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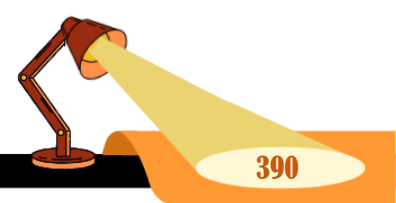
Kharchenko Oksana PhD, Associate Professore, <https://orcid.org/0000-0003-1162-1681>

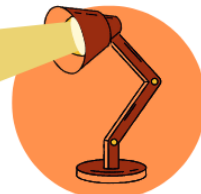
ORGANIZATIONAL AND ECONOMIC SUPPORT FOR THE DEVELOPMENT PROCESSES OF THE TOURISM AND HOSPITALITY SECTOR

Abstract. The article examines the organizational and economic support for the development processes of the tourism and hospitality sector under conditions of contemporary socio-economic transformations. The essence and content of organizational and economic support are revealed as a systemic, multi-level category that integrates organizational structures, managerial mechanisms, and economic instruments influencing the development of the tourism and hospitality industry. The current state and key trends in the development of the tourism and hospitality complex are analyzed, including the growing role of sustainable development, digitalization, innovation, and partnership-based forms of interaction.

The organizational mechanisms for managing the development of tourism and hospitality are investigated, and the significance of the institutional environment, strategic planning, the cluster approach, and public–private partnerships in enhancing the competitiveness of tourist destinations is substantiated. Based on the analysis conducted, the main directions for improving the organizational and economic support for the development of the tourism and hospitality industry are identified, taking into account the principles of sustainable development. These directions include the modernization of the institutional management system, the improvement of economic incentive instruments, the implementation of innovative and digital technologies, and the application of environmentally responsible management models.

The proposed directions are aimed at ensuring the balanced development of the tourism and hospitality sector and increasing its resilience to external economic and social challenges. The results obtained provide a basis for further scientific research in the field of shaping effective tourism and hospitality development policies. The article emphasizes the necessity of integrating the principles of sustainable development at all





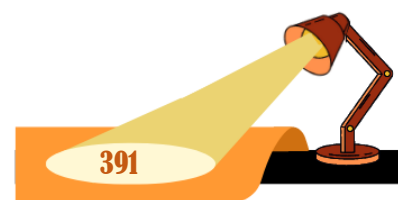
levels of management of the tourism and hospitality complex. The practical recommendations can be applied by public authorities, local governments, and tourism business entities. The research findings have practical significance for the development of strategies and programs for the development of tourist destinations.

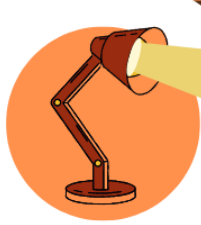
Keywords: tourism, hospitality, organizational and economic support, sustainable development, management, tourism, region.

Харченко Оксана Володимирівна к.е.н., доцент, <https://orcid.org/0000-0003-1162-1681>

ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНЕ ЗАБЕЗПЕЧЕННЯ ПРОЦЕСІВ РОЗВИТКУ СФЕРИ ТУРИЗМУ ТА ГОСТИННОСТІ

Анотація. У статті досліджено організаційно-економічне забезпечення процесів розвитку сфери туризму та гостинності в умовах сучасних соціально-економічних трансформацій. Розкрито сутність і зміст організаційно-економічного забезпечення як системної багаторівневої категорії, що поєднує організаційні структури, управлінські механізми та економічні інструменти впливу на розвиток туристично-гостинної галузі. Проаналізовано сучасний стан і ключові тенденції розвитку туристично-гостинного комплексу, зокрема зростання ролі сталого розвитку, цифровізації, інновацій та партнерських форм взаємодії. Досліджено організаційні механізми управління розвитком туризму та гостинності, обґрунтовано значення інституційного середовища, стратегічного планування, кластерного підходу та державно-приватного партнерства у підвищенні конкурентоспроможності туристичних дестинацій. На основі проведеного аналізу визначено основні напрями вдосконалення організаційно-економічного забезпечення розвитку туристично-гостинної галузі з урахуванням принципів сталого розвитку, серед яких: модернізація інституційної системи управління, удосконалення економічних інструментів стимулювання, впровадження інноваційних та цифрових технологій, а також застосування екологічно відповідальних моделей управління. Запропоновані напрями спрямовані на забезпечення збалансованого розвитку туристично-гостинної галузі та підвищення її стійкості до зовнішніх економічних і соціальних викликів. Отримані результати створюють підґрунтя для подальших наукових досліджень у сфері формування ефективної політики розвитку туризму та гостинності. У статті акцентовано увагу на необхідності інтеграції принципів сталого розвитку в усі рівні управління туристично-гостинним комплексом. Практичні рекомендації можуть бути використані органами державної влади, місцевого самоврядування та суб'єктами туристичного бізнесу. Результати дослідження мають прикладне значення для розробки стратегій і програм розвитку туристичних дестинацій.





