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
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
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
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
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FEATURES OF THE FORMATION OF THE HOSPITALITY INDUSTRY OF THE VINNYTSIA REGION

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Abstract

In Ukraine, there are certain limiting problems in the field of tourism positive transformation of this type of activity. Hospitality establishments of the Vinnytsia region are analyzed in the article. It was revealed that with the help of a cluster form of enterprise organization, it is possible to improve the management mechanism, specialization, cooperation, rationally use territorial division and resources.

Examples of improving the standard of living of the population with the help of a cluster mechanism are given, which increases the competitiveness of businesses located in a certain territory, supports an effective business climate and ensures the transition to the integrated use of the potential of the entire state.

Key words: tourism; restaurants; the field of hospitality; development strategy; public organizations; Vinnytsia standard of hospitality

International experience shows that the hotel and restaurant business is developing at a fairly fast pace, generating more and more competition, but at the same time, a large number of hospitality establishments are being pushed out of the market. The problem is the choice of an ineffective development strategy and the adoption of unfounded management decisions that can ensure the development of the institution in modern market conditions.

Hospitality is the observance by hosts of generally accepted rules of hospitality when receiving guests. Tourist service, as a type of professional activity, is based on providing travelers with the most important - comfortable accommodation, high-quality food and providing other cultural and household services. Most modern hotels have their own restaurants and cafes, but any tourist, if necessary, can use the services of other local restaurants, cafes or canteens that also serve residents of the region [12].

Wooden products, fresh flowers, forged elements, a significant amount of wooden products, various lanterns and many "hygge" things, a warm home atmosphere! Knitted pillows, rugs and blankets, photo frames and wall panels, vases of various shapes and sizes (not necessarily for flowers), flower arrangements, decorative appliqués, coasters and even painted dishes - all these are seemingly inconspicuous, but quite important elements form a feeling of comfort and harmony in us.

The modern market of interior textiles unites groups of textile materials and products that are different in purpose, but close in terms of aesthetic design, hygienic and ecological requirements, and reliability and durability in operation.

Therefore, the market of interior textiles puts forward the following main requirements for the assortment and properties of goods - these are quality, environmental safety and design. Interdependence opens up worlds of possibilities for us - strong, reliable, meaningful connections, exponentially increasing productivity, service, helping people, learning, growth [7].

Living organisms seek to create a shelter for themselves: a nest, a shell or a membrane. All living things create thin barriers that separate the inside from the outside. Each creature finds its own unique way of achieving internal stability to control temperature and humidity, restore reserves, and ensure its own health and survival.

Buildings cannot be considered simply as immovable aesthetic structures that meet needs and comply with norms and rules. There are seven important factors that must be taken into account in the design: air, light, water, energy, sound, matter and the people who are in this building.

Each of these factors affects the dynamic balance that provides favorable conditions

for life and good health. At the heart of all these factors is the idea of providing favorable conditions for life, because life and health should always be a priority, especially considering how much time we spend indoors.

Our health, comfort and rest depend on the components and functionality of the building [10].

Design created not by man, but by nature itself - this is how you can reflect eco-style in the interior. Visitors who spend time in such places become kinder and calmer. They begin to notice the beauty of the simplest things, because they are close to people by nature, non-aggressive and romantic.

So, it can be blankets, curtains, lampshades made of material, ceramic and wooden figurines and pieces of nature - ivory, horn, sea shells, corals, driftwood, cones and others. Wicker objects provide coziness and warmth: baskets, mats, rattan furniture.

All this has a significant impact on the well-being of visitors and restaurant staff, on emotions and feelings between vacationers and between vacationers and staff, on their sense of happiness, etc. [6].

It should be noted that 2020 and 2021 have become an important challenge in overcoming the economic and social consequences of the pandemic. The Vinnytsia City Council listened as much as possible to business requests regarding the balancing between security measures and stable conditions for the operation of hospitality and tourism establishments.

Also in June 2021, city council deputies approved a reduction in 2022 of the tax rate on real estate objects of the restaurant industry, museums and galleries and the rate of the tourist tax for incoming tourists. That is why sustainable tourism and effective marketing were identified among the goals of "Strategy 3.0".

