

## Development of partnership relations between hospitality industry entities amid Ukraine's European integration process

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**Abstract.** The development of partnership relations among hospitality industry entities has gained particular relevance amid Ukraine's European integration course. Collaboration between government institutions, business entities, and local communities creates new opportunities for enhancing competitiveness and integrating into the European market. The aim of the study was to propose approaches for establishing partnerships between business entities based on the analysis of existing types of partnerships that promote the development of the hospitality industry and contribute to regional economic growth. The study's main methodological framework included economic-mathematical and comparative analyses, as well as empirical and theoretical methods. The article analysed tax revenues from hospitality industry entities for the period 2021-2023, revealing a general decline in tax revenues from the hospitality industry overall. It has been proven that cooperation between government institutions, local communities, private businesses, and non-governmental organisations creates conditions for balanced resource use and the development of innovative solutions that contribute to the preservation of the natural environment and cultural heritage. A stakeholder grouping was carried out, which allows for a multi-level approach to developing the hospitality industry based on integrating the interests of various market participants. The structure of relationships between hospitality industry entities in the context of European integration has been identified and systematised (cooperative relations, competitive relations, symbiotic relations, contractual relations, alliance, and cluster relations). The effectiveness of specialised alliances and cluster associations, which are based on voluntary cooperation between various industry participants striving to achieve long-term development goals, has been proven. The impact of partnership relations on the development of Ukraine's tourist destinations has been studied and described. The study emphasised the adaptation of Ukrainian hospitality industry entities to European quality standards and their cooperation in achieving sustainable development. The practical significance of the study lies in the development of methodological recommendations that can be used by: business entities to improve partnership relations and enhance competitiveness in the European market; local

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authorities to promote the development of the hospitality industry; and educational institutions to train personnel in accordance with the requirements of the European market

**Keywords:** higher education institutions; panel data; econometric modelling; fixed and variable effects; pooled regression; employment

## Introduction

In the context of Ukraine's European integration trajectory, partnership relations between hospitality industry entities have become particularly relevant. European integration promotes the establishment of new standards and requirements for service quality, making cooperation among all market participants essential. Partnerships enable hospitality industry entities to effectively exchange experiences, knowledge, and resources, thereby enhancing their competitiveness and the quality of services at the international level. Collaboration between hotels, restaurants, travel agencies, and other businesses in the industry is key to sustainable development in the context of integration with the European market.

Cooperation with European partners and investors provides Ukrainian hospitality businesses with access to innovative technologies, new management methods, and marketing tools. Ukraine's course towards European integration opens new opportunities for cooperation between government, private structures, and international organisations, thus raising quality standards. Establishing effective partnerships in the hospitality industry, while considering economic, social, and environmental aspects, requires detailed analysis. One of the key aspects of partnership relations is the optimisation of interaction among various stakeholders, such as hotels, restaurants, travel agencies, local communities, and authorities. It is important to understand how cooperation between these entities can contribute to the creation of high-quality tourism products that meet European standards and global competition.

Partnership relations between business entities are an essential aspect of developing the hospitality industry, contributing to regional economic growth and adaptation to European integration requirements. Studying the challenges these entities face and developing recommendations for improving cooperation is vital for sustainable development and enhancing international competitiveness.

Researchers M. Stehnei & K. Khaustova (2020) identified factors affecting the development of the hospitality industry. Their study analysed the reasons hindering the development of Ukraine's hospitality industry during military actions and explained the projected impact of the war on its future development.

Scholars D. Ofori & C. Appiah-Nimo (2021) examined the impact of managing relationships with suppliers and customers on the competitive advantages and performance of hotels. They analysed the hypothetical relationship using structural equation modeling via the

partial least squares method (PLS-SEM) and demonstrated that customer relationship management has a significant positive impact on hoteliers' competitive advantage.

Researcher N. Barvinok (2022) evaluated the impact of global security factors on the development of Ukraine's international tourism industry from 2011 to 2021. The author focused on the effects of Russian military-political aggression on the development of Ukraine's hospitality industry, analysed the causes hindering the growth of Ukraine's tourism sector during wartime, and explained the predicted consequences of the war for the hospitality industry, as well as the crisis phenomena following large-scale hostilities. She also provided examples of countries that overcame crises and quickly restored international tourism on their territories, developing it with renewed strength.

