

DOI: [10.55643/fcaptop.2.49.2023.3999](https://doi.org/10.55643/fcaptop.2.49.2023.3999)

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Received: 28/02/2023

Accepted: 06/04/2023

Published: 30/04/2023

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SCENARIOS OF THE DEVELOPMENT OF ENTERPRISES OF THE TOURIST INDUSTRY OF UKRAINE IN THE CONDITIONS OF THE WAR AND POST-WAR PERIODS

ABSTRACT

The purpose of the article is to study the factors of the development of enterprises in the tourism industry of Ukraine and the formation of scenarios for their development in the conditions of martial law and after the end of hostilities. When conducting the research, the methods generally accepted in economic science were used: monographic, dialectical - in the process of researching the development of enterprises of the tourism industry of Ukraine under martial law and after the end of hostilities; analysis and synthesis, grouping - to determine the factors of development of tourism industry enterprises; generalization and analysis, economic-statistical, abstract-logical and system-structural - for the formation of scenarios for the development of enterprises of the tourism industry of Ukraine. The key problem of the study is Russia's attack on Ukraine, which turned into a heavy blow to the country's tourism. The article proves that protectionism and international conflicts threaten freedom and freedom to travel. All these changes mean that we are going through a period of great destabilization. It is justified that the reality as we know it, with a Europe without border crossings, may soon disappear. Emphasis is placed on the fact that it is important to create such tourist programs now so that not only Ukrainians but also tourists from other countries understand what was happening in Ukraine and tell about the struggle of Ukraine. Four scenarios for tourism development in Ukraine have been proposed, each with a number of implications for stakeholders. Based on the conducted scientific research, it was concluded that one of the optimal approaches to the formation of scenarios for the development of tourism industry enterprises in Ukraine in the conditions of universal dynamism, unpredictability and variability of the business environment is recognized as strategic management and change management. The practical significance of the obtained results reveals the prospects for applying the main scientific provisions of the article in the practice of managing tourism business enterprises in Ukraine in the conditions of post-war reconstruction. The results of the study presented in the work can be used by economists, scientists and practitioners to implement scenarios for the development of tourism industry enterprises in Ukraine, each of which has a number of consequences for stakeholders.

Keywords: tourism, Ukrainian realities, tourism industry, strategic management, military operations, tourism development scenarios

JEL Classification: E32, Z32, I15, I18

INTRODUCTION

World practice has shown that tourism, as a social phenomenon, has a significant impact on the economies of many developed countries and is one of the most profitable industries. Tourism is an integral part of the economic development of every country, is the most important factor in economic stability. Almost a billion tourist trips take place in the world every year.

The share of tourism in the world GDP is almost 10%; every 15th job is created in the field of tourism, and the total turnover of world tourism in 2018 amounted to more than 2.0 trillion US dollars (Kharchevnikov, L., S. 2022).

However, for Ukraine, the realities are quite opposite. Having an extremely large tourism potential, the lack of state programs for tourism development and, accordingly, tourism enterprises, as well as territorial losses and military actions in Ukraine, significantly hamper not only the development of tourism but also the development of the tourism industry enterprises. At the same time, the huge losses of the Ukrainian economy due to the Russian war in Ukraine, uncertainty and risks, difficulty in assessing the direction and effectiveness of economic development of the tourism industry, create obstacles to the balanced development of national tourism. Serious changes await the tourism industry. Ukraine, as an independent state, develops through reconstruction, standardization and innovation development. The scientific research presents four scenarios, each of which has a number of implications for stakeholders.

Digital assistants, new payment channels, artificial intelligence or autonomous cars are technologies that have never offered more opportunities for tourism than they do today.

LITERATURE REVIEW

The question of the functioning of tourism as a promising industry in Ukraine for many years has interested not only foreign but also Ukrainian scientists. Scientists Oliynyk Ya. B., Shishchenko PG, Lyubitseva OO studied the strategy of sustainable tourism development in Ukraine. Scientists Baev V.V., Bakhov I. S., Golovach N.V., Zgalet-Lozynska L. O. studied the economic determinants of the world medical tourism industry (Baiev, V. et al. 2019). Other scientists Tarasyuk GM, Milinchuk OV studied the development of domestic tourism in the context of global tourism trends. Betechtina L.O. Much attention in research has been paid to ensuring the stability of the tourism industry in times of crisis. However, the realities of the time, and later the military actions in Ukraine caused by the full-scale war of the Russian Federation, led to a change not only in priorities but also in the trajectory of development of the Ukrainian economy and its industries. Nezdoimov SG notes that in modern conditions of the search for a balanced model of economic development, transformation of the tourist and recreational complex of Ukraine, the main burden of reforms is shifted to the regional level, which necessitates improving the management of economic activity of enterprises [6, p. 78]. Viktor Koval, Inesa Mikhno, Iryna Udovychenko, Yevgeniia Gordiichuk, Iryna Kalina note: «Efficiency improvement of production activity management should be conducted along with changes in the governing body structure» (Koval, V., Mikhno, I., Udovychenko, I., Gordiichuk, Y., and Kalina, I. (2021). p. 1023). Scientists O.M. Dorokhovskiy and O.I. Radzievskiy (Dorokhovskiy, O. and Radzievskiy, O. 2019) emphasize that in addition to central executive bodies, there are regional executive bodies in Ukraine. State funding is a necessary condition for the development of tourism industries.

