus (COVID-19) pandemic in 2020. The pandemic brought travel to a standstill, resulting in widespread cancellations, plummeting occupancy rates, and unprecedented revenue losses for hotels across the country. As a result, RevPAR experienced a sharp decline, plummeting to historic lows as hotels grappled with the dual challenges of reduced demand and pricing pressures.

Amid the upheaval wrought by the pandemic, the United States lodging industry demonstrated remarkable resilience and adaptability. Hoteliers swiftly pivoted to implement stringent health and safety protocols, adopt contactless technologies, and reimagine guest experiences to instill confidence and meet evolving traveler expectations. Additionally, the industry embraced

flexible pricing strategies, including dynamic pricing and promotional offers, to stimulate demand and maximize revenue opportunities in a volatile market environment.

As the United States gradually emerged from the depths of the pandemic, signs of recovery began to emerge in the lodging industry. With the rollout of vaccines and easing of travel restrictions, pent-up demand for leisure travel surged, driving a resurgence in occupancy rates and RevPAR. Moreover, the accelerated adoption of remote work and hybrid meeting formats spurred demand for extended-stay accommodations and flexible booking options, presenting new revenue streams for hoteliers. In 2020, the revenue per available room (RevPAR) within the U.S. lodging industry experienced a significant decline, plummeting by over 47% compared to the modest growth of 0.7% observed in the previous year. However, the sector witnessed a remarkable rebound in the subsequent year, with RevPAR increasing by 58.2%. Projections indicate a continued upward trend, with RevPAR forecasted to rise by slightly over 3% in 2024 (Fig. 4).

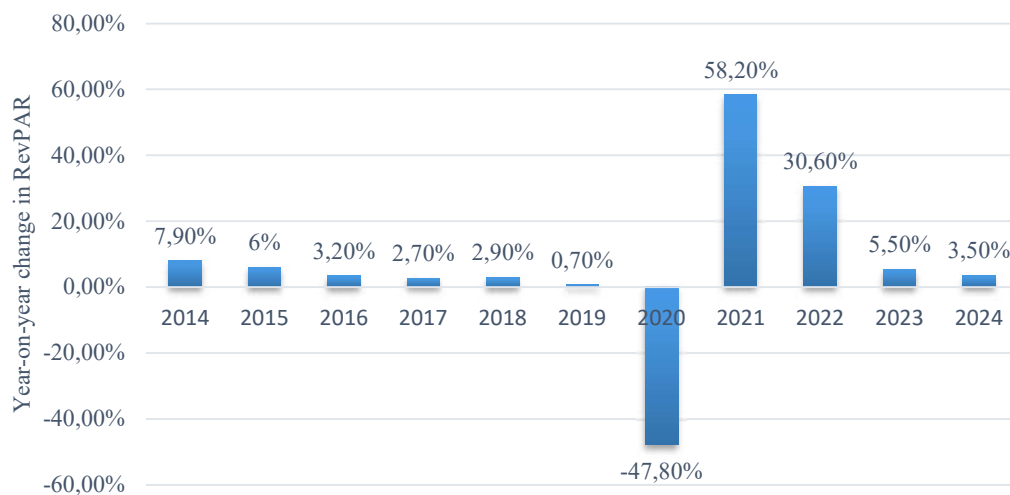


Figure 4 – Change in revenue per available room in the United States lodging industry from 2014 to 2024

Source: built by the authors on the basis [46]

The direct contribution of travel and tourism to employment in Europe underscores the profound impact of this industry on the continent's workforce, economy, and social fabric. From bustling cities to picturesque rural landscapes, travel and tourism play a multifaceted role in driving job creation, fostering cultural exchange, and promoting sustainable development across the region (Fig. 5). At its core, the travel and tourism sector serves as a vital engine of employment, offering a diverse array of opportunities spanning hospitality, transportation, attractions, and ancillary services. Whether it's hotel staff welcoming guests, tour guides sharing local insights, or restaurant workers serving culinary delights, millions of Europeans rely on the sector for livelihoods and economic stability. Moreover, the direct contribution of travel and

tourism to employment extends beyond job quantity to encompass job quality and inclusivity. The sector offers opportunities for individuals with diverse skill sets, educational backgrounds, and levels of experience, making it accessible to a broad cross-section of society. From entry-level positions to managerial roles, travel and tourism employment fosters upward mobility, skills development, and career advancement for workers across age groups and demographic categories.