A. Humenyuk (2022) studied the main scientific approaches to classifying factors influencing the development of hospitality. These include approaches that classify the factors of forming partnerships between hospitality entities and related market participants (partnership features), approaches that structure these factors with a focus on productivity (key influences) and future predictability, and approaches that classify factors influencing customers' choices of hospitality establishments (customer preference features). Additionally, there are approaches that classify the factors influencing customer selection of hospitality establishments, as well as those based on key hospitality development factors, characteristic of the current stage of development, including efficiency factors (or key influencing factors), predictive factors, partnership development factors, customer preferences, and market factors.

Researchers H. Tarasiuk & V. Piankov (2022) studied the stages of hospitality development according to J.R. Walker, highlighting and analysing the periods of hospitality industry establishment in Ukraine: the "Soviet service" period before 1991, the post-Soviet period from 1991 to 2004, the revival stage from 2005 to 2013, the stagnation period from 2014 to 2016, the quantitative and qualitative flourishing of the national hospitality industry from 2016 to 2019 due to the transformation and emergence of new entities and service diversification, the COVID-19 and post-COVID-19 period of 2020 to 2021 focusing on safety, individualisation, and development prospects of "tourism magnets" and the promotion of the national tourism brand; and 2022 – the socially conscious stage of reorienting hospitality entities to basic

human values and needs, with adaptation to operating under full-scale war conditions.

Researchers M. Kryshchanovych *et al.* (2023) examined the effectiveness of regulatory relations between entities at the local level and proposed optimising the local aspects of national business safety regulation within the context of sustainable development. They found that national regulatory acts often fail to account for all safety aspects. The publication presents a model for optimising the local aspects of national business safety regulation for a specific region, taking into account sustainable development principles.

B.S. Shuliuk (2023) studied the conceptual, theoretical, methodological, and practical aspects of the financial mechanism of public-private partnership. The research focuses on using financial tools and levers to develop partnership relations between the state and business. The work proposes an original approach to modernising the financial mechanism of public-private partnership in line with the goals of the country's socio-economic development.

Researchers J. Langgat *et al.* (2023) examined hotels that employ environmentally sustainable practices. Based on a survey of 169 hotel managers with 3 to 5-star ratings, structural equation modeling using partial least squares (PLS) was performed. The results highlighted the importance of supporting and developing environmentally sustainable practices at all levels, from government management bodies to tourist-receiving communities.

Researcher S. Gazuda (2024) proposed a new approach to stakeholder grouping as an important component in the branding development of agricultural regions within the context of European integration, where each group has unique interests, resources, capabilities, and expectations that can be mobilised to achieve shared goals, formulate effective strategies, and implement them. The research demonstrates that the institutional infrastructure for branding development in regions, within the context of European integration, combines several key elements whose interconnected interests are aimed at supporting and fostering effective partnership relations between agricultural sector entities.

V. Zhmudenko *et al.* (2024) identified the features of strategic management of tourism and hospitality business entities and emphasised the importance of implementing modern industry development trends, particularly in the areas of digitalisation and digitisation. They proposed strategic measures to improve the state of the hospitality and tourism industry in Ukraine, regardless of whether the focus is on foreign or internal tourists.

Research into partnership relations in the hospitality industry highlights the importance of integrating social, environmental, and economic principles of sustainable development to achieve long-term success and meet modern global requirements. To enhance the competitiveness and service quality provided by business entities, it is advisable to analyse and identify ways

to develop partnership relations among hospitality industry participants amid Ukraine's European integration processes.

## Materials and Methods

During the research, various scientific methods were employed to ensure the reliability of results and contribute to the formation of well-founded conclusions. In particular, the empirical method allowed for the collection of factual data regarding the activities of hospitality industry entities and for analysing them based on specific observations and real indicators. This method provided practical insights into the dynamics of changes in the hospitality industry and the interactions among partners. The theoretical method was applied to analyse existing scientific approaches, concepts, and models in the field of partnership development in the hospitality industry. It enabled the identification of the main trends used in global practice and allowed for the formulation of new hypotheses and suggestions for further research on adapting these concepts within the context of Ukraine's European integration. The analytical method helped break down the complex processes of forming partnerships into individual aspects for more detailed analysis, allowing for a deeper understanding of each stakeholder's role in the hospitality industry's development and assessing their contributions to forming competitive tourism products. The economic-mathematical method was used for the statistical analysis of collected data regarding the business activities of hospitality entities, establishing mathematical relationships among the studied indicators, such as tax revenues from the hospitality industry.

