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## **PROJECT APPROACH AS A TOOL FOR ENSURING THE COMPETITIVENESS OF THE HOSPITALITY INDUSTRY OF UKRAINE**

This article summarizes the issue of ensuring the competitiveness of the hospitality industry in the regions of Ukraine based on a project approach. The main purpose of the publication is to research the process of ensuring the competitiveness of the hospitality industry of Ukraine based on a project approach and to find directions for strengthening the researched processes in the regions of the country. The systematization of literary sources and approaches to solving the problem of ensuring the competitiveness of the hospitality industry in the regions of Ukraine shows that the mentioned issues from the perspective of the project approach are insufficiently covered. The urgency of solving this scientific problem is that it is advisable to apply a project approach by developing a hierarchical platform for ensuring the competitiveness of the hospitality industry, based on taking into account the consistency of strategic decisions of hospitality stakeholders at all hierarchical levels. During the research, special and general scientific methods were used: analysis and synthesis in determining the state and prospects of the development of the hospitality industry; comparison with determined specifics of interaction of hospitality entities and possible management problems of integrated associations; with the help of the structural-logical method, the vision of the actions of local self-government bodies in the direction of strengthening the integration processes of the hospitality industry in the region is systematized. The object of the study is the process of ensuring the

competitiveness of the hospitality industry in the regions of Ukraine. The article presents the results of a study of the state of the hospitality industry in the regions of Ukraine in modern conditions, which showed that the concept of sustainable development and integration processes, which involves balancing and normalizing the socio-ecological and economic impact of the industry, are at the basis of the modern vision of the development of the regions and ensuring the competitiveness of the hospitality industry hospitality on the environment, as well as penetration of hospitality subjects to higher hierarchical levels. The results of the study revealed the main problems of ensuring the competitiveness of the hospitality industry in the regions of Ukraine, and highlighted the potential prospects of the studied processes taking into account the conditions of European integration.

*Keywords: hospitality industry, integration processes, strategies, project approach.*

## **ПРОЕКТНИЙ ПІДХІД ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ІНДУСТРІЇ ГОСТИННОСТІ УКРАЇНИ**

У цій статті узагальнено питання забезпечення конкурентоспроможності індустрії гостинності регіонів України на основі проектного підходу. Основною метою публікації є дослідження процесу забезпечення конкурентоспроможності індустрії гостинності України на основі проектного підходу та пошук напрямів посилення досліджуваних процесів в регіонах країни. Систематизація літературних джерел та підходів до вирішення проблеми забезпечення конкурентоспроможності індустрії гостинності регіонів України свідчить про те, що зазначені питання з позицій проектного підходу висвітлені недостатньо. Актуальність вирішення даної наукової проблеми полягає в тому, що доцільно застосувати проектний підхід розробивши ієрархічну платформу забезпечення конкурентоспроможності індустрії гостинності, на підґрунті врахування узгодженості стратегічних рішень стейкхолдерів гостинності на усіх ієрархічних рівнях. При проведенні досліджень використано спеціальні та загальнонаукові методи: аналізу та синтезу при визначенні стану та перспектив розвитку індустрії гостинності; порівняння при визначенні специфіки взаємодії суб'єктів гостинності та можливих проблем управління інтегрованими об'єднаннями; за допомогою структурно-логічного методу систематизовано бачення дій органів місцевого самоврядування в напрямі посилення інтеграційних процесів індустрії гостинності в регіоні. Об'єктом дослідження є процес забезпечення конкурентоспроможності індустрії гостинності регіонів України. У статті представлені результати дослідження стану індустрії гостинності в регіонах України в сучасних умовах, який показав, що в основі сучасного бачення розвитку регіонів та забезпечення конкурентоспроможності індустрії гостинності лежать концепція сталого розвитку та інтеграційні процеси, що передбачає збалансування та нормування соціо-еколого-економічного впливу індустрії гостинності на навколишнє середовище, а також проникнення суб'єктів гостинності на вищі ієрархічні рівні. Результати дослідження виявили основні проблеми забезпечення конкурентоспроможності індустрії гостинності регіонів України, а також висвітлили потенційні перспективи досліджуваних процесів з урахуванням умов євроінтеграції.

