
РОЗВИТОК ТУРИСТИЧНОГО, ГОТЕЛЬНОГО ТА РЕСТОРАННОГО ГОСПОДАРСТВА

УДК 338.48

doi: <https://doi.org/10.15330/apred.2.20.201-213>

Betlej A.¹, Kaziuka N.², Bielan O.³, Humeniuk V.⁴

USEFUL MARKETING TOOLS OF BRAND- AND PR-MANAGEMENT TO INCREASE THE COMPETITIVENESS OF ENTERPRISES IN THE HOTEL AND RESTAURANT INDUSTRY

¹Institute of Sociological Sciences of the John Paul II
Catholic University,
Centre of Sociological Research on the Economy and
the Internet,
Department of Economic and Digital Sociology,
Al. Raławickie, 14, Lublin,
20-950, Poland,
tel.: +48 (0) 81-445-33-55,
e-mail: alinabetlej@kul.lublin.pl
ORCID: <https://orcid.org/0000-0002-2729-6564>

²Ivano-Frankivsk National
Technical University of Oil and Gas,
Ministry of Education and Science of Ukraine,
Department of Tourism, Recreation and Regional
Development,
Karpatska str., 15, Ivano-Frankivsk,
76019, Ukraine,
tel.: +38(0342) 72-12-03
e-mail: nataliia.kaziuka@nung.edu.ua
ORCID: <https://orcid.org/0000-0001-9440-7431>

³University of Economics – Varna,
Ministry of Education and Science of the Republic of
Bulgaria,
Department of Economics and Tourism Organization,
Kniaz Boris I Blvd., 77, Varna,
9002, Bulgaria,
tel.: +359 052 359 523,
e-mail: olgabelan7@ue-varna.bg
ORCID: <https://orcid.org/0000-0002-9135-5215>

⁴Ivano-Frankivsk National
Technical University of Oil and Gas,
Ministry of Education and Science of Ukraine,
Department of Tourism, Recreation and Regional
Development,
Karpatska str., 15, Ivano-Frankivsk,
76019, Ukraine,
tel.: +38(0342) 72-12-03,
e-mail: grc@ukr.net,
ORCID: <https://orcid.org/0000-0002-8493-4470>

Abstract. The article researches the theoretical aspects of brand- and PR-management of enterprises in the hotel and restaurant industry as one of the tools for increasing the competitiveness of tourist enterprises. The authors singled out such main characteristics of the brand as brand awareness, brand identity, brand penetration, brand associations, brand loyalty, and others; determined the theoretical aspects of the formation and functioning of branding, PR management and marketing communications in the hotel and tourism business in general.

Research has shown that brand management and PR management are the most effective means of market promotion of services that contribute to increasing the profitability and volume of sales of goods or services, expanding the range and knowledge of consumers about their uniqueness and specialness. It has been proven that the effectiveness of branding management includes the formation, adjustment, strengthening and activation of the development of relationships between potential buyers of the product and the brand due to the creation and actualization of its individual, functional, social and communicative characteristics, as well as ensuring the recognition and identification of the trademark due to the management of its constituent components (graphics, colors, sounds, logo, advertising slogan and name).

The concept of "brand" is identified as a system of combined elements that summarize the opinions, positions and perceptions of consumers about a certain product or service, organization or person. At the same time, the process of brand management is provided through the creation of a brand concept, its formation and promotion to the market thanks to branding. Five main stages (phases) within brand management are defined, the most important of which is the formation of a brand vision, because it is this stage that combines the development of the name and advertising slogan or slogan of a service or product, identification of the most basic means and tools of its promotion on the market, as well as the formation of a brand portrait, which is reproduced through the creation and strengthening of a positive image of the product in the perception of existing and potential customers and society in general.

The components of the brand were determined, the factors of branding formation were considered, the "brand pyramid" was formed, and the brand management scheme was built. The task of PR is singled out as one of the functions of management.

Keywords: brand-management, PR-management, brand pyramid, hotel and restaurant business, branding, competitiveness.

Бетлей А.¹, Казюка Н.П.², Білан О.³, Гуменюк В.В.⁴

ЕФЕКТИВНІ МАРКЕТИНГОВІ ІНСТРУМЕНТИ БРЕНД- ТА PR-МЕНЕДЖМЕНТУ ДЛЯ ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПІДПРИЄМСТВ ГОТЕЛЬНО-РЕСТОРАННОЇ ГАЛУЗІ

¹Інститут соціологічних наук Католицького університету
Івана Павла II
Центр соціологічних досліджень економіки та
Інтернету, відділ економічної та цифрової соціології,
Al. Racławickie, 14, Люблін,
20-950, Польща,
tel.: +48 (0) 81-445-33-55,
e-mail: alinabetlej@kul.lublin.pl
ORCID: <https://orcid.org/0000-0002-2729-6564>

²Івано-Франківський національний технічний
університет нафти і газу,
Міністерство освіти і науки України,
кафедра туризму, рекреації та регіонального розвитку,
вул. Карпатська, 15, м. Івано-Франківськ,
76019, Україна,
тел.: +38(0342) 72-12-03
e-mail: nataliia.kaziuka@nung.edu.ua
ORCID: <https://orcid.org/0000-0001-9440-7431>

³Економічний університет - Варна,
Міністерство освіти і науки Республіки Болгарія,

кафедра економіки та організації туризму,
бульвар Князь Борис I, 77, Варна,
9002, Болгарія,
тел.: +359 052 359 523,
e-mail: olgabelan7@ue-varna.bg
ORCID: <https://orcid.org/0000-0002-9135-5215>

⁴Івано-Франківський національний технічний
університет нафти і газу,
Міністерство освіти і науки України,
кафедра туризму, рекреації та регіонального розвитку,
вул. Карпатська, 15, Івано-Франківськ,
76019, Україна,
тел.: +38(0342) 72-12-03,
e-mail: grc@ukr.net,
ORCID: <https://orcid.org/0000-0002-8493-4470>

Анотація. У статті здійснено дослідження теоретичних аспектів бренд- і PR-менеджменту підприємств готельно-ресторанної індустрії як одного із інструментів підвищення конкурентоспроможності туристичних підприємств. Автори виокремили такі основні характеристики бренду, як обізнаність про бренд, ідентичність бренду, проникнення бренду, асоціації бренду, лояльність до бренду, марочний капітал бренду та інше; визначили теоретичні аспекти формування та функціонування брендингу, PR-менеджменту та маркетингових комунікацій у готельно-туристичному бізнесі загалом.