The primary data for analysis were statistical materials, particularly from the State Agency for Tourism Development of Ukraine (Public report of the head..., 2024) and the National Tourism Organization of Ukraine (Strategic Roadmap..., 2024). These sources provided data on tax revenues from hospitality industry entities for the years 2021-2023, enabling the graphical interpretation of the dynamics of tax revenues from the studied entities. Data from the State Statistics Service of Ukraine (2020) was analysed to determine the quantitative indicators of registered hospitality entities in Ukraine for identifying types of partnerships among hospitality stakeholders. Additionally, analytical reports from the World Tourism Organization (Global and regional tourism performance, 2024) and the World Economic Forum (Travel and tourism, 2024) were used in the study, allowing for the analysis of global trends in the studied industry.

The data were classified and systematised for further analysis. These sources provided an objective basis for analysing the dynamics of industry development and assessing the impact of external factors on the activities of hospitality entities. The collected and processed analytical and statistical materials allowed for characterising

the state, structure, and dynamics of the relevant indicators of partnership relations among hospitality industry entities in the context of Ukraine's European integration.

An economic-statistical analysis of the performance indicators of hospitality industry entities was conducted, revealing trends and patterns in the development of the studied sector. Additionally, a graphical model was developed to illustrate changes in tax revenues and subsidies from hospitality industry entities. Based on the obtained results, a series of recommendations was formulated to enhance the development of partnership relations among hospitality industry entities within the framework of Ukraine's European integration.

## Results and Discussion

In the context of contemporary European integration processes, Ukraine faces new challenges and opportunities concerning the adaptation of the hospitality industry to European norms and standards. Partnership relations among stakeholders in the development of the hospitality industry have become an important factor in ensuring competitiveness, innovation, safety, and the stable development of these processes, facilitating the integration of products and services into the global market and attracting foreign investment for regional reconstruction.

Ukraine's integration into the European economic space promotes the opening of new markets and the creation of additional opportunities for small and medium-sized businesses in the hospitality industry; however, it also raises the requirements for the quality of products and services, infrastructure, and the management of business processes. A crucial aspect is the role of government support and regulatory mechanisms that influence the development of partnership relations among hospitality industry entities. The results of the research indicate the need to establish a favourable legal framework that would encourage entrepreneurs to engage in more active cooperation and participation in international projects and initiatives. In the context of European integration, it is essential to ensure that Ukrainian quality standards align with European norms, which will enhance the competitiveness of Ukrainian products and services in the global market.

Understanding the nature of the interconnections between the main stakeholders in the hospitality industry is vital for creating a conducive environment for these processes. Partnerships among entities such as hotels, restaurants, travel agencies, service providers, local government authorities, and educational institutions are crucial for ensuring sustainable development and adapting to European standards. Such interconnections require synergistic interaction, where each participant plays an important role in achieving common goals and creating competitive advantages. Effective partnerships are possible under conditions of transparent communication among stakeholders, joint development of strategies, and investment in service quality (Mazur, 2023).

For example, educational institutions can contribute to raising the qualification level of personnel necessary for the innovative development of the industry, while local authorities can create favourable conditions for attracting investments and supporting entrepreneurship. At the same time, the business environment in the hotel and restaurant industry can become a significant partner in promoting regional branding and tourism attractiveness. This interconnection not only promotes economic growth but also fosters the development of social capital, improves the level of mutual trust among stakeholders, and stimulates the application of innovative approaches to problem-solving.

The development of local and international partnerships is also an important aspect, allowing for the exchange of experiences, technologies, and best practices, which, in turn, contributes to the overall enhancement of the competitiveness of Ukraine's hospitality industry within the framework of European integration. Creating such an environment requires the active participation of all parties in modernisation processes, innovative development, and the establishment of sustainable connections, ensuring the long-term development of the hospitality industry and its integration into global markets (Brinkerhoff & Brinkerhoff, 2011).

Grouping stakeholders in the development of the hospitality industry, especially in the context of European integration, plays an important role in forming effective strategies and implementing regional development goals. This approach allows for better coordination of efforts among different participants in the process and ensures effective solutions to urgent problems facing the industry.