*Ключові слова: індустрія гостинності, інтеграційні процеси, стратегії, проектний підхід.*

**Statement of the problem in a general form and its connection with important scientific and practical tasks.** In the modern complex conditions of the regions of Ukraine, the hospitality industry is a promising direction of their development. The competitive development of hospitality industry entities in the regions of Ukraine will create jobs for the population of communities, stimulate the filling of budgets and increase the competitive advantages of communities and regions. In view of this, the development of the hospitality industry in the regions based on the project approach meets the existing needs of modernity and is built in such a way as to ensure the appropriate level of competitiveness of the hospitality industry of the regions. Today, Ukraine has chosen the European vector of development, which involves the use of the best European practices and bringing the content and essence of the development of the hospitality industry into line with the best global rules and norms. The modern vision of the development of regions and ensuring the competitiveness of the hospitality industry is based on a project approach and integration processes that involve the penetration of hospitality entities to higher hierarchical levels. This is possible provided that clear and understandable for all stakeholders of the researched processes, conceptual foundations and an algorithm of actions to ensure the competitiveness of the hospitality industry of the region are formed.

**Analysis of the latest research and publications, which have begun to solve this problem.** The study of theoretical, methodological aspects and practical principles of ensuring the competitiveness of the hospitality industry is the subject of research by a number of scientists. In particular, certain aspects of ensuring the competitiveness of the hospitality industry are the object of research by M. Bosovska, I. Vakhovich, A. Holod, M. Goncharenko, O. Nikyga, O. Yevdoshchenko, G. Horina, Y. Dashchuk, S. Nezdoyminov, I. Stuler. At the same time, despite the significant scientific output, which presents the diversity and ambiguity of theoretical and methodical approaches to ensuring competitiveness, it is considered appropriate to use the design approach of the researched processes in modern conditions.

**Objectives.** The goals of the article are the research of the process of ensuring the competitiveness of the hospitality industry of Ukraine based on the project approach and the search for ways to strengthen the researched processes in the regions of the country.

**Presentation of the main research material with full justification of the scientific results.** The project approach to ensuring the competitiveness of the hospitality industry of Ukraine involves a clear formulation of ideas for the development of hospitality in the regions, taking into account the needs and initiatives of all stakeholders of the hospitality industry. The effectiveness of the project approach to ensuring the competitiveness of the hospitality industry is ensured by the creation of cooperation of hospitality stakeholders in the formation and implementation of specific hospitality development projects, built on the coordination of actions of regional management, science, hospitality entrepreneurs and investors.

Ensuring the competitiveness of the hospitality industry of the region based on the project approach is expedient to start with the systematization of the institutional and organizational prerequisites of the researched processes. The competitiveness of the hospitality industry of the region depends on (Vakhovich, 2021):

- perfection of regulatory and legal support for the development of the hospitality industry in the region;
- clear regulation of the powers of state and regional government entities to regulate the activities of hospitality industry entities;
- improvement of the organizational structure of the power management bodies of the hospitality industry for the purpose of development of small and medium-sized business entities of the hospitality industry of the region.

The main goal of implementing the institutional and organizational support of the researched processes is the formation of strategic integration positions of the regions in order to achieve the competitiveness of the hospitality industry within their borders, which corresponds to the best global and European norms, rules and standards (Nezdoyminov, 2021). The tool for implementing the integration positions of certain regions is the use of interaction between the hospitality industry subjects between regions or countries.

The systematization of the institutional and organizational prerequisites for the formation and implementation of the concept of ensuring the competitiveness of the hospitality industry in the region is presented in fig. 1.

The main goal of ensuring the competitiveness of the hospitality industry of the region, based on the project approach, is to coordinate the actions of all stakeholders of the hospitality industry of the region, which are correlated with the strategic priorities and development programs of the industry under study at all hierarchical levels (country, region, communities) (Stuler, 2022). In addition, the target strategic orientations are determined based on the analysis of the best global practices for ensuring the competitiveness of the hospitality industry in the region, which determine the algorithm of actions that must be taken into account before the immediate implementation of the hospitality development strategy.