Дослідження засвідчили, що бренд-менеджмент і PR-менеджмент є найефективнішими засобами просування на ринок послуг, які сприяють збільшенню прибутковості й обсягу продажів товарів чи послуг, розширенню асортименту та знань споживачів про їх унікальність і особливості. Доведено, що ефективність управління брендингом включає формування, налагодження, посилення та активізацію розвитку взаємовідносин між потенційними покупцями продукту та брендом завдяки створенню та актуалізації його індивідуальнісних, функціональних, соціальних та комунікативних характеристик, а також забезпечення впізнаваності та ідентифікації торгової марки завдяки управлінню її складовими компонентами (графікою, кольорами, звуками, логотипом, рекламним гаслом та ім'ям).

Ідентифіковано поняття «бренду» як системи об'єднаних елементів, які підсумовують думки, позиції та уявлення споживачів про певний продукти чи послугу, організацію чи особистість. При цьому процес бренд-менеджменту забезпечується через створення концепції бренду, його формування та просування на ринок завдяки брендингу. Визначено п'ять головних етапів (фаз) у межах бренд-менеджменту, найважливіших з яких є формування марочного бачення, тому що саме ця стадія об'єднує розробку назви та рекламного гасла або слогану послуги чи продукту, ідентифікації найбільш основних засобі та інструментів його просування на ринку, а також формування портрета торгової марки, що відтворюється через створення та посилення позитивного іміджу продукту у сприйнятті наявних та потенційних клієнтів та суспільства в загальному.

Визначено складові бренду, розглянуто фактори формування брендингу, сформовано «піраміду бренду», побудовано схему управління брендом. Виокремлено завдання PR як однієї із функцій менеджменту.

Ключові слова: бренд-менеджмент, PR-менеджмент, піраміда бренду, готельно-ресторанний бізнес, брендинг, конкурентоспроможність.

Introduction. Modern conditions of the development of the tourist market require the search for additional methods of increasing the competitiveness of tourist enterprises entering the market or already working in the mastered segment. Among such reserves, the brand stands out as an intangible asset, which is an important factor in ensuring the successful operation of a tourist enterprise. The uniqueness and recognition of the brand are the competitive advantages of the company that owns it. This determines the need for tourism enterprises to master, adapt and apply advanced technologies and management methods, one of which is branding.

In the modern conditions of the development of the world economy, one of the competitive advantages of any country is the creation of such a commercial offer, the main components of which can later become the basis for the formation of a brand. A brand is an elusive sum of a product's properties: its name, packaging and price, its history, reputation and way of advertising. A brand is also a combination of the impression it makes on consumers and the result of their experience using the brand.

In the modern world, public relations, in turn, have become an integral part of management activities and one of the key tasks of management today, aimed at building appropriate relations and creating an atmosphere of trust and mutual understanding between the organization and its public. The system of public relations (PR) provides solutions to the main economic problems, and the role of public relations is to strengthen mutual understanding, to develop agreement and to achieve mutual benefit.

Theoretical aspects of the formation and functioning of branding, PR management and marketing communications in general in the hotel and tourism business are presented in the works of many scientists. In particular, J. Jones, P. Doyle, V. Douglas [19], S. Davis, J.-N. Kapfferer [22], K. Keller, M. McDonald, J. Trout [21], S. Davis [2] and other authors [15]. Foreign authors, including D. Aake, T. Ged, G. Armstrong and F. Kotler, P. Doyle and others, devoted a significant number of works to research in the field of practical marketing and branding [20]. Among domestic researchers, V. Borshch, V. Klymenko [1], L. Balabanova, S. Budko, G. Pyatnytska [18], V. Pidgurska, N. Makovetska, E. Bortnikov [17], N. Pankiv [19], I. Smirnov [20], O. Lyubitseva, and others studied the problems of brand formation and promotion.

Also worthy of attention are the studies of A. Golovashchenko [8] and K. Smirnov [21], who considered the brand as a multifaceted phenomenon: as an identification system, as a risk reduction tool, as a branded contract, as added value, as an image in the perception of the buyer, and as a personified relations. According to scientists, the active "engine" of the transformation of a product or service into a brand is the manufacturer's marketing policy through the marketing communications system, and the "image" created in the consumer's imagination is mainly the result of the effectiveness of the manufacturer's marketing policy and the adequacy of the delivery of signals through the marketing communications system.

Domestic scientists [17] single out such main characteristics of a brand as brand awareness, brand identity, brand penetration, brand associations, brand loyalty, brand equity, and others.

Most researchers support a similar concept regarding the formation of significant advantages in the competitive market thanks to a conceptually strong brand, namely [11; 16]:

- the loyalty of existing buyers and potential consumers to the brand contributes to the growth of sales volume due to the increase in repeat purchases, which will lead to an increase in the profitability of companies in the future;
- the price policy of the trademark enables obtaining higher profits;
- a strong brand will, to a certain extent, guarantee trust in new services and products that are offered or may be put on the market in the future;
- a well-known brand is able to provide companies with well-formed and stable characteristics of tourist products, which will distinguish them favorably among competitors.

Thus, the analysis of research work on brand management proved that a significant number of researchers take into account the importance of highlighting and researching this direction in the work of enterprises of the hotel and restaurant industry, however, brand and PR management in this industry is a relatively new topic of scientific research and requires a more grounded and comprehensive study.

Task statement. The sphere of the hotel and tourism industry is an important component of the economic life of the country, the main distinguishing characteristic of which is that the process of creating the final product is provided not only by tourism enterprises, but also by other firms that are more or less connected with the activities of this sphere [3; 4]. The development of tourism is based on the stimulation of the hotel, restaurant business, transport

networks, objects of the entertainment sphere, cultural and leisure and other types of activities. This process is caused by the fact that the result of the activities of the hotel and tourist business enterprises – the tourist product created by them – combines the following components [12; 13; 23]:

- historical, cultural, architectural, natural monuments;
- objects of temporary accommodation and organization of food, excursion service bureaus, shopping and entertainment establishments, museums and others;
- transport infrastructure;
- event tourism resources;
- superstructure of the hotel and tourism industry (banking and insurance institutions, ATMs, hospitals and polyclinics, etc.) – a network of facilities providing additional services or a certain set of services.

