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DEVELOPMENT OF A PRIORITY TOOL FOR ENSURING LEADERSHIP IN SUSTAINABLE DEVELOPMENT IN TOURISM AND HOTEL-RESTAURANT ENTERPRISES

This research explores the processes of ensuring leadership in sustainable development and the related managerial interaction of enterprise leaders in the tourism and hotel-restaurant sectors.

Within the scope of the research, the issue of establishing managerial interaction among leaders of tourism and hotel-restaurant enterprises, as well as shaping their effective influence on subordinates, was examined. In addition, the research considered conditions in which in which there is a prevailing orientation toward the extensive use of natural resources, alongside a simultaneous aspiration for integration into the European economic space, where sustainable development is a priority.

This paper intends to identify a model that can serve as a tool for ensuring leadership in sustainable development through the integration of individual leaders' perceptions of the desired state of the enterprise into a shared vision. This implies that this vision is communicated across the strategic, coordination, and operational levels, while also balancing and enabling effective managerial interaction among its leaders.

This research defines optimal paths for achieving leadership in the field of sustainable development of tourism and hotel-restaurant enterprises. These results are explained by the following:

– integration of leaders' interests into a shared strategic vision allows for the coordination of their actions at all levels of interaction;

– formalizing the relationship between leaders' influences and sustainable development outcomes demonstrates the effectiveness of coalition proposals and their contribution to enhancing the significance of the Triple Bottom Line;

– translating the vision of sustainable development into specific managerial actions ensures a consistent increase in Triple Bottom Line indicators even under imperfect conditions.

The results can be implemented in organizational management, but under conditions where tourism and hotel-restaurant enterprises have formalized leader coalitions and their owners demonstrate a readiness to integrate sustainable development principles into their operations.

Keywords: *sustainable development, leadership, conflicts, strategic level, game theory, vision.*

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1. Introduction

The relevance of research is due to a number of modern challenges in acquiring leadership in enterprise management, in particular, transformations of its content, methods and means of implementation (instrumental basis) in the context of the gradual strengthening of sustainable development priorities.

Thus, transformations in the content of leadership are a natural process caused by changes in technological paradigms or stages of economic development that affect the involvement of subordinates in the process of forming and implementing ideas about the ideal future, which in most cases is implemented through the vision of the enterprise. Transformations in the methods of acquiring strategic leadership, in turn, are an adaptive and dynamic process caused by changes in the methods of influencing management on personnel – from directive to adaptive, and subsequently to conflict-oriented. The latter, within the framework of the podcast of the head of the Kyiv-Mohyla Business School (KMBS) on the nature of leadership, involves an active confrontation of the interests and needs of different groups [1].

Conflict-oriented influence currently prevails in the management practice of modern enterprises. The above thesis is partially proven by the content of studies [2, 3], which draw attention to the needs of analyzing the content of conflicts. Without such an analysis, it is impossible to formalize and establish the processes of interaction of leaders, taking into account the differences in their interests.

In this context, conflict-oriented influence is especially noticeable in the practice of Ukrainian tourism and hotel and restaurant enterprises. It is formed by the aspirations of leaders to increase the use of natural resources and to integrate into the European economic space, where sustainable development is a priority (enshrined, in particular, by the European Green Deal and the European Framework Climate and Energy Policy until 2023).

Thus, the research is aimed at finding such models that can be used as a tool for ensuring leadership in sustainable development. This is possible by integrating different ideas of leaders about the enterprise desired state into a single vision of the enterprise, which is transmitted at the strategic, coordination and operational levels, balances and ensures effective management interaction.

Provisions on the development of an effective tool for acquiring leadership to ensure sustainable development of tourism and hotel and restaurant enterprises constitute an important area of scientific discourse. This discourse is developed within the framework of alternative theories of development and approaches to successful management.

Existing studies on alternative theories of development, according to which leadership is conceptualized as a phenomenon that arises through a managerial focus at each level of management, are reflected in the paper [4]. In the work devoted to sustainable business development [5] it is determined that such a multi-level implementation of leadership will involve the coordination of management decisions aimed at balancing the current needs of society and protecting the interests of future generations [5]. Thus, in general, a necessary prerequisite for acquiring leadership in the field of sustainable development is the presence of a coherent holistic vision:

– to which leaders "could dedicate themselves" [6];

– according to which they could ensure the coordination of subordinates' actions, taking into account attention to 3 aspects (social, economic and environmental [7]) at different levels of management and with different impacts on personnel [8, 9].

However, unresolved issues remain regarding the acquisition of such leadership. In [10] it is determined that it is important that "all stakeholders share the priorities and interests of the business", in [6] the importance of defining a common goal for the entire enterprise or creating a coherent image of the future (vision or vision) is emphasized. Also in [6, 10] it is indicated that such coherence is equally relevant for small, medium and large businesses.

Theoretical studies [11] link the problems of acquiring leadership with the emergence of conflicts of interest due to team competition, antagonism of goals. Also, large-scale surveys of CEOs, members of senior management and employees, as well as an analysis of the functioning of various management teams [12, 13] clearly illustrated this. In particular, works [12, 13] prove that there is a mismatch of goals within management teams, a decrease in the level of intragroup trust and that this complicates the coordination of actions and reduces the effectiveness of the implementation of leadership functions. This creates the prerequisites for the fragmentation of managerial influences and limits the possibilities of forming a coherent strategic vision of development. Also, studies of the influence of social capital, as well as rules (formal and informal) on the implementation of agreements in the context of organizations and society [14] have proven that this results in the emergence of information asymmetry in the "leader-subordinate" relationship, which increases the likelihood of opportunistic behavior of the latter.

From a practical point of view, these problems are often caused by the lack of an informative and formalized tool for achieving strategic leadership. The study [5] proves that this leads to insufficient coordination mechanisms and, as a result, to the lack of integration of economic, social and environmental priorities into a single system that will promote sustainable development.

Existing approaches to successful management indicate that it should be based on effective leadership, which is based not only on authority, but also on the balanced influence of leaders. However, the development of a tool for its provision is at an early stage. In particular, the paper [15] illustrates that this is largely due to the focus of leaders on the development of the influence models themselves, rather than on their implementation. In [15] notes that business entities fall into the trap of believing that they do not need to make more efforts to implement them in practice. This indicates the lack of sufficiently developed methodological foundations that allow enterprise leaders (all leaders/managers) to effectively involve employees and formulate and implement a vision of sustainable development.