Therefore, by creating comfortable conditions, a pleasant atmosphere of coziness, high-quality service, delicious and refined dishes, we provide the catering establishment with the respect of visitors and competitiveness in the market.

"The modern tourist is quite knowledgeable and experienced, and therefore demanding. We must constantly develop in order to meet his expectations," said Oksana Marusych, co-developer of the "Vinnytsia Hospitality Standard" and a specialist in the creation and implementation of standards. According to her, Vinnytsia is a comfortable and cozy city that has competitive advantages and prerequisites that make it possible to move away from old models of communication in the field of hospitality and build a new service-communication with the tourist.

The main components of the "Vinnytsia Hospitality Standard" are the list of values of its bearers, attention to details, as well as eight steps to the heart of guests: first contact, creating comfort, interest in the guest, an atmosphere of unhurried time, demonstrating love for one's hometown, willingness to help, motivation to return and a friendly farewell.

Vinnytsia, despite the pandemic, continues to hold a leadership position among cities with a population of up to 500,000 in attracting new tourists and developing gastroculture. Tourism and hospitality, as innovative creative industries for our territorial community, are a significant resource for the formation of the economy of added value and, accordingly, new high-quality jobs. That is why sustainable tourism and effective marketing were identified among the goals of "Strategy 3.0".

Vinnytsia is a modern region, the economy of which is developing dynamically and has a number of market advantages: long industrial traditions, developed engineering and transport infrastructure, a powerful educational base, scientific schools working in the field of information technology, engineering, and medicine.

The road and railway network connects Vinnytsia with the seaports of the Black and Azov seas. In addition, Vinnytsia is located at the intersection of two European road routes E50 and E583. Attracting investments to the region and the city is growing every year. In recent years, the city government has been actively working on attracting investors and developing the industrial sector.

In order to further increase the investment attractiveness of the region, the Vinnytsia City Council approved the "Marketing Strategy of the City", which was also developed with the participation of the "PROMIS" Project. Its active implementation due to a comprehensive approach to creating a brand of this territory, promotion

Vinnytsia City United Territorial Community, effective development of tourism and the hotel and restaurant industry is foreseen in 2021 and in the future. It should be noted that in 2011 the European Commission approved the long-term program "Social Entrepreneurship Initiative". The purpose of the program is to stimulate the countries of the European region to support and develop the social entrepreneurship sector. The program has three main focuses: a legislative environment friendly to social entrepreneurs, popularization of the activities of social enterprises, creation of conditions for obtaining financing for their development.

It should be noted that there is no clear definition of a social enterprise in international practice, but there is a clear understanding of its basic characteristics: the main goal of a social enterprise is social impact, not profit for owners or shareholders. Such an operator provides goods and services on the market according to a business model, and uses profits primarily to

achieve social goals.

According to the data of the "European Social Enterprise Law Association", in recent years there has been a boom in the development of the legislative framework for social entrepreneurship in European countries. The governments of countries independently determine how they will regulate this industry. For example, in Spain, Portugal, France, Greece, Croatia, a social enterprise can exist exclusively in the form of social cooperatives. But Great Britain introduced a special variety - a company that works in the interests of the community. There are more than 13,000 such enterprises in the country.

A number of European countries (Belgium, Croatia, Denmark, France, Italy, Luxembourg, Poland, Portugal, Slovenia, Spain, Sweden, Switzerland, Great Britain) have introduced a wide range of policies, programs and mechanisms aimed at supporting social enterprises. However, the content and scope of support differ significantly. Opposite points/points of the Binnytsky standard of hospitality are shown in (Fig. 1). Worthy of attention is the fact that despite the risks caused by the COVID-19 pandemic, Vinnytsia tourism entrepreneurs united in 2020 and founded the "BreadSil" hospitality association. With the support of the Union of Entrepreneurs "Stina" and the project "PROMIS" for participants of the newly created organization conducted a 6-module training, developed a mission and vision project of the union, outlined the key points of the membership policy [13].

Joining efforts and establishing new partnership conditions, the members of the association will work to increase the number of tourists in the Podilsk region, in particular through the development of food culture and gastrotourism.