The most important role from the list of facilities for ensuring the functioning and development of tourism is played by the trends in the development of the restaurant business and the hotel business. Both each country and each of its individual regions [5; 23] must make enormous efforts both for the development of the tourism industry and for stimulating the expansion and improvement of the efficiency of the hotel and restaurant industry, which in the long run will strengthen the competitive positions of individual tourism products, as well as the enterprises themselves in the domestic tourism market and the fast-growing international market of the hotel and tourism business. The final link in this system is the country's national marketing policy, related to regional and national levels of development, which will be aimed at ensuring the formation of a positive image of the region and its branding, as well as promoting the developed tourism brand.

The purpose of the article is to study the theoretical aspects of brand and PR management of enterprises in the hotel and restaurant industry.

The following methods were used to solve the tasks: analysis, synthesis, generalization, induction, analogy, and systematic approach.

Results. Brand management and PR management are the most effective means of promoting services to the market, which contribute to increasing profitability and the volume of sales of goods or services, expanding the range and knowledge of consumers about their uniqueness and special features [7]. It is believed that the concept of brand management was born in 1972, when Al Rice and Jack Trout published a series of articles under the general title "The Era of Positioning" in the specialized edition of Advertising Age. The main idea of the authors was that in the conditions of a saturated market and significant marketing activity of competing companies, the consumer has to constantly process a huge flow of advertising messages, so the supplier should find and occupy a unique niche in the minds of potential buyers by offering them an unusual advertising product that emphasizes one main the advantage of the product, which is able to satisfy the specific needs of the consumer. For the first time, the authors emphasized that the uniqueness of the product offering is determined not so much by the physical properties of the product, but by consumer perception based on the ability to satisfy the unique needs of the buyer [17]. In accordance with this, the effectiveness of branding management includes the formation, adjustment, strengthening and activation of the development of relationships between potential buyers of the product and the brand due to the creation and actualization of its individual, functional, social and communicative characteristics, as well as ensuring the recognition and identification of the trademark due to the management of its components components (graphics, colors, sounds, logo, advertising slogan and name).

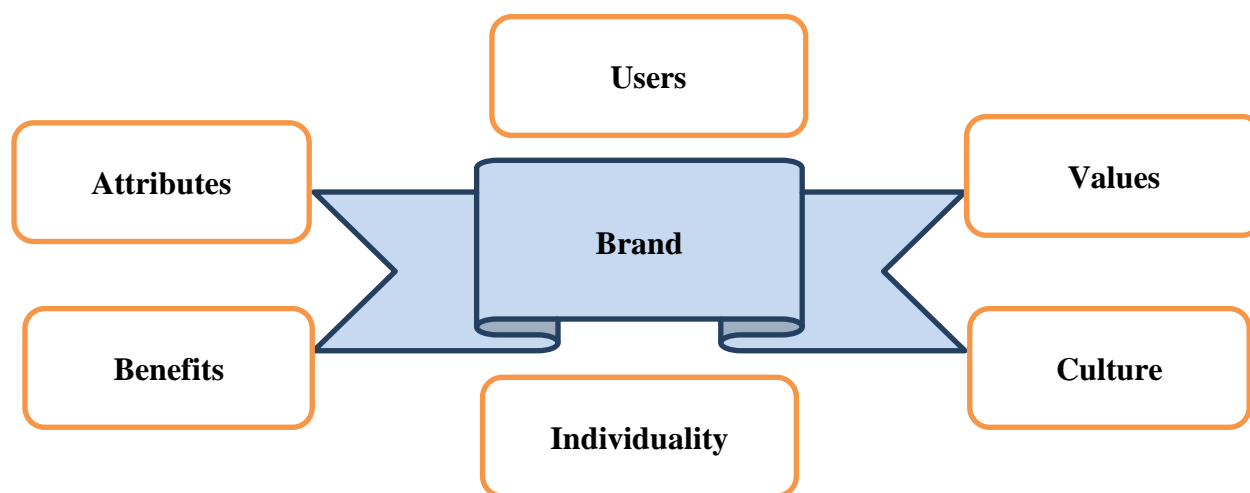
Thus, a brand is a system of combined elements that summarize the opinions, positions and perceptions of consumers about a certain product or service, organization or person (Fig. 1). In turn, brand management is the concept of practical use of marketing tools in relation to certain products, their lines or brands in order to strengthen their importance in the mind of the consumer, his perception of information about a certain product, its value, identification of

competitive advantages that will favorably distinguish this product among other similar ones, increasing the value of the brand in the eyes of potential customers.

The process of brand management is provided through the creation of a brand concept, its formation and promotion to the market thanks to branding (Fig. 2). It is customary to distinguish five main stages (phases) within brand management:

- formation of a brand vision;
- creation of a brand portrait;
- positioning of the brand on the market and in the minds of consumers;
- development of a strategy for managing its assets;
- formation of an organizational culture that supports strategic management [2].

The most important of the defined stages is the formation of a brand vision, because it is this stage that combines the development of the name and advertising slogan or slogan of a service or product, identification of the most basic means and tools of its promotion on the market, as well as the formation of a portrait of a trademark, which is reproduced through creation and strengthening of a positive image of a service or product in the perception of existing and potential customers and society in general.



