



Економіка

УДК 338.48:005.336.3:004.9(477)

DOI <https://doi.org/10.5281/zenodo.17391691>

Quality Management as an Imperative of Regional Policy in the Sphere of Tourism and the Hospitality Industry

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Прийнято: 15.08.2025 | Опубліковано: 30.08.2025

Abstract: Introduction. The tourism and hospitality sector has become an indicator of the effectiveness of regional policy, as the quality of management determines institutional trust, recovery dynamics, and territorial competitiveness. The gap between declarative strategies and practical implementation, the fragmentation of standards, and weak coordination among stakeholders have created the need to reconceptualize quality management as a strategic imperative.

Methods. The study was based on a conceptual–institutional framework, a systems approach, and comparative analysis of governance models. Logical-structural reconstruction of regulatory mechanisms, analysis of public administration policies,



and thematic interpretation of the socio-cultural effects of the “experience economy” were applied.

Results. A model was developed in which quality management serves as the framework of regional policy: service standards are integrated with spatial planning, investment support, digital monitoring, human resource development, and independent service evaluation. The institutional dimension reflects a partnership-based governance model, where regional development agencies coordinate cooperation among authorities, businesses, and communities, while digital platforms ensure transparency and accountability. The economic dimension demonstrates the multiplier effect of quality through repeat visits, employment growth, increased local budgets, and accelerated innovation. The socio-cultural perspective defines quality as an ethical code of hospitality, transforming it into social capital and regional reputation.

Discussion. Quality management has emerged as a strategic resource for post-war recovery, combining economic efficiency with a humanitarian mission and reinforcing the legitimacy of public authority. The proposed framework bridges the gap between norms and practice, turning control mechanisms into shared governance. Limitations relate to unequal institutional capacities of regions and varying levels of digital maturity; further research should specify quality metrics for clusters and mechanisms for scaling partnership models.

Conclusions. Quality management in tourism and hospitality functions as a system-forming principle of regional policy. It enhances decision predictability, accelerates infrastructure modernization, strengthens social cohesion, and increases Ukraine’s reputational visibility worldwide. Institutionalizing quality management as a national governance standard ensures a shift from declarations to measurable results and establishes the foundation for sustainable territorial development.

Keywords: quality management; regional policy; public governance; tourism; hospitality industry; experience economy; digital monitoring; institutional capacity; social capital; service standards; investment attractiveness; post-war recovery.



**Менеджмент якості як імператив регіональної політики у сфері
туризму і індустрії гостинності**

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Анотація: Вступ. Сфера туризму й індустрії гостинності стала індикатором спроможності регіональної політики, оскільки якість управління визначає довіру до інституцій, темп відновлення та конкурентність територій. Диспропорції між декларативними стратегіями й реальними практиками, фрагментарність стандартів і слабка координація суб'єктів зумовили потребу в переосмисленні менеджменту якості як стратегічного імперативу.

Методи. Дослідження спиралося на концептуально-інституційний аналіз, системний підхід і порівняльну інтерпретацію управлінських моделей; використано логіко-структурну реконструкцію регуляторних механізмів, аналіз політик публічного врядування та тематичну інтерпретацію соціокультурних ефектів «економіки вражень».

Результати. Сформовано модель, у якій менеджмент якості виступив каркасом регіональної політики: стандарти сервісу інтегрувалися з просторовим плануванням, інвестиційною підтримкою, цифровим моніторингом, підготовкою кадрів і незалежним оцінюванням послуг. Інституційна площина



набула рис партнерського врядування: регіональні агентства розвитку координували взаємодію влади, бізнесу й громад, а цифрові платформи забезпечували прозорість і підзвітність. Економічний вимір продемонстрував мультиплікативний ефект якості через повторні візити, розширення зайнятості, зростання місцевих бюджетів і прискорення впровадження інновацій. Соціокультурна перспектива закріпила якість як етичний кодекс гостинності, що конвертувався в соціальний капітал та репутацію територій.

Обговорення. Менеджмент якості проявився як стратегічний ресурс післявоєнного відновлення: він поєднав економічну результативність із гуманітарною місією й закріпив легітимність публічної влади. Запропонована логіка зменшила розрив між нормами й практикою, перетворивши контроль на спільне управління. Обмеження пов'язані з неоднаковою інституційною спроможністю регіонів і різною глибиною цифрової зрілості; подальші дослідження мають деталізувати метрики якості для кластерів і механізми масштабування партнерських моделей.