Analyzing the state of the tourism industry in the pre-war period, one should remember the damage that was caused by the results of the COVID-19 pandemic, as well as the experience that the population of the whole world received (Kuznyetsova A., Sydorchenko, T., Zadvorna, O., Nikonenko, U., Khalina, O. (2021)). Considering the experience and directions of activity of the developed countries of the European Union, we note that one of the relevant directions is the use of digital innovative technologies in museums, philharmonic societies, exhibitions and cultural centres, using online work (Hildebrand et al., 2022). Another direction of using digital innovative technologies and modernization is the expansion of the field of rural tourism (Burzinski, 2020; Schuhbauer and Hausmann, 2022). The health resort industry is one of the most popular industries of tourism. The experience of such countries as Germany, France, Italy, the Czech Republic, Israel and a number of others shows that medical centres established in resorts are actively involved in the work in the system of sanatorium-resort treatment and rehabilitation of the population under social programs. Along with the domestic state health care system, the system of international medical tourism is actively developing (Lunt et al., 2011; Androutsou and Metaxas, 2019; Medical tourism EU).

Therefore, activities to stimulate regional development depend mainly on the State budget. This is due to the fact that most regional development programs have centralized funding, while their own funds are insufficient, and the effectiveness of such incentives is extremely low, albeit promising. In this regard, the issue of forming scenarios for the development of the tourism industry in Ukraine requires research and further research proposals.

AIMS AND OBJECTIVES

All the changes happening before our eyes mean that we are going through a period of great destabilization. Therefore, it is important to create such tourist programs right now so that not only Ukrainians, but also tourists from other countries understand what happened in Ukraine, and tell their children and grandchildren about Ukraine's struggle and victory.

The purpose of the article is to study the factors of the development of enterprises in the tourism industry of Ukraine and the formation of scenarios for their development in the conditions of martial law and after the end of hostilities. Achieving

the specified goal made it possible to determine the factors of development of tourism industry enterprises and to offer practical recommendations for the formation of scenarios for the development of enterprises of the tourism industry of Ukraine in conditions of universal dynamism, unpredictability and variability of the business environment based on the principles of strategic management and change management.

METHODS

The theoretical basis and scientific and methodological basis of the study are based on the fundamental principles of modern economic theory, regional economy, local finance and more. The development of theoretical and methodological and applied principles of development of enterprises of the tourism industry of Ukraine after the war was carried out on the basis of a systematic approach, as well as methodological principles of impartiality and scientific objectivity in analyzing political, socioeconomic processes and phenomena.

The study used generally accepted methods in economics: monographic, dialectical – in the process of researching the development of enterprises of the tourism industry of Ukraine under martial law and after the end of hostilities; analysis and synthesis, grouping - to determine the factors of development of the tourism industry; generalization and analysis, economic-statistical, abstract-logical and systemic structural - for the formation of scenarios for the development of enterprises in the tourism industry of Ukraine.

In order to get more detailed and proficient information about 30 semi structured in-depth and narrative interviews with tourism experts and regional stakeholders were held, including the:

- representatives of regional and municipal tourism authorities and museums;
- national and local tour operators' management;
- representatives of the local hospitality industry;
- local community members involved in tourism activities.

RESULTS

Experts of the World Economic Forum (Travel & Tourism Competitiveness Index) on the basis of assessments of policy in the country, available natural and cultural resources, environment for tourism development compiled and published a rating of competitiveness in travel and tourism. In 2007-2019, Ukraine occupied 76-85 positions in this ranking and only in 2021 moved to 52 positions (Table 1).

Period	Number of countries included in the rating	Ukraine's place in the ranking
2007	124	78
2008	230	77
2009	133	77
2011	139	85
2013	140	76
2015	141	–
2016	138	85
2017	137	81
2017	64	60
2018	140	83
2019	141	85
2021	64	52

It is obvious that Ukraine took the highest place in 2013, but due to the unstable political and economic situation in 2015, it was not included in the next ranking of countries attractive for tourism. The ranking was led by Spain, France and

Germany. We agree with Tarasyuk GM and Milinchuk OV that the tourist potential of Ukraine is not fully revealed, as the share of Ukraine in tourist flows in Europe is about 4% and only 0.9% in European revenues from tourism. Such a discrepancy in the structure of natural and cash flows may indicate the low efficiency of the Ukrainian tourism sector and the low level of use of available tourism resources (Tarasyuk, G.M., and Milinchuk, O.V. 2016).

Studies show that before the coronavirus pandemic, travel and tourism accounted for 1 in 4 of all new jobs created in the world, 10.3% of all jobs (333 million) and 10.3% of world GDP (USD 9.6 trillion), and the cost of international visitors in 2019 amounted to 1.8 trillion US dollars (6.8% of total exports).