In 2021, the Vinnytsia City Council, together with entrepreneurs, developed as many tools as possible to implement the "Vinnytsia Hospitality Standard". In particular, we created a series of training events that relate to the work of various employees of the hotel and restaurant business.

Later, within the limits of a certain institution, they plan to create so-called welcome books, which will help to move to a more personalized embodiment of the standards: institutions will choose those scenarios and styles of communication with the client that best correspond to their main format.

The Vinnytsia City Council together with specialized public organizations and with the support of the "PROMIS" Project implement complex initiatives aimed at stimulating the economic development of the city. The "Vinnytsia Hospitality Standard" project is an element of the approved Tourism Development Strategy until 2030, which was also developed with the assistance of the "PROMIS" Project, and it became the next stage in the successful growth

of the most comfortable city of Ukraine [13].

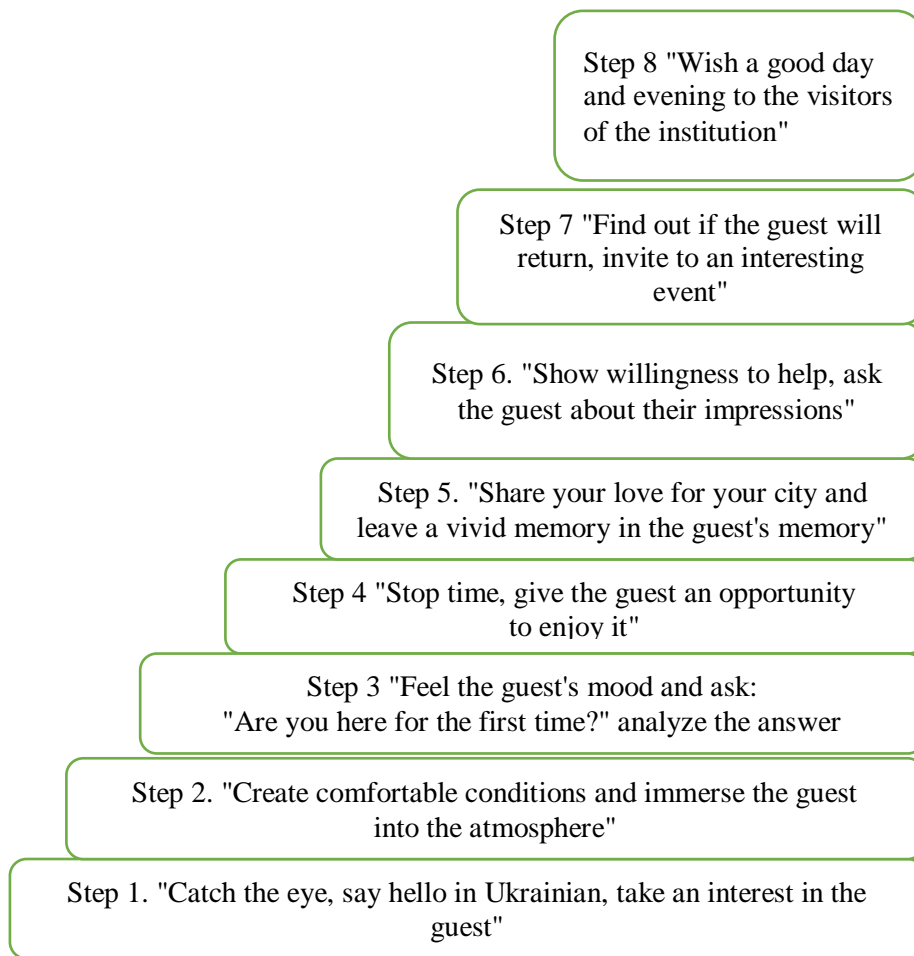


Fig. 1. Main points/points of the Vinnytsia standard of hospitality

*Source: created by the author based on data [13].

Vinnytsia is constantly developing and its best tourist attractions can be seen by local residents and tourists who return to the city constantly.

The main components of the Vinnytsia standard of hospitality are the list of values of its bearers, attention to details, as well as eight steps to the heart of guests: first contact, creating comfort, interest in the guest, an atmosphere of unhurried time, demonstrating love for the native city, willingness to help, motivation to return and friendly farewell.

