

# The Role of State Regulation in the Development of the Hospitality Industry: the Experience of the EU and America

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**Abstract:** The article explores the fundamental principles of state regulation, including the achievement of sustainable development goals, the improvement of cultural infrastructure, and the fostering of tourism market growth. A key research focus lies in examining the theoretical aspects and methodological principles of state regulation, as well as their utilization to enhance the quality of the hospitality industry. The author delves into the basic principles of state regulation specific to the hospitality sector, identifies key tasks within this domain, and proposes potential measures for optimization. Notably, the study utilizes analytical research tools to investigate the practical implementation of state regulation in the hospitality sector and identifies areas for potential improvement. The article examines the involvement of international organizations and associations in the process of state regulation within the hospitality sector. It highlights the importance of considering global economic and political instabilities when exploring the future development and implementation methodologies of state regulation. The findings of this study hold potential value for conducting further analytical research and can serve as a practical resource for public administration bodies involved in the regulation of the hospitality industry.

**Keywords:** Hospitality industry, International organizations, Public administration, Regulatory policy, State regulation, Tourism sector.

## 1. INTRODUCTION

The hospitality sector has been severely impacted by the global COVID-19 pandemic, making state regulation crucial for stabilizing the tourism industry. Implementing effective measures to optimize internal resources and attract foreign investment is necessary to improve its development and address the current challenging situation. The role of public administration bodies in the practice of state regulation is of paramount importance in shaping effective policies. Additionally, analyzing the peculiarities of the hospitality sector's development in Europe and the United States provides a foundation for utilizing international organizations' practices and engaging specialized departments to evaluate commercial and operational performance at both sector and enterprise levels. Such analysis allows for the application of acquired expertise to provide recommendations to public authorities regarding necessary measures or changes in the legal aspects of the industry's functioning.

Irrespective of the country, a well-defined hierarchy of state regulation exists to guide the implementation of regulatory measures, regardless of their specific focus. The current focus of tourism development policies is on stabilizing the sector, as the World Bank reports a 50% reduction in the tourism industry by 2022. This decline has led to negative consequences within the hospitality sector, including busi-

ness bankruptcies, reduced tourist flows, and the need to adapt corporate strategies for the international market. To mitigate these challenges and ensure the sector's stability, the practice of state regulation becomes crucial. It can provide financial support and partial lending to the industry, enabling its viability during challenging development conditions. However, given the sector's anticipated lack of profitability in the coming years, providing support becomes more challenging. Therefore, involving international organizations and specialized consulting firms that can offer practical recommendations for the hospitality and tourism sectors becomes necessary.

The United States' experience in regulating the hospitality sector demonstrates the implementation of a well-defined legal mechanism assigned to dedicated monitoring and control bodies. Therefore, understanding the specifics of state regulation in the hospitality sector is crucial. By examining the practices and approaches of state regulation in the hospitality sector, this study aims to provide valuable insights into the role of regulatory measures in stabilizing the industry and ensuring its sustainable development. The findings will contribute to a better understanding of effective state regulation practices and their implications, enabling policymakers, industry stakeholders, and researchers to devise strategies to address challenges and foster the growth of the hospitality sector.

The purpose of the study is to analyze the role of state regulation in the development of the hospitality sector based on the experience of European countries and the United States.

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## 2. LITERATURE REVIEW

Scholars have approached the topic of state regulation in the hospitality sector from various angles, considering its impact on corporate sector optimization and implementation quality. The objective of state regulation in the hospitality sector is to enhance the functioning of the tourism industry. Researchers such as Bogoviz (2020), Shadiev and Yang (2020), and David et al. (2020) have explored these aspects.

The positive influence of state regulation practices on the overall improvement of the tourism sector is emphasized by Bakar (2022). Cao (2022) argues that effective means are essential for modern state regulation policies to stimulate economic and legal development. Faeni (2022) highlights the significance of fostering competition, establishing a functioning market, and strengthening tourism digitalization in the hospitality sector. Kumar (2022) underscores the global nature of the hospitality and tourism industry due to the COVID-19 pandemic, necessitating integration into new international markets and the establishment of high-quality digital infrastructure.