Furthermore, travel and tourism employment serves as a catalyst for social cohesion and cultural exchange in Europe. As travelers explore new destinations and interact with locals, they forge meaningful connections, exchange ideas, and celebrate the richness of cultural diversity. Hospitality workers, tour guides, and

interpreters serve as ambassadors, facilitating cross-cultural understanding and fostering a sense of global citizenship among visitors and hosts alike.

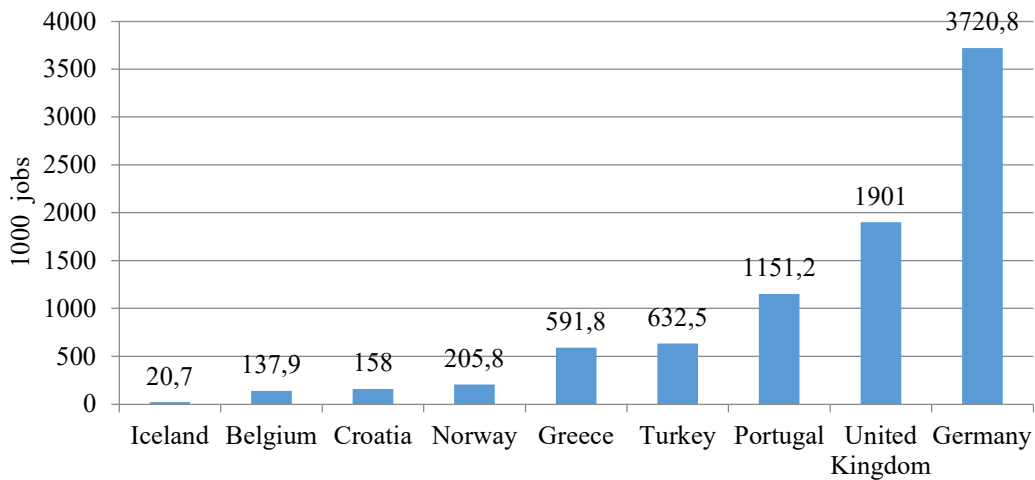


Figure 5 – Direct contribution of travel and tourism to employment in Europe

Source: built by the authors on the basis [47].

In addition to its social and economic benefits, travel and tourism employment also plays a pivotal role in advancing sustainable development goals in Europe. Responsible tourism practices, including environmental conservation, heritage preservation, and community engagement, are increasingly prioritized by industry stakeholders. As a result, travel and tourism employment contributes to the preservation of natural resources, the promotion of cultural heritage, and the empowerment of local communities, ensuring that future generations can continue to benefit from the wonders of travel.

The distribution of travel and tourism spending in Europe is shaped by the evolving preferences of modern travelers, who increasingly seek authentic, immersive, and sustainable experiences. Boutique hotels, agritourism properties, and eco-friendly lodges are gaining popularity as travelers prioritize unique accommodations that reflect the character and ethos of their surroundings. Expenditure on local cuisine, artisanal products, and cultural activities also contributes to the economic vitality of communities, fostering a more equitable distribution of tourism spending across regions.

The rise of digital platforms and online booking channels has further democratized access to travel experiences, enabling visitors to discover and support lesser-known destinations and local businesses. Social media influencers, travel bloggers, and user-generated content play a pivotal role in shaping consumer perceptions and driving demand for off-the-beaten-path experiences, spreading tourism spending beyond traditional hotspots and encouraging exploration of undiscovered gems.

Furthermore, the distribution of travel and tourism spending in Europe intersects with broader socio-economic trends, including income inequality, demographic shifts, and geopolitical dynamics. Economic disparities between regions may influence spending patterns, with affluent travelers gravitating towards luxury destinations and experiences, while budget-conscious travelers seek value-oriented options in less-expensive locales. Demographic factors such as aging populations, changing family structures, and the rise of solo travel also impact spending distribution, driving demand for tailored products and services that cater to specific demographic segments.