Among the first international studies of successful management, a special place is occupied by [16, 17], which analyzed the characteristics of strategic leadership and showed that enterprise leaders can influence the behavior of groups by applying different management styles and methods of interaction with personnel. At the same time, the proposed instrumental basis had a significant level of abstraction, which limited its practical implementation in providing leadership.

It is worth noting that today most approaches to successful management continue to demonstrate a high level of abstraction and situationality in the choice of tools for acquiring leadership, in particular in relation to tourism and hotel and restaurant enterprises. The most common tools proposed in [18] include systems of motivation and support for teams, setting goals and expectations, distribution of tasks and responsibilities, training and advanced training programs. Also in [19–21], "hard" (based on despotism – pressure, unlimited power, ignoring the will of others) and "soft" (based on the moderating effect of approval) behavioral interventions were proposed.

In the papers [8, 22, 23], it was more systematically proven that it is in the tourism and hotel and restaurant sectors that leadership has a pronounced context-dependent nature. In particular, it was illustrated that the tools for its implementation are chosen situationally (i. e., depending on the existing organizational problems and characteristics of the industry). Thus, the analysis of the study [23] proved that leadership performs various functions at different levels and has different impacts depending on the style (transformational, ethical, service, etc.). Also, based on the case analysis [24], it is shown that successful leadership in rural tourism is implemented through different approaches adapted to the needs of specific communities, and not through a single universal style. Such contextual dependence, at first glance, makes it practically impossible to unify the tools for acquiring leadership in sustainable development.

At the same time, in [25] it is demonstrated that conflicts in enterprises can be conceptualized within the framework of five basic conflict models, considering them as contingent processes that depend on the characteristics of the group and situational conditions. Conceptualization is a higher, structured level of generalization. It does not allow to outline the conditions of the conflict, to the extent that they are sufficient for further analysis of the managerial interactions of leaders within the enterprise.

Studying the logic of such a conflict using mathematical models of conflict can be quite effective. This is noted in [2, 11]. However, the problem remains the limited coverage of the logic of the conflict based on such models. Studies [2, 11] concern only graphs models with the inclusion of trust networks or reviews of microeconomic approaches to intergroup conflicts. At the same time, the results indicate that with further refinement of the instrumental basis of such models, it may be possible to assess which managerial interactions of leaders and leadership groups will be the most effective for achieving strategic leadership in sustainable development.

Therefore, *the object of research* was the processes of ensuring leadership in sustainable development and the related managerial interaction of enterprise leaders in the tourism and hotel and restaurant business.

At the same time, *the aim of research* is to develop a priority tool for ensuring leadership in sustainable development in tourism and hotel and restaurant enterprises based on the application of mathematical models of conflict. It is expected that with practical use of the proposed tool, it will make it possible to integrate separate, disjointed and fragmented ideas of leaders about the desired state of sustainable development into a holistic vision and determine the optimal ways to ensure it in tourism and hotel and restaurant enterprises.

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To achieve the aim, it is necessary to perform the following objectives:

1) to identify the key components of acquiring leadership to ensure the sustainable development of the outlined enterprises;

2) to form a holistic vision of the sustainable development of enterprises, which is integrated with conflict models;

3) to present an illustration of the effectiveness of mathematical conflict models as a formalized tool for acquiring leadership in the sustainable development of enterprises.

2. Materials and Methods

2.1. Empirical basis and methodological structure of research

The empirical basis of the research consists of 6 domestic enterprises (DEs) that successfully operate in the fields of tourism and hotel and restaurant business – "Chabany" LLC (1), "ETERNA POLYANITSYA" LLC (2), "DOMINOS PIZZA UKRAINE" LLC (3), "AVIALIGA" LLC (4), "Albena-Travel" LLC (5), "WORLDSERVICE GROUP" LLC (6). The selection of the outlined research objects was carried out taking into account the requirements for the period of active implementation of sustainable development initiatives (at least 5 years) and high-quality fixation of relevant management decisions.

The research was implemented in the form of a structured analytical sequence aimed at identifying the key components of acquiring strategic leadership (in particular, conflicts, conditions for coalitions of leaders) to ensure sustainable development in tourism and hotel and restaurant enterprises.

Given the central role of vision in the formation of a single direction of leaders, the synthesis of their strategic, coordination and operational coalition ideas about the format of sustainable development was used as the main research method.

Based on the dominant coalition ideas, a holistic vision of sustainable development was formed, which is integrated with mathematical models of conflict and is used as a formalized tool for gaining leadership.

In addition, the research structure was based on methods of formalization, classification, simulation and statistical evaluation of strategic interaction of leaders (Fig. 1).

The research structure is implemented in blocks.

2.2. Formalization and classification of conflicts and conditions for coalitions of enterprise leaders

Conflict interactions were formalized and classified by the authors through a combined approach, which included online surveys of key enterprise leaders (managers, owners) and discussions (conducted using remote communication tools (in particular, the Google Meet platform) initiated to identify potential conflicts and possible coalitions.

The process of applying methods, as well as presenting information, was implemented based on recommendations for interaction between leaders and their followers [26] and provisions for modeling decision-making situations [10].

Conflict interactions (S) are presented for the following 3 levels of interaction (Table 1) – strategic, coordination, operational.