"Vinnytsia Standard of Hospitality" succinctly presents the code and the pyramid of values of its representatives, and also defines eight consecutive steps to the "guest's heart". Local hoteliers and restaurateurs see a significant resource potential in the implementation of the standard, and even, despite the crisis caused by the COVID-19 pandemic, will take it as a

basis for improving their own image and establishing long-term relationships with customers [12].

The business intensive "HoReCa.Restart" is a traditional event for training and networking, initiated by the "Business People Club" and launched in 2018 with the aim of developing and supporting small and medium-sized businesses. The event presents the cooperation of entrepreneurs and experts in the field of hospitality, who talk about their company secrets, their own experience and answer the questions of the participants.

The goal of the project is to create better conditions for the development of Ukrainian small and medium-sized enterprises, support innovation and stimulate exports, which is the way to sustainable and uniform economic growth. Among the topics identified at the "HoReCa.Restart" forum are the following: technologies for creating a powerful brand and corporate style of the institution, planning the development and scaling of the hospitality establishment, global and Ukrainian trends in the restaurant and hotel business, bringing the service to a new quality level.

The first all-Ukrainian conference "Hospitality and tourism in Ukraine" was held as part of the Swiss-Ukrainian Project "Strengthening business associations of micro, small and medium-sized enterprises", which is implemented by the United Nations Development Program in Ukraine (UNDP) in cooperation with by the Ministry of Economic Development, Trade and Agriculture of Ukraine with the support of the Swiss Confederation. Information partners of the event: HTL Ukraine, Ministry of Culture and Information Policy of Ukraine, State Tourism Development Agency of Ukraine, Kharkiv Regional NGO "Association of Private Employers", NGO "Union of Rural Green Tourism of Ukraine", NGO "League of Business and Professional Women of Ukraine", Development Office SMEs (SMEDO), National platform of SMEs.

We will also consider the main areas of cooperation that were proposed at the First All-Ukrainian Conference "Hospitality and Tourism in Ukraine", which took Vinnitsya place in the city of on December 24, 2020 (Fig. 2.)

If properly understood, synergy is the highest form of activity in all spheres of life, the true test and manifestation of all other habits combined. Synergy is the essence of principled leadership. It catalyzes, unites and releases the greatest power in people.

In a situation of interdependence, synergy has a particularly powerful effect on negative forces that hold back development and change. Driving forces usually have a positive, prudent, logical, conscious and economic character. In contrast, inhibiting forces are usually negative, emotional, illogical, unconscious, and social/psychological.



Fig. 2. Project model of relations between the authorities, business components, public organizations in the city of Vinnytsia

*Source: created by the author [13].

When you see only two alternative thoughts, you can create a synergistic third alternative. It is almost always there, and if you approach your search from a win/win perspective and really try to understand, then in most cases you can find a solution that will be the best for everyone involved [10].

It should also be noted that the "TourMIX: mix tourism in Vinnytsia" hackathon took place in the "Kvadrat" youth center. Employees of the hospitality, IT, museum institutions, tour guides, marketers, designers, public activists organized a meeting to create unique tourist products, combine creative ideas in the city's tourism business, develop projects for their inclusion in the future "Strategy development of Vinnytsia tourism until 2030".

As a result of the hackathon, 10 tourism development projects were developed. In particular, the result of the work was the project of the children's festival of eco-goodies "Funny Bear"; arrangement of the ethnographic location "Podilska gostyna" with the possibility of holding master classes on traditional crafts and presentation of Podil cuisine; the "Pirogov Week" festival, which for seven days will fill the museum-manor of M.I. Pirogov with reconstruction events, scientific picnics, etc.; the "Intermezzo" art picnic, which offers an event to familiarize yourself with the cuisine associated with Mykhailo Kotsiubinsky; the joining of Vinnytsia to Europe's largest pilgrimage route "St. Jacob's Way"; two-day tour

"Galloping across Europe", demonstrating the interculturality of Vinnytsia; arrangement of the location with reproduction of the medieval lifestyle "Dunstan" [5].