Kostynets (2021) investigates the mechanism of state regulation in developed countries and finds that involving international organizations and associations enhances operational management in the hospitality sector, facilitating efficient resource allocation. Madanaguli (2022) identifies the unsatisfactory state of current state regulation policies in the hospitality sector, attributing it to bureaucracy and inadequate support for tourism businesses. Molina-Collado (2022) proposes the development of strategic investment projects to improve the quality of state regulation and ensure the effective functioning of the hospitality sector. Pathwayati (2019) emphasizes the importance of financial and insurance institutions in state regulation, as they influence the financial development of the tourism sector and help mitigate crisis-related consequences.

Sampaio (2022) highlights the use of the insurance sector in the hospitality industry to establish long-term contracts and define the legal framework for their implementation. The state plays a role in determining the legal norms and principles for these activities and their further development. Lukianenko (2019) notes that the effectiveness of public administration depends on the state structure, legal decision-making practices, and executive power of a country. Wangzhou (2022) argues that government regulation should be strengthened to revitalize the tourism sector, necessitating prompt intervention and the use of financial instruments. However, bureaucratic obstacles in many countries pose challenges to this task. Thus, Wangzhou suggests delegating certain powers to specialized commissions and organizations capable of efficiently addressing issues within the tourism and hospitality sectors.

Effective means and strategies are crucial for modern state regulation policies to stimulate economic and legal development. Fostered competition, functioning markets, and strengthened tourism digitalization emerge as key factors for success in the hospitality sector (Winck and Ambrosino, 2020). The involvement of international organizations and

associations is identified as a key practice in the mechanism of state regulation in developed countries (Stiglitz, 2021). This approach enhances operational management and facilitates efficient resource allocation. However, bureaucratic hurdles and insufficient support for tourism businesses pose challenges to the effectiveness of current state regulation policies (Yogesh, 2021).

To address these challenges and improve the quality of state regulation, scholars propose various measures. These include the development of strategic investment projects, the involvement of financial and insurance institutions, and the delegation of powers to specialized commissions and organizations. Strengthening government regulation and intervention, particularly in the aftermath of crises such as the COVID-19 pandemic, is crucial for revitalizing the hospitality sector and ensuring its long-term sustainability.

## 3. METHODS AND MATERIALS

This article employs scientific research methods to examine the specificities of state regulation in the hospitality sector. The analysis considers both theoretical and practical aspects, drawing insights from the experiences of EU countries and America. Official authorities' open data, including statistical materials such as reports from the European Commission, were utilized for the investigation.

To explore the unique features of contemporary state regulation and its legal implementation in the hospitality sector, the author employed the search method. By synthesizing various sources, the study identified the core essence of state regulation, its characteristic implementation aspects, and potential future development trajectories.

Given the requirements of modern public administration, the article emphasizes the need for practical measures that can enhance the implementation quality of public administration policies in tourism and hospitality. The aim is to foster the development of cultural and recreational infrastructure. The involvement of international organizations in state regulation processes, based on the practices of European countries, is a key focus of analysis. The author evaluates the role of such organizations in executing state regulation within the hospitality sector. Furthermore, the article discusses the adoption of independent audits and the engagement of additional authorities as practices to improve regulatory policies and explore potential avenues for further development.

The research methodology encompasses a theoretical analysis of state regulation's applicability and essence in enhancing the functioning of specific economic sectors or industries. It relies on open data concerning public administration practices in the hospitality sector in Europe and the United States. Through the use of the induction method, the study characterizes the prospects for public administration development, enhances the principles guiding their implementation, and explores potential long-term advancements.

The proposed research methodology uncovers the study's findings, revealing the peculiarities involved in implementing and executing state regulation policies within the hospitality sector.

