

STUDY OF FOREIGN EXPERIENCE IN PROVIDING PUBLIC SERVICES IN THE FIELD OF TOURISM: IMPLEMENTATION POSSIBILITIES FOR SUSTAINABLE DEVELOPMENT

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Introduction. The study of foreign experience in the provision of public services in the field of tourism is gaining new relevance, because after the end of the war, Ukraine will be open to tourists from different countries of the world, and Ukrainians can again actively travel within the country. Therefore, in this context, it is important to take into account international practices that demonstrate effective models of cooperation between government agencies, business and local communities in the tourism sector. For example, the European Union countries are actively implementing digital public services, such as interactive booking platforms, mobile applications and integrated travel portals that provide access to public information, permits, maps and services online.

Studying foreign experience in providing public services in the tourism sector is important for Ukraine, as it allows to adapt successful international practices for the sustainable development of the tourism industry, which has suffered a significant decline due to the war. It is the provision of high-quality public services in the tourism sector that can become the basis for implementing sustainable development in Ukraine, in particular through the certification of environmentally responsible tourism services, development of digital platforms for the convenience of tourists, support for local communities through eco-tourism, and management of tourist flows to preserve natural and cultural resources. Adapting foreign experience in Ukraine will help not only attract international tourism, but also provide long-term benefits for local communities by improving social and economic conditions on the ground.

Analysis of recent research and publications. The provision of public services in the field of tourism is a under-researched issue, although some aspects are revealed in the studies of domestic scientists. Thus, Yurchenko S.O. investigates the quality of state regulation of tourist services under martial law [1]. In turn, Rybalchenko N.P. analyzes the state of functioning of mechanisms of state regulation of the tourism sector of Ukraine [2]. Krutiy H.M. researched public management of innovative tourism development, in particular, the public management of the implementation of new technologies, types, processes of informatization and digitalization in the tourism sector, and also analyzed the role of new public services in the tourism sector, taking into account technological developments, innovations and modern types of tourism [3].

Along with this, the study of digital public services in the tourism sector is gaining more and more attention in foreign scientific literature. For example, Galvão A., Brito e Abreu F., Joanaz de Melo J. analyze approaches to defining the concept of “smart tourism” and the relevant digital tools used to improve the efficiency of tourism services [4]. Duarte L., Torres J., Ribeiro V., Moreira I. explore the possibilities of using artificial

intelligence systems in the tourism sector, in particular the implementation of chatbots, recommendation services and analytical platforms [5]. OECD analytical reports for 2024 also highlight leading practices of countries in the development of public administration in tourism, emphasizing the role of digital tools, data-driven public management, as well as strategies for sustainable development of tourist regions in the post-pandemic recovery [6].

The current state of the tourism industry in Ukraine has both potential and challenges. Ukraine has a rich historical and cultural heritage, a variety of natural landscapes, which creates the prerequisites for the development of various types of tourism: cultural and educational, ecological, health and adventure. However, factors such as insufficient infrastructure development, uneven development of regions, insufficient funding and a low level of promotion on the international market, hinder the development of the industry. In the future, in the post-war period, Ukraine will face the need to restore tourist facilities and attract investment to stimulate the industry.

Objectives of the article. In modern conditions of globalization and digital transformation, the role of public services as a tool for ensuring sustainable development of the tourism sector is significantly increasing. In many countries, effective practices of state tourism management have been formed, focused on the implementation of innovative services, digital solutions and partnership models of interaction. At the same time, in Ukraine, the issues of organizing public services in the tourism sector still remain fragmentarily studied, which complicates the formation of a holistic and effective state policy in this area.

In this regard, there is a need to study and critically analyze foreign experience in providing public services in the tourism sector, identify the most effective approaches and models, and determine the possibilities of their adaptation to the national context, considering Ukrainian socio-economic realities, wartime challenges, and post-crisis recovery strategies.

The purpose of the research is to examine the leading foreign experience in providing public services in the tourism sector, to identify opportunities for its adaptation to the domestic context, taking into account the challenges of wartime, and to substantiate practical directions for implementing such practices to ensure sustainable development of the tourism sector in Ukraine.