Thus, the goal of implementation of projects related to the development of hospitality in the region is to coordinate the actions of stakeholders of the hospitality industry, taking into account the main provisions of existing strategies and programs for the development of the

hospitality industry of the region and the state (Dashchuk, 2023). Achieving the project goal of ensuring the competitiveness of the region's hospitality industry is determined by systematization and implementation of target guidelines for the development of the region's hospitality industry. Such landmarks include:

- formation and implementation of competitive regional products and services;
- implementation of international norms, rules and standards of the hospitality industry;
- coordination of interests of all stakeholders of the hospitality industry of the region;
- development and development of the regional infrastructure of the hospitality industry;
- integration of hospitality industry entities into higher hierarchical service markets.

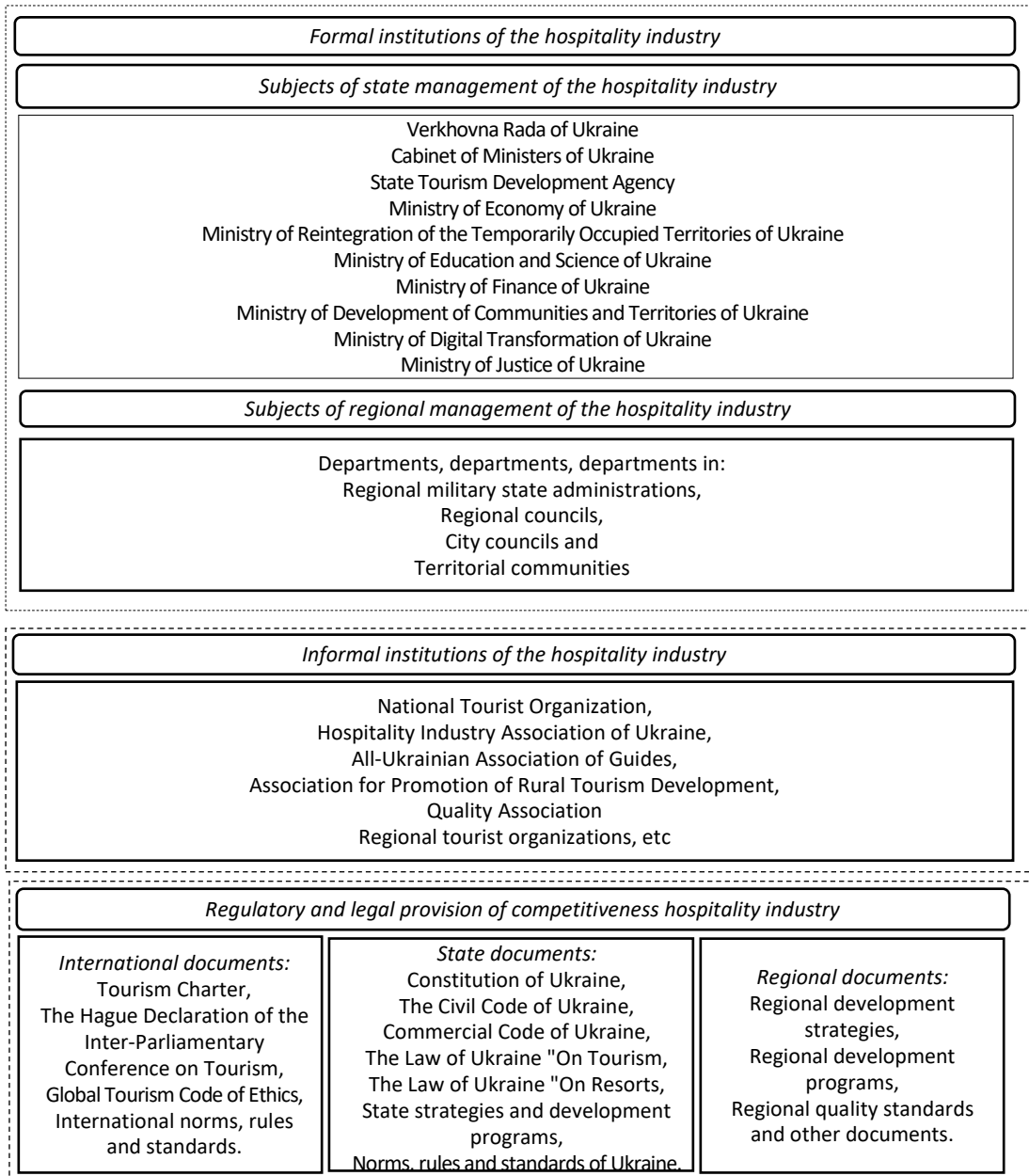


Fig. 1. Institutional and organizational prerequisites for ensuring the competitiveness of the hospitality industry in the region.

The strategic priorities of the development of the hospitality industry in the region are (Holod, 2020):

- development of the strategic potential of the hospitality industry of the region in the form of labor resources, tourist destinations, tourist infrastructure of the region, etc.;
- implementation of global trends and principles of sustainable development of the hospitality industry of the regions;
- the European vector for the development of the hospitality industry in the region;
- popularization of regional products and services of the hospitality industry.

It should be noted that the main modern trends that should be taken into account when forming and implementing projects to ensure the competitiveness of the hospitality industry in the region are:

- Green deal for Europe – a plan to achieve zero total emission of greenhouse gases and zero total environmental pollution by transitioning from fossil to renewable sources of energy and raw materials in the member states of the European Union by 2050;
- sustainable development (Agenda 2030) – three-sector balanced development, as a philosophy for the development of economies (hospitality industry) and regions;
- digital economy – digital solutions as the main platform for promoting tourism opportunities of regions and providing statistics for monitoring the sustainable development of regions;
- economy of joint consumption (sharing economy) – guests of the region and consumers of products and services use developed connections based on the principles of trust and humanity. For example, communication platforms Airbnb, BlaBlaCar, Esty, which are built on mutual trust and respect between consumers and service providers and minimize mechanical transactions;
- the economy of impressions – as a new economic proposal for creating competitive, unique and strong territorial brands of the hospitality industry based on the use of regional and unique resources and historical and cultural heritage, which provides a specific principle of achieving the competitiveness of the hospitality industry of the region - the principle of local identity;