#### 4. RESULTS

The issue of state regulation in the development of the hospitality sector plays an important role, as state intervention in any industry of the corporate sector should aim to improve its functioning, especially in conditions of instability and inability to function independently. The most important principle of any corporate sector is the ability to self-regulate, which creates conditions for the development of natural competition and can positively affect the activities of the entire industry. However, given the current geopolitical challenges and the overall complexity of the tourism industry, the problem of state regulation in the hospitality sector should be resolved through state intervention in the legal and partially operational segments of the sector.

The essence of the concept of state regulation is the use of various tools and measures to improve the quality of a sector and ensure its development. To achieve these goals, the policy of monitoring, control, and reorganization or restructuring of the sector is applied. Moreover, government regulation involves the implementation of measures, usually legal initiatives, aimed at changing the operating activities of a particular sector. As a rule, most public authorities at the local level, as well as organizations involved in the regulation of corporate relations, are involved in state regulation. The participation of international organizations or specially created commissions on certain commercial issues is a popular practice in EU countries. They contain available statistical and analytical information that can be used to develop and improve a particular corporate sector. The introduction of such practices into the mechanism of modern regulation of the hospitality sector will positively contribute to its development and ensure the macroeconomic security of the country.

The policy of state regulation of the hospitality sector should be based on the use of various public administration tools, such as the provision of grants, the creation of a legal mechanism for tourism activities, ensuring the implementation of sustainable development goals, the possibility of additional monitoring, control and independent audit. Besides, the state usually does not interfere in the operational activities of the enterprise but regulates the industry globally based on a certain strategic plan. A popular practice in the Baltic States is to use regional development plans that provide for the improvement of various indicators and living standards. This practice is used to select an industry, research and analyze key issues, and formulate tasks for public authorities that can have a real impact on the quality of its operations. The current practice of state regulation of the hospitality sector also involves the use of regulatory measures in the healthcare sector. This is due to the spread of the coronavirus pandemic, the need for vaccination, and monitoring the quality of insurance policies, which is becoming one of the most important issues.

The issuance of state insurance in the hospitality and tourism sector is one of the most regular practices of regulating this sector in the United States and Europe. The use of insurance policies and increased responsibility for quality control of their circulation can minimize the risks associated with the legal environment and improve the specifics of the activities of such organizations in several EU countries. In particular, the practice of state insurance policies in Sweden, Norway,

and Italy is always used in the hospitality sector. This became possible due to the creation of relevant legislation at the state level. A powerful insurance mechanism is also developed in the United States. Its use can improve the quality of implementation of an effective tourism and hospitality management policy and take important steps to ensure the safety of tourists and eliminate the risks of negative consequences for corporate structures.

In today's world, it is common practice to create special international organizations that actively intervene in the activities of government agencies to improve the functioning of certain corporate sectors. Thus, in the European Union, there are various tourism concerns and organizations that monitor the specifics and details of the hospitality sector. Based on analytical information, they can carry out their activities, as well as carry out consulting activities for public administration. This ultimately has a positive impact on the overall management and regulation of the hospitality industry. Despite the bureaucracy of government agencies in most European countries and the United States, the role of international organizations in regulating the hospitality industry remains leading. The presence of a strong brand and experience becomes a key advantage in the implementation of regulatory policy.

An example of the United Kingdom is the Hotel Syndicate, which analyzes the activities of its corporate sector, assesses the development of tourism infrastructure, and has some operational aspects aimed at its further improvement. This organization plays an important role in the hospitality industry and was established historically. In addition, the UK government agencies interact with the Hotel Syndicate using practical aspects of regulating the legal mechanism and quality of influence on the hospitality sector. This allows for simplifying the bureaucracy and improving the quality of implementation of certain decisions. In France, the Union of Hotel Owners was also formed historically and could influence public authorities regulating commercial activities and the corporate sector. This practice has been effective in improving the quality of France's cultural infrastructure and the possibility of its further development. Therefore, the use of the practices and experience of international organizations is of great importance for the hospitality sector. Regardless of the institution implementing the state regulatory policy, they have common tasks, which can be summarized in Table 1.