Source: Prepared by the authors based on [7; 8; 19]

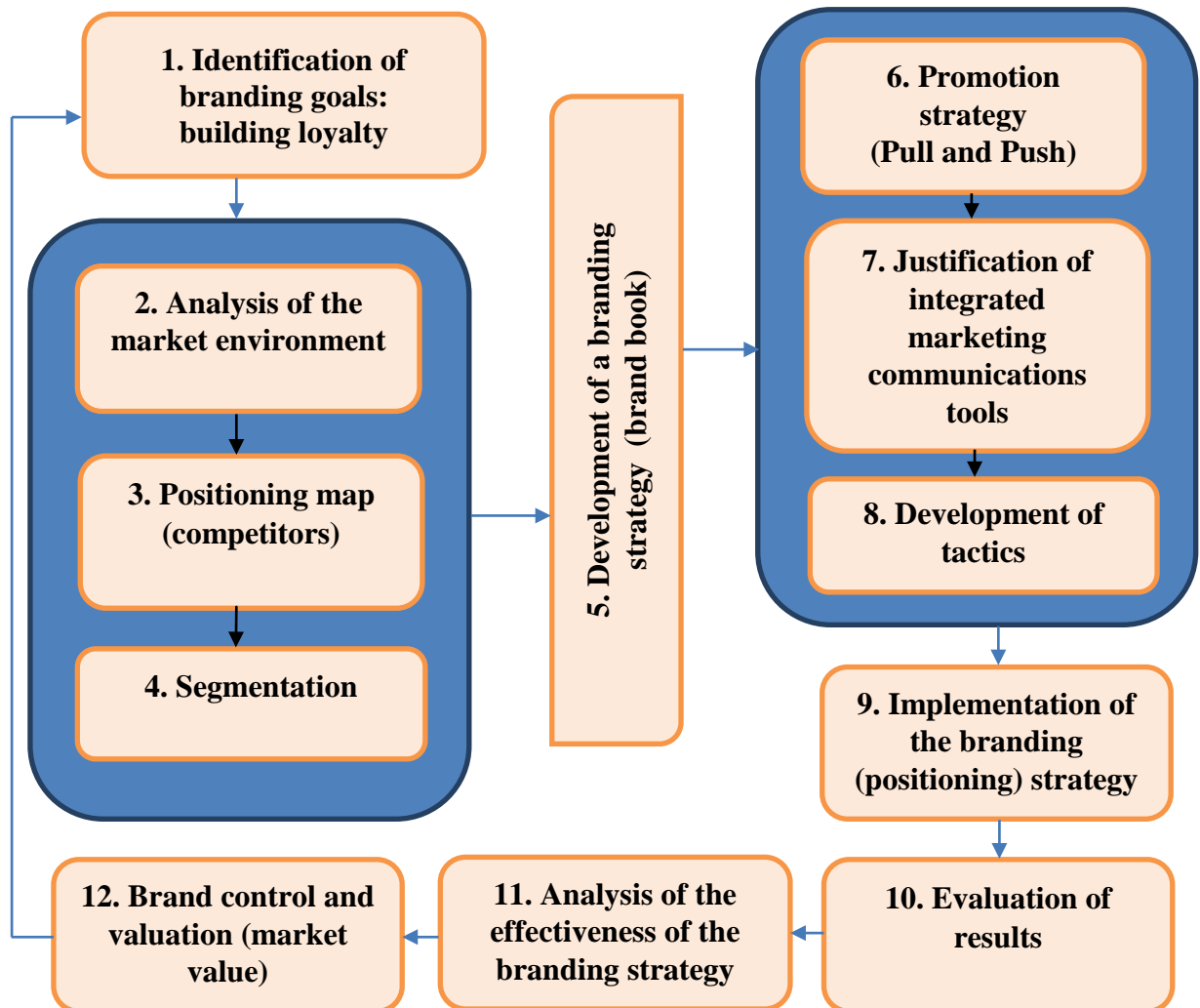
Fig. 1. Brand components

Thus, the management of the processes of formation and promotion of the brand on the market of hotel, restaurant and tourist services is quite complex and multifaceted. Therefore, the head of the management department faces the need to solve a wide range of tasks, for example, the development of branding management strategies and their implementation; identification of factors that cause negative changes in the branding process of companies (Fig. 3), leveling of their influence or limiting their effect up to their complete elimination; ensuring the functioning of constant monitoring of brands in the market of hotel and restaurant services; monitoring the work of personnel who directly participate in the implementation of marketing communications and the development of their tools for brand promotion.

Advertising and PR (Public Relations) are considered the most important of the mentioned tools of marketing communications. Thus, advertising is one of the most important tools of applied social communications in the tourism industry and the hotel and restaurant business, which provides an opportunity to spread information about a product or service, create its visualization (form an adequate image of the product or service), improve the image of the enterprise, and also establish the connection between him and the consumer. Public Relations, in turn, contributes to strengthening the positive image of organizations of the hotel, tourism and restaurant industry, using certain forms of public relations:

- oral messages (press conferences, etc.);

- publicity (contacts with the press, radio and TV);
- writing reports, press releases, advertising articles, etc.;
- participation in fairs, performances, workshops;
- presentations of new products or services of the tourist and hotel-restaurant business;
- rumors (this PR technology plays a special role in the field of promoting a product or service, since the impressions and stories of consumers who have visited a particular resort, in a tourist complex, play a very important role in forming a positive image of the enterprise) [17].



Source: Prepared by the authors based on [2; 8; 17]