The latest annual WTTC surveys show the following:

- after losing almost USD 4.9 trillion in 2020 (down -50.4%), the Travel & Tourism contribution in 2021 increased by USD 1 trillion (up 21.7%). In 2019, the travel and tourism sector accounted for 10.3% of the world GDP; the share of which decreased to 5.3% in 2020 due to constant restrictions on mobility. In 2021, the share increased to 6.1%. In 2020, 62 million jobs were lost, down 18.6%, leaving only 271 million jobs in the sector worldwide, compared to 333 million in 2019. In 2021, 18.2 million jobs were restored, an increase of 6.7% annually;
- the results of the analysis showed that after a decrease of 47.4% in 2020, the costs of domestic tourists in 2021 increased by 31.4%. After a decrease of 69.7% in 2020, the cost of foreign tourists increased by 3.8% in 2021 (State Statistics Service of Ukraine 2020).

Examining the situation in tourism in the central and western parts of Ukraine after February 24, 2022, we can say that tourism in the western regions of Ukraine has not suffered losses as such, as virtually no destruction. If we talk about the situation in Kyiv, the East and the South of the country, the tourism industry in these areas is completely stopped.

At present, it is difficult to estimate the total damage, as some facilities are located in demining areas or in places where hostilities continue. In our opinion, financial sources for restoring Ukraine's tourism potential can be the help of international partners and industry participants abroad who are ready to open a business in Ukraine after the end of hostilities, create jobs and help develop the tourism industry. Interest in Ukraine today is extremely high. One of the most attractive for tourists in the western region of Ukraine is Prykarpattia. Given the available opportunities for tourism development in PJSC "Truskavets Resort", we found that to ensure the rational and efficient use of tourist, natural, medical and recreational resources in the Carpathians need to form an effective tourist and recreational enterprise – develop, implement and offer to the consumer a competitive national tourist product.

We fully support the opinion of Kuznyetsova, A., Kozmuk, N., Klipkova, O., & Stetsevich, A. that in the conditions of regional development, the problem of increasing the competitiveness of the tourist and recreational sphere can be solved by intensifying business activities in the regions of Ukraine (Kuznyetsova, A., Kozmuk, N., Klipkova, O., & Stetsevich, A. (2021)).

We believe that a possible way to solve systemic problems in the activities of tourist enterprises of Prykarpattia is a strategically oriented state policy, the main task of which is to recognize tourism as one of the main priorities of the state, the introduction of economic legal mechanisms concerning successfully conducting by the tourist enterprises of business, investment mechanisms of development of tourist infrastructure, informative marketing measures to form the tourist image of Ukraine.

Despite the fact that Ukraine is well-resourced and has unlimited potential tourism opportunities for tourism enterprises, today it cannot compete with developed tourism nations in the world market of tourism services. We agree with L.O. Betekhtin that "in the current conditions of development of economic relations of Ukraine successfully operate and develop only those enterprises that can respond in a timely manner to the influence of internal and external factors. The impact of the crisis in the economy is largely reflected in the sectors of intangible production, including the tourism sector. Stabilization of the functioning and development of tourism enterprises has become crucial for individual regions and for the entire national economy " (Betekhtina, L. 2018, p. 89).

Enterprises of the tourism industry form an intersectoral complex of enterprises and organizations whose goal is to meet the needs of tourists. Thus, their operation involves, in addition to the activities of relevant tourism organizations, the involvement of ancillary third-party enterprises involved in the provision of tourism services. The problem of choosing a method of managing the development of enterprises in the tourism industry today is significantly relevant. Choosing the right research scheme will most fully allow you to analyze the object, draw the right conclusions and offer important recommendations for their further development.

The innovative potential of enterprise development expresses its ability to carry out innovative activities, which in modern conditions is a key factor in maintaining and increasing the competitiveness of the organization and a condition for enterprise development. Sufficient attention is paid to the issue of development management in scientific sources, while the identification of possible scenarios and selection of the most economic and socially promising, according to the region and territorial features requires more differentiated and comprehensive study. Choosing a certain model of development of the tourism industry allows to use the approach to the development of the tourism industry, taking into account the territorial characteristics and resource potential of each region and enterprise, and strengthens certain strengths on which the state builds national policy to develop the tourism industry. Taking into account the priority areas of state support, we have proposed appropriate scenarios for the development of tourism industry enterprises in Ukraine:

- increasing consumption in the domestic tourism market;
- increasing the flow of inbound tourism;
- optimization of small business support within the tourism industry;
- regulation tourism exchange between Ukraine and other countries.

In our opinion, in the current economic environment, the development of the hotel and tourism business is able to play a key role in the reproduction processes, both at the level of tourist destination and at the level of the national economy. Most tourism companies, whose activities are closely linked to regular government subsidies, are unable to adapt quickly to new economic conditions and, as a result, are uncompetitive in the tourism market. This is due to the deterioration of the material and technical base, weak innovation potential, ineffective marketing and personnel policies, lack of investment, seasonal nature of the operation, and so on.

The purpose of the first scenario (Figure 1) is to increase consumption in the domestic tourism market.

The task of this scenario is to rebuild the country and create competitive conditions for recreation and leisure within the tourist destinations of Ukraine. Objects to which the events are directed are shopping and entertainment centres, recreation parks, other entertainment facilities, medical and health facilities (sanatoriums, clinics, boarding houses, recreation centres). In our opinion, the types of tourism that should be developed by the tourism industry in this scenario include entertainment, spa, green.