**Table 1. Key tasks of state regulation of the hospitality industry in Europe.**

The task	Implementation features
Improving the safety and security of hospitality infrastructure	Building a legal framework, engaging international organizations, and creating a secure system for the sector.
Improving the industry competitiveness	Development of tourism, cultural and environmental infrastructure.
Development of digital infrastructure	Implementation of state tender projects, investment projects, and incentives for digitalization through financing.

Financing, lending, and grant projects	The presence of the European Commission, and the use of state influence by local public administration.
Restructuring of the hospitality industry	Reorganization of the hospitality sector to meet modern challenges, the introduction of legal obligations for vaccination, and compliance with the law.
Building an effective legal mechanism of activity	Creating and improving current and existing draft laws in the hospitality sector, improving the quality of work of government agencies and international organizations.
Ensuring sustainable economic development	Focusing the legal mechanism's attention on the importance of preserving the environment, and implementing legal instruments to encourage sustainable development.

Source: compiled by the author.

The tasks presented in Table 1 have a common development vector for the hospitality industry in both the United States and the EU countries. Using this approach can improve the quality of the corporate tourism sector and bring it out of the crisis caused by the spread of the coronavirus pandemic in 2019. The state plays an active role in modern hospitality regulation policy, as it is necessary not only to build a high-quality mechanism of functioning but also to take a comprehensive approach to its restructuring to ensure its viability in difficult economic conditions. The practice of using state insurance, auditing independent corporate institutions, and active participation of local governments allows for the creation of a powerful mechanism of state regulation. This, in turn, affects the legal, economic, and cultural spheres of the hospitality industry.

In the context of global development, the issue of digitalization of the sector is becoming more relevant. Digitalization can help improve the quality of the operational and commercial components of the hospitality sector and improve the tools for reforming the hospitality sector. This involves the creation of additional analytical centers, the use of forecasting methods, and other digital infrastructure tools, which are primarily aimed at improving the tourism industry. The problem of using digitalization in the hospitality sector is to reduce competition in the tourism industry. According to the European Commission, in 2021, the number of tourism businesses decreased by almost 50%, and the hospitality industry shrank by 40%. Given these negative consequences, the decline in market players and the lack of significant demand

has increased competition for each customer. However, from a global perspective, the low competitiveness of the hospitality industry is a key obstacle to its further development. Given these aspects, most international organizations in the EU and local governments are creating initiatives aimed at improving the digital infrastructure of the hospitality sector. This can qualitatively improve the policy of doing business, attract new customers and improve the overall state of the industry. Thus, the use of modern digital tools for operational and commercial activities will have a positive impact on the entire tourism industry.

Active cooperation with key players in the market remains an important factor in the development of the hospitality sector, as it will catalyze sustainable growth and overall stabilization of the tourism industry. Interaction with public authorities and the search for mechanisms to improve their commercial activities is the prerogative of the hospitality industry. In the United States and European countries, due to the extensive decision-making system and cooperative management of the tourism and hospitality sector, the following key regulatory actors can be identified, as shown in Fig. (1).

The participants of the state regulation of the hospitality sector, shown in Fig. (1), each perform their functions in the implementation of applied support for tourism development. In particular, international organizations contribute to improving the quality of operational activities and have available statistical and analytical information that is useful in practice. State and local governments perform the function of control and monitoring. In the context of the current development of the industry, this is appropriate and relevant, as a timely response to problematic aspects of the sector is a top priority. In addition, government agencies are the implementing body for initiatives from other institutions of influence that have a real legal mechanism for implementing certain initiatives.

Therefore, the use of state regulation is possible only with the active participation of local governments through the decentralization policy. Tourism associations are usually a powerful tool for the development of the hospitality sector, as they have a list of the main problematic aspects of its functioning and can qualitatively influence the improvement of the industry's future work. The corporate sector and the business environment are also of great importance in the implementation of government regulatory policy. The establishment of supply chains, the use of effective economic influence, and the activities of insurance companies and financial institutions are key to the further development of the hospitality sector.