Fig. 2. Brand management process

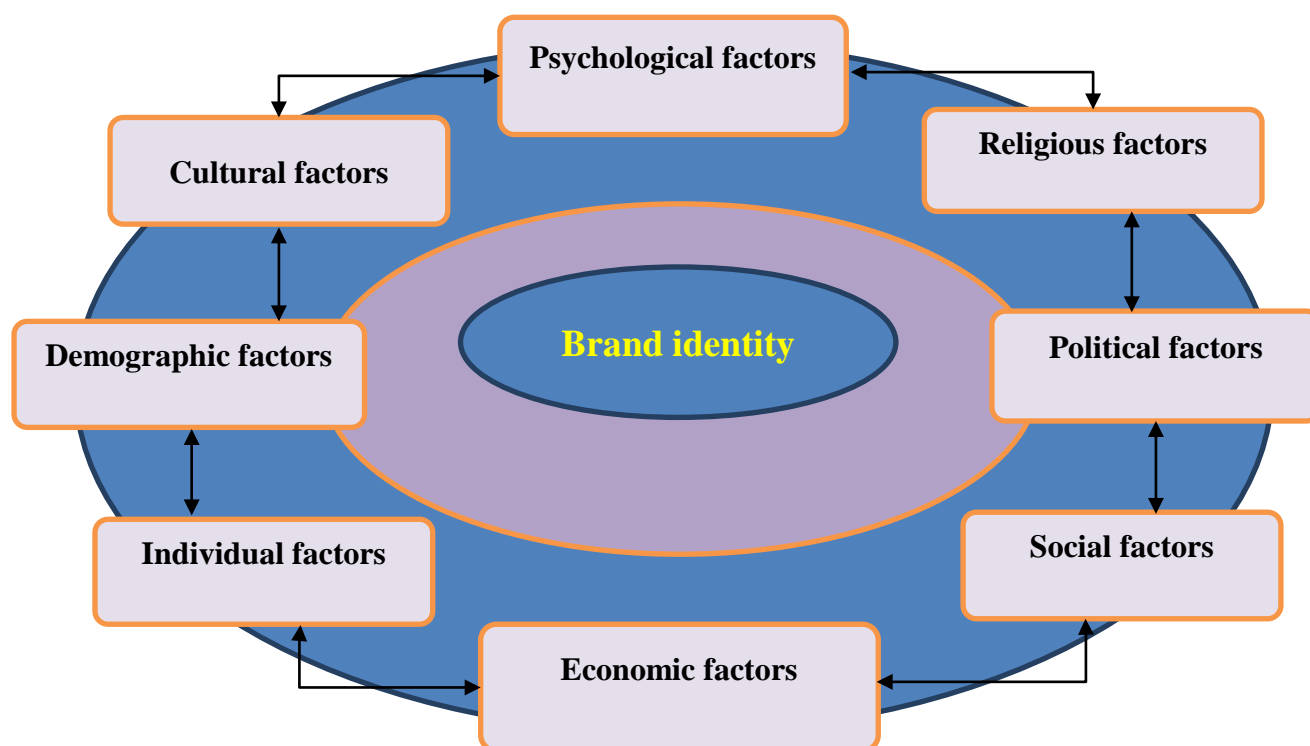
The relationship between PR and marketing lies in their mutual dependence. If marketing is responsible for promoting the company's goods or services to the market, then the function of the PR sphere is to create a favorable reputation that will affect the perception of the company's products. Plus, PR managers stabilize the social sphere, which guarantees the success of marketing communications.

In general, both marketing campaigns and PR moves have a single goal – successful sales and good revenue, and this can only be achieved with joint conscientious work.

PR activity can be generally presented in the form of two directions: studying the opinion of the public and informing the management of the organization about it; creation and

distribution of information that allows the public to understand the policy and activities of this organization.

Today, PR becomes a clearly planned and scientifically based activity of organizations and ceases to be only a reaction to sudden upheavals and shocks.



Source: Prepared by the authors based on [1; 8; 17]

Fig. 3. Factors of branding formation

The most effective principles include the principles used in one of the most promising and successful companies in the USA (IBM) [6]:

1. Deep confidence in shared ethical values (which leads to setting goals that correspond to the approach to the case).
2. Policy of full employment (lifetime employment).
3. Gradual combination of several works.
4. Personal incentives to work.
5. Non-specialized career. The idea of engaging an employee in one or more different activities throughout their career.
6. Personal participation of the employee in decision-making.
7. Unclear control (based on quantitative indicators).
8. Development of culture.
9. Meeting all the needs of employees.
10. Strong (officially declared) belief in individualism (respect for man).
11. Personnel policy that allows you to own the beliefs and principles adopted by the company.
12. A single status for all employees (and the status of the employee is not at all related to his status on the career ladder).
13. Recruitment of highly qualified specialists.
14. Advanced training, especially of senior management.
15. Maximum delegation of authority to employees.
16. Special difficulties regarding the activities of line managers.

17. Encouraging disagreements.

18. Development of horizontal connections.

19. Institutionalization of change: Reorganizations do not allow developing bureaucratic structures to become firmly established.

The PR manager's task is to correctly and in detail formulate in his own reports what was done, what methods were planned, and most importantly, what are your results. During the preparation of this kind of report to the management, there are always many difficulties for the PR specialist. To minimize them, the following steps should be taken [7]:

1. Pre-discuss performance criteria (actively participate in the selection of criteria, as no one but you knows the specifics of public relations).

2. Compile a list of documents that will be in your report.

The PR manager is offered:

1. Analysis of the situation, statistical information.

2. Strategy and plan for its implementation for the n-th time period. There are three main types of strategies: short-term (several days, weeks, months), current (annual), long-term (for several years).

3. List of key groups and communities and PR actions related to them: those that are expected and those that have already been carried out (with the reasons if the actions have not been carried out).

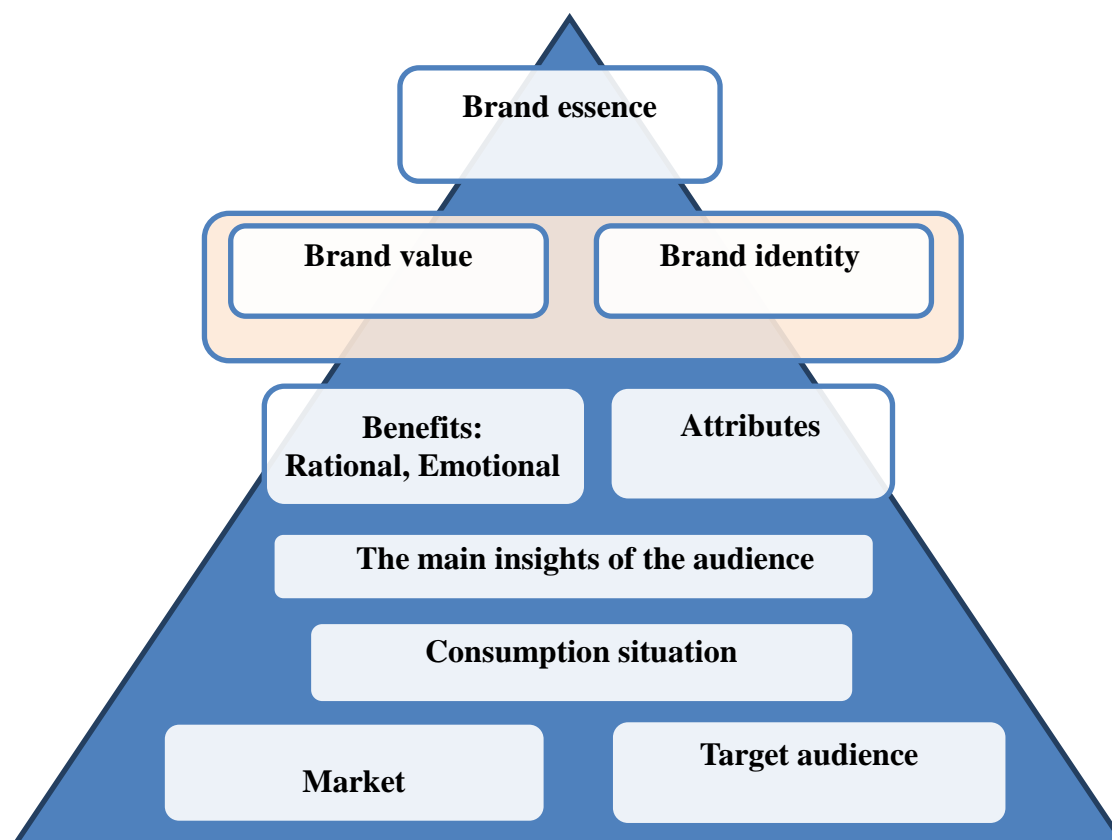
Thus, the formation of the brand of companies (Fig. 4) that work in the hotel, restaurant and tourism spheres will contribute to the attraction of a wider range of consumers by emphasizing and strengthening the unique properties of their services or products, and with the help of skillful and thoughtful use of marketing communication tools, the most important of which are advertising and PR, – increasing sales promotion and increasing sales volumes.