As the graph shows, leisure travel emerged as the leading category in global travel and tourism expenditure. Within the sector, leisure trips accounted in average for 80% of total spending worldwide, whereas business travel is not equally popular (Fig. 6).

In examining the distribution of travel and tourism spending across Europe, a nuanced understanding emerges when considering the diverse array of tourists who contribute to this economic landscape. Europe stands as a magnet for travelers worldwide, drawing in a spectrum of visitor types, each with distinct spending patterns and preferences. These variations in spending are deeply intertwined with the motivations, interests, and behaviors of different categories of tourists.

At the heart of Europe's tourism economy are leisure tourists, whose expenditures form a substantial portion of the overall spending dynamics. These travelers, often seeking relaxation, cultural enrichment, or adventure, allocate their funds across a broad spectrum of experiences. Parallel to leisure tourists, business travelers

wield significant economic influence across Europe's tourism landscape. Their expenditures are characterized by a blend of corporate obligations and personal indulgences. Business travelers contribute to the hospitality sector through accommodations and dining but also inject capital into conference facilities,

transportation services, and supplementary amenities tailored to their professional needs. Moreover, their spending extends beyond work-related expenses, as they often seize opportunities for leisure activities and cultural exploration during their trips, further enriching the local economy.

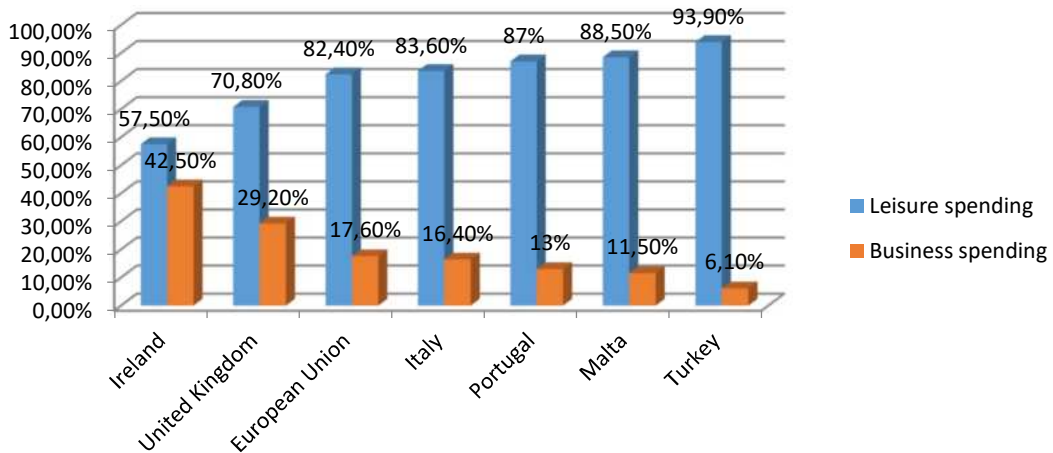


Figure 6 – Distribution of travel and tourism spending in Europe, by type

Source: built by the authors on the basis [48].

The distribution of travel and tourism spending in Europe unveils a complex interplay between domestic and international tourists, each contributing distinctive economic footprints to the continent's diverse landscapes. Domestic tourism, often overlooked in favor of its international counterpart, embodies the essence of local exploration and cultural appreciation. This grassroots support bolsters local communities, fostering economic resilience and cultural preservation. Conversely, international tourism casts broader net,

connecting distant shores through the shared pursuit of discovery. From luxury accommodations to iconic landmarks, international tourists leave an indelible mark on the European landscape, fueling economic growth and facilitating global interconnectedness. In 2022, the largest portion of travel and tourism spending in European Union stemmed from domestic sources. That year, the expenditure by domestic travelers constituted 68.4% of the total travel and tourism spending in the region (Fig. 7).