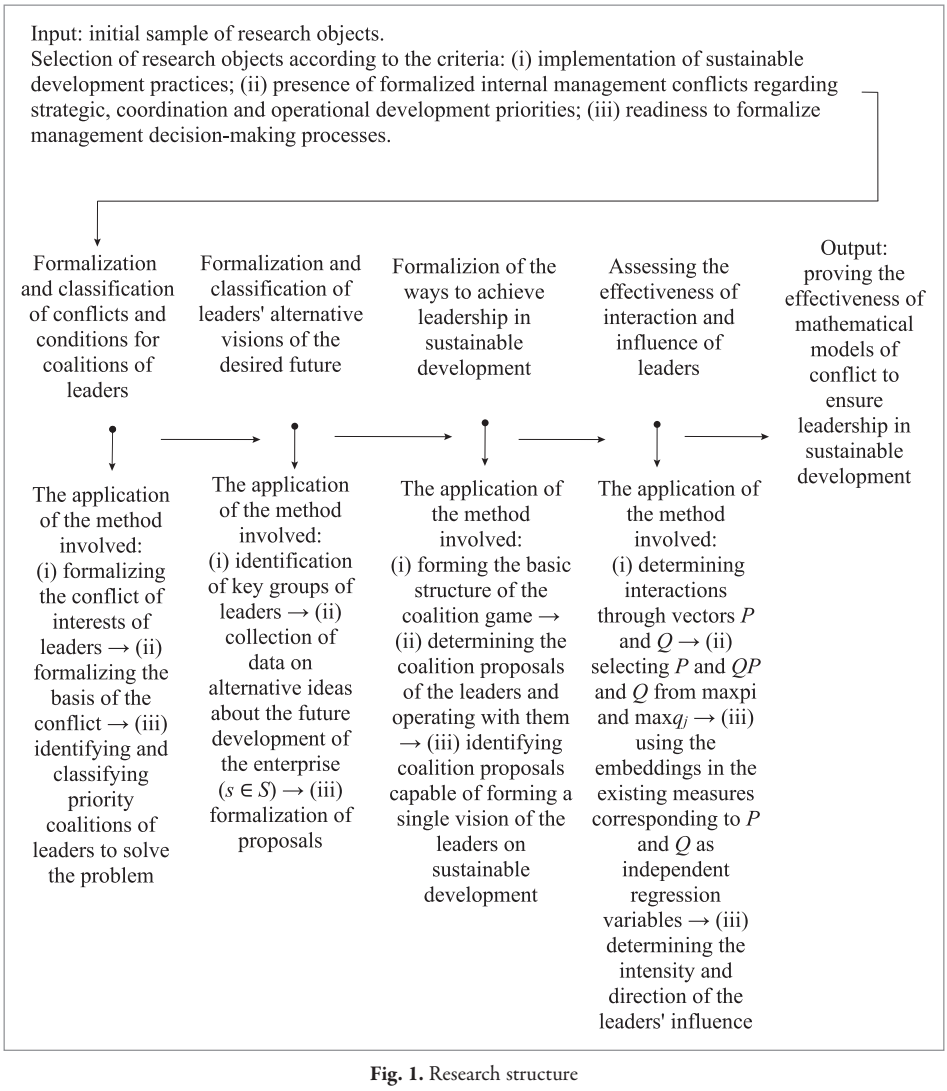

Fig. 1. Research structure

Table 1

Specifics of formalization and classification of conflicts and conditions for coalitions of leaders of the studied enterprises

Levels of interaction at which conflict arises	Features that allowed to formalize and classify the conflict of leaders	Basis of conflict	Conditions for resolving the conflict of leaders
Strategic level	Investment needs in sustainable development, accompanied by a decrease in short-term capitalization (losses), while increasing resource capabilities for long-term development in accordance with the *TBL* concept (gains)	Short-term capital	Coalitions of players *A* (CEO and top management of the enterprise) and players *B* (owners)
Coordination level	Each allocation of internal resources for the implementation of general organizational measures increases resources for achieving medium-term results according to the *TBL* model (gains), but at the same time can temporarily create tension in current operational activities (losses)	Departmental, division budgets	Coalitions of players *A* (functional directors of production and finance) and players *B* (heads of business units)
Operational level	Each allocation of resources for automation or implementation of certain technologies (technological solutions) temporarily reduces resources available for current processes (losses), but at the same time increases resources for achieving short-term *TBL* results in divisions (gains)	Process-level resource	Coalitions of players *A* (process performers) and players *B* (heads of units, shifts, teams)

Note: compiled on the basis of [10, 26] and according to the data of the online survey of the studied enterprises

To simplify the analytical description, the conflicts formalized in the research were generalized (the authors highlighted only key contradictions from the full spectrum of real managerial interactions and interests, which allowed to ensure analytical clarity).

2.3. Formalization and classification of alternative ideas of leaders about the desired future

It should be noted that the main proposals of the leaders of the studied enterprises were formed using their online surveys, initiated to identify consistent and alternative ideas about sustainable development. The process of applying methods and presenting information was implemented based on recommendations for formalizing the conflict [3] and modeling strategic behavior in game theory [27], according to which the proposals of the leaders were outlined below.

1. Proposals for enterprises in the hotel and restaurant sector ("Chabany" LLC (1), "ETERNA POLYANITSYA" LLC (2), "DOMINOS PIZZA UKRAINE" (3) LLC):

1. *Strategic level (B/A leaders):*

– *B1/A1–A4*: Formation of a positive image of a socially responsible business/innovation; interaction with the community; transparency regarding social and environmental impact; investment in human capital.

– *B2/A1–A4*: Ensuring high-quality service and customer loyalty/service standards; regulations; KPI; customer experience audit.

– *B3/A1–A4*: Network expansion within the framework of responsible investment standards/strategic alliances; franchising; own franchises; branches.

– *B4/A1–A4*: Qualitative development without negative impact on the environment/logistics optimization; eco-design of products and services; green suppliers: environmentally friendly resources.

2. *Coordination level (B/A leaders):*

– *B1/A1–A4*: Strengthening social and/or environmental security/inclusion and social integration; employee well-being; human capital development; green technologies.

– *B2/A1–A4*: Developing a responsible franchise ecosystem/investing in franchises; traditional franchise networks; regional franchise centers; inclusive franchise networks; digitalized franchise ecosystem.

3. *Operational level (B/A leaders):*

– *B1/A1–4:* Creating a safe and barrier-free environment/physical accessibility and safety; inclusiveness of services and communications; social integration and participation; compliance with safety standards.

– *B2/A1–4:* Developing digital management platforms (for scalable quality)/monitoring ESG indicators; control of financial results; compliance with responsible management standards; feedback systems.

– *B3/A1–4:* Development of production and service processes in partnership with scientific and educational institutions/energy efficiency; renewable energy; waste management; product storage.

– *B4/A1–4:* Implementation of resource-efficient and responsible operating practices/optimization of energy and water consumption; minimization of production losses; eco-waste management; process standardization.

2. Proposals for tourism enterprises (AVIALIGA LLC (4), Albena-Travel LLC (5), WORLDSERVICE GROUP LLC (6)):

1. *Strategic level (B/A leaders):*

– *B1/A1–4:* Development without negative impact on the environment/logistics optimization; eco-planning of products and services; compliance with environmental standards; environmentally friendly resources.

– *B2/A1–4:* Development by increasing competitiveness/customer-oriented service models; personnel development; flexible service delivery processes; proactive management analytics.

– *B3/A1–4:* Development through sustainability/diversification of products and services; modular business processes; early warning system of risks; adaptive management skills.