- the economy of joint investment – based on the implementation of global principles of joint action of stakeholders (development of tools for clustering, cooperation, cooperation, etc);
- network economy – as a basis for increasing the added value of products and services of the hospitality industry of the region, capitalizing on the brand of tourist destinations, creating a complex final product or service of the hospitality industry.

It should be noted that the state tourism policy of Ukraine is carried out based on the "Strategy for the development of tourism and resorts for the period until 2026" developed by the Government. The document declares the creation of appropriate conditions for the integration of the tourism industry into the global tourism market based on the accelerated development of tourism and resorts, as well as the transformation of the industry into a highly efficient branch of the national economy. However, the influence of destructive factors on the development of the hospitality industry brought its own corrections in particular, the Russian occupation of some regions of Ukraine made it impossible, and in some places stopped the integration processes. Various types of integration processes contribute to the optimization and bringing the researched processes into line with modern conditions, which provide the desired effect. A properly organized integration process allows creating competitive advantages by combining the efforts of all stakeholders of the hospitality industry and by sharing potential and resources, which helps to achieve the desired parameters of the integration processes faster (Bosovska, 2015). The state of the regions of Ukraine strengthens the expediency of directing the integration processes of the hospitality industry in a given vector. Russia's military aggression against Ukraine stimulates the subjects of the hospitality industry to determine new ways and forms of integration, which increases the relevance of the study of the integration process of the hospitality subjects of Ukraine. Despite this, in general, the current state of

Ukraine proves the expediency of strengthening and accelerating the integration processes of the hospitality industry. In particular, at the facility level, Russia's aggression stimulated Ukrainian hospitality industry entities to identify new directions of integration and penetrate other niches of the hospitality market.

In general, the current Strategy for the Development of Tourism and Resorts for the period until 2026 includes the following main provisions:

- safety of tourists and protection of their interests and rights;
- implementation of the EU legislation of the tourism industry in Ukraine;
- development of tourist destinations by attracting investments for infrastructure development;
- professional training of hospitality industry specialists;
- formation of a positive tourist image of Ukraine and its promotion (Matviichuk, 2022).