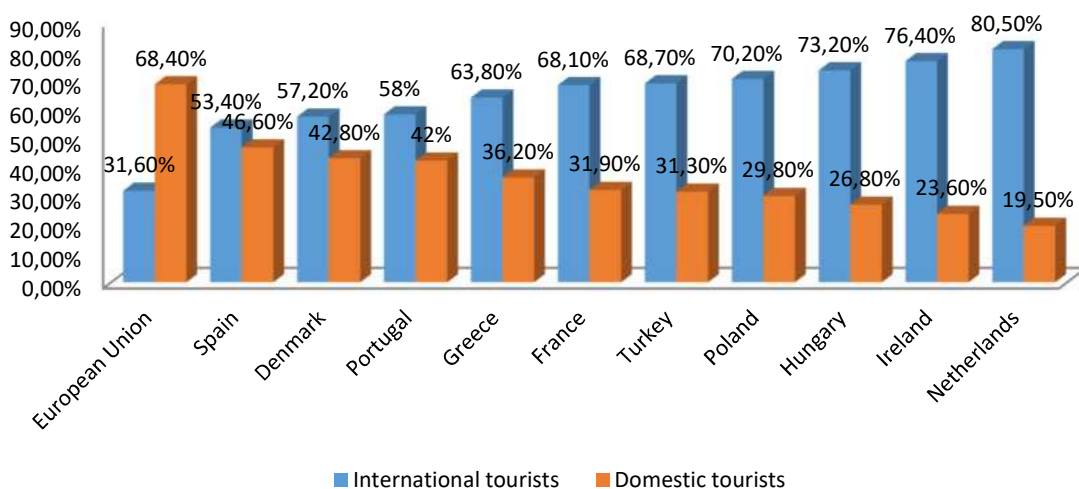


Figure 7 – Distribution of travel and tourism spending in Europe, by type of tourist

Source: built by the authors on the basis [49].

Evolving landscape of travel and tourism introduces new paradigms that reshape the sector's role within the broader economy. From the rise of sustainable tourism practices to the advent of digital innovation, the industry undergoes continual transformation, presenting both opportunities and challenges for EU member states. Embracing these shifts requires a forward-thinking approach that balances economic imperatives with environmental stewardship and social equity.

In light of the ongoing COVID-19 pandemic, the resilience of the travel and tourism sector faces unprecedented tests, with disruptions rippling across the EU-27 and beyond. The gradual reopening of borders and the rollout of vaccination campaigns offer glimmers of hope for recovery, yet the road ahead remains fraught with uncertainty. Navigating these turbulent waters

necessitates a coordinated effort among member states, fostering collaboration and solidarity to rebuild a sustainable and inclusive future for European travel and tourism.

In 2022, the portion of travel and tourism's total contribution to GDP in European Union member countries (EU-27) and the United Kingdom generally remained lower, with the exception of Croatia, compared to pre-pandemic levels. Croatia stood out as the EU country where travel and tourism made the most significant contribution to gross domestic product in 2022. During that year, these sectors collectively generated nearly 26% of the country's GDP, both directly and indirectly. Greece and Portugal followed closely in the rankings for 2022, with travel and tourism accounting for 18.5% and 15.8% of GDP, respectively (Fig. 8).