– *B4/A1–4:* Development through digital transformation/intelligent management of resources and the environment; adaptive management based on data; digital skills and culture of sustainable innovation; automated data verification and disclosure.

2. *Coordination level (B/A leaders):*

– *B1/A1–A4:* Greening products and services/automatic regulation of service parameters; reduction of resource-intensive processes and emissions; life cycle assessment; environmental certification.

– *B2/A1–A4:* Creation of a digital platform for environmentally-oriented resource management/audit of data flows and resources; integration of disparate information systems; automated monitoring and analytical notifications; data-driven management adjustments.

– *B3/A1–4:* Strengthening the coherence between departments of their service and environmental solutions/cross-functional eco-service teams; common KPIs (ecology, service); standardized process implementation scenarios; synchronized planning and budgeting.

3. *Operational level (B/A leaders):*

– *B1/A1–4:* Development of environmentally responsible service formats and stimulation of sustainable customer consumption/"green" service options; motivation of consumers for sustainable choices; programs to increase environmental awareness of customers; integration of eco-practices into service standards.

– *B2/A1–4:* Automation of resource monitoring with an environmental focus/digital accounting tools; real-time data transmission; analytical data visualization modules; threshold notification systems.

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– *B3/A1–4:* Increasing staff efficiency/standardized procedures; optimization of operations by eliminating resource losses; practical environmental training; feedback on work results.

– *B4/A1–4:* Ensuring operational flexibility and continuous improvement/piloting solutions in selected units; low-risk testing of alternative technologies; evaluation of pilot results; scaling of effective solutions.

The content of the formalized proposals became the basis for outlining the leaders interested in forming coalitions, and therefore the possible formats of these coalitions (*RI*). The gains and losses for each proposal of the leaders on sustainable development (classified as *Bn* – proposal of direction; proposal of action – *An*) were determined according to the principle of minimax analysis. It provided for the fixation and subsequent comparison of information regarding:

– the maximum amount of funds that players *B* are willing to spend on the implementation of the proposals of type *Bn* outlined by them;

– the minimum amount of financial resources identified by players *A* for the implementation of the proposals of *An* type outlined by them, which will contribute to the implementation of each of *Bn*.

When conducting online surveys, the researchers clarified each of the *An* estimates previously provided by players *A*. In particular, during the online survey, key items of expenditure were clarified, and the lower limit of the required funding was adjusted if necessary. Data on the maximum amount of funds for *Bn* were not specified due to the high dependence on the subjective willingness of players *B* to finance such initiatives.

2.4. Formalization of ways to achieve strategic leadership in sustainable development

Direct presentation of information on existing conflicts was carried out in the most concise mathematical form possible, by outlining the conflict interaction of players *A* and *B* (in the form of a game payoff matrix, where only the leaders' expectations regarding winnings/losses are reflected).

The specifics of the formation of data on conflict models are given in Table 2.

The result was the formalization of the dominant coalition proposals, which formed a vision of gaining leadership in sustainable development and determined the optimal structure of leaders' influences (at the strategic, coordination and operational levels).

2.5. Assessment of the effectiveness of leader interaction

Direct presentation of information on leader interaction was carried out through attention to the vectors of the most acceptable formats of leader interaction, which were used as corrective levers of regression variables (x_i).

The process of presenting information on the effectiveness of leader interaction (Table 3) was implemented based on existing views on the logic of building a structural model, its assessment, determining the relationships and influences between variables [28], outlining the content of corrective influences [5].

Table 2

Specifics of the formation of data on conflict models

Components	Fundamental algorithms	Specifics of information presentation
Block I – Formation of the basic structure of the coalition game (or the basis for strategic manipulation)		
Formalization of the game	$A = (a_{ij})$, $i = 1...m, j = 1...n$	a_{ij} – player I's payoff for strategies (i, j)
Saddle point detection	Rows: $a_i = \min_j \cdot a_{ij}$ Columns: $b_j = \max_i \cdot a_{ij}$	If $\max_i \cdot a_i = \min_j \cdot b_j \rightarrow$ pure solution: $(i*, j*)$, $v = a_i*$
Exclusion of dominated interactions	Row i dominates if row k gives at least a smaller payoff; column j dominates if column l gives at least a larger payoff	Dominant interactions of leaders are excluded (probability = 0)
Construction of mixed strategies	Player I: $P = (p_1, ..., p_m)$ Player II: $Q = (q_1, ..., q_n)$	The matrix can be scaled or shifted; p_i and q_j – probabilities of choosing dominant interactions of players I and II
Strategy formulation through linear programming (LP)	Player II (minimizer):$\sum i \cdot a_{ij} \cdot x_i \geq 1, j = 1...n$, $F(X) = \sum i \cdot x_i \rightarrow \min$ Player I (maximizer): $\sum j \cdot a_{ij} \cdot y_j \leq 1, i = 1...m$, $Z(Y) = \sum j \cdot y_j \rightarrow \max$	The canonical form is formed through the use of additional variables (x_i, y_j), as well as $F(X)$ for player II (minimizer) and $Z(Y)$ for player I (maximizer)
Solution by the simplex method	Choosing the reference column: the largest coefficient is $Min(Ai)$. Select the reference row, which is the smallest coefficient $Min(Ai)$	The steps are repeated until all coefficients of the objective function ≥ 0
Block II – Determination of coalition proposals of leaders and operation with them		
Calculation of probabilities and value of the game	$p_i = g \cdot x_i$, $q_j = g \cdot y_j$, $g = 1/F(X)$	The value of the game: $v = g$. When scaling or shifting, the data returns to the original values
Vectors of the most acceptable formats of interaction of leaders	Choosing the vector with the highest probability of dominance is the recommended coalition of leaders: $P \rightarrow p_1, ..., p_m$, $Q \rightarrow q_1, ..., q_n$	Q – vector of leaders B, P – leaders A. These vectors are the integration points of the vision of sustainable development of enterprises with conflict models

Note: compiled on the basis of [2, 3]

Table 3

The process of presenting information on the effectiveness of leader interaction

Components	Fundamental algorithms	Features of assessing the interaction of leaders
Selecting dominant interactions	Determining the highest-valued vectors P and Q with $\max p_i$, $\max q_j$	Effectiveness is determined through the value of χ, namely, by the actual investment in strategic, coordination and operational measures for sustainable development, which are implemented at the studied enterprises and correspond to the vectors P and Q
Selecting $\max p_i$ and $\max q_j$	Assigning selected P and Q values, with their interpretation as management influences	Using P and Q to outline the content of corrective influences (through additional investments or withdrawal of resources) transmitted through χ and the game matrix
Using value estimates as independent regression variables	Constructing a regression equation, where Y is the Triple Bottom Line indicator, X is the investment of sustainable development measures	Determining the intensity and direction of managerial influences by changes in the effective variable Y (Triple Bottom Line) taking into account that under non-ideal conditions β at x_i are lower

Note: compiled on the basis of [5, 27]

The effectiveness of the interaction of leaders was assessed by simulating changes in chi through the investment of resources by vectors (*P* and *Q*) with the subsequent determination of changes in the effective variable *U* (Triple Bottom Line).