It is reasonable to distinguish the following types of partnerships among hospitality stakeholders:

- ▣ government and local authorities: they play a key role in establishing the regulatory framework governing the hospitality industry and creating incentives for business development through support programs and favourable investment conditions. The context of European integration opens up opportunities for Ukraine's participation in European infrastructure projects, which can support the development of tourist regions and enhance their attractiveness;

- ▣ business entities in the hospitality industry: these are the main executors of the studied processes, as the businesses provide direct services within the industry. Partnerships among them not only improve service quality but also optimise costs through shared resource utilisation, marketing campaigns, and the adoption of new technologies. Additionally, collaboration among different entities within regions fosters the development of local tourist routes and the creation of comprehensive tourism products that meet European standards;

- ▣ external and internal investors: they play a significant role in the development of regional tourist infrastructure. European integration processes stimulate the

attraction of foreign investors who possess the experience and financial resources to implement large projects, which may include building modern tourist locations, recreational areas, and developing transportation infrastructure that attracts more tourists and visitors;

▣ educational and research institutions: they provide training and preparation of qualified personnel for the hospitality industry and conduct research to enhance the efficiency of business processes, implement innovations, and adapt to new market conditions. The involvement of these stakeholders is essential for ensuring the sustainable development of the hospitality industry through continuous improvement of the quality of products and services;

▣ local communities: they also significantly influence the development of hospitality, acting as both service providers and consumers of the industry's outcomes. They can actively engage in creating tourism products, the development of which contributes to preserving cultural heritage and maintaining the ecological balance of the areas. In the context of European integration, it is crucial for local communities to participate in decision-making processes and collaborate with other stakeholders to develop regional tourist clusters and other professional associations.

Thus, grouping stakeholders allows for the formation of a multi-level approach to the development of the hospitality industry based on the integration of the interests of various market participants. The interaction of these groups contributes to the creation of effective strategies that meet European standards and consider the specifics of each region, enabling not only improvements in the quality of products and services but also sustainable socio-economic growth and international competitiveness of the Ukrainian hospitality industry.

Business entities in the hospitality industry encompass a wide range of business structures that provide services in tourism, hotel management, restaurant services, and related activities aimed at meeting the needs of tourists and guests. This group includes hotels and other accommodation establishments, dining establishments, travel agencies, and tour operators, as well as companies providing transportation services and leisure organisation (Jawabreh *et al.*, 2020). They are the main service providers in the hospitality industry, and their activities determine the overall quality of products and services in the region.

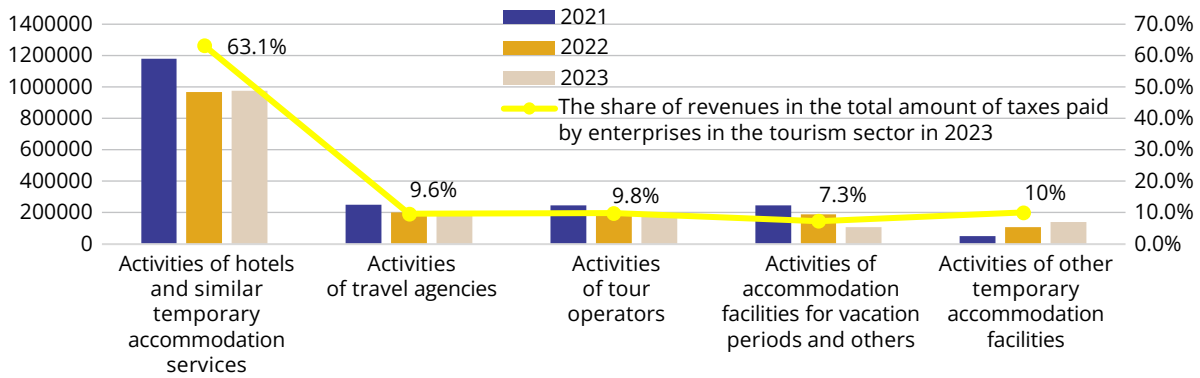
One of the key aspects of developing business entities is the implementation of modern service standards adapted to the requirements of the European market, which includes infrastructure modernisation, staff qualification improvement, and the development of new services that meet the needs of international tourists. For hotels and restaurants, this means ensuring a high level of comfort, safety, and individual approach to each guest, which are the essential components of European hospitality culture. Partnership relations among busi-

ness entities are a crucial element in the development of the hospitality industry. Interaction between hotels, restaurants, travel agencies, and other businesses allows for the creation of comprehensive tourism products, enhancing the attractiveness of regions for international tourists. This collaboration may include joint marketing campaigns, the development of tourist routes, and special offers for guests, contributing to better satisfaction of their needs and expectations.