Globalization accelerates the pace of socio-economic changes and this phenomenon has a significant impact on the lives of individuals. Consumption, production, leisure, mass media, education, travel and politics are all affected by the ever-increasing interdependence and speed of communications. The transition from industrial to post-industrial society requires individuals who can quickly adapt to live in a changed society where moral norms, values, ideologies, traditions and knowledge are constantly challenged and revised.

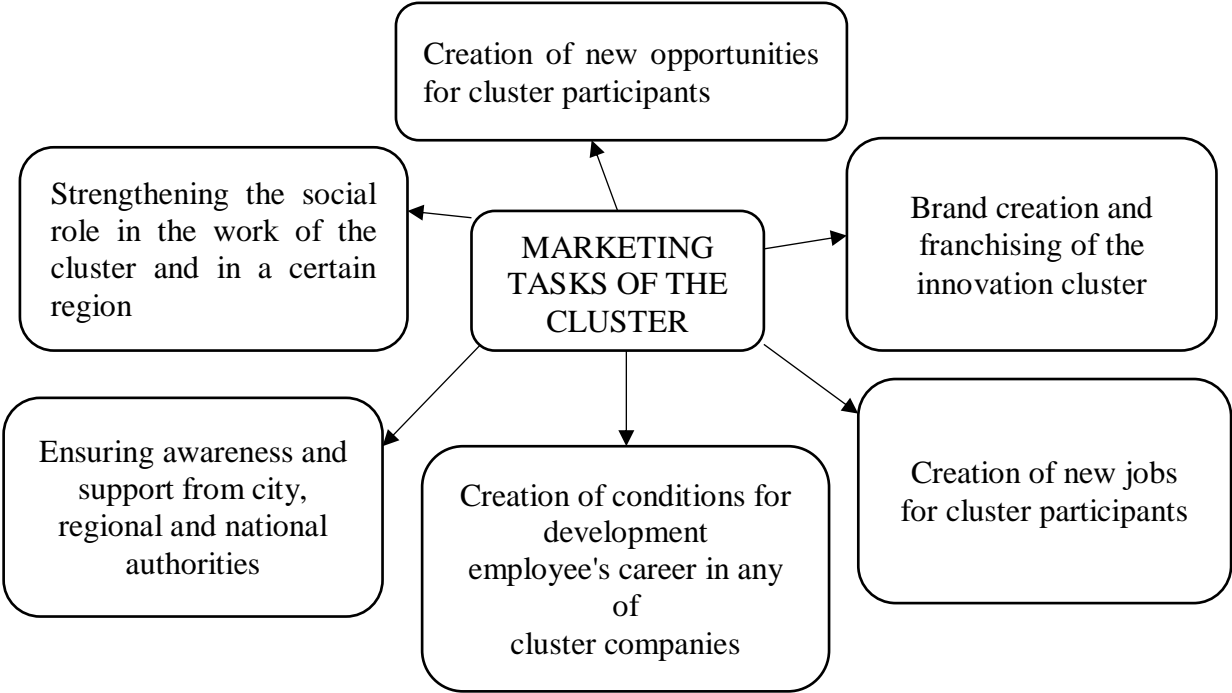
The main tasks of implementing the conceptual foundations of enterprise socialization are: promoting the development of socially responsible business as a factor in the modernization of the economy, increasing its competitiveness; introduction of unified approaches to the understanding of social responsibility of business in Ukraine by all participants of social processes; promoting the development of the non-financial reporting system in order to increase public awareness of the implementation of business social responsibility measures by business entities; improvement of existing and development of new forms of public-private partnership for economic, social and ecological development of communities and territories and others.

It should be noted that there is no clear definition of a social enterprise in international practice, but there is a clear understanding of its basic characteristics: the main goal of a social enterprise is social impact, not profit for owners or shareholders. Such an operator provides goods and services on the market according to a business model, and uses profits primarily to achieve social goals.

As international experience shows, it is social enterprises that play an important role in solving a number of social, economic, and environmental problems, strengthen the inclusion and social cohesion of local communities, contribute to the development of local social capital, strengthen democratic participation, contribute to the expansion of women's rights and opportunities, and provide quality services. The generally accepted interpretation of this term defines that social enterprises are enterprises that achieve social goals through an entrepreneurial approach. Making a profit is not their main goal, as they are created to benefit the community and people. The profits of social enterprises cannot (or can only partially) be distributed among the founders, and are usually fully directed to the social purpose of the activity.