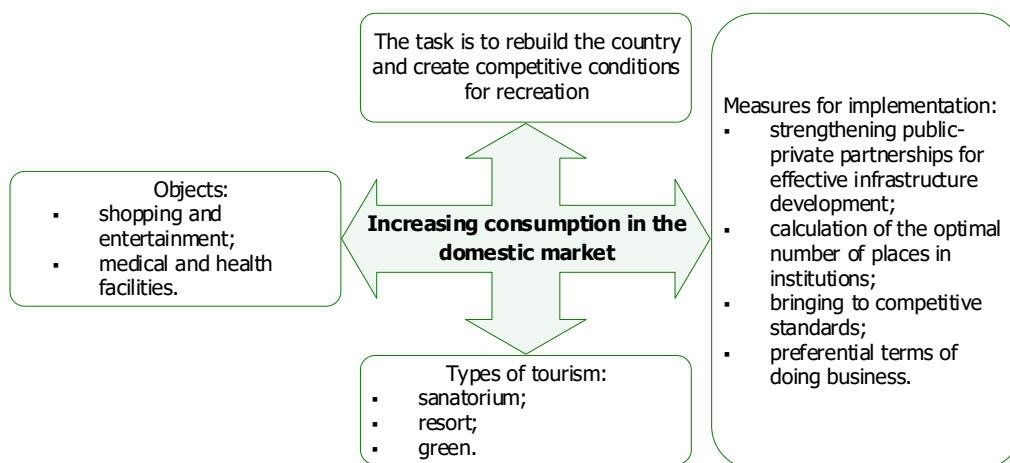


Figure1. The scenario of increasing consumption in the domestic market.

Thus, the first scenario is based on the assertion that global economic prosperity contributes to the development of personalized tourism offerings, and growing nationalism and security concerns contribute to the fragmentation of the tourism industry and lead to its development in some local areas. A strong economy creates incentives for technology giants to invest in innovation to reach more people with tourism. Using databases and artificial intelligence, these companies can determine consumer preferences and adapt their offerings accordingly. However, the chances of technology giants to make huge profits are somewhat overshadowed by market fragmentation and limited access to data. Their influence is geographically limited. Therefore, Internet giants are beginning to focus on making better use of the opportunities offered by travel advertising companies on their platforms, rather than on direct competition with them. In turn, IT companies in the tourism industry will help develop new businesses, for example, offering travel services destinations.

Thus, this scenario assumes a focus on creating a competitive national tourism product. We believe that without proper financial support and economic influence of the state, this scenario is impossible, as it requires significant restructuring and the creation of the necessary infrastructure, which in its properties and price can meet the needs of domestic consumers. We also consider it necessary to solve the problem of high prices for major infrastructure and services. However, the preparation of the implementation plan should be based on the identification of potentially strong types of tourism that are promising from an economic and social point of view, and the specification of measures will optimize existing resources and financial resources needed for their implementation.

The purpose of the second scenario is to increase the flow of inbound tourism. The main task is to reduce the cost of tourist products and improve the general and special infrastructure (Figure 2).

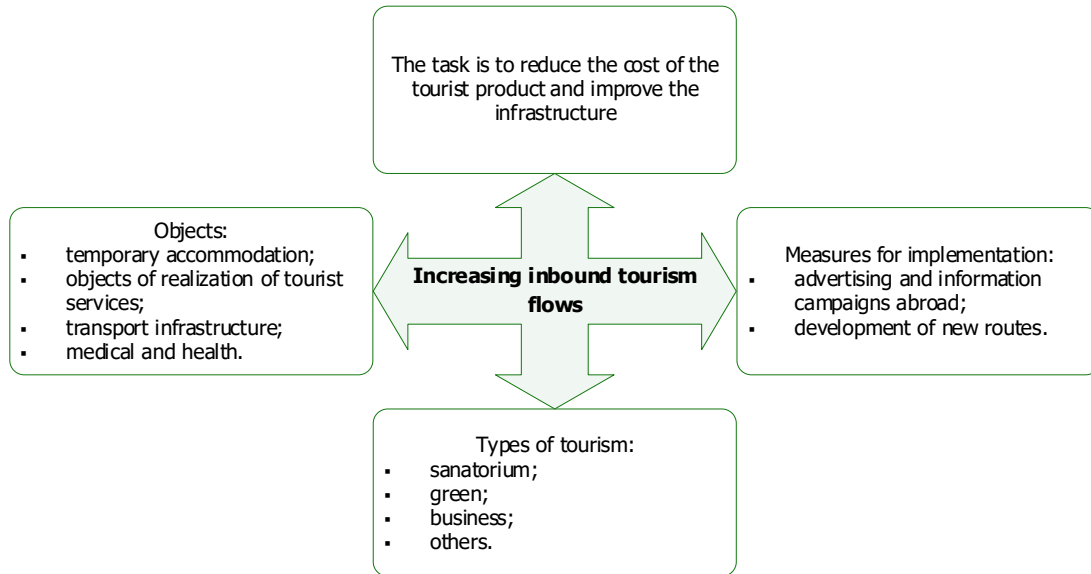


Figure 2. Scenario for increasing inbound tourism flows.

Objects targeted include: temporary accommodation (hotels, motels, campsites, hostels), tourist facilities (tour operators, travel agents, travel agencies), catering (restaurants, cafes, bars, canteens), transport infrastructure (air, car, rail, sea transport), objects of historical and cultural heritage (museums, reserves, historical monuments), medical and health facilities (sanatoriums, clinics, boarding houses, recreation centres).

