

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
МАРІУПОЛЬСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ  
НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ УПРАВЛІННЯ  
КАФЕДРА МАРКЕТИНГУ ТА ТУРИЗМУ  
КАФЕДРА МЕНЕДЖМЕНТУ ТА ФІНАНСІВ**

**СУЧАСНІ ТЕХНОЛОГІЇ УПРАВЛІННЯ ТУРИСТИЧНИМ ТА  
ГОТЕЛЬНО-РЕСТОРАННИМ БІЗНЕСОМ**

**МАТЕРІАЛИ**

**XVI Всеукраїнської науково-практичної конференції  
здобувачів вищої освіти і молодих вчених  
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Сучасні технології управління туристичним та готельно-ресторанним бізнесом:  
Матеріали XVI Всеукраїнської науково-практичної конференції здобувачів вищої освіти і  
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Сфера туризму та готельно-ресторанного бізнесу є однією з найбільш динамічних галузей сучасної економіки, що зазнає постійних змін через технологічний прогрес, глобалізацію та зміну поведінкових моделей споживачів. Матеріали конференції, що висвітлюють нові підходи до управління, використання інноваційних технологій, впровадження стійких практик, є актуальними як для наукової спільноти, так і для практиків галузі.

На конференції розглянуто актуальні питання державного регулювання та інтеграції України до світового простору в галузі туризму. Розкрито актуальні проблеми менеджменту та маркетингу, планування та прогнозування діяльності підприємств туристичного та готельно-ресторанного бізнесу. Проаналізовано науковий базис новітніх технологій в галузі туризму.

У збірнику тез висвітлюються погляди науковців, аспірантів, слухачів магістратури, представників підприємницьких структур на актуальні проблеми розвитку туристичної та готельно-ресторанної сфери України і світу.

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**СЕКЦІЯ «УПРАВЛІННЯ БЕЗПЕКОВОГО СЕРЕДОВИЩА ТУРИСТИЧНОЇ ІНДУСТРІЇ В УМОВАХ  
ВІЙНИ ТА ПОВОСННОЇ ВІДБУДОВИ»**

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**INTERNATIONAL INDICATORS OF SUSTAINABLE DEVELOPMENT AND TOURISM  
MANAGEMENT**

Sustainable tourism is gaining strength: consumption is growing, suppliers of tourist services are developing new "green" programs, governments and international organizations are introducing new measures that encourage the principles of sustainable development in tourism. But what exactly is sustainable tourism? What criteria should it meet, what properties should it demonstrate in order to ensure the trust of consumers, the success of the business, and the benefit of the local population, and at the same time resist illegal claims?

These "Global criteria of sustainable tourism" represent an attempt to formulate a general concept sustainable destinations and a minimum set of goals and objectives, the fulfillment of which must be strived for by each regulatory tourist organization that wishes to comply with the principles of sustainable development. UNWTO sustainable development indicators are defined in three aspects: ecological, economic, and social. The recommended indicators are shown in Table 1 [4].

Table 1

*The main indicators of sustainable development of tourism, recommended by UNWTO*

<b>No</b>	<b>The name of the indicator</b>
A	Indicators for state implementation of the concept of sustainable development
A-1	Availability of a local policy on sustainable development in the district
A-2	Participation of interested parties
A-3	Availability of a register of places representing cultural value
A-4	Availability of a register of places representing natural value
A-5	The number of tourist complexes that have an eco-label or participate in environmental management programs (EMAS or ISO1400)
B	Indicators of the impact of anthropogenic activity on the environment
B1	Tourist transportation (transportation to and from places of rest, domestic transportation)
B1-1	The share of "sustainable" traffic among the total number of transport traffic
B1-2	The number of visitors arriving for a short period of time per km <sup>2</sup>
B1-3	Movement on the territory of the receiving party
B2	Carrying capacity – land use, biodiversity and tourist activity
B2-1	Maximum population density (peak season) per km <sup>2</sup>
B2-2	Sleeping places in summer houses (% of the total housing capacity)
B2-3	The ratio of built-up territory and natural zones
B2-4	The size of protected natural territories (% of the total designated territory)
B2-5	The development of various activities in free time from work with the use of a large number of resources
B2-6	Percentage of natural coastline
B3	Energy use
B3-1	The share of renewable energy in total energy consumption (throughout the destination territory, locally produced or imported)
B3-2	Use of energy for tourist needs
B4	Water use

