ALGORITHM OF TOURISM DEVELOPMENT IN UKRAINE IN THE POST-WAR TIME ON THE EXAMPLE OF THE CITY OF KYIV AS A CAPITAL DESTINATION

Abstract. An algorithm for the development of the tourism sector of Ukraine in the post-war period is proposed, taking into account the peculiarities of the exit from the state of war of the countries of the European Union. The strategic directions of the prospects for the development of the tourism sector are determined, taking into account the regional level of tourism development. A model for the formation and implementation of the Tourism Development Strategy is proposed, the tasks of the prospective development of the tourist industry are determined, the factors of negative influence on the positive result are proposed, and strategic directions for the prospective development of the tourist destination "Kyiv" in the post-war period are proposed.

Keywords: development algorithm, tourism sector, destination "Kyiv", post-war period

Introduction. The tourism industry is an important factor in a stable and dynamic increase in budget revenues, it contributes to the activation and stimulation of a whole network of sectors of the national economy, in particular, construction, trade, agriculture, production of consumer goods, transport and communications. The tourism industry has a more powerful multiplier effect than most other economic sectors. For the national economy of Ukraine and its regions, tourism plays a significant role in the socio-economic development of territories and stimulates the preservation of existing tourism resources [7, p. 59–74].

The goal of tourism development, which is formed in the documents and acts contained in the documents, is the intensification of the industry, primarily the
growth of its role in socio-economic life through the effective use of the existing tourism potential based on the principles of sustainable development, creating conditions for the development of human capital on this basis, ensuring employment of the population, income growth, the formation of national and regional competitiveness [1, p. 391–403].

**Methodological basis and research methods.** The methodological basis of this study is the fundamental theoretical provisions and the practical implementation of social geography and tourism studies, incorporated in domestic works: Y. Oliynyk, K. Mezentsev, O. Lyubitseva, M. Pistun, O. Topchieva, O. Shabliya, O. Beydik, M. Krachilom, M. Malskoy and others [2, p.18-24] and foreign scientists: J. Saarinen, S. Gossiling, V. Kruzhalin, F. Kotler, A. Kaurova and others [3, p. 203–215], whose scientific activities are related to the development of tourism in large cities, and regional development and territorial administration.

From scientific approaches, a systematic approach is of cross-cutting importance using structural-functional, motivational, informational and cartographic approaches, which provides for an integrated approach to the issues of methodology and the development of scientific and practical recommendations and proposals for organizational and regulatory actions in the field of tourism enterprises in the capital city, taking into account the specifics of the work of tourist operators in various areas and the functioning of new innovative forms, methods and techniques of tourism enterprises.

The specifics of the research problem led to the introduction of general scientific (analysis, evaluation, synthesis, induction, deduction, comparison, modeling, etc.) and specific scientific (systematization, classification, cartographic, statistical, cluster and other) methods.

The information sources of the study were scientific publications, materials of periodicals, all-Ukrainian and international scientific and practical conferences, literary and cartographic sources devoted to the tourism issues of large cities, including the capital city.

**Presentation of the main material.** One of the urgent problems today is the imperfection of its management, the search for reserves to improve the efficiency of its functioning and the use of tourism potential in a crisis. Therefore, it remains relevant to study the features of the formation of a tourism development strategy in Ukraine by enhancing the use of tourism potential in the regional context.

An integrated regional approach to managing the development of the tourism sector can provide the necessary protection, preservation and use of the historical, cultural and natural environment, as well as the transformation of the recreational and tourism sector into one of the priority areas regional development and structural development of the national economy [2, p.18-24].

The tourism development strategy at the regional level should be developed taking into account the level of the strategic potential of the tourism sector and
regional characteristics [2, p.18-24], but the main elements of the tourism development strategy for the regions of Ukraine are common to all regions.

To effectively develop a strategy for the development of the tourism sector, it is necessary to assess its strategic tourism potential. To assess the strategic potential for the development of tourism resources, it is necessary to evaluate all types of tourism resources in order to determine more promising directions for their development strategy. The choice of a certain strategy depends on the level of the strategic potential of the economic object. Determining this level is a complex issue, as there are many different approaches to its solution.

The implementation of the tourism development strategy should contribute to the capitalization of the natural, ecological, landscape, historical, cultural and other assets of the regions through the development of the tourism industry. In order to activate the tourism potential of the regions, in particular, the following measures should be taken:

- development of the transport and communication sphere;
- the construction of hotels and the development of socially serving economic activities (social infrastructure), in particular, retail, restaurant business, healthcare, leisure activities;
- encouragement and support of small businesses, primarily in the above-mentioned areas;
- information support from specialists in the fields of local history, geography, geology, history; integration of science and business through cooperation between entrepreneurs and scientists;
- development of information infrastructure, information exchange between regions via the Internet, organization of exhibitions, fairs, etc.;
- popularization of the historical and cultural heritage of the regions, ecological resources, rare landscapes, museums through the media, organization of nationwide competitions, ratings, etc. [3, p. 203–215].