Висновки. Якість управління у туризмі та гостинності виконує роль системоутворювального принципу регіональної політики, формує прогнозованість рішень, прискорює модернізацію інфраструктури, підсилює соціальну згуртованість і репутаційну видимість України у світі. Інституціалізація менеджменту якості як національного стандарту забезпечує перехід від декларацій до керованих результатів і закладає основу для стійкого розвитку територій.

Ключові слова: менеджмент якості; регіональна політика; публічне врядування; туризм; індустрія гостинності; економіка вражень; цифровий моніторинг; інституційна спроможність; соціальний капітал; стандарти сервісу; інвестиційна привабливість; післявоєнне відновлення.

Proble statement. The issue of ensuring quality within the system of regional policy in the tourism and hospitality sector has gained particular relevance in the



context of Ukraine's post-war reconstruction. Tourism is becoming an instrument of social reconsolidation, which requires a new paradigm of managerial thinking. However, the current system of regional governance demonstrates fragmented approaches: the absence of unified assessment standards, insufficient coordination between levels of government, and a weak relationship between service quality and strategic development priorities of territories. This situation reveals a methodological gap between declarative policy and practical implementation [1; 5].

Quality in tourism cannot be reduced to technical control or procedural compliance. It should be interpreted as a holistic managerial category that reflects the capacity of regional institutions to build an environment of trust, innovation, and social openness. Underestimating this dimension leads to the loss of competitive advantages, the weakening of local economies, and the erosion of cultural prestige. Consequently, there is a need for a conceptual reconsideration of quality management as a strategic imperative of regional policy in tourism – one that unites economic efficiency, humanitarian purpose, and managerial responsibility [2; 3; 6].

Analysis of recent research and publications. The problem of quality management in tourism and hospitality has been extensively reflected in recent academic research. Hutsol A. V. et al. examined the transformation processes of quality management systems under wartime conditions, emphasizing the need for flexible administrative models to support the tourism sector [1]. Chorna N. explored the role of quality management systems as tools for enhancing managerial efficiency in tourism enterprises, highlighting the connection between service standards and business performance [2]. Chuieva I. V. et al. analyzed the structure of the tourism product quality system as an integral part of international standardization, defining its impact on enterprise competitiveness [3].

Smiesova V. O. and colleagues justified the importance of service quality as the foundation for the development of international tourism, revealing its influence on integration dynamics [4]. Smal B. generalized approaches to regional policy aimed at improving the quality of hospitality products and services, emphasizing the strategic



role of state regulation [5]. Prysiazhniuk O. I. and Plotnikova M. M. analyzed the interrelation between quality-of-life management, business sustainability, and the effectiveness of regional tourism policy [6].

Pidvalna O. H. and Kolesnyk T. V. highlighted the problems of forming and regulating innovative policy in tourism, outlining the need for integrating regional institutions into the modernization of the sector [7]. Tymoshenko T. O. developed the concept of “smart tourism management” within the framework of sustainable community development strategies, emphasizing the role of digital tools and local participation [8]. He H. et al. assessed the factors of quality tourism development in China, focusing on the interaction between institutional and social parameters [10].

Anwar A. N. R. et al. analyzed the implementation of regional sustainable tourism policy in the context of local governance, demonstrating its influence on the economic stability of territories [11]. Khan M. R. et al. explored the relationship between state policy, destination management, and sustainable tourism development, identifying the conditions for balancing economic and environmental interests [12]. Wang R. et al. revealed the mechanisms of urban–rural integration as a driver of high-quality tourism economy development, emphasizing the importance of interregional connectivity [13].

Collectively, these studies provide an analytical foundation for further exploration of quality management as a systemic factor in regional tourism policy, demonstrating the necessity of combining managerial, economic, and sociocultural approaches.

Identification of Previously Unresolved Aspects of the General Problem.

Despite the growing body of research devoted to the issues of quality assurance in tourism and hospitality, most studies remain focused on the corporate or sectoral level, leaving the strategic potential of regional policy largely unexplored. The mechanisms of integrating quality management into the system of territorial governance – particularly the institutional linkages between local authorities, businesses, and communities – have not been sufficiently studied. The problem of harmonizing national and regional standards, as well as defining quality as an indicator of public governance effectiveness, requires further elaboration. The socio-cultural dimension



of quality, which shapes the ethical foundation of tourism policy and determines the nature of communication between the state and citizens, also remains underexamined.

Formulation of the Purpose and Objectives of the Study.