Thus, PR as a management function covers solving a number of tasks:

– prediction, analysis and interpretation of public opinion, relations and issues that may affect the activities and plans of the organization;

– research, organization of implementation and evaluation of the results of implementation of communication action programs to achieve informational public understanding necessary to achieve the goals of the organization;

– planning and implementation of organizational efforts to strengthen the influence on public opinion and its direction for the benefit of society.



Source: Prepared by the authors based on [1; 5; 7; 18]

Fig. 4. The brand pyramid

Conclusions. According to the results of the research, it can be argued that the use of marketing communication tools will contribute to the intensification of the development of enterprises in the hotel, tourism and restaurant industry, and will also help existing and potential consumers navigate the wide variety of services and products in this area, will allow the client to speed up the process of making a purchase decision and will simplify the procedure of choosing one or another service.

If the brand management and PR management tools created and implemented in the activity of the institution have a positive impact on its activities, for example, provide image management thanks to branding management, allow to form and strengthen competitive positions in the market, contribute to strengthening competitiveness and achieving stability of development in a rapidly growing market restaurant and hotel-tourist services. Brand promotion is one of the most important components of marketing communication with existing and potential customers, as this process contributes to the formation in the minds of consumers of certain memories or associations that will ensure the possibility of repeated purchases of services or products and their consumption.

Further research may in the future include the analysis of specific features of the formation and creation of the concept of regional brands as one of the means of increasing the tourist attractiveness of territories and regions.

1. Borshch Viktoriia, Klimenko Viktoriia. Brand management of a modern organization as a factor of competitiveness. *Economics. Finances. Law*. 2020. № 4(1). P.10-13. 10.37634/efp.2020.4(1).2 (дата звернення: 05.03.2024).
2. Davis S. *Building the Brand Driven Business: Operationalize Your Brand to Drive Profitable Growth*. San Francisco: Jossey-Bass, 2009. URL: <https://archive.org/details/buildingbranddri0000davi> (дата звернення: 05.03.2024).