The formation of a tourism development strategy at the national and regional levels will contribute to the reproduction of the spiritual and physical strength of people, the preservation of historical heritage, the development and convergence of cultures, the creation of new jobs, and improving the quality of life of the population [7, p.59–74].

To test this strategy, the Ukrainian capital city was chosen as a tourist destination.

The development of tourism in Kyiv cannot be considered without analyzing the current state of the number of objects of tourist interest. Since they are responsible for the cultural and spiritual development of the population. These include monuments of history, culture, architecture, museums, art galleries, theaters, cinemas, concert venues, places of worship, sports facilities, entertainment venues,
restaurants and cafes. It should be noted that the number and capacity of these facilities is not enough for the further sustainable development of tourism in Kyiv. The functional and quality level of customer service lags far behind the European one. The appearance, technical and sanitary condition of many objects do not meet the regulatory requirements and the requirements of visitors.

Along with these arguments, we can name the factors that can contribute to the development of the hotel business:

1. The Kiev hotel market is becoming more competitive compared to European hotel offers.
2. There is a gradual consolidation of positions of international operators in Kyiv. The city presents hotel complexes of such owners as: Hyatt, Carlson Rezidor Hotel Group, InterContinental Hotels Group, Wyndham Hotel Group, Assor hotels, Fairmont Raffles Hotels, Hilton Hotels & Risorts.
3. Positive forecasts for the development of the hotel stock in Kiev are possible if the main indicators of the hotel business are maintained and improved, as a result of the reconstruction of the existing hotel stock, with the transition of outdated and non-chain hotels under the leadership of national and international chain operators.

Despite the positive developments in the field of tourism and the hotel business, the following problems remain urgent today:

1. The unstable economic situation, the protracted military campaign of the ATO in the east of Ukraine, the annexation of the Crimean peninsula, and from February 24, 2022, a full-scale war, led to a decrease in tourist flows to Ukraine of foreign tourists, the exit of foreign businesses from the Ukrainian market, devaluation of the national currency, reduction jobs, a drop in real incomes of Ukrainians, which affected the quantitative indicators of Ukrainian tourists making tourist trips around the country and to the city of Kiev.
2. The insufficiently developed tourist infrastructure of Kyiv and Ukraine, in general, of international standards, reduces the time spent by tourists in the country and the period of their stay in hotels.
3. In recent years, the share of rooms in high-end hotels has dominated (4* and 5* - 33.7% of the total room stock) with a predominance of 4* hotels and a tendency to reduce euro payments, reduce planned costs and, as a result, to an imbalance requests and suggestions [8, p. 81-107].
4. Against the backdrop of increased competition between hotels and a low level of tourist visits to the city of Kiev, there is a slight occupancy of hotel rooms at the level of 38.2% (2022), which encourages hoteliers to prevent extreme measures - reducing operating costs and minimizing the level of services provided, partially or enterprises.
5. Insufficient number of qualified personnel in the hotel and restaurant business, who speak 2-3 (or even more) languages, with knowledge of international etiquette, level of service, level of use (use) of innovative technologies;

6. The need for diversification and specialization of hospitality service offerings. This saves a significant amount of capital investment and is quite profitable for the city budget, due to taxes on people who rent out their apartments;

7. Commissioning of new hotel enterprises in the current economic and political problems in Ukraine, the problem of providing competitive services by hotel enterprises may worsen, and negative trends in key profitability indicators will decrease.

8. Low level of development and implementation of comprehensive programs for the development of certain types of tourism and the hotel industry, the entertainment and leisure industry.

9. There is practically no comfortable environment for inclusive tourists both in the hotel and restaurant infrastructure and among objects of tourist contemplation, which reduces the competitiveness of the Ukrainian tourism market among the leading countries in the market for the provision of tourism services.

10. Insufficient level of advertising of tourist offers for domestic and outdoor tourists

There are a number of problems and shortcomings that require an integrated approach for their immediate solution. These are: a catastrophic decrease in green areas, since building plots are formed precisely at the expense of green areas; the development of the historical sites of the district takes place without taking into account the architectural features of a certain territory that have developed over a long historical period; the absence in the structure of the regional state administration of the department for tourism, hotel management and resorts; the need to strengthen control over the observance of the sanitary condition of the streets and the proper appearance of historical and cultural monuments in order to create an attractive sightseeing image of the area for tourists; to resolve the issue of parking tourist and excursion transport near the sightseeing objects of the Kiev-Pechersk Lavra and 6 museum institutions operating near the Lavra and near the Dnepr Hotel; lack of a tourist information center in the area.

Promising medical tourism suffered from the war, namely health improvement, reproductive medicine and dentistry. Foreigners are afraid to go to Ukraine, and the Ukrainians themselves do not have the means to do so. Most of the sanatoriums have been converted into rehabilitation centers and accept victims of the war.

However, despite the deepening of the current crisis in the tourism sector, and the practical destruction of tourism in the southern directions of Ukraine, the tourism potential of our country remains quite high. In general, on the territory of our state
there are 170 thousand monuments, 65 historical and cultural reserves, 6 cultural sites of the UNESCO World Heritage [4, p. 377–390].