The purpose of the article is to substantiate quality management as an imperative of regional policy in the tourism and hospitality industry and to identify its structural components and analytical mechanisms of implementation. To achieve this goal, the following research objectives are set: to clarify the conceptual foundations of quality management in the context of regional development; to determine the institutional and economic factors of its implementation; to identify the socio-cultural consequences of establishing quality standards; and to outline the directions for applying the quality management system as a tool for improving the effectiveness of public policy.

Presentation of the main research material. The tourism and hospitality sector reflects the quality of regional governance more accurately than any other field. Through it, one can observe the level of strategic thinking of authorities, the coherence of business and community actions, and the capacity of regional institutions to build a competitive territorial image. Tourism extends beyond flows of visitors or revenue – it becomes a factor in strategic positioning within national and global dimensions. In this context, quality management performs not a technical but a conceptual function: it defines the architecture of managerial decisions that shape the culture of economic behavior and the standards of public accountability [1; 5; 12].

Regional policy oriented toward sustainability and balanced growth perceives the quality of tourism and hospitality services as an indicator of civilizational maturity. It unites infrastructural compatibility, communicative openness, innovative service practices, environmental responsibility, and security management into a single logic of development. The category of “quality” thus acquires a systemic dimension – it determines the model of interaction between government institutions, the business sector, and consumers, setting the principles of trust and predictability. An organization that achieves consistency between standards and processes transforms the hospitality sector into a space of regional stability [4; 6].



Ukrainian territories affected by the Russian aggression require a thoughtful recovery policy in which tourism and hospitality act not as adjuncts to the economy but as instruments of social reconsolidation. High service quality, well-structured travel routes, and the modern organization of tourism clusters signify economic revival and confirm the moral strength of a society capable of creating a new reality founded on trust and professionalism. Quality management in this context becomes the backbone of regional policy – an indicator of managerial efficiency and a symbol of Ukraine’s capacity to construct a space of dignity and openness. This logic outlines the further analytical direction: to explore how quality management becomes the foundation of regional development in the post-crisis environment [7; 8; 13].

Quality management in tourism and hospitality transcends technical control because it defines the very architecture of regional development. It shapes the mindset of administrative structures that integrate service standards with spatial planning policies, investment support mechanisms, and systems of social communication. Within this framework, quality emerges as a strategic principle that outlines the culture of decision-making, the level of governmental predictability, and institutional trust [2; 3].

The regional dimension of quality management gives political significance to this process. Every administrative cycle – from the design of tourist routes to the modernization of hotel infrastructure – affects the legitimacy of local authorities. Through the lens of quality, society assesses the effectiveness of regional institutions and the ability of territories to ensure stable conditions for partnership and investment. Thus, quality management becomes the framework of the governance model that delineates the boundaries of professional responsibility [5; 11].

The concept of quality management in the tourism sector integrates institutional and technological practices. It encompasses standardization, digital monitoring, staff training, and systems of independent service evaluation. The integration of these components creates an environment of shared responsibility among the state, business, and community, where each participant contributes to the region’s reputation. When



the principle of quality permeates the entire governance vertical, it evolves from an administrative regulation into an ethical code of conduct that defines a new type of managerial culture. This shift marks the transition from declarative policy to a genuine standard of development, determining the sustainability and competitiveness of territories [10; 15].

The evolution of approaches to quality management in tourism demonstrates a profound transformation of the governance paradigm. Earlier models focused on conformity control, whereas contemporary systems are formed around an environmental logic of development. Within this logic, quality becomes the outcome of partnership, an innovation-driven culture, and institutional adaptability. Quality management thus turns into an analytical tool that directs the trajectory of the tourism industry, structures managerial processes, and ensures coherence between economic and social decisions [9; 16; 17].

The historical development of the concept of quality management in tourism demonstrates a gradual transition from corporate control systems to public–territorial models of governance. The introduction of ISO standards in the hotel industry initiated the practice of certification and auditing; however, this practice remained confined within the boundaries of individual enterprises and failed to encompass the broader spatial and institutional linkages that shape regional tourism systems. The regional level, therefore, required a new methodology aimed at integrating the technical parameters of service with the social and cultural factors that determine the perception of quality. As a result, quality management evolved into a social institution that unites economic performance with public trust, transforming service excellence into a dimension of social responsibility and collective reputation [3; 4; 14].