The development of social spheres requires the creation of equal conditions for all people. This is especially true for people with physical disabilities. Shops and other

establishments equipped with ramps and handrails, wide doors and additional amenities allow such people to move and use services without hindrance. That is why the tourism sector is actively developing in this direction - tourist services in leading European countries.



*Source: created by the author based on [9].

The effect of tourist clustering is particularly significant and increases due to the property of multiplicity inherent in tourism, the essence of which is that tourism for development requires the concentration within one limited territory of interrelated enterprises and organizations engaged in the development and production of a tourist product (table 1).

It should be noted that in developed countries considerable attention from the side public administration bodies are devoted to the creation of a positive tourism image of the country outside its borders. Examples of the studied states testify to the fact that Ukraine, having a large number of unique and various natural and historical and cultural tourist resources, should facilitate the process with the help of effective public administration formation of own tourist potential as a factor of consolidation Ukrainian society and create favorable conditions on the part of the state management for the development of the tourism industry.

Table 1.

Policy directions for tourism clustering

The main directions of tourism clustering policy in the countries of the European Union		
Ensuring the formation of favorable conditions for the development of clusters, which includes promoting the development of cooperation between enterprises and educational organizations, increasing the efficiency of the professional education system, investing in the development of transport infrastructure	Promotion of the institutional development of clusters, which involves the initiation and support of cluster initiatives in the form of the creation of specialized organizations for the development of clusters, establishment of effective interaction between their participants and stimulation of strengthening of cooperation between them	The development of effective mechanisms for supporting innovative projects aimed at increasing the competitiveness of clusters and entities of tourism activity included in them

At the current stage, in the conditions of the development of negative trends in the field tourism related to the COVID-19 pandemic, business environment, authorities structures, conscious citizens, choose the path of joining forces for

preservation of tourist resources in proper condition for their restoration in in the future There have been changes in the activity of the tourism sector, which have encouraged industry workers to summarize previous experience, change priorities and pay special attention to domestic tourism. Prospects for further research are a comprehensive study, analysis and use of all reserves for improving the quality of service and competitiveness of hotel and restaurant complexes of Ukraine by 226 implementation of positive foreign experience in the development of enterprises the field of hospitality.

Conclusions. Tourism increasingly plays the role of an indicator of political relations between regions, a stabilizer of partnership relations at the national level. Therefore, taking into account the great importance of tourism, the state has identified it as one of the priority directions of the development of the national economy and culture, the sphere of realization of the rights and needs of people and society, and one of the defining components of the socio-economic policy of the state and regions.

Today, in Ukraine there are a number of problems that do not contribute to the development of the tourism industry, lead to a significant destruction of economic and social relations in the tourism sector. This is, first of all, the absence of a management system in the tourism sphere due to the undefined special central body of the executive power on tourism

issues, as well as the absence of a clear state policy aimed at the development of green tourism.

The imperfection of the system of control over the activities of the entities of the tourism sphere, the slow rate of growth of investments in the development of the material base of the tourist infrastructure, non-compliance with international standards of the quality of service provision indicate the insufficiency of state support and the absence of mechanisms for an integrated approach to the management of the national tourist product on the domestic and international market tourist services. The radical development of information technology has a significant impact on the tourism industry, as it increases the efficiency of operations and provides opportunities for business expansion in geographical, marketing and operational aspects.

Information technology is vital for information processing as well as for monitoring environmental issues. In recent years, the development of information and reservation systems tied to a specific region or destination (tourist information systems) has become widespread.

In the world, the process of mastering new concepts of hotel business and modernization of old ones is constantly taking place. Globalization and concentration of the hotel business is manifested in the creation of large corporations and hotel chains. With the help of internal hotel management systems, the main components of which include booking modules, concierge service, guest payments, room management, customer security, electronic lock system, and most importantly, the engineering service, which is created at the hotel design stage, automation and dispatching of heat - and energy supply, storage, water supply, interactive television.

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