Analysis of the Tourism and Resorts Development Strategy for the period until 2026 allows us to conclude that the specified provisions need to be revised and do not cover all possible and relevant areas of competitive development of the hospitality industry of Ukraine. The main problem remains the statistics of the hospitality industry. Accessible and understandable statistics of the hospitality industry are one of the main factors for making the right strategic decisions by all industry subjects, from entrepreneurs in the region to regional and state authorities, which largely depend on the arrival of investments and financing of the hospitality industry. Based on international approaches to the formation of tourism statistical data, it would be appropriate to introduce a satellite account of tourism in Ukraine, which has been discussed at various levels for many years. In addition, the conditions for the introduction of a tourism satellite account in Ukraine are specified in the program of Ukraine's integration into the European Union, based on the recommendations of the World Tourism Organization and the United Nations (World Values Survey, 2023). In Ukraine, a satellite account "on paper" was created in 2017, but it currently has only a declarative nature and still not working.

We consider it expedient to increase the number of priority tourist facilities for the hospitality industry, in accordance with the potential determined in the regions, in accordance with the provisions of the Strategy. In addition, in the Strategy, it is advisable to pay more attention to increasing the quality of training of hospitality industry specialists, who are the driving force for ensuring the competitiveness of the studied processes at all levels, from local to global.

The regional policy of ensuring the competitiveness of the hospitality industry should be aimed at the formation of new advantages of the industry and the support of already existing business entities in the region. In this case, the available resources should be concentrated on the development of key facilities of the hospitality industry, based on regional competitive advantages and a powerful multiplier effect.

An important condition for the effective development of the hospitality industry today is the joint agreement of all strategic decisions at all hierarchical levels. Regulatory and legal documents must contain clear and clear information, and documents of state regulation of the investigated processes must take into account the interests of business entities, hospitality enterprises and related fields operating in the regional market. Regional development programs and strategies, as well as other normative documents of the hospitality industry, must be based on international norms and rules, as well as meet global standards, take into account the interests of small and medium-sized hospitality businesses in the region, and be consistent with national and regional strategic decisions (Horina, 2019). Strategic decisions at the level of local economic entities should take into account the state and regional concept of their positioning on the regional market, the interests of the state and the need for the preservation and reproduction of the historical, cultural and natural resources of the territories, as well as be based on the best international practices of the hospitality industry.

The hierarchical platform of strategic relations of the hospitality industry can be systematized as follows: local or local, national, regional and global (Fig. 2).



Fig. 2. A hierarchical platform for ensuring the competitiveness of the hospitality industry.

At the global level of hospitality, a number of entities operate that set the tone and direction of activity in the field of hospitality, implement and introduce international standards, norms and rules. Such an organization, for example, is the World Tourism Organization UNWTO, which is meaningfully part of the United Nations. The main goal of the World Tourism Organization is the formation of a single, unified strategy for the development of the tourism and hospitality industry.

**Conclusions, discussions and recommendations.** Thus, the importance of applying the project approach in ensuring the competitiveness of the hospitality industry of Ukraine has been proven. A hierarchical platform for ensuring the competitiveness of the hospitality industry was formed, built, unlike the common ones, based on taking into account the coherence of strategic decisions at all hierarchical levels. The proposed platform outlines the nature of the interaction of hospitality industry stakeholders at four main levels – global, national, regional and local, and provides for the harmonization of regulatory and legal support, as well as allows determining the characteristics of the interaction of hospitality industry subjects and the nature of their involvement in the formation of complex regional products and services

The basis for the implementation of strategies is a system of measures to strengthen the competitiveness of the hospitality industry of the region, which should create conditions for sustainable development of territories and rational use of the potential of the hospitality industry of the region and integration processes of regional hospitality products and services to the global

market. Today, the issue of ensuring the competitiveness of the region's hospitality industry is multifaceted and has a social, political, organizational-economic, scientific-technical and environmental aspect of the creation and implementation of strategic principles for ensuring the researched processes at the regional level.

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