3. Results and Discussion

3.1. Identification of key components of leadership acquisition to ensure sustainable development of tourism and hotel and restaurant enterprises

The results of the analysis of leaders' perception of the desired future and leadership influence in the studied tourism and hotel and restaurant enterprises (in particular, "Chabany" LLC (1), "Eterna Polyanytsya" LLC (2), "Dominos Pizza Ukraine" LLC (3), "AVIALIGA" LLC (4), "Albena-Travel" LLC (5), "WORLDSERVICE Group" LLC (6)) indicate its unformedness (*UF*) or fragmentation (*F*) (Table 4).

This is manifested in the absence of agreed dominant positions of leaders between the strategic, coordination and operational levels of management. In particular, at the strategic level, different directions of development are simultaneously declared (economic growth, network expansion, social orientation, environmental responsibility), while at lower levels of management other, partially or completely incompatible, priorities dominate.

The inconsistency of positions regarding the desired future between the levels of management indicates the presence of a conflict of interests of leaders (since different management groups are focused on different results of the sustainable development of the enterprise). As a result, there are no conditions for coalitions of leaders, and the process of persuading and motivating teams to take coordinated targeted actions is complicated.

The research results show that gaining leadership in the sustainable development of the studied enterprises largely depends on minimizing conflicts between their leaders. At the same time, reducing conflicts is possible through the formation of conditions for coalitions of leaders. This can be implemented by forming a coordinated strategic vision through mathematical models of conflict.

3.2. Formation of a holistic strategic vision of sustainable development of tourism and hotel and restaurant enterprises through conflict models

To create conditions for coalitions of leaders, a coordinated strategic vision was formed regarding sustainable development for each of the objects of our research. At the same time, the format in which it is easily integrated with conflict models through data on the most acceptable formats of interaction of leaders (integration points – vectors *Q* and *P*) and cascading operation of them within the framework of coalition influences, which outlines the directions of gaining leadership in sustainable development (which outline the directions of gaining leadership in sustainable development).

The results of operating the proposals of leaders within the framework of the specified mathematical models for hotel and restaurant enterprises 1–3 showed the possibility of integrating the interests of their different groups (Table 5) into a holistic vision of sustainable development, which is transmitted at different levels of their managerial interaction.

It was found that for the studied enterprises in 2026–2027 it is possible to overcome conflicts and create conditions for ensuring sustainable development under the following conditions:

1. The leaders of "Chabany" LLC will strive for synergy between economic efficiency, social welfare and environmental sustainability. This is advisable through coalition influences of leaders aimed at:

– forming a responsible, innovative image of the business at the strategic level (coalition proposals *B1 + A1*). For practical implementation, it is recommended to integrate the principles of sustainable development into the corporate strategy of the enterprise;

– promoting "green" technologies at the coordination level (*B1 + A4*). It is recommended focusing on coordinating innovative environmental solutions of the divisions;

– using energy-efficient partnerships at the operational level (*B3 + A1*). Priority partnerships for equipment maintenance (in the areas of optimizing service regulations, reducing resource losses).

Table 4

Leader perceptions of desired future and leadership influence in tourism and hospitality industries, 2025

DE	Perception of the desired future by levels ("..." indicates that the view on the desired future or the entire list of them, according to the information provided in the previous column, is repeated)						The nature of the vision of sustainable development (*UF*/*F*)
	Strategic		**Coordination**		**Operational**		
	all positions	dominant	all positions	dominant	all positions	dominant	
1	(1) Growth of organic production and exports; (2) Transition to long-term sustainability of production; (3) Increasing production efficiency with a social orientation	(1) "...";	"..."	"..."	(4) "...";	*NF*	(*F*)
2	(2) "..."; (4) Scaling operations with declared responsibility for the environment; (5) Formation of a positive image of a socially responsible business	(2) "...";	"..."	"..."	(4) "...";	*NF*	(*F*)
3	(5) "..."; (6) Ensuring high quality of service and customer loyalty; (7) Expansion of network business within the framework of responsible investment standards	*UF*	(7) "...";	*UF*	(5) "..."; (7) "...";	*UF*	*UF*
4	(4) "..."; (8) Qualitative growth without increasing negative impact on the environment	*UF*	(6) "...";	*UF*	*UF*	*UF*	*UF*
5	(6) "..."; (8) "...";	(8) "...";	"..."	(6) "..."; (8) "...";	*UF*	*UF*	(*F*)
6	(7) "..."; (8) "...";	*UF*	(7) "..."; (8) "..."	*UF*	*UF*	*UF*	*UF*

Note: compiled based on an online survey of leaders of the studied enterprises

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Table 5

Results of operating with leaders' proposals on sustainable development within the framework of mathematical models of conflict of the studied hotel and restaurant enterprises for 2026–2027, EUR*