The main material of the study. In the modern system of public administration, tourism services are increasingly classified as a type of public services, since their provision involves the performance of socially significant functions related to ensuring citizens' access to cultural, recreational, informational and infrastructure resources. This approach is based on an expanded interpretation of the concept of "public service", which includes not only state and administrative services, but also services aimed at improving the well-being of the population, developing territories and meeting collective needs [7]. This approach is used in most developed countries, so it is reasonable both in terms of their functional content and the role of the state in managing, controlling and guaranteeing the quality of the service. As a result, these services act as a tool for implementing regional development strategies, forming the image of the state and ensuring social integration.

Therefore, public services in the tourism sector are an important component of the institutional support for tourism development, as they fulfill a dual task: on the one hand, they guarantee access of citizens and businesses to administrative, information and regulatory services, on the other hand, they create the prerequisites for increasing the competitiveness of tourist areas and compliance with the principles of sustainable development. The scientific literature notes that public services in tourism acquire a specific meaning, as they include both traditional administrative actions (for example, licensing, certification, registration of business entities), and functions related to the promotion of the tourism product, collection and dissemination of statistical data, management of tourist flows and the provision of infrastructure [3].

The peculiarity of public services in the field of tourism lies in the need for interagency coordination and multilateral cooperation, in particular, the participation of local governments, regional institutions, small and medium-sized businesses, and professional tourism associations. That is why in foreign practice, models of public-private partnership in the provision of tourism services focused on creating value for tourists, residents, and businesses are increasingly being considered [8].

According to the concept of "smart tourism", public services must meet the requirements of innovation, inclusiveness and sustainability, which involve not only the digitalization of processes, but also the reorientation of management approaches to the active use of data, considering the interests of all stakeholders and ensuring the availability of services for all categories of consumers [9]. This approach is relevant for countries that are in the process of transforming management systems, including Ukraine, where public services in tourism still

do not have a clearly regulated status, and the process of their provision is often fragmented and ineffectively integrated into general regional development strategies.

The sphere of tourism services covers a wide range of activities aimed at meeting the needs of tourists in travel, recreation, entertainment, cultural enrichment and other aspects. The basis of tourism services is made up of basic and additional services that form a tourist product [10].

Basic services include elements such as transportation, accommodation, food and excursion services. They provide the fundamental needs of tourists during their trip. For example, air transportation services or hotel accommodation are an integral part of every tour. Additional services are aimed at improving the quality of the trip and meeting the individual tourist needs. These include insurance, guide services, visiting cultural or sporting events, car rental and other types of services.

The structure of the tourist services market is characterized by the interaction of various entities: tour operators, agents, service providers (hotels, transport companies), government agencies, and consumers themselves.

Given the above, the need to study foreign experience in providing public services in the tourism sector is becoming increasingly important, so let's consider the best approaches used in the European Union countries, namely France, Italy, Spain, Estonia, and Portugal.

In the European Union, the formation of public services in the field of tourism is carried out on the basis of clearly defined strategic documents, institutional planning and effective partnership between state structures, the private sector and local communities [11]. At the same time, the state not only guarantees a basic level of access to services, but also actively promotes the improvement of the quality of tourism services, infrastructure development, digitalization and sustainable use of natural and cultural resources.

France is characterized by a high level of centralized planning in the tourism sector with the active participation of a specially created state body – *Atout France*, which acts as the national agency for tourism development. The agency's competences include standardization of tourist services, development of classifications for accommodation facilities, certification of cultural heritage sites, and digital promotion of tourist destinations. At the municipal level, there are tourist offices (*Offices de Tourisme*) that serve as access points to public services for tourists and residents [12].

In Italy, despite the decentralized nature of tourism management, which involves the transfer of powers to the regional level, the state ensures policy coordination through *Enit – Agenzia Nazionale del Turismo*. The system of public services in the field of tourism in Italy is based on the principles of “ecosystem management of the destination”, which combines planning, branding, regulatory functions and support for small businesses. Regional tourist portals (for example, *Italia.it*, *VisitLazio.com*) act as digital platforms for providing public services from event search to the integration of reservations and transport logistics [13].

Spain demonstrates effective implementation of the concept of integrated tourism, in particular through *the Plan Nacional e Integral de Turismo* program and the functioning of the *Tourspain* network, where a special role is played by the *Smart Destinations* program, which is implemented under the auspices of Segittur, the state company for innovation in tourism. The aim is to create destinations that offer a high level of public services based on digital technologies, mobility, energy saving and management of tourist flows [14].