Furthermore, the activities of hospitality entities contribute to job creation in the region, attracting investments, and infrastructure development. They are important elements in the formation of regional tourist clusters that unite different businesses within common development strategies and collaborations with local communities, government authorities, and investors. G. Shamborovskyi *et al.* (2022) noted that as of 2022, international tourism has gained particular importance in the context of the globalisation of the world economy, becoming one of the crucial factors in the social and economic development of countries worldwide.

As noted by I. Shyshkin *et al.* (2023), the tourism sector is a vital component of the external economy of countries worldwide, and various negative factors, including the COVID-19 pandemic, significantly impact their further development. In the context of European integration, business entities in the hospitality industry face challenges related to the introduction of new regulatory norms and quality standards. To successfully adapt to these new conditions, they need to embrace innovation and continually enhance their competitiveness, which includes the implementation of digital technologies, the development of eco-friendly practices, the preservation of cultural authenticity, and sustainable development – all of which are crucial factors for attracting modern tourists and integrating hospitality services (Scholz *et al.*, 2023).

The military actions of Russia in Ukraine have negatively affected the hospitality industry, leading to a significant decline in activities, a reduction in the number of tourists, and a decrease in revenues from the sector. During active hostilities, most hotels, travel agencies, and other hospitality industry entities were forced to suspend their operations or significantly reduce the volume of services provided, directly impacting tax revenues. The reductions were particularly noticeable in categories such as hotels and tour operators, where revenues decreased by more than 15%. At the same time, uncertainty and risks for foreign tourists led to a decline in both internal and international tourist flows, further exacerbating the crisis in the hospitality industry. The loss of seasonal income and the reduction of tourist infrastructure, especially in regions close to combat zones, became the main factors contributing to the decline in revenues. The dynamics of tax revenues from hospitality industry entities are illustrated in Figure 1.



**Figure 1.** Dynamics of tax revenues from hospitality industry entities

**Source:** compiled from the Public report of the head of the State Tourism Development Agency of Ukraine Maryana Oleskiv for 2023 (2024), Strategic Roadmap "Recovery of small and medium-sized businesses in the tourism and hospitality sector in 2023-2033" (2024), V. Zhmudenko et al. (2024)

Despite the negative impact of the war, some segments of the industry, such as other temporary accommodation services, have managed to show growth. This may be linked to the movement of internally displaced persons temporarily staying in safe regions of Ukraine, creating demand for alternative accommodation options. However, this positive trend was not sufficient to compensate for the overall decline in tax revenues from the industry as a whole. The further development of the hospitality industry during wartime will depend on government support aimed at stabilising the situation in the country, restoring tourist confidence, rebuilding infrastructure, and stimulating business activity in the sector.

The presented graph illustrates changes in tax revenues from various types of hospitality industry entities (activities of hotels and similar temporary accommodation services, travel agencies, tour operators, vacation accommodation, and other temporary accommodation services). In 2021, tax revenues were the highest for the studied period (2021-2023) among all categories of hospitality industry entities. In 2022, tax revenues from different types of hospitality activities significantly decreased. An analysis of statistical data from the National Tourism Organization of Ukraine (Strategic Roadmap..., 2024) and the State Agency for Tourism Development (Public report of the head..., 2024) revealed that the highest tax payment figure for the first nine months of 2023 came from the hotel sector – 916647.7 UAH (63.2%), while other temporary accommodation services paid 145769.4 UAH (10.0%), tour operators contributed 142197.6 UAH (9.8%), travel agencies paid 138015.6 UAH (9.5%), and vacation accommodation and other temporary residences accounted for 106385.1 UAH (7.3%). In percentage terms, the total number of taxpayers decreased by 11% in the first nine months of 2023 compared to 2022 and by 36% compared to the pre-war year of 2021. Overall, the data indicate a gradual decline in tax revenues from hospitality during the specified period, attributed to the challenging political and economic situation.