This scenario is based on the fact that the growth of welfare stimulates the demand for personalized travel. Liberalization of privacy laws facilitates data exchange. The combination of these two factors contributes to increased investment and innovation in the context of digitalization. The Internet of Things increases connectivity, and artificial intelligence uses a huge amount of available data to encourage future travel. Collaboration increases efficiency, optimizes prices, and allows you to change the route in case of bad weather or heavy traffic. As a result, travel becomes cheaper, safer and more efficient. This means fewer security checks and the accommodation offer is tailored to individual preferences. This is a positive side for travelers. On the other hand, for IT companies, this means the disappearance of some revenue streams and the formation of new ones by creating and managing platforms that connect to a wider database. However, traditional and online travel agencies may lose some of their business due to the emergence of new players in the market.

The main task of the Tourist Information Center in Prykarpattia is to collect information, monitor data and analyze them, establish strategic goals of individual enterprises of the Prykarpattia tourism industry, form a database of tourism products and disseminate information about available tourist resources. It is necessary to expand the range of domestic tourism products.

A separate historical or natural monument is unlikely to interest tourists with its uniqueness. But in the complex, tourist sites and attractions, certain themed events (hunting, fishing, festivals, etc.) can create a very interesting, affordable tour. It should be noted that this scenario may be interesting for foreign tourists. As practice shows, in recent years, educational tourism has become very promising. In monetary terms, the contribution of the stay of foreign nationals for the purpose of education is almost USD 700 million, the USA. In our opinion, this direction needs to be further developed, because it does not require large-scale infrastructural transformations. Medical tourism for foreigners is promising in Ukraine, as the

prices for medical services are much lower than in many countries around the world. Thus, state support in the implementation of this scenario should be focused on promoting comfortable conditions and the necessary information support when visiting Ukraine by foreign tourists.

The main goal of the third scenario is to optimize the support of small businesses in the tourism industry (Figure 3).

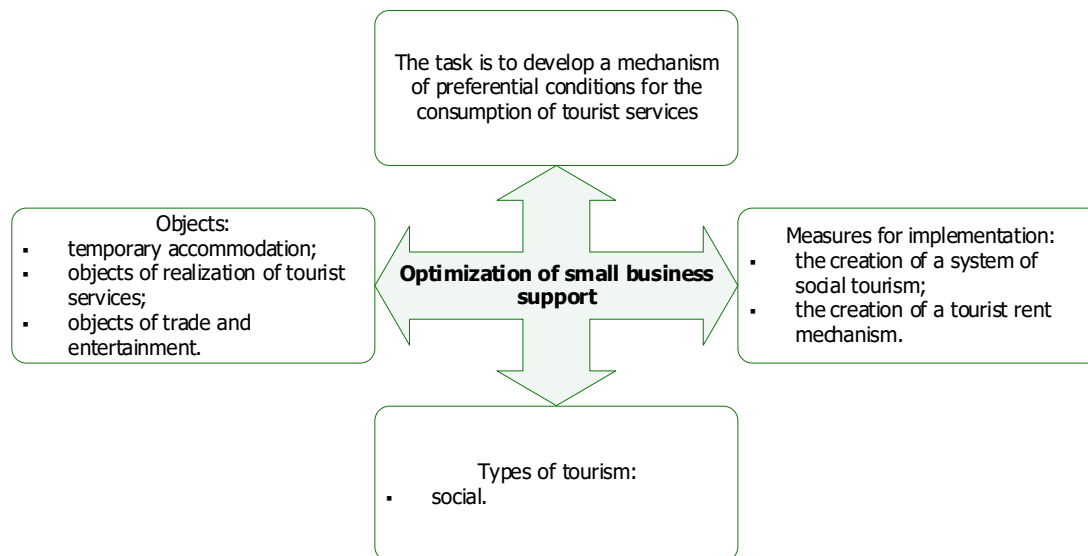


Figure 3. The main goal of the scenario for optimizing small business support in the tourism industry.

The third and fourth scenarios can be attributed to the principle of self-regulation of the industry, as their task is not the development of certain types of tourism that are desirable to achieve the goal, but supporting and certain restrictive transformations in the industry.

Objects to which the measures are directed: temporary accommodation enterprises (hotels, motels, campsites, hostels), objects of realization of tourist services (tourist operators, travel agents, tourist bureaus), public catering enterprises, trade and entertainment enterprises entertainment centres, recreation parks, other entertainment venues).

We believe that a promising type of tourism, which should be developed in this scenario, is social. This means that the development of tourism services must take into account the low incomes of the majority of the population in Ukraine, providing supply with affordable prices and modern tourism services. It is necessary to adjust the package of tourist services that will be aimed at vulnerable groups. We believe that this scenario should be implemented in the regions with the lowest level of socio-economic development, although it can be used in all territories of Ukraine.

This scenario should become a national priority to support the development of enterprises in the tourism industry, the implementation of which is proposed to be carried out in all regions of the country in a logical relationship with the three models. Research shows that within the framework of this goal, the state has not developed a set of measures to program tourism exchange between Ukraine and other countries.