Estonia is an example of digital transformation and public services in the tourism sector are no exception. Thanks to a developed system of electronic service provision (*e-Estonia*), most tourism services are available online through a single portal *Visit Estonia*, which integrates administrative functions (visa information, business registration), reference services and navigation resources. An important tool is the use of open data in tourism, which allows the private sector to create innovative solutions, contributing to the development of destinations [15].

In Portugal, the state is actively implementing the “tourism of the future” policy, with an emphasis on sustainability, digitalization and social inclusion. The *Portugal Tourism 4.0* platform combines services for tourists, investors and entrepreneurs, including online tools for obtaining licenses, consulting on environmental standards, and booking infrastructure. Public services in the tourism sector are focused not only on tourists, but also on the development of local communities, which corresponds to the modern concept of community-based tourism [16].

The experience of the mentioned countries demonstrates that effective provision of public services in tourism requires a strategic vision, digital solutions, intersectoral cooperation and orientation towards the principles of sustainable development. The implementation of such practices in Ukraine is possible

provided that the tourism industry is institutionally strengthened, management processes are digitalized, and a regulatory framework is introduced that will regulate the status of public tourism services as a component of public administration.

The implementation of foreign experience in the field of public tourism services should be considered not only as a means of modernizing the management system, but also as a strategic tool for achieving sustainable development in the post-war period. This involves not mechanical borrowing of individual practices, but a deep integration of sustainability values into the policy that shapes the tourism sector. In conditions of war destruction, demographic changes and economic instability, tourism can become a factor of long-term stabilization by increasing employment, boosting small businesses and involving communities in preserving local identity. Successful application of international experience is possible through the development of environmentally sensitive tourism infrastructure, support for cultural heritage, and the introduction of inclusive development models that involve the participation of vulnerable groups of the population, in particular internally displaced people, in the formation of new tourism products [17].

Digitalization of public services in the tourism sector should be considered as a tool not only to improve the quality of service, but also as a way to ensure transparency, openness and environmental efficiency. In turn, the institutional capacity of territorial communities should be aimed at creating conditions for equal access to tourism services, which will contribute to the reduction of regional disparities and the formation of new generation tourist destinations. Thus, the adaptation of foreign experience should be considered through the prism of its ability to maintain a balance between economic development, environmental protection and strengthening social unity in Ukrainian realities.

Despite the difficulties arising from the war, the adaptation of the best foreign practices in the field of public tourism services can become an important factor in post-war recovery, integration into the European space, and ensuring social cohesion of the population. First, tourism is considered not only as an economic sector, but also as a tool for social recovery and strengthening national identity. In this context, public services in tourism can play the role of an intermediary between citizens, the state and local communities, contributing to the restoration of citizens' trust in government.

The use of digital technologies has significant potential, in particular for creating unified information and service platforms that could integrate reference, logistical, cultural and administrative information. Even in conditions of limited physical mobility, digital public services can support domestic tourism activity, attract IDPs to new cultural routes, and provide access to cultural heritage remotely (through digital museums, virtual tours, cultural platforms).

The implementation of the community-based tourism concept, which is widely used in Portugal and Italy, can be adapted for Ukrainian communities as a tool for economic self-sufficiency. Public services related to supporting local tourism allow preserving jobs, strengthening the identity of regions, and facilitating the integration of IDPs into new communities [18].

European support plays an important role. Within the framework of post-war reconstruction instruments (e.g., the EU's Ukraine Facility), targeted financing of tourism projects as part of a public service, with an emphasis on sustainable development, inclusion and reconstruction of cultural infrastructure, is possible. The implementation of smart destinations approaches developed in Spain and Estonia can also be gradually implemented in Ukraine, especially in regions that have not experienced active hostilities and have tourism potential.

Therefore, post-war reconstruction creates a unique opportunity to "relaunch" public policy in the field of tourism: the introduction of service standards, a new model of destination management, business involvement in partnerships, and the development of tourist centers as access points to a wide range of public services.

Conclusions. Foreign experience in providing public services in the tourism sector demonstrates a high degree of integration of this sector into the system of public administration, focused on the needs of citizens, sustainable development, inclusiveness and digital transformation. In the European Union, tourism services are considered not only as an economic activity, but as a tool for implementing the right to a quality life, access to culture, education and security. This approach opens up new horizons for the development of the tourism sector as part of a public service in Ukraine.

However, the domestic context, especially in times of war, is characterized by specific challenges, such as destruction of infrastructure, restrictions on population mobility, institutional instability and lack of resources.