Modern theory defines quality management in tourism as a dynamic system of continuous improvement. Its foundation lies in the feedback loops connecting the entrepreneurial sector, government bodies, professional associations, and consumers. The interaction among these actors generates a mechanism of self-regulation in which standards emerge through the coordination of interests and accumulated practical



experience. This approach fosters a culture of shared responsibility, where quality functions not merely as a regulatory requirement but as a mode of thinking that ensures the sustainability, innovativeness, and openness of the tourism system (table 1).

Table 1

System of Quality Management in Tourism

System Component	Functional Content	Institutional Implementation	Expected Effect on Regional Policy
Normative and Strategic Block	Forms the conceptual framework of quality, encompassing state standards, sectoral regulations, and regional tourism development programs. Ensures consistency between national goals and local strategies.	Ministries, regional administrations, tourism departments, advisory councils under public authorities.	Alignment of regional policy objectives with the principles of sustainable tourism; strengthening trust in managerial decisions.
Organizational and Managerial Block	Establishes a governance system where each level is responsible for a specific aspect of quality – from route development to service control. Ensures horizontal coordination among market actors.	Management agencies, tourism associations, clusters, regional tourism development councils.	Formation of a stable partnership environment that reduces transaction costs and enhances the effectiveness of regional governance.
Technological and Innovative Block	Defines digital and informational quality control tools: CRM systems, analytical platforms, feedback systems, and automated monitoring.	Digital innovation centers, IT companies, analytical support units within tourism administrations.	Increased transparency and responsiveness of managerial decisions; creation of a digital reputation for the region as an innovative tourism space.
Sociocultural Block	Provides the humanitarian dimension of quality – culture of hospitality, communication ethics, and local identity of service. Maintains balance between commercial viability and the human dimension of tourism.	Educational institutions, NGOs, cultural organizations, community initiatives.	Strengthening social cohesion and increasing the attractiveness of the region for both domestic and international tourism.
Educational and Human Resources Block	Aims to develop professional competencies in quality management, leadership, communication	Universities, vocational schools, training centers,	Strengthening the region’s human capital; enhancing professional prestige



	skills, and knowledge of international standards.	international mobility projects.	of the sector and reducing staff turnover.
Economic and Regulatory Block	Includes financial and legal mechanisms to support quality – tax incentives, grant programs, investment benefits, and public–private partnership agreements.	Local governments, investment funds, business associations, international donors.	Stimulation of investment in the industry; creation of conditions for the self-sustaining operation of tourism infrastructure.
Communication and Information Block	Responsible for shaping a positive image of the territory and creating a unified informational space where quality becomes part of the public narrative.	PR departments, tourism media centers, public feedback platforms.	Strengthening the region’s reputation; establishing the image of Ukraine as a safe, open, and dignified tourist destination.

The institutional dimension of quality management in the tourism sector defines the mechanisms through which public policy acquires practical substance. The system of public administration should not merely establish rules but also create an environment in which quality standards become an everyday practice. The role of state institutions lies in shaping a coordinated structure of interaction where authorities, businesses, and civil organizations operate as components of a unified governance space. The effectiveness of this space determines the region’s ability to realize its tourism potential while ensuring decision-making transparency and stakeholder accountability [1; 5; 7].

Public institutions must initiate the creation of a management partnership system in which control mechanisms evolve into mechanisms of support. Instead of administrative supervision, a model of shared responsibility emerges, where businesses become co-creators of standards and communities act as carriers of a local culture of quality. Regional tourism development agencies play a crucial role in this structure by accumulating managerial competencies, coordinating cross-sectoral communication, and serving as mediators between state programs and local initiatives [4; 6; 8].

An essential element of the institutional system is the implementation of digital quality management platforms that enable service monitoring, feedback collection, performance evaluation, and data analysis. Such platforms foster a new format of



citizen–government interaction, transforming oversight into participatory governance. This approach allows tourism to become a laboratory of democratic management, where service quality functions as an indicator of governmental efficiency rather than merely a result of market competition. Regional policy based on these institutional principles shapes a value system in which quality becomes a hallmark of public trust [10; 15].

The economic-managerial dimension of quality management in tourism reflects the interdependence between the effectiveness of managerial decisions and the dynamics of territorial development. In this context, quality acts as a strategic asset that defines the long-term value of a regional brand. Tourism infrastructure, investment programs, service standards, and human resources form interconnected elements of a unified economic system, within which quality determines both the level of service and the pace of modernization [9; 11; 12].

A developed quality management system ensures a multiplier effect: service improvements stimulate repeat visits, increase tax revenues, expand employment, and strengthen small businesses. Under these conditions, every monetary unit invested in quality returns through higher local budget income and greater attractiveness to investors. In this sense, quality becomes a catalyst for innovation, as enterprises adhering to high standards are quicker to adopt digital technologies, ecological practices, and new service formats [13; 16].