DE	Mathematical models of conflict for achieving strategic leadership																Leaders' dominant ideas about future development/ levels
	$K_{win} \rightarrow$ loss↓	Game 1, EUR					Q; P	Game 1, EUR			Q; P	Game 1, EUR					Q; P	
		B1	B2	B3	B4	Min(Ai)		B1	B2	"..."		B1	B2	B3	B4	"..."		
	Game levels: Strategic (1)							Coordination (2)				Operational (3)						
1	A1	78.9	98.7	92.8	136	78.9	P → 0.58, 0.47, 0.0 Q → 0.52, 0.48, 0.0	132	59.2	79	P → 0.48, 0.0, 0.52 Q → 0.7, 0.0, 0.3	104	102	92.8	–	92.8	P → 0.8, 0.2, 0.0 Q → 0.36, 0.0 0.64	Format 1: Level 1: B1 + A1 Level 2: B1 + A4; Level: 3 B3 + A1
	A2	59.2	59.2	94.7	103	59.2		45.4	59.2	45.4		59	91	118	–	59		
	A3	98.7	76.9	84.9	109	76.97		98.7	130	76.9		95	98.7	63	–	63		
	A4	75	59.2	118.4	94.6	59.2		91	158	75		138	110	67	–	67		
	Max(Bi)	98.7	98.7	118.4	136.2	–		132	158	–		138	110	118	–	–		
2	A1	78.9	57	53	76.9	53	P → 0.2, 0.0, 0.46, 0.33 Q → 0.0, 0.27, 0.6, 0.12	47.4	47.4	47.4	P → 0.0, 0.1 Q → 0.1	47.4	91	53	136	47.4	P → 0.37, 0.0 0.63, Q → 0.53, 0.47, 0.0	Format 2: Level 1: B3 + A3 Level 2: B2 + A4 Level 3: B2 + A3
	A2	45.4	45.4	59.2	63.1	45.4		53	45.4	45.4		106	41	95	65	41		
	A3	65	47.4	63.1	49	47.4		43	39	39		118	63	85	118	63		
	A4	78.9	71	51.3	55.3	51.3		65	61	61		75	71	51	93	51.3		
	Max(Bi)	78.9	71	63.1	77	–		65	61	–		118	91	95	136	–		
3	A1	136	112	158	–	112	P → 0.02, 0.35, 0.63 Q → 0.7, 0.1, 0.2	136	156	136	P → 1.0, 0.0 Q → 1.0	150	158	–	–	150	P → 1.0, 0.0 Q → 1.0	Format 3: Level 1: B1 + A4 Level 2: B1 + A1 Level 3: B1 + A1
	A2	146	91	134.2	–	91		108	173	108		132	150	–	–	132		
	A3	114.5	132	98.7	–	98		98.7	76.9	76.7		91	98.7	–	–	91		
	A4	132.2	163	138	–	132.2		132	91	91		118	91	–	–	91		
	Max(Bi)	146	163	158	–	–		136	173	–		150	158	–	–	–		

Note: * – calculations were performed in UAH, and the results were converted into euros for the convenience of perception of the material for readers; compiled by the authors based on the researched enterprises

2. The leaders of Eterna Polyanytsia LLC will strive for responsible business scaling. This is advisable according to the coalitional influences of the leaders, regarding:

– expansion of responsible investment standards at the strategic level (*B3 + A3*). It is important to integrate ESG criteria into the processes of making investment and other decisions;

– development of the ecosystem of responsible franchising at the coordination level (*B2 + A4*). It is important to standardize the requirements for franchisees, in particular the formation of uniform principles of conducting responsible business;

– monitoring of franchisee compliance with responsible management standards at the operational level (*B2 + A3*). It is important to implement regular audits of franchisee activities through the use of sustainable development indicator systems, digital control tools and feedback.

3. The leaders of DOMINOS PIZZA UKRAINE LLC (6) should strive to create a safe, inclusive and barrier-free environment with high quality service. This is advisable according to the coalitional influences of the leaders, regarding:

– increasing investments in human capital at the strategic level (coalitional proposals *B1 + A4*). For practical implementation, the development of training and advanced training programs for personnel is important;

– strengthening social security through inclusion and social integration at the coordination level (*B1 + A1*). It is recommended to adapt internal processes to the needs of different groups of employees and clients and develop corporate culture (with a focus on equal opportunities);

– creating a safe and barrier-free physical environment at the operational level (*B2 + A4*). It is important to adapt institutions for low-mobility groups, increase occupational health and safety standards.

Similarly, the results of operating the leaders' proposals within the framework of the specified mathematical models for tourism enterprises 4–6 confirmed their effectiveness. In particular, identifying opportunities for integrating the interests of leadership groups (Table 6) into a holistic vision of sustainable development, which is transmitted at different levels of their management interaction.

Thus, to overcome conflicts and create conditions for sustainable development in 2026–2027:

1. The leaders of AVIALIGA LLC should strive for environmentally friendly development. This is advisable through coalitional influences of leaders aimed at:

– developing environmentally friendly products and services at the strategic level (coalition proposals B1 + A2). For practical implementation, it is important to focus on the implementation of innovative "green" solutions in existing services (electronic tickets, online booking, waste reduction practices);

– greening product and service formats based on data on resource use and environmental conditions at the coordination level (B1 + A1). It is important to analyze resource consumption and adapt products to environmental restrictions and sustainable development requirements;

– increasing the environmental awareness of consumers at the operational level (B1 + A3). It is recommended focusing on unified labeling of environmental characteristics of services and the formation of responsible consumer behavior.

Table 6

Results of operating with leaders' proposals on sustainable development within the framework of mathematical conflict models of the studied tourism enterprises for 2026–2027, EUR*

DE	Mathematical models of conflict for achieving strategic leadership																	Leaders' dominant ideas about future development/levels
	K_{win} → loss↓	*Game 1, EUR*					*Q; P*	*Game 1, EUR*				*Q; P*	*Game 1, EUR*					*Q; P*	
		B1	*B2*	*B3*	*B4*	*Min(Ai)*		*B1*	*B2*	*B3*	*"..."*		*B1*	*B2*	B3	B4	*"..."*		
	Game levels: Strategic (1)							Coordination (2)					Operational (3)						Vision of future development/levels (dominant)
4	*A1*	189.5	156	172	158	156	*P* → 0.6, 0.2, 0.0, 0.2 *Q* → 0.0, 0.62, 0.2, 0.18	122	98.7	–	98.7	*P* → 0.56, 0.0, 0.44, 0.0 *Q* → 0.63, 0.37	79	98.7	53.3	104	53.3	*P* → 0.0, 0.67, 0.33 *Q* → 0.54, 0.0, 0.46, 0.0	Format 4: Level 1: *B1 + A2* Level 2: *B1 + A1* Level 3: *B1 + A3*
	A2	128.3	174	134	140	128.3		104	91	–	91		87	41.4	61.2	65	41.4		
	A3	177	132	158	150	132		102	132	–	102		98.7	77	67	108	67		
	A4	191	154	152	187	152		90.8	85	–	85		55.3	110	118	114	55.3		
	Max(Bi)	191	173	171	187	191		122	132	–	–		98.7	110	118	114	–		
5	*A1*	197.4	156	158	177	156	*P* → 0.46, 0.4, 0.0, 0.14 *Q* → 0.0, 0.1, 0.3, 0.6	106.7	103	124	103	*P* → 0.0, 0.1, 0.3, 0.6 *Q* → 0.3, 0.6, 0.1	98.7	97	122	–	97	*P* → 0.96, 0.0, 0.04, 0.0 *Q* → 0.3, 0.7, 0.0	Format 5: Level 1: *B4 + A1* Level 2: *B2 + A3* Level 3: *B2 + A1*
	A2	187	173	197	158	158		128	114	142	114		79	91	108	–	79		
	A3	163	150	185	118	118		98.7	132	124	98.7		65.1	110	132	–	65.1		
	A4	177	207	138	182	138		132	118.4	118.4	118.4		79	98.7	122	–	79		
	Max(Bi)	197.4	207	197	182	–		132	132	142	–		98.7	110	132	–	–		
6	*A1*	177	189	158	175	158	*P* → 0.0, 0.1 *Q* → 0.0, 0.1	136	156	–	136	*P* → 1.0, 0.0 *Q* → 1.0	79	49.3	79	77	49.3	*P* → 0.0, 0.1 *Q* → 0.1, 0.0	Format 6: Level 1: *B4 + A4* Level 2: *B1 + A1* Level 3: *B2 + A4*
	A2	203.3	173	142	179	142		106.7	112	–	106.7		59.2	61.2	69	63.2	59.2		
	A3	163	171	189	150	150		118	150	–	118.4		63	77	85	57.2	57.2		
	A4	193	189	205	187	187		90.8	130.3	–	90.8		98.7	84.7	86.8	93	84.7		
	Max(Bi)	203.3	189	205	187	–		136	156	–	–		98.7	84.7	86.8	93	–		