The integration of different stakeholder groups contributes to the sustainable development of the hospitality industry in regions, as it allows for the consideration of environmental, social, and economic aspects in tourism development strategies and programs. Cooperation among government institutions, local communities, private businesses, and non-governmental organisations creates conditions for balanced resource use and the formulation of innovative solutions that support the preservation of the natural environment and cultural heritage.

The environmental aspect involves the implementation of eco-friendly technologies and approaches in the operations of hospitality entities, including the use of energy-efficient systems, waste minimisation, the adoption of circular economy principles, and the preservation of natural landscapes (Hamzah *et al.*, 2021). As noted by A. Khatter *et al.* (2019), with the support of local-level stakeholders, it is possible to create environmentally responsible tourism products that meet the requirements and needs of tourists, fostering socio-economic growth in regions.

The social aspect focuses on engaging local communities in decision-making processes and the implementation of tourism projects, which helps preserve local traditions and culture while ensuring an equitable distribution of economic benefits among residents of the region. Integrating local communities into tourism projects not only creates new jobs but also enhances the level of mutual trust between entrepreneurs and the population, positively impacting social stability and development (Imran *et al.*, 2018).

The economic aspect focuses on creating competitive products and services based on partnerships between business entities, educational institutions, and local authorities. This approach promotes investment in infrastructure development, enhances service quality, and attracts new markets. By engaging foreign investors and collaborating with international organisations, regions can more effectively integrate into the global tour-

ism industry, increasing their revenues and creating long-term development opportunities. Thus, the integration of environmental, social, and economic aspects through partnerships among various stakeholders ensures a comprehensive approach to the sustainable development of the hospitality industry, enhancing the tourism attractiveness of regions, ensuring long-term stability, and fostering the prosperity of local communities while preserving natural resources and improving the quality of life for residents (Al-Saady & Rezouki, 2022).

Partnership relations allow for the attraction of a wide range of resources and expertise to achieve a common goal – enhancing competitiveness by creating quality products and services in the hospitality industry. This collaboration involves interaction among private enterprises, local authorities, educational institutions, investors, and local communities, enabling more efficient use of available resources and creating opportunities for hospitality development.

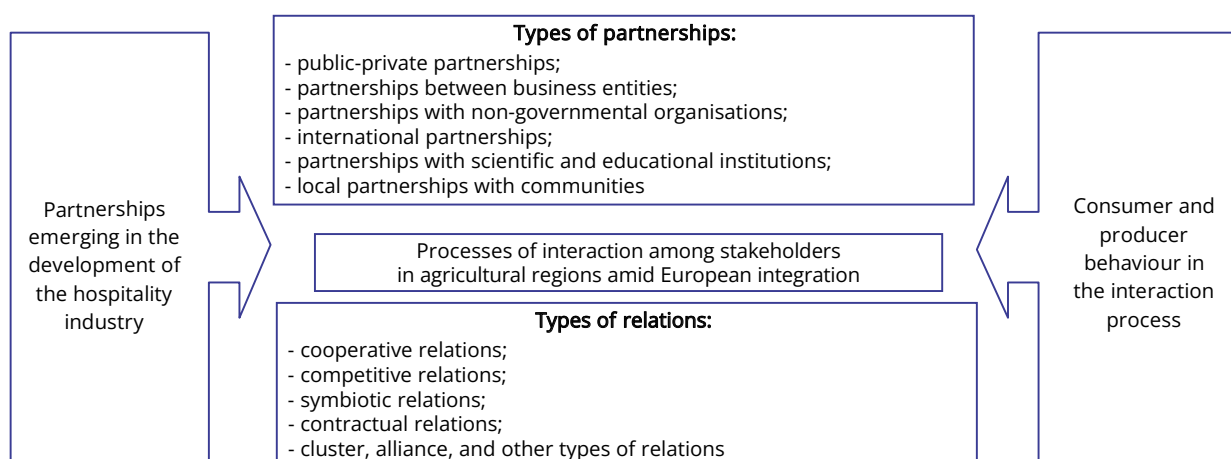
Partnerships with educational institutions facilitate the improvement of professional standards through training programs and the preparation of specialists equipped with the necessary skills to provide quality services. This helps hotels, restaurants, and travel agencies implement modern service standards that meet the expectations of contemporary tourists. Such initiatives also encourage hospitality enterprises to adopt innovations, including technologies aimed at enhancing service processes.