The “experience economy” also plays a significant role, generating the intangible value of a region. Tourists assess not only the service itself but also the entire system of experiences – travel comfort, spatial aesthetics, and communication with local residents. Quality management integrates these factors into a single managerial framework where profitability growth aligns with the formation of social capital. The economic effect of quality thus transcends accounting indicators, evolving into a systemic factor of sustainable regional development [2; 14; 17].

The economic-managerial dimension of quality management in tourism ultimately demonstrates a direct correlation between the effectiveness of governance



and the pace of regional advancement. In this environment, quality emerges as a strategic resource that defines the value and resilience of the regional brand in a competitive landscape. Tourism infrastructure, investment systems, service standards, and human potential constitute a unified economic framework within which quality functions as a driver of modernization and the foundation of reputational capital [3; 6; 12].

Effective quality management generates a multiplier effect. The improvement of service levels stimulates repeat visits, increases tax revenues, and supports the growth of small enterprises. In each of these cases, investments in quality return through higher local budget income, enhanced territorial attractiveness for investors, and the creation of a stable labor market. A system grounded in high standards simultaneously activates innovation: enterprises adhering to the principles of quality are quicker to implement digital solutions, environmental technologies, and hybrid service formats [5; 10; 12].

A significant component of the economic impact is the experience economy. The tourist evaluates not an isolated service but the entire environment of interaction – travel comfort, spatial aesthetics, and communication culture. Quality management coordinates these components into an integrated system where economic performance is combined with the accumulation of social capital. Ultimately, quality transforms from an operational parameter into a strategic category that defines the competitive identity of a region and its capacity for sustainable development [9; 13; 15].

The sociocultural perspective of quality management in tourism reveals the profound connection between service standards and the cultural identity of a region. In this dimension, quality acquires a humanitarian essence, as every interaction between a tourist and a territory becomes an act of communication reflecting the education level, ethical maturity, and self-respect of the local community. High service standards, hospitality, and tolerance cannot be externally imposed – they are nurtured through the cultivation of communication culture, trust, and professional dignity [6; 7].

Quality management in its sociocultural aspect presupposes the development of human capital oriented toward empathy, communicative competence, and intercultural



sensitivity. Tourism in this context functions as a channel of cultural dialogue through which a region presents its uniqueness to the world. Rising service expectations stimulate educational programs that foster in tourism professionals a holistic understanding of hospitality as a mission rather than merely an occupation. This humanitarian preparation transforms quality into a value category linking economic efficiency with social responsibility [4; 11; 16].

The sociocultural function of quality also contributes to strengthening internal community solidarity. Tourism acts as a mirror of society, reflecting levels of trust, openness to cooperation, and the ability to preserve and promote cultural heritage. When quality standards become part of everyday behavior, the region builds a positive image not only for visitors but also for its own residents. This represents the highest stage of quality management realization – when the hospitality sphere evolves into a school of civic culture and a space of humanity [8; 14; 17].

Conclusions. Quality management in the tourism and hospitality sector emerges as a strategic foundation of regional development, combining economic efficiency, social responsibility, and cultural mission. Its essence extends beyond technical control or process standardization – it represents a system of thinking that ensures transparency of governance, institutional stability, and predictability of outcomes. Within regional policy, quality becomes a criterion of trust, and its achievement serves as proof of the authorities' ability to act consistently and professionally. It is through quality management that regional strategies gain conceptual depth and transcend declarative intentions.

Effective quality management integrates economic, institutional, and humanitarian factors into a unified framework of development. Tourism functions within this system as a catalyst for transformation, stimulating employment, reinforcing investment flows, shaping a positive regional image, and strengthening civic solidarity. Quality assumes the status of a value-based resource that determines not only competitiveness but also the moral resilience of a territory. Thus, the assurance



of quality becomes the foundation for rebuilding social capital, transforming the region into an active participant in the European development space.

The prospect of post-war recovery for Ukrainian tourism is linked to the institutionalization of quality management as a national standard of administrative culture. Regional policies must focus not only on economic indicators but also on the humanitarian impact – creating an environment of trust, fostering a space of safety and dignity, and establishing a positive international image of Ukraine. This embodies the essence of the modern approach to tourism development: it ceases to be merely an economic sector and becomes a space for realizing a new philosophy of statehood – a philosophy grounded in professionalism, openness, and responsible action.

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