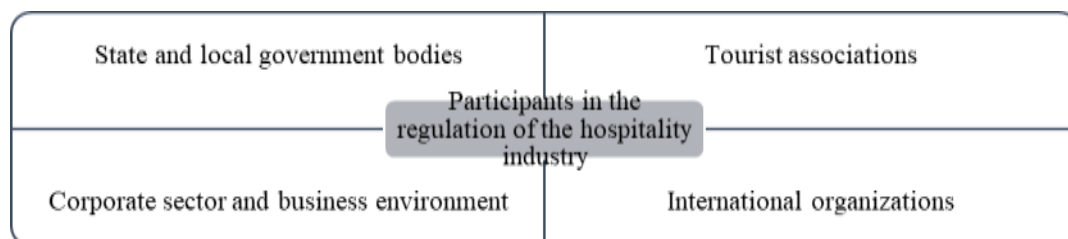


Fig. (1). Participants in state regulation of the hospitality industry in Europe. Source: compiled by the author.



**Fig. (2).** The mechanism of state regulation of the hospitality industry in the US.

Source: compiled by the author.

These participants in state regulation are actively involved in the development and operation of the hospitality sector, as they can have a real impact on the efficiency and rational allocation of internal corporate and financial resources of institutions related to the hospitality sector. The policy of state regulation in developed countries provides for the use of extensive but cooperative management of the hospitality sector. A key aspect of this sector is its incomplete legal dependence on public authorities. For its efficient functioning, it is necessary to use an effective mechanism rather than the bureaucratic or state structure of the country.

The policy in the United States regarding the implementation of state regulation in the development of the hospitality sector is divided into structural functional units that are actively involved in the development of this industry and can carry out the specific restructuring of a particular operational or hardware aspect. The key difference from European countries is that the hospitality industry is more controlled by legal aspects and independent from the influence of special international organizations. However, such organizations in the United States are established at the state level and are state institutions that monitor commercial and operational activities and can qualitatively improve aspects of tourism development in the context of its global crisis. Therefore, the use of an effective management mechanism will be the most important means of implementing the policy of reforming and regulating the industry. In more detail, the specifics of the structure of state regulation of the hospitality sector and the key bodies responsible for this aspect are shown in Fig. (2).

Based on Fig. (2), it can be concluded that the United States has an extensive system that contributes to the effective functioning of the hospitality industry and allows for effective management decisions in line with current global challenges. However, a negative factor in the United States is the complete dependence on government authorities and the need to use credit policy in conducting commercial activities. This can lead to difficulties in interacting with financial organizations and increased liability for late fulfillment of financial obligations. A tight lending policy is a key factor hindering the development of the hospitality sector. To ensure the stability of this industry, it is necessary to implement some investment and credit projects on favorable terms, especially during the period of active development and amidst the pandemic. The use of such a policy will help

corporate hospitality institutions to ensure their viability in the market and strengthen their role in shaping the overall macroeconomic well-being.

Thus, based on the experience of the EU countries, the issues of state regulation of the hospitality sector development indicate that the practice of involving international bodies, introducing corporate governance, and strengthening the industry by eliminating negative operational processes of enterprises is popular. In the United States, the key means of state regulation of the hospitality industry is the existence of a wide network of specialized departments that deal with problematic aspects of the hospitality industry. In the context of current geopolitical challenges, to improve the quality of the hospitality sector, it is necessary to implement investment projects, attract additional international organizations, and accumulate investments and capital in this area. It should be considered that in 2022, the trend toward the recovery of the tourism market is positive and in the coming years, the hospitality sector will be able to return to its optimal state of functioning.