Collaboration with local authorities provides support for developing tourism infrastructure, a crucial element in increasing the attractiveness of tourist destinations and regions. Authorities should provide incentives and investment stimuli for enterprises engaged in tourism infrastructure development, assisting them in

securing funding for building new hotels, entertainment complexes, or tourist attractions. Such partnerships also contribute to creating a favourable legal and regulatory environment that facilitates business operations within the hospitality industry.

Investors are important participants in partnership relations. Their involvement allows for the attraction of financial resources for implementing large hospitality industry projects, such as developing new tourism products, improving infrastructure, or introducing innovative technologies. Partnership with investors not only increases the level of capital investment in the region but also ensures long-term financial stability for hospitality entities.

Interaction with local communities is also a vital part of partnership relations. Local residents can actively participate in developing tourism products and services, considering and promoting the region's authentic features, culture, and natural resources. This approach enables the creation of unique tourism products and services that appeal to tourists, subsequently enhancing the region's competitiveness. Partnerships among different stakeholders allow for the combination of their resources to create quality products and services that elevate the competitiveness of the hospitality industry. This, in turn, fosters sustainable hospitality development, opening new opportunities for growth, investment attraction, and integration into global and European markets. Clearly defined areas of cooperation among stakeholders allow for the coordination of efforts between businesses, educational and research institutions, government bodies, communities, and other interested parties to create new and high-quality products and services. The structure of relationships among hospitality industry entities in the context of European integration is illustrated in Figure 2.



**Figure 2.** Structure of relationships among hospitality industry entities in the context of European integration

**Source:** developed by the authors

The types of relationships in partnerships emerging during the development of the hospitality industry reflect various forms of interaction among industry

participants, including businesses, government bodies, educational institutions, and communities. These relationships can vary in terms of cooperation level, control,

and resource exchange. The main types of relationships are worth noting:

- ▣ cooperative relations: these are relationships in which partnership participants collaborate to achieve a common goal. Such interaction is based on the exchange of knowledge, resources, and experience. Cooperative relations facilitate effective role distribution and responsibility allocation, optimising processes and creating higher quality products and services. In the hospitality industry, this can manifest in joint promotions of tourism products or coordinated marketing efforts among hotels, restaurants, and travel agencies;

- ▣ competitive relations: this type of relationship arises when partners, while collaborating in certain aspects, simultaneously compete with each other in the market. For example, several hotels or restaurants may jointly organise events or marketing campaigns to attract tourists to the region but compete for customers by offering different service levels or prices. Such relationships help stimulate innovation and improve service quality;

- ▣ symbiotic relations: these involve interdependence among partners, where each party benefits from the other and relies on its successful operations. For instance, hotels may depend on local suppliers for products and services, such as tour agencies or transportation companies, to provide a complete tourism package, while restaurants rely on local food producers, farmers. In these relationships, each partner has a unique role, and the success of one directly impacts the others;

- ▣ contractual relations: these are legally binding agreements between partners that define rights, obligations, and terms of cooperation. They can include service agreements, franchise contracts, or licensing agreements. Contractual relations are the most formalised, ensuring transparency and clear distribution of responsibilities among the parties. In the hospitality industry, they are often used to protect the interests of the parties and ensure compliance with contractual obligations;

- ▣ alliances and cluster relations: strategic alliances and cluster relationships are based on voluntary cooperation among different industry participants aiming to achieve long-term goals, such as developing new markets or joint innovations. In such cases, companies and organisations combine their resources and knowledge to gain a competitive advantage and expand their activities. For example, regional tourism clusters work to promote specific tourist destinations.

These types of relationships enable hospitality industry entities to develop cooperation at various levels, enhancing their competitiveness and creating innovative products that meet market demands and European integration standards. Such coordination not only contributes to expanding market outlets for hospitality products and increasing revenues for businesses but also significantly impacts socio-economic development and improves the quality of life for local populations,

making the process of European integration more effective and beneficial for all participants.

## Conclusions

The study concludes that the development of partnerships among stakeholders in the hospitality industry can become an important factor in Ukraine's European integration, enhancing the competitiveness of the sector in the regions, stimulating innovation, and improving the quality of services provided. Such cooperation will facilitate more effective resource utilisation, expand access to European markets, and increase compliance with EU standards. Interaction among various hospitality industry stakeholders will create synergy that accelerates adaptation to European requirements and promotes the sustainable development of the national tourism industry.