Note: * – calculations were performed in UAH, and the results were converted into euros for the convenience of perception of the material for readers; compiled by the authors based on a survey of leaders of the studied enterprises

2. The leaders of Albena-Travel LLC should strive for digital development. This is advisable through coalitional influences of leaders aimed at:

– implementation of environmentally-oriented resource management at the strategic level (B4 + A1). It is recommended to switch to data-oriented strategies with integrated environmental target criteria;

– creation of a digital platform for environmental resource management at the coordination level (B2 + A3). It is important to integrate relevant data from different departments and manage resources in a single digital system;

– implementation of an automated resource monitoring and accounting system at the operational level (B2 + A1). It is important to use digital accounting of resource consumption, as well as automation of reporting on their use.

3. The leaders of WORLDSERVICE GROUP LLC (9) should strive for development through digital transformation of the processes of greening products and services. This is advisable through coalitional influences of leaders aimed at:

– digital transformation of data collection, verification and disclosure processes for creating products and services at the strategic level (B4 + A4). For practical implementation, the implementation of digital data management platforms and ESG reporting systems is recommended;

– automatic adjustment of environmental parameters of the service offer at the coordination level (B1 + A1). It is recommended the use of digital service management systems, as well as flexible adjustment of environmental characteristics of services;

– development of environmental monitoring of resources and critical indicators at the operational level (B2 + A4). The implementation of IoT solutions in energy consumption control systems with the subsequent creation of digital panels for monitoring environmental KPIs is important.

3.3. Illustration of the effectiveness of mathematical models of conflict as a tool for gaining leadership in sustainable development

From a theoretical point of view, the results obtained outline the ways of gaining leadership. Even in the absence of direct interest of individual leaders of the studied enterprises in sustainable transformations, the integration of their interests into a common vision is important. This integration aligns their positions with the proposals of other leaders or leadership groups. It also stimulates the growth of support for sustainable measures defined for different levels of management (including contributing to an increase in the amount of resources directed to their implementation).

From a practical point of view, this pattern, as well as the effectiveness due to it in ensuring the growth of the triune effect, are clearly illustrated by the constructed regression models. By formalizing the relationship between the identified influences of leaders and the results of sustainable development for the period from 2025 to 2027 (measured by the *TBL* indicator, Table 7), the prospects of the identified ways of acquiring leadership in the sustainable development of the studied enterprises are quantitatively substantiated.

The transmission of a holistic vision of sustainable development through the managerial influences of leaders ensures a coordinated combination of their actions at the strategic, coordination and operational levels.

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Table 7

Illustration of the effectiveness of mathematical models of conflict as a formalized tool for gaining leadership in the sustainable development of the studied enterprises for 2026–2027, EUR*

Enterprise/leader interaction format	Regression model	Period	*TBL*	Activities that require resources			Formalization of the intensity and direction of management influences
				X1	*X2*	*X3*	
"Chabany" LLC/ Format 1, Table 4	$Y = 20916.8 + 3.02X1 + 1.1X2 + 1.75X3$ (significance: 100%)	2025 actual	1383.7	189.5	157.9	132.24	*X1* formation of a responsible, innovative image of business; *X2* promotion of "green" technologies; *X3* use of energy-efficient partnerships
		2026 actual	1880.7	268.4	248.6	224.99	
		2027 actual	2377.6	347.4	339.5	317.7	
"Eterna Polyanytsia" LLC/Format 2, Table 4	$Y = 68205.4 + 2.2X1 + 0.8X2 + 3.5X3$ ("...", 100%)	"..."	3583.8	598	187.5	225	*X1* development of responsible investment; *X2* development of the franchising ecosystem; *X3* monitoring compliance with responsible management standards
		"..."	3959.8	649.3	248.6	288.1	
		"..."	4280.7	700.6	309.4	351.3	
"Dominos Pizza Ukraine" LLC/ Format 3, Table 4	$Y = -249424 + 6.9X1 + 3.9X2 + 2.2X3$ (significance: 100%)	"..."	1989,1	605.3	222.6	866.6	*X1* development of human capital; *X2* strengthening social security; *X3* creation of a safe, barrier-free environment
		"..."	3302.6	737.5	236.4	1016.6	
		"..."	5072.1	869.7	372.6	1166.5	
"AVIALIGA" LLC/ Format 4, Table 5	$Y = -53281 + 3.7X1 + 4.6X2 + 2.6X3$ ("...", 100%)	"..."	1496	292.1	161.2	282.6	*X1* greening of products and services; *X2* improvement of resource accounting; *X3* increase in environmental awareness of consumers
		"..."	2743	420.4	283.6	381.3	
		"..."	3619.2	548.6	386.2	477	
"Albena-Travel" LLC/Format 5, Table 6	$Y = 2058.95 + 3.8X1 + 1.16X2 + 1.96X3$ ("...", 100%)	"..."	1527.5	210.6	256.6	197.4	*X1* environmentally friendly resource management; *X2* flexible environmental parameters of the service offer; *X3* eco-monitoring of resources
		"..."	2543	388.4	270	294.1	
		"..."	3560.4	566	521	390.8	
"WORLDSERVICE Group" LLC/ Format 6, Table 5	$Y = -105279.8 + 3.4X1 + 12.4X2 + 2.1X3$ ("...", 99%)	"..."	1444.6	177.6	177.6	333.5	*X1* digitalization of the processes of collection, verification and disclosure of data on the creation of products and services; *X2* flexible environmental parameters of the offer; *X3* eco-monitoring
		"..."	3948.9	365.1	313.8	418.4	
		"..."	6455.1	552.6	450	503.4	