At the same time, these conditions create a unique window of opportunity for rethinking the role of tourism in the system of public administration and post-war reconstruction.

The implementation of foreign experience should be based on the adaptation of such approaches as decentralization of destination management, introduction of digital services, development of community-based tourism, expansion of access to tourism services for vulnerable categories of the population, in particular internally displaced people. European assistance within the framework of Ukraine's recovery programs, development of partnerships between the state, communities and business can become catalysts for sustainable and inclusive growth.

Thereby, public services in tourism can and should play a role as a factor of social cohesion, national identity and economic revival. Their transformation based on best foreign practices should become part of a broader strategy for the development of public services in post-war Ukraine, focused on European values, digital innovation and human development.

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Myroshnychenko Alina, Candidate of Science in Public Administration, Associate Professor at the Department of Public Administration and Law, National University “Yuri Kondratyuk Poltava Polytechnic”, **Iryna Levchenko**, PhD, Docent, Associate Professor at the Department of International Economic Relations and Tourism, National University “Yuri Kondratyuk Poltava Polytechnic”. **Study of foreign experience in providing public services in the field of tourism: implementation possibilities for sustainable development.**

The article examines the foreign experience of organizing public services in the field of tourism using the examples of France, Italy, Spain, Estonia and Portugal. It is shown that public tourism services include administrative, information, regulatory and digital services aimed at developing territories, improving the quality of life and creating a competitive tourism product. The key models based on the concepts of smart tourism, public-private partnership and sustainability orientation are highlighted. The challenges of implementing international practices in Ukraine are outlined, taking into account the consequences of the war, in particular the destruction of infrastructure, lack of funding and institutional fragmentation. Prospects for the use of digital platforms, community-based tourism and European support mechanisms for the restoration and modernization of the tourism sector of Ukraine are identified.

Key words: public services, tourism, sustainable development, foreign experience, public administration, digitalization, war.

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Мирошниченко Аліна Іванівна, кандидат наук з державного управління, доцент кафедри публічного управління, адміністрування та права, Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Левченко Ірина Василівна**, доктор філософії, доцент кафедри міжнародних економічних відносин та туризму, Національний університет «Полтавська політехніка імені Юрія Кондратюка». **Вивчення зарубіжного досвіду надання публічних послуг у сфері туризму: можливості імплементації для сталого розвитку.**

У статті авторами здійснено аналіз зарубіжного досвіду надання публічних послуг у сфері туризму з метою виявлення можливостей його імплементації для сталого розвитку в умовах війни. Акцент зроблено на важливості публічних послуг у сфері туризму як інструменту не лише забезпечення доступу до туристичних ресурсів, а й стимулювання сталого розвитку територій. Публічні послуги у сфері туризму розглянуто як такі, що реалізуються на засадах партнерства між державою, бізнесом та громадськістю й спрямовані на формування сприятливого середовища для безпечного, якісного та інклюзивного туристичного обслуговування. Розглянуто кращі практики країн ЄС, зокрема: Франції, Італії, Іспанії, Естонії та Португалії, щодо цифровізації сервісів, управління туристичними потоками, підтримки інклюзивних форматів туризму та стимулювання участі громад у прийнятті рішень. Проаналізовано основні досягнення публічних послуг у сфері туризму в зарубіжних країнах з урахуванням сучасних тенденцій. Особливу увагу приділено викликам, що постають перед Україною у процесі адаптації зарубіжного досвіду: нормативно-правовим прогалинам, інституційній нестабільності, обмеженим ресурсам, а також безпековим ризикам, пов'язаним із веденням бойових дій. Водночас у статті обґрунтовано, що саме туризм може стати каталізатором соціально-економічного відновлення постраждалих територій. Розглянуто потенціал застосування принципів сталого розвитку при імплементації іноземних підходів, зокрема через посилення участі громад, екологічну відповідальність, цифрову трансформацію сервісів і розвиток людського капіталу. Доведено, що адаптація найкращих практик має базуватися на принципах стратегічного планування, інклюзивності та міжсекторальної взаємодії, а не обмежуватись формальним запозиченням технологій. Визначено, що в умовах воєнного стану сталий туризм має розглядатися як інструмент не лише економічного поживлення, але й соціального згуртування, культурної реабілітації та формування нового образу України як безпечної, відкритої та конкурентоспроможної держави.

Ключові слова: публічні послуги, туризм, сталий розвиток, зарубіжний досвід, публічне управління, цифровізація, війна.