The analysis of tax revenue indicators from the activities of key hospitality industry entities has shown a gradual decline, attributed to the complex political and economic situation. The total number of taxpayers in the first nine months of 2023 decreased by 36% compared to 2021 and by 11% compared to 2022. The primary reasons for the decrease in tax revenues from hospitality industry activities include a sharp decline in demand from foreign guests due to military actions in Ukraine, the exclusion of entire regions from tourism circulation, ongoing missile and mine threats, closed airspace, and restricted access to the country's tourist destinations.

Partnership relations among business entities facilitate the creation of comprehensive tourism products that enhance regional competitiveness. The application and development of various types of relationships, particularly cooperative, symbiotic, and alliance relationships, allow for the optimisation of resource, knowledge, and technology utilisation. This approach promotes the development of tourist regions by creating conditions for improved infrastructure, higher service quality, and attracting foreign investment. The interdependence among partnership participants helps establish a resilient ecosystem, where each entity plays a crucial role in achieving overall success. Partnership relations are an essential element in the development of Ukraine's hospitality industry within the context of European integration. They contribute not only to economic growth but also ensure social stability and the preservation of cultural heritage. Integration into the European hospitality space through collaboration and experience exchange will help Ukrainian businesses remain competitive in the international market and meet the high demands of modern tourists.

Further research could focus on analysing the impact of digital technologies on the development of partnership relations and the integration of innovations in industry management. Additionally, studies on the role of sustainable development in partnership initiatives, particularly the influence of environmental and social aspects on the competitiveness of Ukrainian hospitality enterprises in the global market, would be promising.

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None.

## Conflict of Interest

None.

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## **Розвиток партнерських відносин між суб'єктами індустрії гостинності в умовах євроінтеграційного вектору України**

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**Анотація.** Розвиток партнерських відносин між суб'єктами індустрії гостинності набуває особливої актуальності в умовах євроінтеграційного курсу України. Співпраця між державними установами, суб'єктами господарювання та місцевими громадами створює нові можливості для підвищення конкурентоспроможності та інтеграції в європейський ринок. Метою дослідження був пошук пропозицій щодо формування партнерських відносин між суб'єктами господарювання на основі аналізу наявних типів партнерств, які сприяють розвитку індустрії гостинності та впливають на економічне зростання регіонів. Основною методологічною базою для дослідження стали економіко-математичний аналіз та порівняльний аналіз, емпіричний, теоретичний методи. У статті проведено аналіз податкових надходжень від суб'єктів індустрії гостинності за період 2021-2023 років, на основі чого визначено тенденцію загального зниження податкових надходжень від індустрії гостинності в цілому. Доведено, що співпраця між державними установами, місцевими громадами, приватним бізнесом та неурядовими організаціями створює умови для збалансованого використання ресурсів та формування інноваційних рішень, що сприяють збереженню природного середовища та культурної спадщини. Здійснено групування стейкхолдерів, яке дозволяє сформувати багаторівневий підхід до розвитку індустрії гостинності, який базується на інтеграції інтересів різних учасників досліджуваного ринку. Визначено та систематизовано структуру взаємовідносин між суб'єктами індустрії гостинності в умовах євроінтеграції (коопераційні відносини, конкурентні відносини, симбіотичні відносини, контрактні відносини, альянсові та кластерні відносини). Доведено ефективність спеціалізованих альянсів та кластерних об'єднань, які базуються на добровільній співпраці між різними учасниками індустрії, що прагнуть досягти довгострокових цілей розвитку. Вивчено та описано вплив партнерських відносин на розвиток туристичних дестинацій України. Дослідження акцентувало увагу на адаптації українських суб'єктів індустрії гостинності до європейських стандартів якості, їхньої співпраці в досягненні сталого розвитку. Практичне значення дослідження полягає в розробці методичних рекомендацій, які можуть бути використані: суб'єктами господарювання для покращення партнерських відносин і підвищення конкурентоспроможності на європейському ринку; органами місцевої влади для сприяння розвитку індустрії гостинності; освітніми установами для підготовки кадрів, відповідних вимогам європейського ринку

**Ключові слова:** євроінтеграційні процеси; співпраця суб'єктів гостинності; глобальні цілі сталого розвитку; альянси; кластери; інтеграційні процеси