## 5. DISCUSSION

The results of the study show that the need for analytical research on the development of the hospitality sector is of great importance, as it is a component of the tourism complex, which is an important sector of the modern economy. In particular, the coronavirus pandemic has caused serious problems in the functioning of the industry and increased the need to develop new strategies for its development (Raj et al., 2022). The development of the hospitality sector can be a tool for improving the overall quality of the tourism industry and become a factor influencing the formation of innovative means of regulating tourism operations. The role of government regulation is important because of the ability to establish clear rules, regulations, and standards for the hospitality industry, which is a prerequisite for the effective functioning of the entire sector (Huang, 2022). Using the experience of developed countries can be useful for countries where the tourism sector accounts for the largest share of gross domestic product or plays a key role in their economy (Ouyang, 2022). Therefore, the study of the role of the tourism sector and the hospitality industry in the economy as a whole can be an important factor in analyzing this topic. Conducting such a study makes it possible to characterize the peculiari-

ties of the modern economic system and the role of tourism in it (Foris et. al., 2018).

Based on the study, a promising area may be to determine the role of international organizations and their role in the hospitality sector. The experience of the EU countries shows that the use of international tourism and commercial organizations is quite popular, but the effectiveness of such measures is theoretical (Nguyen, 2021). For practical analysis, it is possible to conduct an analytical assessment of a particular organization and reflect the results on the activities of the tourism sector of a particular country. It is important to conduct research not only after the coronavirus pandemic but also during it, as such studies allow us to assess the impact of the pandemic on the hospitality industry and find ways to improve its functioning in times of crisis. Conducting such an analytical study will help to characterize the quality of practical implementation of the interaction between public administration bodies and international organizations, as well as to build a high-quality mechanism for their cooperation. The current practice of using the corporate sector in government regulation is an indisputable fact, as the hospitality industry involves additional authorities that supply and provide certain services (Abdou et. al., 2020). An important regulatory tool will be an analysis of the entire business segment, including the corporate sector.

Furthermore, a promising research direction would be to analyze the possibility of using digital technologies in public administration and identify their key development prospects. The application of such practices will be primarily useful for the hospitality sector, as it will help to make prompt management decisions and modernize the approach to state regulation, which in the face of modern challenges requires a quick response to some issues. The introduction and development of digital infrastructure, as well as the possibility of its application to the hospitality sector, will have several prospects, as the use of such a policy is most important in the modern world. In general, the policy of state regulation of the hospitality sector is a complex issue, as it requires analytical studies on related corporate areas, such as tourism, commerce, and logistics. However, the use of electronic public administration is the highest priority area for further research.

## 6. CONCLUSION

The aforementioned characteristics of state regulation in the hospitality sector, based on the experiences of the EU and America, signify a shift from traditional approaches to modern public administration practices. This transformation has been driven by the global impact of the coronavirus pandemic and the resulting changes in the tourism market, necessitating state intervention in various aspects of the sector. In response to intensified competition and challenging market conditions, investment and grant projects have become essential for ensuring the viability of the tourism sector. The analysis of hospitality sector quality and state regulation effectiveness is most effective when conducted in collaboration with international organizations that possess valuable analytical and statistical information. Such partnerships can enhance key aspects of the sector and drive improvement. Given the prevailing negative market trends, the develop-

ment of the hospitality sector has emerged as a top priority for government agencies. Minimizing bureaucratic mechanisms and adopting a rational approach to operations are critical success factors for the industry's future growth. The European Union has experience in improving the legal framework, attracting investments, conducting audits with the support of international organizations, and employing crisis management approaches in the hospitality sector. Additionally, European countries benefit from tourism associations that play a significant role in influencing state regulation and offering effective strategies for sector development. In the United States, key features of government regulation include lending policies and the utilization of insurance mechanisms. These factors are fundamental for the effective functioning of any corporate sector. The legal aspect of state regulation in the United States involves the active involvement of commercial and tourism departments in operational activities.

The prospects for the hospitality sector's development lie in the integration of the corporate and public sectors, working collaboratively to ensure the industry's vitality and gradual stabilization under current conditions. State regulation is implemented through local public administration bodies and the practice of engaging international organizations, specialized authorities, and unions. Further research on the specificities of such activities is crucial for establishing an effective state regulatory mechanism for the hospitality sector.

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Received: September 20, 2023

Revised: September 26, 2023

Accepted: Nov 03, 2023

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