B4-1	Rational use of water resources
B4-2	The share of houses and communal facilities with access to a water treatment plant
B5	Solid waste management
B5-1	The share of solid waste selected for processing
B5-2	The total amount of solid waste taken to the landfill and/or incinerator (in tons)
B5-3	Monthly production of waste
C	Social cultural indicator
C-1	The ratio of employees who do not live in this place to the total number of people working in tourism
C-2	The average duration of contracts for tourist personnel
C-3	The percentage of the territory occupied by employees who do not live in this locality
C-4	The number of registered thefts
C-5	Population ratio (tourist/host)
D	Economic indicator
D-1	Seasonal fluctuations in employment in the tourism sector
D-2	Seasonal fluctuations in housing rent
D-3	Total housing capacity per representative of the local population
D-4	Average duration of overnight stays

In the "Tourism Competitiveness Index" of the World Economic Forum, the socio-economic group does not single out indicators as such, however, among the 75 indicators of the rating, the following can be classified as socially and economically oriented (Table 2) [1; 3; 4].

Table 2

*The main economic and social indicators of the World Economic Forum*

<b>Economic</b>	<b>Social</b>
1. Spread foreign property	1. Provision of doctors
2. Protection of property rights	2. Quality of sanitary conditions
3. Favorability for investments	3. Availability of high-quality drinking water
4. Participation in bilateral agreements in the field of civil aviation	4. Hospital beds
5. The time required to open a business	5. Quality of public city transport
6. Costs for opening a business	6. Level of primary education
7. The priority of tourism in politics	7. Level of secondary education
8. State expenditures on tourism	8. Quality of the education system
9. Effectiveness of marketing and branding	9. Availability of professional development services
10. Density of the road network	10. Upskilling on the basis of the employer
11. Provision of hotel rooms	11. Labor legislation on dismissal and hiring
12. Availability of well-known vehicle rental companies	12. The procedure for hiring foreigners
13. Availability of ATMs	13. Prevalence of HIV/AIDS
14. Purchasing power parity	14. Average life expectancy
15. Scope of taxation	15. The attitude of the population to foreigners
16. Business losses from HIV/AIDS	16. Recommendability by business partners
17. Openness of tourism	

To meet the definition of sustainable tourism, destinations must apply an interdisciplinary, holistic and integrative approach that includes four main goals/indicators [2;5]:

- 1) Demonstration of sustainable destination management.
- 2) Maximization of social and economic benefits for local communities and minimization of negative impact.
- 3) Maximization of benefits for local communities, visitors and cultural heritage sites with minimal impact.

- 4) Maximization of benefits for the environment and minimization of negative impact. These criteria are intended for use by destinations of any type and scale.

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## MODERN METHODS OF PERSONNEL MANAGEMENT IN THE HOSPITALITY INDUSTRY

The strength of a modern hospitality company lies in its dynamic development, flexibility, ability to respond quickly to changing market conditions, set new goals, find other, non-standard approaches and ways to solve them. Hence the high speed of management decision-making and the dynamics of changes in work, which is ensured by the activities of the staff of the hotel and restaurant business. Improving human resources management in hotel and restaurant business is a complex process that should be considered in terms of innovation, innovation, which is an urgent need in the context of modern personnel work and today's conditions.

Increased competition in the service market and rapid changes in demand require a great deal of attention to the problems of improving the management of organizations in this sector. First of all, it is necessary to research, control and increase demand through the diversification of products and individual services that best meet the needs of consumers. In the context of the current global transformation of the approach to doing business, the development of scientific and methodological support for the process of improving the internal management systems of enterprises is of particular importance, so that their condition can be adapted to national and international market requirements in the areas of sustainable development, competitiveness and innovation.

As part of the full-scale war in the country, the service business suffered huge losses. Especially at the beginning of the war, people were only interested in saving their lives. Today, the panic has subsided somewhat and business has begun to recover in some regions. However, the