The measures proposed to be implemented may be the following:

Development, implementation and implementation of programs for tourism exchange between Ukraine and other countries:

- medical tourism (exchange programs for treatment and rest in sanatoriums);
- cultural and artistic tourism;
- scientific tourism;
- environmental (green) tourism.

The aim of the fourth scenario is to regulate tourism exchange in tourism between Ukraine and other countries (Figure 4).

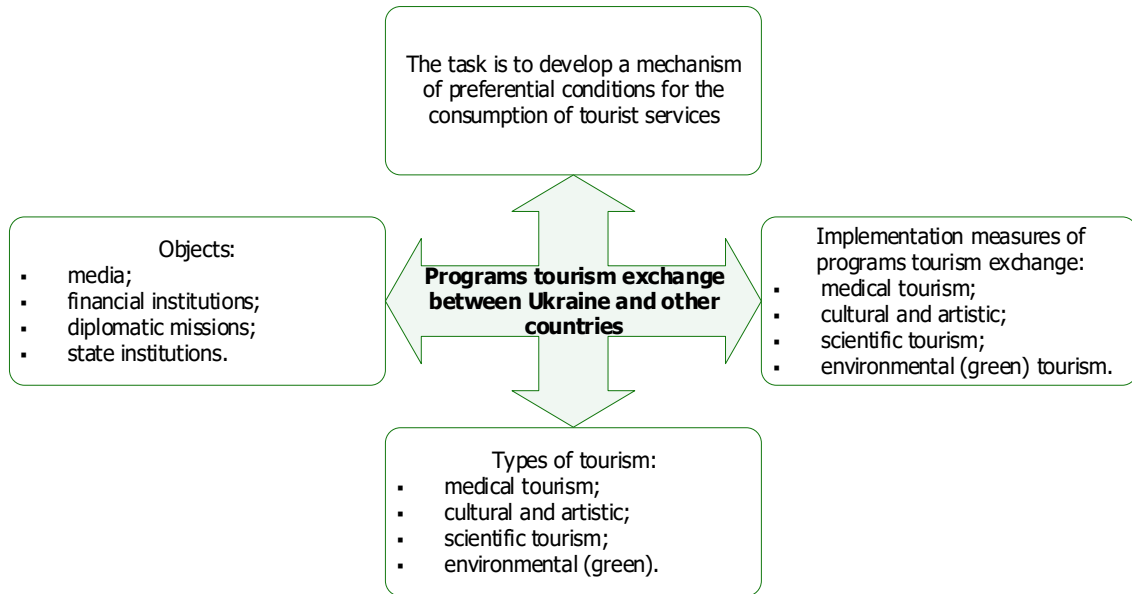


Figure 4. The scenario of regulation tourism exchange in tourism between Ukraine and other countries.

On the basis of the conducted research, taking into account the scientific developments of Ya.B.Oliynyk, P.G.Shishchenko, O.O. Lyubitseva (Oliynyk, Ya. B., Shishchenko, P.G, Lyubitseva, O.O., and others 2008.), we have identified the factors that have the greatest impact on the state and development of tourism in general and the tourism industry, in particular:

1. Static:

- natural-geographical (terrain, climate, rivers and lakes, underground resources (mineral waters, caves, etc.), flora and fauna, beautiful and rich nature. The richness of natural resources, the possibility and convenience of their use affect the scale, pace and manifestations of tourism development);
- historical and cultural (cultural and historical sites that are researched and evaluated as having public importance and can be used with existing technical and material capabilities to meet recreational and spiritual needs).

2. Dynamic:

- political (political power has the ability to, directly and indirectly, influence tourism; related to public tourism policy, development of relations in the field of tourism, the issuance of legal acts, etc. Indirect influence is related, for example, to the country's political course, decisions taken by the authorities in the international political arena, state ideology, the level of political stability and security in the country Stable political situation in Ukraine and the complete cessation of the hostilities is a necessary condition for the effective functioning of the tourism industry);
- socio-demographic (increasing the level of education, culture, aesthetic needs of the population. An element of aesthetic needs can be considered the desire of people to get acquainted with life, history, culture, and living conditions in different countries);
- financial and economic, which are associated with the development of the world economy, in which there is a steady trend to increase the production of services compared to the production of goods and, consequently, increase the share of consumption of services;
- scientific and technical, which allow to identify opportunities for the development of science and technology, production of new services, their sale and improvement of customer service. The development of science and technology contributes to technological change, improvement of material and technical base, modernization of transport infrastructure.

Thus, the interaction of static and dynamic factors shapes market conditions and creates a business environment, and affects tourism demand, its volume, structure, rhythm, provided by the activities of the national tourism industry. Therefore, we believe that the formation of the modern tourism industry of Prykarpattia may be the result of a complex interaction of internal and external socio-economic processes taking place in Ukraine, causing the need for tourism and shaping the demand for tourism services.

The experience of war-torn countries shows that the share of tourists is growing after the war. The question today is what we want to convey to the people who will come to us after the end of hostilities: to leave some memories of what happened or to build new cities without any mention of Russia's military atrocities in Ukraine. We believe that it is important to preserve a lot because a large number of people will want to visit those places that have already become symbols of this war. If so, far people have travelled to the places of Cossack glory - to Kholodny Yar, Cherkasy region, Khortytsia - then soon the places of our current glory will be added to them. In this regard, it is important to work now on the creation of such tourist programs, so that Ukrainians in the future to tell about our struggle and victory to their children and grandchildren. The scientific developments of Pogodayev S. E. (2013) are relevant in this regard, in which he supports a new concept of marketing goods, works and services instead of the existing concept of marketing goods and services (Pogodayev, S. E. 2013).