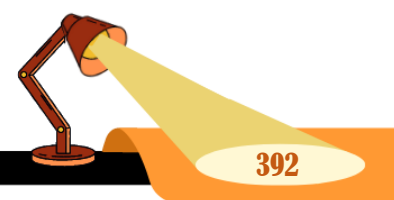
Ключові слова: туризм, гостинність, організаційно-економічне забезпечення, сталий розвиток, управління, туризм, регіон.

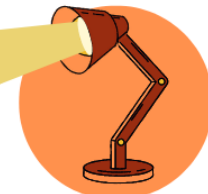
The tourism and hospitality sector is an important component of the modern national and global economy, characterized by a high level of dynamism, a significant multiplier effect, and a substantial impact on the socio-economic development of territories. The development of the tourism and hospitality complex contributes to the activation of entrepreneurial activity, growth in employment, modernization of infrastructure, and the formation of a positive image of the state in the international tourism services market.

In the context of globalization processes, intensified competition among tourist destinations, and the growing influence of external economic and social challenges, the issue of forming effective organizational and economic support for the development of the tourism and hospitality sector becomes particularly relevant. The sector's ability to function sustainably and adapt to changes in the external environment depends on the level of coherence of managerial decisions, the effectiveness of economic mechanisms, and the quality of the institutional environment. The contemporary development of tourism and hospitality takes place amid structural transformations of the economy, increasing global competition, the growing impact of digitalization, and rising consumer requirements for the quality of tourism and hotel services. Under these conditions, the problem of establishing effective organizational and economic support capable of ensuring stable sectoral development, enhancing competitiveness, and facilitating adaptation to external changes becomes especially significant.

Despite the considerable tourism and recreational potential, the development of the tourism and hospitality sector in many regions is characterized by a number of systemic problems, including imperfections in institutional and regulatory frameworks, fragmented managerial decisions, insufficient investment support, underdeveloped infrastructure, and the limited implementation of innovative and cluster-based forms of organizing tourism activities. These factors reduce the efficiency of market participants and constrain the realization of the sector's potential. Particular attention should be paid to the issue of aligning the interests of the state, business, and local communities in the development of the tourism and hospitality complex. The absence of a systemic approach to the formation of organizational and economic management mechanisms leads to inefficient resource utilization, a decline in service quality, and the loss of competitive advantages in both domestic and international tourism markets.

In this regard, there is an objective need for scientific substantiation and improvement of the organizational and economic support for the development processes of the tourism and hospitality sector, taking into account contemporary challenges, the principles of sustainable development, and innovative approaches to sectoral management.





Analysis of Recent Research and Publications.

The issues related to the development of the tourism and hospitality sector, particularly in the context of enhancing its competitiveness, ensuring sustainable development, and implementing effective organizational and economic management mechanisms, are currently highly relevant and remain at the forefront of attention of many domestic and international scholars. A significant contribution to the study of the competitiveness of tourist destinations and their impact on socio-economic development was made by G. Crouch and J. Ritchie [1], who substantiated the relationship between tourism development, societal well-being, and the effectiveness of managerial decision-making. Issues of sustainable tourism development and the integration of global sustainable development goals into the sector's management system are comprehensively addressed in the works of C. M. Hall [2], which emphasize the necessity of forming a managerial ecosystem capable of ensuring a balance between economic, social, and environmental interests in the tourism and hospitality sector. Contemporary research increasingly focuses on corporate responsibility and ESG approaches within the tourism and hospitality industry. In particular, Beck et al. [3] analyze the role of environmental, social, and governance factors in shaping development strategies of tourism and hospitality enterprises, highlighting their importance for the long-term sustainability of the sector. In turn, Price examines a regenerative approach to tourism development, emphasizing the role of local communities and social entrepreneurship as key elements of the sustainable development of tourist territories [4]. Korpuž demonstrates that the implementation of sustainable development principles has a positive impact on consumer experience and contributes to enhancing the resilience of hospitality enterprises under conditions of instability [5].