3. Humeniuk V., Kaziuka N., Malaniuk T., Vivsiuk I., Betlej A. International Hotel and Tourism Business: Anti-Crisis Management Aspects. *Financial and Credit Activities: Problems of Theory and Practice*. 2022 № 1 (42). 493-501. DOI: 10.55643/fcactp.1.42.2022.3738. (дата звернення: 05.03.2024).
4. Humeniuk, V., Kaziuka, N., Sheketa, Y. Socio-Demographic Factors influencing the Sustainable Development of Carpathian Euroregion: Case of Tourism Development. *Grassroots Journal of Natural Resources*. 2021. № 4(1). P.106-122. Doi: <https://doi.org/10.33002/nr2581.6853.040108>. (дата звернення: 05.03.2024).
5. Kaziuka N. Risk Management and Economic Security of Tourist Enterprises. // Економічна безпека держави та суб'єктів підприємницької діяльності в Україні: проблеми та шляхи їх вирішення: Мат. Х Всеукраїн. наук.-практ. конф. (25–27 травня 2023 р., м. Львів) / упоряд. А. М. Штангрет. Львів: Укр. акад. друкарства, 2023. С. 9-11.
6. Official website of the IBM company. URL: <https://www.ibm.com/investor/governance/senior-leadership>. (дата звернення: 05.03.2024).
7. Pidhurska Viktoriia. Бренд-менеджмент: визначення сутності та місця в системі пов'язаних категорій. *Business Inform*. 2021. № 7. 242-247. 10.32983/2222-4459-2021-7-242-247 (дата звернення: 05.03.2024).
8. Головащенко А. В. Еволюціонування концепцій бренд-менеджменту. *Вісник Хмельницького національного університету*. 2014. № 5. Т. 2. Р. 163-166.
9. Гуменюк В., Казюка Н., Шекета Є., Семирга Л. Інформаційні технології як засіб модернізації туроперейтингу й інноваційного розвитку готельно-ресторанної справи. *Галицький економічний вісник*. 2023. Том 81. № 2. С. 106-114. https://doi.org/10.33108/galicianvisnyk_tntu2023.02.106.
10. Казюка Н. П. Антикризовий маркетинг у туристичному бізнесі в умовах пандемії коронавірусу. *Економічна теорія та право: зб. наук. пр. / редкол.: А. П. Гетьман та ін. Харків: Право*. 2021. № 1 (44). С. 103-117.
11. Казюка Н. П. Особливості маркетингу у сфері готельно-туристичного бізнесу. Інноваційний розвиток готельно-ресторанного господарства та харчових виробництв : матеріали II Міжнародної наук.-практ. інтернет-конф. Прага : Oktan Print s.r.o., 2021. С. 301-302.
12. Казюка Н. П. Реінжиніринг бізнес-процесів туристичних підприємств. Формування новітньої парадигми управління публічними та приватними фінансами в Україні : зб. матеріалів I Всеукраїнської науково-практичної конференції «Формування новітньої парадигми управління публічними та приватними фінансами в Україні», м. Херсон, 10 грудня 2020 р. Херсон : ХНТУ, 2020. С. 297-299.
13. Казюка Н. П. Специфіка стратегічного менеджменту туристичного підприємства. *Актуальні проблеми розвитку економіки регіону*. 2020. Вип 16. Т.2. С. 246-253.
14. Казюка Н. П., Гуменюк В. В., Семирга Л. І., Белан О. В. Міжнародні інформаційні технології та їх роль в підвищенні ефективності організації готельно-ресторанної справи. *Актуальні проблеми розвитку економіки регіону: науковий журнал*. 2023. Випуск 19. Т.2. С. 29-41. doi: 10.15330/apred.2.19.29-41.
15. Казюка Н. П., Надкерничний А. Р. Застосування маркетингових технологій в готельному бізнесі. Бізнес, інновації, менеджмент: проблеми та перспективи: зб. тез доп. III Міжнар. наук.-практ. конф., м. Київ, 08 груд. 2022 р. Київ : КПІ ім. Ігоря Сікорського, Вид-во «Політехніка», 2022. С. 224-225.
16. Казюка Н. Формування бізнес-стратегії розвитку підприємницьких структур в сучасних умовах. Формування стратегії соціально економічного розвитку підприємницьких структур в Україні: Мат. VII Всеукраїн. наук.-практ. конф. (25–27 листоп. 2021 р., м. Львів) / упоряд. А. М. Штангрет; редкол.: Є. М. Палига, Л. П. Стеців, С. М. Шинкар та ін. Львів: Укр. акад. друкарства, 2021. С. 42-43. URL: https://drive.google.com/drive/folders/19ks-eLlId6NLIeN2cdPKHV2jReBg_UPm. (дата звернення: 05.03.2024).
17. Маковецька Н. В., Бортников Є. Г. Бренд- і PR-менеджмент підприємств туристичного та готельно-ресторанного бізнесу: теоретичні аспекти. *Соціально-економічні проблеми сучасного періоду України: зб. наук. пр.* 2021. Випуск 3 (149). С. 16-19.
18. Летуновська Н. С., Люльов О. В. Маркетинг у туризмі : підручник. Суми : Сумський державний університет, 2020. 270 с.
19. Паньків Н. Іміджологія та PR у туризмі : навч.-метод. посібник. Львів : Львів ЛНУ імені Івана Франка, 2017. 120 с.
20. Смирнов І. Г., Любіцева О. О. Маркетинг сталого туризму : навч. посіб. Київ: Видавництво Ліра-К, 2019. 256 с.
21. Смірнова К. В. PR менеджмент: конспект лекцій. Одеса, ОДЕКУ, 2021. 192 с.
22. Цвілій С. М., Кукліна Т. С., Зайцева В. М. Маркетинг в туризмі : навчальний посібник. Запоріжжя : НУ «Запорізька політехніка», 2022. 260 с.
23. Шекета Є. Ю., Казюка Н. П. Ефективний менеджмент сфери туризму як запорука сталого економічного розвитку об'єднаних територіальних громад Прикарпаття. *Актуальні проблеми розвитку економіки регіону*. 2021. Вип. 17. Т. 2. С. 189-195. DOI: <https://doi.org/10.15330/apred.2.17.189-195>.

References

1. Borshch, V., and V. Klimenko. "Brand management of a modern organization as a factor of competitiveness." *Economics. Finances. Law*, no. 4 (1), 2020, pp. 10-13, [https://doi.org/10.37634/efp.2020.4\(1\).2](https://doi.org/10.37634/efp.2020.4(1).2). Accessed 05 March 2024.