Note: * – calculations were performed in UAH, and the results were converted into euros for the convenience of perception of the material for readers; compiled by the authors based on a survey of leaders of the studied enterprises and Tables 5, 6

The research confirmed that the development and application of mathematical models of conflict allows not only to clearly conceptualize the conditions of the conflict of leaders, as proposed [25]. They also make it possible to identify all the hidden motives of leaders.

Also, these models help to agree on common guidelines through vectors of the most acceptable formats of interaction of leaders, which are formed by operating with coalition proposals of leaders within the framework of conflict models.

In addition, these vectors clearly demonstrate that coalitional influences of leadership groups differ in effectiveness. Therefore, it is possible to choose the most effective coalitional influences to increase *TBL* indicators.

Unlike the limited approaches outlined in the works [2, 11], the proposed tool simplifies the persuasion process and stimulates the team to purposeful actions. In fact, participants see agreed priorities and clear ways to achieve sustainable development even in the absence of direct interest of individual leaders, which are not provided by traditional tools for acquiring leadership [18], as well as behavioral interventions [19–21].

The practical significance of research is that the developed tool for ensuring leadership in the sustainable development of tourism and hotel and restaurant enterprises forms the basis for planning managerial interaction. In particular, leaders interested in forming coalitions are identified, and optimal formats of such coalitions are outlined. This contributes to the optimization of the interaction of leaders, since they are able to quantitatively predict the consequences of their influences.

3.4. Limitations and directions of research development

The research results contribute to the deepening of theoretical knowledge on the use of leadership tools, in particular, outline effective methods for establishing interaction between leadership groups and harmonizing interests in complex conflict situations. In addition, the approach implemented by the authors to ensuring leadership in the sustainable development of tourism and hotel and restaurant enterprises forms the basis for planning and optimizing the managerial interaction of leaders.

The research has limitations. First, the sample is relatively small. Second, there is a focus only on tourism and hotel and restaurant enterprises that have already made commitments to sustainable development. As a result, conflicts of interest were partially minimized, which in principle could reduce the number of proposals from leaders regarding sustainable development and limit the generalizability of the conclusions obtained for enterprises with a lower level of readiness for sustainable development.

It should be noted that the conditions of martial law in Ukraine had a minimal impact on both the research and the results obtained, since:

1) the sample of enterprises under study included those that continued their activities in a stable mode (i. e., their internal management system, coalitions of leaders, and decision-making mechanisms were stable and functioned independently of external shocks);

2) data collection and refinement were carried out remotely.

Prospects for further scientific research lie in expanding the sample of enterprises to other sectors of the economy and determining the effectiveness of the above-mentioned tool for ensuring leadership in sustainable development with significantly greater variability of conflicts.

4. Conclusions

1. Identification of key components of acquiring leadership to ensure sustainable development of the enterprises under study has been shown that the possibilities of minimizing conflicts between their leaders depend to a large extent on them. It has been found that reducing conflict is possible through the formation of conditions for coalitions of leaders. It has been proven that this is possible by forming a coordinated strategic vision and translating it through mathematical conflict models that allow coordinating the actions of leaders at all levels of their interaction – strategic, coordination and operational.

2. A holistic vision of sustainable development has been formed for each of the selected research objects, which is integrated with conflict models. In particular, it is illustrated that in the period 2026–2027, leaders:

– "Chabany" LLC should strive for synergy of economic, social and environmental goals;

– "Eterna Polyanytsia" LLC – scale responsible business practices through franchising;

– "DOMINOS PIZZA UKRAINE" LLC – strive for business development related to the creation of a safe, inclusive and barrier-free environment with high quality service;

– "AVIALIGA" LLC – implement environmentally friendly design; Albena-Travel LLC – direct efforts to digital transformation to ensure environmental responsibility;

– WORLDSERVICE GROUP LLC – strive for development through digital transformation of the processes of greening products and services.

It is proven that the translation of the outlined vision is carried out by forming the most acceptable formats of interaction between leaders (according to vectors *Q* and *P*) and the coalition influences integrated by them. Such a structure forms the relationship between the influences of leaders with the results of sustainable development, and therefore outlines the directions of acquiring leadership in sustainable development.

3. The presented visual illustration of the effectiveness of mathematical models of conflict as a formalized tool for acquiring leadership in sustainable development proved that the translation of the vision into specific management actions provided by it guarantees a consistent increase in the Triple Bottom Line indicators of the studied enterprises. In particular, even under non-ideal conditions (i. e., in the absence of direct interest from individual leaders), the Triple Bottom Line is projected to grow from 697 to 5,010.5 euros (i. e., from 20% to 346%) in the period 2025–2027.

Conflict of interest

The authors declare that they have no conflicts of interest regarding this research, including financial, personal, authorship-related, or any other conflicts that could have influenced the research or the results presented in this article.

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The authors declare the use of generative AI in the research and manuscript preparation process. Tasks delegated to generative AI tools under full human supervision: editing the manuscript text (improving style, grammar, logical coherence and readability).

Generative AI tool used: ChatGPT (GPT-5.3 model, OpenAI).

The authors bear full responsibility for the final manuscript.

Generative AI tools are not listed as authors and are not responsible for the final results.

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Authors' contributions

Olena Hurman: Conceptualization, Methodology, Validation, Writing – original draft, Project administration; ***Nataliia Kyrnasivska***: Conceptualization, Investigation, Resources, Writing – original draft, Supervision; ***Olena Maslyhan***: Formal analysis, Supervision, Visualization, Project administration; ***Tetiana Kulinich***: Conceptualization, Methodology, Validation, Data curation, Writing – review and editing; ***Olesia Popovych***: Validation, Investigation, Visualization.

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