At the same time, the analysis of scientific publications indicates that, despite a substantial body of research in the field of tourism and hospitality, the issues of comprehensive substantiation of organizational and economic support for the development of the tourism and hospitality industry remain insufficiently systematized. This determines the need for further research aimed at forming an integrated approach to improving sectoral development management mechanisms, taking into account contemporary challenges and the principles of sustainable development.

Purpose and Objectives of the Study.

The purpose of the study is to provide a theoretical substantiation and to develop practical recommendations for improving the organizational and economic support of development processes in the tourism and hospitality sector under conditions of contemporary socio-economic transformations.

Presentation of the Main Research Findings.

The organizational and economic support of tourism and hospitality development constitutes a complex multi-level system that integrates organizational structures,





managerial mechanisms, and economic instruments aimed at creating favorable conditions for the efficient functioning and sustainable development of the sector. It serves as a fundamental basis for realizing the tourism and recreational potential of territories and ensures the coherence and balance of actions among all participants in the tourism market.

The essence of organizational and economic support lies in the formation of an integrated and coordinated mechanism for managing the development of tourism and hospitality, encompassing national, regional, and local levels of governance, while also providing for active interaction with private sector stakeholders. Such a mechanism ensures coordination among public authorities, tourism industry enterprises, investors, and civil society organizations in order to enhance sectoral efficiency and optimize the use of its resource potential (Fig. 1).

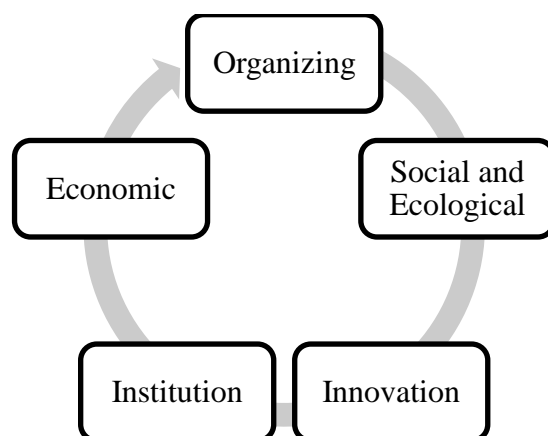
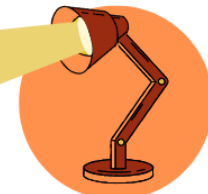


Fig. 1. Components of the Organizational and Economic Support for the Development of the Tourism and Hospitality Sector

The organizational component of ensuring the development of the tourism and hospitality sector includes the management system, the institutional environment, regulatory and legal frameworks, as well as the forms and methods of organizing tourism activities. It defines the operating conditions of the tourism market, regulates quality standards for tourism and hotel services, and establishes mechanisms for intersectoral interaction and cluster development, which facilitate the integration of industry stakeholders and enhance sectoral competitiveness.

The economic component of organizational and economic support encompasses a system of financial, investment, fiscal, and pricing instruments influencing the development of the tourism and hospitality complex. Its functional purpose lies in stimulating entrepreneurial activity, intensifying investment processes, modernizing the material and technical base, and ensuring financial stability and economic resilience of tourism market participants.





An important characteristic of organizational and economic support is its orientation toward the principles of sustainable development, which imply a harmonious integration of economic, social, and environmental dimensions of tourism and hospitality development. In this context, the implementation of innovative managerial solutions, digital technologies, and environmentally responsible models of tourism organization becomes particularly relevant.

Organizational and economic support for the development of the tourism and hospitality sector should be considered as a systemic scientific and economic category that combines organizational and economic elements of management aimed at ensuring the efficient functioning of the sector, enhancing its competitiveness, and adapting it to contemporary socio-economic challenges.

The modern tourism and hospitality complex operates under conditions of post-crisis transformation of supply and demand, where the recovery of travel volumes is accompanied by changes in consumer behavioral patterns, increased sensitivity to risks, and a growing role of service quality. At the same time, competition among destinations and market players is intensifying, which necessitates improving management efficiency, diversifying tourism products, and introducing innovations in the hospitality sector.