After February 24, 2022, many people from the east of the country were forced to move to the western regions. Being in these regions, people from the east and south of Ukraine get to know them in a new way and, perhaps, break some of their past stereotypes. In our opinion, after the end of the war, domestic tourism will "sag" a lot, because beach tourism will have to be forgotten for a while: demining continues and will continue for a long time. Now the war is simply forcing people to travel the country. However, this situation unites Ukrainians even more. Scientists note: « in the macroeconomic management of a competitive economy, according to our research, actions aimed at attracting highly skilled migrants have the most significant and obvious impact» (Oliinyk O., Bilan Y., Mishchuk H., Akimov O., Vasa L. 2021).

When the war is over and there is no military action, tourism in Ukraine will certainly resume fairly quickly. Tourists will be able to return as soon as it is completely safe in Ukraine. New attractions will be presented to visitors. Interest in such cities as Bucha, Irpen, Borodyanka and Mariupol will certainly grow. The only problem is that everything takes time. In the western regions of Ukraine today, together with the tourist environment, excursion tours have been developed, which are free for those who left their homes due to the war. These tours have a historical component, which aims to explain to people the periods experienced by Galicia, once conquered by the Communists: guides tell about the atrocities of 1939-41, which are similar to those that took place in Bucha, Irpen, Mariupol, Kharkiv and other Ukrainian cities and villages. As for the places where active hostilities are taking place now (Donetsk, Luhansk, Zaporizhia, Mykolaiv), the question arose: what can these regions be of interest to tourists? Now the main condition - it must be safe.

The war in Ukraine is a crime but of the Russian regime. Therefore, it is advisable to create places of remembrance for innocent victims and monuments to the victory over the racists, so that every tourist can rethink: what the world did wrong, that history repeated itself.

However, at the same time, it is necessary to show another Ukraine - hospitable, with incredible nature, ancient culture, Ukrainian customs and traditions and incredibly delicious Ukrainian cuisine.

In our opinion, after the war, there will be great opportunities for inbound tourism. If you communicate correctly, people will go to Ukraine out of curiosity: to visit and see everything with their own eyes. Routes related to the war and landmark post-war locations will be relevant. But in the future, it will be necessary to work on what else can be offered to tourists and what can interest them.

It is also important that foreign students from all over the world come to study tourism at Ukrainian universities and institutes, because a diploma in tourism at any Ukrainian university is recognized worldwide, and these graduates can work in any country after graduation of studies. The management staff must be able to work in the direction of the requirements of a market economy: to study the activities of competitors, monitor market products, pricing policy, develop a thorough business plan and forecast the profitability of innovation. In this direction (Romanenko and Chaplay 2016), on the development of new methods, recommendations and methods, staff training and training of managers (taking into account new areas and methods), scientific-methodical and pedagogical activity is carried out on the basis of the Precarpathian Institute named of M. Hrushevsky of Interregional Academy of Personnel Management.

DISCUSSION

The practice has shown that "tourism is one of the easiest and fastest ways to attract foreign funds into the country's economy. Since February 24, 2022, Ukraine's economy, almost all its industries are paralyzed. There is no more tourism - neither domestic nor foreign - the sky is closed to air traffic, and the war in Ukraine continues.

Therefore, it is clear that tourism will be one of the last industries to recover after the war, as it is necessary to completely reconstruct the infrastructure and restore flights.

Today the whole world admires the Ukrainian people." (Dorokhovskiy, O. and Radzievskiy, O. 2019). That is why it is so important to properly convert today's international support into the desire of foreigners to come to Ukraine and get to know the country in person. In addition, in parallel, it is important for us to build the involvement of foreigners in the process of reconstruction and restoration of Ukraine. The slogan "Stand with Ukraine", which today sounds to most foreigners like a call to help refugees from Ukraine, is important to further transform into "visit and help" for Ukraine's recovery. As for the problem of attracting a large tourism business, the investor will not come until it is completely safe in Ukraine. Today, when talking about tours that are already underway in the west of the country, it is important to keep in mind that all of them provide for the availability of bomb shelters and protection in the event of an air alarm. If the threat of missile strikes continues in Ukraine, such rules should become permanent tourist standards.

Currently, in the territories of the country with the most peaceful military situation, you can try to organize and restore the activities of museums and cultural centres online. Based on the experience of developed countries during the pandemic (Macfarland 2021; Hildebrand et al., 2022), as mentioned above. In particular, museums and cultural centres can host annual exhibitions in various fields. One of the innovative areas can be online visits to museums, philharmonic halls, cultural centres and online participation in exhibitions, fairs, conferences, etc. The sale of online tickets will increase the financial volume, and the holding of exhibitions, fairs and conferences supports the activities of small and medium-sized businesses of any industry.

In addition, for the period of wartime, it is possible to introduce online information tourism, which will be an effective advertising basis for further post-war development in real mode. At the local level, the authorities should encourage tourism companies that will work in various directions of tourism, such as cultural and artistic, scientific, medical, rural and other directions.