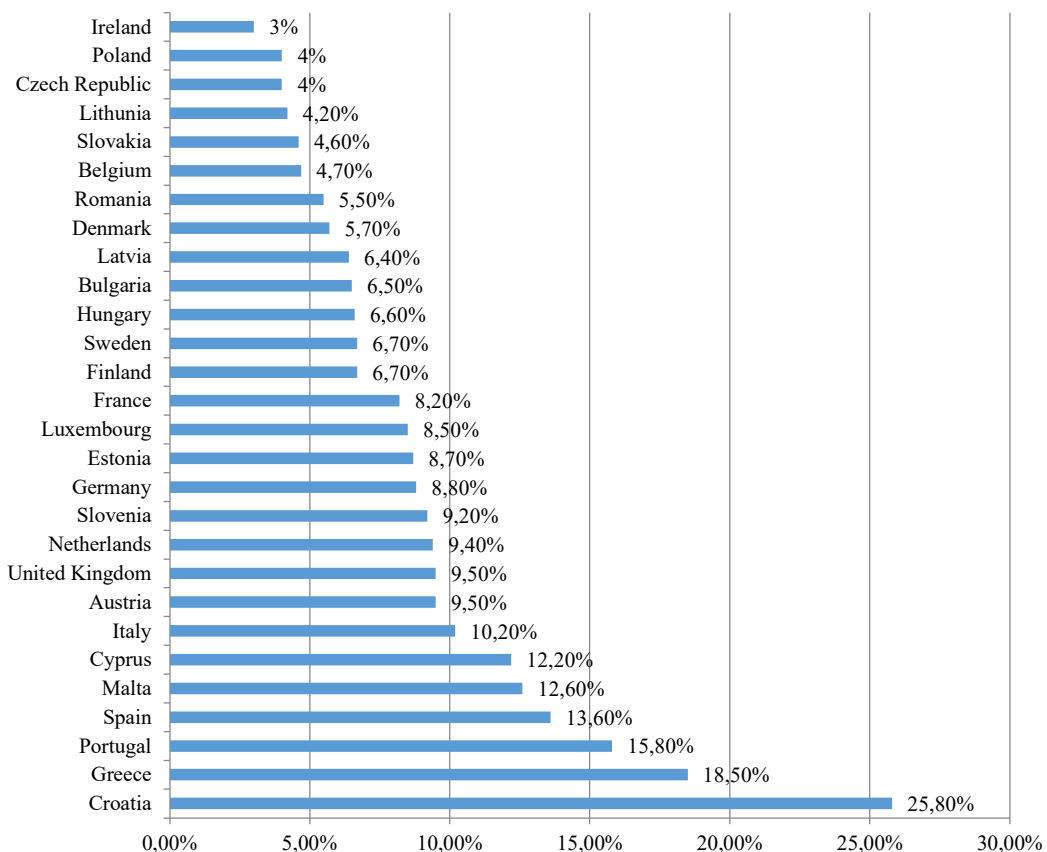


Figure 8 – Share of travel and tourism's total contribution to GDP in European Union member countries (EU-27) and the United Kingdom (UK)

Source: built by the authors on the basis [50].

The number of international tourist arrivals worldwide, segmented by region, reflects the diverse tapestry of global travel patterns and the interconnectedness of cultures across borders. This metric serves as a barometer of the vitality of the tourism industry and offers insights into the dynamics shaping travel preferences and destinations around the world.

In 2023, the count of international tourist arrivals surged across all regions compared to the previous year.

However, barring the Middle East, inbound arrivals remained lower than the figures recorded in 2019, before the onset of the coronavirus (COVID-19) pandemic. Throughout the period under review, Europe emerged as the top destination for inbound travelers, with approximately 700 million arrivals in 2023.

The COVID-19 pandemic posed unprecedented challenges for the global travel and tourism market in 2020 and 2021. Countries worldwide implemented

lockdowns and travel restrictions to mitigate the spread of infections. Consequently, the travel and tourism industry suffered significant job losses, totaling an estimated 63 million worldwide in 2020. Despite efforts at recovery, the

share of total gross domestic product generated by the global travel and tourism industry in 2022 had yet to return to pre-pandemic levels (Fig. 9).

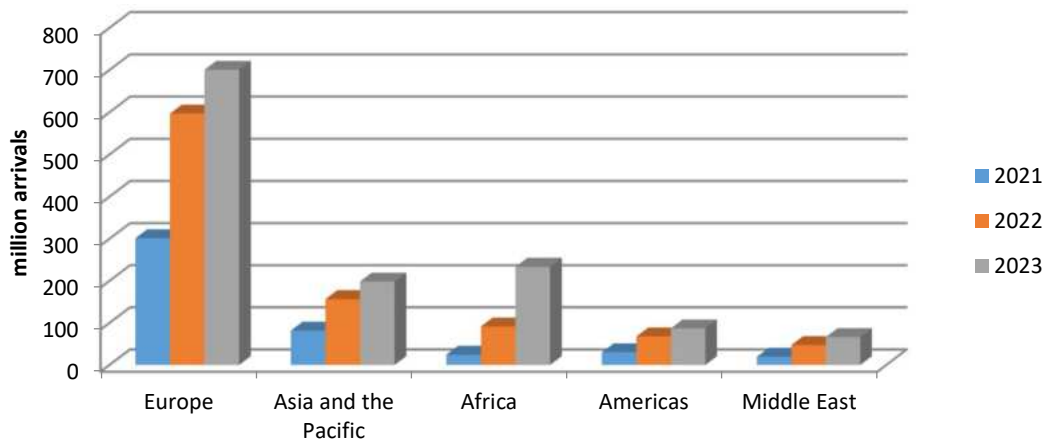


Figure 9 – Number of international tourist arrivals worldwide, by region (in millions)