At the global level, a trend toward an almost complete recovery of international tourism to pre-crisis levels can be observed. According to UN Tourism estimates, approximately 1.4 billion international tourists were recorded in 2024, corresponding to nearly pre-COVID levels, while in 2025 the dynamics remain positive: during January–September 2025, international arrivals increased by approximately 5% (Table 1).

Table 1
**Generalized Indicators of the State of the Tourism and Hospitality Complex
(Global Context)**

| Indicator | Assessment / Trend |
|--|---|
| International tourist arrivals in 2024 | Approximately 1.4 billion, recovery close to pre-crisis levels |
| Dynamics of international arrivals in January–September 2025 | +5%, over 1.1 billion tourists in 9 months |
| Contribution of Travel & Tourism to global GDP (2024) | USD 10.9 trillion, about 10% of the global economy |
| Employment in Travel & Tourism (2024) | Approximately 357 million jobs |
| RevPAR dynamics in 2025 (selected markets) | Marginal growth; ADR increasing, occupancy declining |
| Cost pressure in the hotel business | Rising costs (including insurance) as a factor reducing margins |

Source: compiled by the authors based on[6-11]





The economic dimension of the development of the tourism and hospitality complex demonstrates a strong multiplier effect of the sector. According to WTTC data, in 2024 the contribution of Travel & Tourism to global GDP was estimated at approximately USD 10.9 trillion (around 10% of the global economy), while employment accounted for about 357 million jobs (approximately one in ten employed). These indicators reflect the recovery of the economic role of tourism and hospitality, as well as their system-forming function for related sectors such as transport, trade, food services, and culture [7].

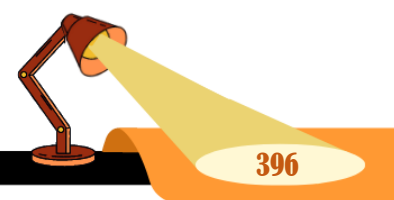
At the same time, the hotel segment shows a slowdown in the growth of operational performance indicators across a number of developed markets. Growth in RevPAR remains marginal and is often driven primarily by the rate component (ADR), while occupancy demonstrates weak dynamics or decline. In particular, PwC materials, citing STR data, indicate that as of August 2025, RevPAR growth was marginal (approximately +0.2% year-on-year), accompanied by an increase in ADR and a decline in occupancy. This reflects a more complex balance between pricing and demand [8-11].

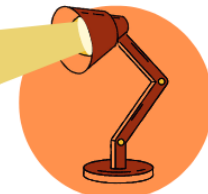
An important trend for the tourism and hospitality complex is the rise in costs and increasing pressure on margins, including insurance, property maintenance, operational, and labor costs. This trend heightens the relevance of productivity improvement, energy efficiency, and business process optimization. Industry reports, including those by AHLA, emphasize a significant increase in the costs of operating hotel businesses, particularly insurance expenses, which objectively constrains profitability even under relatively stable revenue conditions [12].

On the demand and product side, dominant trends include personalization, an experience-oriented approach (experience economy), the development of wellness and nature-based tourism, and the institutionalization of sustainable tourism as both a market requirement and a regulatory standard. At the same time, digitalization is accelerating through online sales channels, dynamic pricing, CRM and loyalty systems, and operational automation, becoming a fundamental prerequisite for competitiveness. In the 2025–2026 outlook, a key challenge for hotel and tourism enterprises is to combine high-quality service and innovation with financial resilience amid cost pressures and uneven demand across regions and market segments [13-14].

Organizational mechanisms for managing the development of tourism and hospitality constitute a set of forms, methods, and institutional instruments through which targeted influence on the functioning and development processes of the tourism and hospitality complex is ensured. Their effectiveness is determined by the ability of the management system to coordinate the actions of industry stakeholders, align strategic development goals, and adapt to changes in the external environment.

A key element of organizational mechanisms is the institutional governance structure, which includes public authorities, regional and local government bodies, as





well as specialized tourism organizations and development agencies. A clear distribution of powers and responsibilities among these actors contributes to improving the effectiveness of managerial decision-making, shaping a coherent tourism and hospitality development policy, and ensuring its practical implementation.

