

## A REGIONAL APPROACH TO ENTREPRENEURIAL MODELS OF TOURISM BUSINESS ORGANIZATION IN INTERNATIONAL PRACTICE

**DYDIV Iryna**

*PhD in Economics, Associate Professor,*

*Associate Professor of the Department of Tourism, Recreation, and Local History*

*Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnology Lviv*

*ORCID ID: <https://orcid.org/0000-0003-1882-2267>*

**Abstract.** *This article explores a regional approach to the study of entrepreneurial models of tourism business organization in international practice. The research is grounded in the premise that tourism entrepreneurship develops unevenly across regions due to differences in economic development, institutional frameworks, cultural traditions, resource endowment, and spatial organization. The study aims to identify and systematize dominant entrepreneurial models in the tourism sector across selected regions and to assess their role in enhancing regional competitiveness and sustainable tourism development. The methodological framework of the research is based on comparative, structural, and analytical methods, allowing for the examination of regional variations in business organization, financing mechanisms, governance structures, and market orientation of tourism enterprises. The article highlights the interaction between regional tourism policy, entrepreneurial initiative, and innovation as key determinants shaping adaptive tourism business models in a globalized economy. Special attention is given to the impact of external challenges, including economic volatility, geopolitical instability, and post-crisis recovery processes, on the transformation of entrepreneurial strategies in the tourism sector. The findings demonstrate that region-specific entrepreneurial models contribute significantly to the resilience and efficiency of tourism systems, enabling destinations to respond more effectively to changing market conditions and consumer demands. The results of the study provide a theoretical basis for further research on regional tourism entrepreneurship and offer practical recommendations for policymakers and business stakeholders aimed at optimizing tourism business organization and fostering sustainable regional development within the international tourism market.*

**Keywords:** *country-specific approach; tourism business; entrepreneurial models; tourism organization; international practice; tourism markets; tourism development.*

The article provides a comprehensive study of a country-specific approach to the formation and functioning of entrepreneurial models of tourism business organization in international practice. The relevance of the research is determined by the growing role of tourism as a strategic sector of national economies and the need to adapt effective entrepreneurial and financial-organizational models to the specific conditions of individual countries and tourism markets in the context of globalization and increasing international competition.

The purpose of the study is to identify and generalize country-specific features of entrepreneurial models of tourism business organization and to substantiate their impact on

the efficiency of the tourism industry and the competitiveness of national tourism markets. The methodological framework of the research is based on comparative, structural-functional, systemic, and analytical methods, which made it possible to analyze the characteristics of financial support, organizational-economic mechanisms, and entrepreneurial models of tourism across different types of tourism economies.

The study establishes that entrepreneurial models of tourism business organization are formed within national socio-economic systems and depend on the level of economic development, the role of the state in financing the sector, the institutional environment, investment climate, and cultural characteristics. It is proven that in developed tourism countries, market-oriented, corporate, and digital entrepreneurial models prevail, based on the dominance of private capital, high financial autonomy of enterprises, and well-developed financial markets. In such models, state participation is mainly strategic and aimed at infrastructure development, destination branding, and innovation support.

Countries with transition economies and state-oriented tourism systems are characterized by mixed, cluster-based, and socially oriented entrepreneurial models, which combine budget financing, international financial assistance, grant programs, and private investment. It is substantiated that these models contribute to reducing investment risks, supporting small and medium-sized enterprises, and increasing the investment attractiveness of tourism destinations.

Special attention is paid to the role of digital entrepreneurial models, which transform financial flows in the tourism sector, reduce transaction costs, and expand access of tourism businesses to international markets. At the same time, the effectiveness of digital and investment-oriented models largely depends on the level of digital infrastructure development, regulatory policies, and financial inclusion in a particular country.

The generalization of international experience made it possible to systematize the main entrepreneurial and financial models of tourism organization, determine their economic outcomes, and assess their impact on the competitiveness of tourism markets. The study demonstrates that the most effective models in modern international practice are mixed (public–private) and digital-investment models, which combine financial stability, innovation potential, and adaptability to dynamic changes in tourism demand.

The results of the research have both theoretical and practical significance and can be used to substantiate directions for improving financial and organizational mechanisms of tourism development, shaping state tourism policy, and adapting successful international entrepreneurial models to national conditions in order to ensure sustainable development and enhance the competitiveness of tourism destinations.

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