Source: built by the authors on the basis [51].

Overall, the number of international tourist arrivals worldwide, segmented by region, underscores the global appeal of travel and the enduring fascination with exploring new destinations and cultures. As the tourism industry continues to evolve and adapt to changing trends and preferences, understanding the dynamics of international tourist arrivals by region remains essential for stakeholders seeking to capitalize on opportunities and navigate challenges in the global travel market.

The outlook for the direct and total contribution of travel and tourism to GDP offers a glimpse into the evolving landscape of global economies and the interconnectedness of the travel industry with broader economic trends. This multifaceted perspective

underscores the intricate relationship between travel and tourism and the vitality of national and global economies.

The direct contribution of travel and tourism to GDP reflects the immediate impact of the industry on economic output. This encompasses a wide array of sectors, including accommodation, transportation, entertainment, and hospitality. As travelers venture across borders and explore new destinations, their spending directly fuels economic activity, creating jobs and stimulating growth in local communities. The projected direct contribution of travel and tourism to global GDP in 2029 falls just short of 5.563 trillion U.S. dollars. In contrast, the overall contribution to worldwide GDP is expected to reach 18.031 trillion U.S. dollars in the same year (Fig. 10).

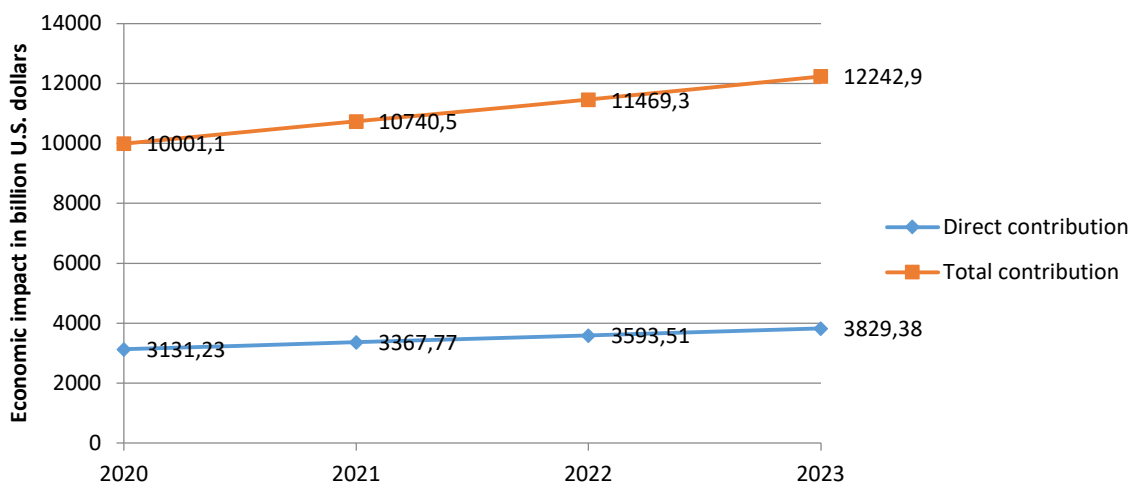


Figure 10 – Outlook of the direct and total contribution of travel and tourism to GDP

Source: built by the authors on the basis [52].

However, the true magnitude of the travel and tourism sector's influence extends beyond its direct contributions. The total contribution to GDP encompasses not only the immediate effects of traveler spending but also the ripple effects throughout the economy. This includes indirect contributions, such as the supply chain effects of tourism-related industries, as well as induced impacts, such as the additional spending generated by employees of the travel and tourism sector. Looking ahead, the outlook for both the direct and total contribution of travel and tourism to GDP is shaped by a myriad of factors, ranging from geopolitical dynamics to technological advancements. The continued expansion of global connectivity, driven by advancements in transportation and communication, is expected to fuel growth in international travel and tourism.