Strategic and programmatic instruments play an important role in managing sectoral development, including national and regional tourism development strategies, targeted programs, and action plans. These instruments provide a long-term orientation for the development of the tourism and hospitality complex, define priority areas, target indicators, and resource support mechanisms, and thereby enhance the manageability of sectoral processes.

Organizational management mechanisms also involve the development of partnership-based forms of interaction among the public sector, business, and local communities. The use of public-private partnership mechanisms, tourism clusters, and network structures facilitates resource consolidation, increases innovative activity, and supports the formation of an integrated tourism product that is competitive in both national and international markets. A significant component of organizational mechanisms is the standardization and regulation of the quality of tourism and hotel services. The introduction of national and international standards, certification systems, and quality control mechanisms contributes to improving service quality, strengthening consumer trust, and building a positive image of tourist destinations.

Improving the organizational and economic support for the development of the tourism and hospitality industry under contemporary conditions requires a systemic approach based on the principles of sustainable development and taking into account the interrelationship among economic, social, and environmental factors. Such an approach makes it possible to ensure long-term sectoral competitiveness, increase the efficiency of resource use, and minimize the negative impact of tourism activities on the environment and local communities. One of the priority directions for improvement is the modernization of the institutional governance system for tourism and hospitality development, which involves a clear delineation of competencies among public authorities at different levels, strengthened coordination between them, and the engagement of business and civil society in the processes of formulating and implementing strategic decisions. The introduction of integrated governance models will enhance the coherence of actions and the effectiveness of managerial mechanisms.

Another important direction is the improvement of economic instruments for stimulating sectoral development in line with sustainability principles. In particular, it is advisable to expand the use of tax incentives, grant programs, and preferential lending for enterprises implementing environmentally responsible technologies, energy-efficient solutions, and innovative models of tourism and hotel service delivery. This will enhance the investment attractiveness of the tourism and hospitality complex and stimulate its structural modernization. Special attention should be given to the





development of tourism clusters and partnership networks as organizational forms of industry integration. The cluster approach ensures synergy among tourism and hospitality enterprises, transport, cultural, and service infrastructure, enabling the creation of an integrated tourism product and enhancing destination competitiveness while complying with environmental and social standards.

Another area for improving organizational and economic support is the active implementation of innovation and digital technologies in sectoral management. The use of digital platforms, data analytics systems, and automated tools for resource management and customer relationship management enhances transparency, improves the efficiency of managerial processes, and raises the quality of tourism services, while simultaneously reducing resource costs.

Thus, improving the organizational and economic support for the development of the tourism and hospitality industry based on the principles of sustainable development involves a combination of institutional reforms, economic incentives, innovative activity, and responsible resource use. The implementation of these directions creates prerequisites for the formation of a resilient, competitive, and socially oriented model of tourism and hospitality development in the long term.

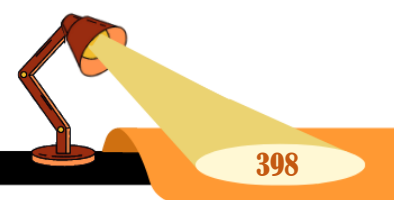
Conclusions.

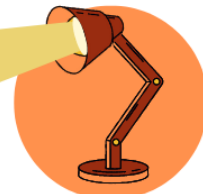
The results of the study allow us to conclude that the role of innovation, digitalization, sustainable tourism, and partnership-based forms of interaction in the development of the tourism and hospitality sector is steadily increasing. It has been identified that, alongside the positive dynamics of tourism flow recovery, systemic problems persist, including institutional constraints, insufficient investment support, and uneven development across certain segments of the industry. Based on the conducted analysis, the key directions for improving the organizational and economic support for the development of the tourism and hospitality industry have been identified in accordance with the principles of sustainable development. These include the modernization of the institutional environment, the enhancement of economic incentives, the intensification of innovative activity, and the implementation of environmentally responsible management models.

Thus, the implementation of the proposed directions for improving organizational and economic support will contribute to the formation of an efficient, competitive, and socially oriented model for the development of the tourism and hospitality sector, capable of ensuring its sustainable development in the long term.

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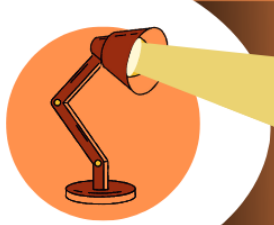


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**Ми висвітлюємо ваші
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**Успіхи і
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