2. Davis, S. "Building the Brand Driven Business: Operationalize Your Brand to Drive Profitable Growth. San Francisco: Jossey-Bass", 2009. Archive, archive.org/details/buildingbranddri0000davi. Accessed 05 March 2024.
3. Humeniuk, V., Kaziuka, N., Malaniuk, T., Vivsiuk, I., and A.Betlej. "International Hotel and Tourism Business: Anti-Crisis Management Aspects." *Financial and Credit Activities: Problems of Theory and Practice*, no. 1(42), 2022, pp. 493-501, DOI: 10.55643/fcaptop.1.42.2022.3738. Accessed 05 March 2024.
4. Humeniuk, V., Kaziuka, N. and Y.Sheketa. "Socio-Demographic Factors influencing the Sustainable Development of Carpathian Euroregion: Case of Tourism Development." *Grassroots Journal of Natural Resources*, no. 4(1), 2021, pp. 106-122, <https://doi.org/10.33002/nr2581.6853.040108>. Accessed 05 March 2024.
5. Kaziuka, N. "Risk Management and Economic Security of Tourist Enterprises." *Economic security of the state and business entities in Ukraine: problems and ways to solve them: Mat. X All-Ukrainian. science and practice conf. (May 25–27, 2023, Lviv)*. Lviv, Ukr. Acad. printing house, 2023, pp. 9-11.
6. Official website of the IBM company, www.ibm.com/investor/governance/senior-leadership. Accessed 05 March 2024.
7. Pidhurska, V. "Brand management: defining the essence and place in a system of related categories." *Business Inform*, no. 7, 2021, pp. 242-247, <https://doi.org/10.32983/2222-4459-2021-7-242-247>. Accessed 05 March 2024.
8. Golovashchenko, A. V. "Evolution of brand management concepts." *Bulletin of the Khmelnytskyi National University*, vol. 2, no. 5, 2014, pp. 163-166.
9. Gumenyuk, V., Kazyuka, N., Sheketa, E., and L.Semirga. "Information technologies as a means of modernization of tour operating and innovative development of the hotel and restaurant business." *Galician Economic Bulletin*, vol. 81, no. 2, 2023, pp. 106-114, https://doi.org/10.33108/galicianvisnyk_tntu2023.02.106/
10. Kazyuka, N. P. "Anti-crisis marketing in the tourist business in the conditions of the coronavirus pandemic". *Economic theory and law: collection of scientific works*, no. 1 (44), 2021, pp. 103-117.
11. Kazyuka, N. P. "Marketing features in the field of hotel and tourist business." *Innovative development of the hotel and restaurant industry and food production: materials of the II International Science and Practice. Internet Conf. Prague, Oktan Print s.r.o., 2021*, pp. 301-302.
12. Kazyuka, N. P. "Reengineering of business processes of tourist enterprises". *Formation of the newest paradigm of public and private finance management in Ukraine: coll. materials of the 1st All-Ukrainian Scientific and Practical Conference "Formation of the Newest Paradigm of Public and Private Finance Management in Ukraine"*, Kherson, December 10, 2020. Kherson, KhNTU, 2020, pp. 297-299.
13. Kazyuka, N. P. "The specifics of strategic management of a tourist enterprise." *The actual problems of regional economy development. Ivano-Frankivsk: Publishing House of Vasyl Stefanyk Pre-Carpathian National University*, vol. 2, issue 16, 2020, pp. 246-253.
14. Kazyuka, N. P., Gumenyuk, V. V., Semirga, L. I., and O. V. Belan. "International information technologies and their role in increasing the efficiency of the organization of the hotel and restaurant business." *Actual problems of the development of the economy of the region: a Scientific Journal*, vol. 2, issue 19, 2023, pp. 29-41, doi: 10.15330/apred.2.19.29-41.
15. Kazyuka, N. P., and A. R.Nadkernychnyi. "Application of marketing technologies in the hotel business." *Business, innovations, management: problems and prospects: coll. theses add. III International science and practice Conference, Kyiv, December 8. 2022*. Kyiv, KPI named after Igor Sikorskyi, Polytechnic Publishing House, 2022, pp. 224-225.
16. Kazyuka, N. "Formation of a business strategy for the development of entrepreneurial structures in modern conditions". *Formation of the strategy of socio-economic development of entrepreneurial structures in Ukraine: Mat. VII All-Ukrainian. science and practice conf. (November 25–27, 2021, Lviv)*. Lviv, Ukr. Acad. printing house, 2021, pp. 42-43, drive.google.com/drive/folders/19ks-eLld6NLIeN2cdPKHV2jReBg_UPm. Accessed 05 March 2024.
17. Makovetska, N. V. and E. G. Bortnikov. "Brand- and RR-management of tourism and hotel-restaurant business enterprises: theoretical aspects." *Socio-economic problems of the modern period of Ukraine: collection of scientific works*, no. 3 (149), 2021, pp. 16-19.
18. Letunovska, N. E., and O. V. Lyulov. *Marketing in tourism: textbook*. Sumy, Sumy State University, 2020.
19. Pankiv, N. *Imageology and PR in tourism: educational method. manual*. Lviv, Lviv Ivan Franko National University, 2017.
20. Smirnov, I. G., and O. O. Lyubitseva. *Marketing of sustainable tourism: training. manual*. Kyiv, Lira-K Publishing House, 2019.
21. Smirnova, K. V. *PR management: lecture notes*. Odesa, ODEKU, 2021.
22. Tsviliy, S. M., Kuklina, T. S., and V. M. Zaitseva. *Marketing in tourism: study guide*. Zaporizhzhia, NU "Zaporizhzhia Polytechnic", 2022.

23. Sheketa, E.Yu., and N.P. Kazyuka. "Effective management of the tourism sphere as a guarantee of sustainable economic development of the united territorial communities of Prykarpattia." *The actual problems of regional economy development*, no. 17, vol. 2, 2021, pp. 189-195, <https://doi.org/10.15330/apred.2.17.189-195>.

УДК 330.341

doi: <https://doi.org/10.15330/apred.2.20.213-222>

Квасній З. В.¹, Гонак І. М.², Пецух А. О.³

ОСОБЛИВОСТІ ТУРИСТИЧНО-РЕКРЕАЦІЙНОЇ СФЕРИ В ЕКОНОМІЦІ ТЕРИТОРІАЛЬНИХ ГРОМАД ЛЬВІВЩИНИ

¹ Прикарпатський інститут імені Михайла Грушевського
ПрАТ «ВНЗ «МАУП»,
кафедра менеджменту організацій, економіки та
підприємництва,
вул. В.Івасюка, 21, м. Трускавець,
82200, Україна,
тел.: 0981276497,
e-mail: zenovii_kvasnii@ukr.net,
ORCID: <https://orcid.org/0000-0001-9124-1579>

² Львівський інститут ПрАТ «ВНЗ «МАУП»,
Міжрегіональна Академія управління персоналом,
кафедра менеджменту, економіки та туризму,
вул. Гетьмана Мазепи, 29, м. Львів,
79000, Україна,
тел.: 0967423721,
e-mail: pampuchka@gmail.com
ORCID: <https://orcid.org/0009-0002-0556-6364>

³ ПрАТ «ВНЗ «МАУП»,
Міжрегіональна Академія управління персоналом,
аспірантура,
вул. Фрометівська, 2, м. Київ,
03039, Україна,
тел.: 0967423721,
e-mail: andreyp1258@gmail.com
ORCID: <https://orcid.org/0009-0007-9803-3327>

Анотація. Мета статті полягає у дослідженні особливостей туристично-рекреаційної сфери в економіці територіальних громад Львівщини в умовах воєнного стану в Україні. В даній статті досліджено Львівщину як один з найбільш привабливих регіонів для туризму в Україні. Обґрунтовано цінність історико-культурних туристичних ресурсів Львівщини, які привертають увагу відвідувачів. Здійснено групування туристично-рекреаційної діяльності на Львівщині за основними категоріями, що надають широкий спектр можливостей для туристів у Львівській області, незалежно від їхніх інтересів та вподобань. Досліджено і описано інфраструктуру громад Львівщини, яка відіграє важливу роль у розвитку туристично-рекреаційного потенціалу регіону, створюючи комфортні умови для туристів і рекреантів та сприяють зростанню їх потоку. Виокремлено основні складові інфраструктури, які впливають на туристично-рекреаційний сектор Львівщини. Акцентована увага на наявності на Львівщині розвинутої інфраструктури територіальних громад, що є ключовим фактором, який сприяє зростанню туристичного руху в регіоні, створюючи комфортні умови для відвідувачів і сприяючи розвитку туристичної індустрії.