Furthermore, shifting consumer preferences and emerging trends, such as sustainable tourism and experiential travel, are reshaping the landscape of the industry. As travelers increasingly prioritize authentic experiences and environmentally responsible practices, businesses within the travel and tourism sector must adapt to meet evolving demands. However, the outlook for the travel and tourism industry is not without challenges. The ongoing impacts of global crises, such as the COVID-19 pandemic, highlight the sector's vulnerability to external shocks. Travel restrictions, economic downturns, and health concerns can significantly disrupt the flow of tourism and undermine the industry's contribution to GDP. In response to these challenges, stakeholders within the travel and tourism sector must adopt innovative strategies to enhance resilience and foster sustainable growth. This includes investing in infrastructure, promoting destination diversification, and embracing digital transformation to enhance the traveler experience and streamline operations.

Conclusions. Hospitality management plays a pivotal role in shaping the trajectory of tourism infrastructure development worldwide, with a growing emphasis on sustainable practices and long-term perspectives. As the global tourism industry continues to expand, stakeholders are increasingly recognizing the importance of integrating sustainability principles into hospitality management to ensure the resilience and viability of tourism destinations for future generations.

One prominent trend in hospitality management is the adoption of sustainable practices aimed at minimizing the environmental footprint of tourism infrastructure. This includes initiatives such as energy-efficient building design, waste reduction and recycling programs, and the use of renewable energy sources. By embracing sustainable practices, hospitality establishments can not only reduce their operational costs but also contribute to the conservation of natural resources and the preservation of local ecosystems.

Furthermore, there is a growing recognition of the importance of community engagement and social

responsibility in hospitality management. This involves forging partnerships with local communities to ensure that tourism development benefits residents and enhances their quality of life. Hospitality establishments can support community development initiatives, promote cultural heritage preservation, and provide employment opportunities for local residents, thereby fostering inclusive and sustainable tourism growth.

Another key trend in hospitality management is the integration of technology to enhance the guest experience and streamline operations. From mobile check-in and keyless entry systems to personalized digital concierge services, technology has revolutionized the way hospitality establishments interact with guests and manage their operations. By leveraging technology, hospitality managers can improve efficiency, optimize resource allocation, and deliver personalized experiences that meet the evolving needs and preferences of modern travelers.

Moreover, there is a growing emphasis on diversity, equity, and inclusion in hospitality management, reflecting the industry's commitment to fostering a welcoming and inclusive environment for guests and employees alike. Hospitality establishments are increasingly implementing diversity and inclusion training programs, adopting inclusive hiring practices, and creating safe and supportive workplaces for employees from diverse backgrounds. By promoting diversity and inclusion, hospitality managers can enhance employee satisfaction, improve guest experiences, and build stronger, more resilient organizations.

Looking ahead, the future of hospitality management in the context of tourism infrastructure development is closely intertwined with the broader goals of sustainable development. As the global tourism industry continues to grow, stakeholders must prioritize sustainability, resilience, and inclusivity to ensure that tourism destinations remain vibrant and viable for future generations. By embracing sustainable practices, fostering community engagement, leveraging technology, and promoting diversity and inclusion, hospitality managers can play a critical role in shaping the future of tourism infrastructure development in a way that benefits both people and the planet. In particular, the growth of the tourist flow can lead to a serious environmental impact on the natural environment, in particular the pollution of water and air resources, the degradation of ecosystems, as well as the destruction of natural landscapes. Therefore, the development of tourist infrastructure should be based on the principles of sustainable use of resources and preservation of the ecological integrity of local ecosystems.

In this context, the prospects of hospitality management in terms of sustainable development lie in the implementation of comprehensive strategies that combine economic, socio-cultural and environmental aspects. It is important to develop tourism, ensuring the preservation of nature and cultural values, supporting the

development of local communities and ensuring sustainable economic growth.

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