As mentioned above, based on the experience of the European Union countries and keeping the course for joining the European Union, it is necessary to introduce tourism exchange programs in the medical, cultural, agricultural, scientific and other fields of tourism. In particular, the health resort industry is one of the most important industries in the country.

The market of sanatorium-resort and tourist services consists of numerous tourist companies, sanatorium-resort establishments, hotel enterprises, various organizations that organize, control and carry out treatment, dietary nutrition, organization of health-related recreation, excursion activities, tourist trips, etc. (Baeva and Novalska, 2015). Therefore, an important aspect is financing, with the help of state programs, the existing resort and the sanatorium base of Ukraine. Part of the sanatoriums of the main resorts - Truskavets and Morshyn - need repair, reconstruction and updating of medical equipment, as some of them were built at the beginning of Soviet times. The mineral springs and healing qualities of the water of Truskavets and Morshyn are known all over the world (Horyn, 2019). Let's focus our attention on the fact that the mineral springs of each of the regions of the world differ in terms of composition and medicinal properties (Kamioka et al., 2010; Klapchuk, 2012). That is why the implementation of exchange programs in this direction of medical tourism will be useful for citizens of all countries. Within the framework of the development of tourist services and wellness programs, it is possible to organize cooperation with well-known health resorts of the European Union (Czech Republic, Italy, Germany, Poland) in the post-war regime (Lunt et al., 2011; Androutsou and Metaxas, 2019; Medical tourism EU).

Thus, an effectively built system in Ukraine of sanatorium-resort treatment allows for raising the level of health of the population and thereby making a significant contribution to the fulfilment of the state social task. Currently, this issue is relevant because combatants need rehabilitation and recovery. Therefore, at the state level, it is necessary to introduce and develop treatment and rehabilitation programs in medical tourism.

CONCLUSIONS

Summing up, it is worth saying that the problem of restraining the development of the tourism industry in Ukraine is determined by a shortage of their own financial resources, lack of state funding and investment. The main, global destructive factor is war. However, the experience of many countries has shown that in the conditions after a military devastating position, it is possible to restore, rebuild and improve the activities of the tourism sphere.

In today's conditions of active tourism development of developed countries of the world, informatization and strengthening of hyper-competition, it is obvious that an important factor in the functioning of domestic enterprises of the tourism industry is to ensure their adequate management, financing, reconstruction and development system. Strategic management and scripting approach to change management are recognised as one of the best approaches to management in the conditions of general dynamism, unpredictability and variability of the business environment.

The recommendations presented in this article can be useful for further scientific research, which are focused on the problems of developing a strategy for the development of domestic tourism in the period of post-war revival and improvement of mechanisms, methods and programs of entrepreneurship in the tourism sphere.

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СЦЕНАРІЇ РОЗВИТКУ ПІДПРИЄМСТВ ТУРИСТИЧНОЇ ІНДУСТРІЇ УКРАЇНИ В УМОВАХ ВОЄННОГО ТА ПІСЛЯВОЄННОГО ПЕРІОДІВ

Метою статті є дослідження факторів розвитку підприємств туристичної індустрії України та формування сценаріїв їхнього розвитку в умовах воєнного стану та після завершення воєнних дій. При проведенні дослідження використано загальноприйняті в економічній науці методи: монографічний, діалектичний – у процесі дослідження розвитку підприємств туристичної індустрії України в умовах воєнного стану та після завершення воєнних дій; аналізу та синтезу, групування – для визначення факторів розвитку підприємств туристичної індустрії; узагальнення та аналізу, економіко-статистичний, абстрактно-логічний та системно-структурний – для формування сценаріїв розвитку підприємств туристичної індустрії України. Ключова проблема дослідження – напад Росії на Україну, що обернувся важким ударом по туризмові країни. У статті доведено, що протекціонізм і міжнародні конфлікти становлять загрозу свободі та волі до подорожей. Усі ці зміни, що відбуваються одночасно, означають, що ми переживаємо період великої дестабілізації. Обґрунтовано, що реальність без пунктів пропуску через кордон із Європою може незабаром зникнути. Акцентовано увагу на тому, що важливо вже зараз створювати такі туристичні програми, щоб не тільки українці, а й туристи з інших країн розуміли, що відбувалося в Україні, і розповідали правду про боротьбу України. Запропоновано чотири сценарії розвитку туризму в Україні, кожен із яких має низку наслідків для зацікавлених сторін. На основі проведеного наукового дослідження зроблено висновок, що одним із оптимальних підходів до формування сценаріїв розвитку підприємств туристичної індустрії в Україні в умовах всезагального динамізму, непередбачуваності та мінливості бізнес-середовища визнано стратегічне управління та управління змінами. Практичне значення отриманих результатів розкриває перспективи застосування основних наукових положень статті в практиці управління підприємствами туристичного бізнесу України в умовах післявоєнної відбудови. Представлені в роботі результати дослідження можуть бути використані економістами, науковцями та практиками для реалізації сценаріїв розвитку підприємств туристичної індустрії в Україні, кожен із яких має низку наслідків для зацікавлених сторін.

Ключові слова: туризм, українські реалії, туристична галузь, стратегічне управління, військові дії, сценарії розвитку туризму

JEL Класифікація: E32, Z32, I15, I18