The Ukrainian tourism industry attracts tourists with the curative waters of the Lviv and Transcarpathia regions, the mountain entertainments of Bukovel, the historical sites of the Poltava region, the salt mines of the Donetsk region, the healing mud and seaside resorts of the Kherson and Odessa regions. Before the war, in 2021, Ukraine entered the ranking of the best tourist countries in Europe. In particular, it has been recognized as one of the best states for hiking trips.

The main regions that attract Ukrainian tourists are conditionally safe regions: Lviv region, Ivano-Frankivsk region and Transcarpathia. There is a great demand for trips to the Carpathians. Recently, sightseeing tours to castles and museums have begun to resume, which, due to martial law, did not work for a long time. There is a growing interest in excursions around the Kiev and Poltava regions [10]. Gradually open children's camps. They mainly operate in the western part of Ukraine - in Lviv, Ivano-Frankivsk and Transcarpathia.

As for sea recreation, for obvious reasons it is not available. In such conditions, domestic tourism has features associated with permits and restrictions in force during the war in the relatively safe western and central regions of the country. They should be taken into account not only by tourists, but also by travel companies. Formation of routes taking into account the location of bomb shelters. Tour operators and guides who make excursion routes should take into account that in case of air danger, bomb shelters should be available to tourists. Planning tourist trips in accordance with the curfew.

In order to maintain law and order under martial law, a curfew has been established in all regions of Ukraine. As a rule, it is valid from 23.00 to 05.00. That is why planning from the wastelands or visiting certain locations should take place with this requirement in mind. Compliance with prohibitions, which include walks and excursions near critical or military infrastructure, holding public events, visiting forests, reservoirs and mountain routes in different regions of Ukraine, resting in frontline zones and traveling through territories that are or were under occupation.

External tourism in war also has its own characteristics. The majority of Ukrainians travel abroad not to rest, but to evacuate from dangerous territories where hostilities continue. In addition, the sky over Ukraine is completely closed, which makes it difficult to travel to other countries. However, with the beginning of the season, external tourism began to recover somewhat.

The most popular among Ukrainians are evacuation flights to Bulgaria, which is due to free accommodation in hotels for Ukrainians offered by this country. Flights to the sea to Turkey, Egypt, Spain, Tunisia also began to resume.

Given the above, we can conclude that with the beginning of the season, domestic and foreign tourism has intensified, however, it is very limited and
dependent on the situation in the country, which is due to the continuation of hostilities in many regions of Ukraine, the threat of missile strikes throughout the state, destroyed infrastructure and low levels. citizens' income. In this regard, it has certain features that are mainly related to the security of Ukrainian and foreign citizens.

During the war, the situation with the tourism industry of our state looks pessimistic. However, there is hope that after the end of the conflict, it will begin to revive. The experience of some countries that survived the war and brought tourism to a new level confirms this. These countries include: Croatia, Israel, Georgia.

In Croatia during the war, tourism practically ceased. After its completion, he again revived. This was facilitated by a massive PR campaign of previously unknown regions of this country. Croatia has some geographical features. In particular, it includes more than a thousand islands, known for their cleanliness and environmental friendliness. Thanks to the successful advertising of the beach locations of this country, the whole world learned about it. To date, Croatia has become a popular destination for many tourists around the world, which has significantly affected the country's economy. About 15% of GDP is generated by tourism.

Israel, despite the constant war with Palestine, retains its tourist status. Tourism is fully adapted to the war. Moreover, today it is a key sector of the economy. 6% of the population is employed in tourism [6, p. 126–131]. Constant conflicts reduce tourism revenues, but the economy hardly feels it. This is facilitated by the special structure of GDP formation, when income from one industry is able to compensate for the losses of another.

Georgia after the war with Russia became known to the whole world. The Department of Tourism and Resorts recognized that the growth of investment in this industry has brought the country to a new world level. Of course, the war in Ukraine has no analogues in modern history, so it is impossible to draw a correct analogy with any of the countries that survived the military conflict and revived tourism. It should not be forgotten that the fighting in Croatia, Israel or Georgia was not as destructive as in our country. What happened to the tourist market of Ukraine did not happen in any country, so its resuscitation will be special.

It is necessary to take care of the resumption of the tourism industry in Ukraine today. To this end, we propose the following steps: The post-war renewal programs developed by the Ukrainian government also include tourism. Preparation of a large-scale advertising campaign for foreign markets. Ukraine should be perceived not only as a place of hostilities, but also as a safe location for travel. Development of tourist programs for places of military glory of the Armed Forces of Ukraine. The whole world already knows about our state.
After the end of the war, many tourists will want to see the places where the fighting took place. Restoration of tourism infrastructure, which cannot be done independently by other countries and international organizations. Promotion of non-standard and potentially successful formats: ecotourism, urban culture, etc. Opening of national offices of Ukrainian tourism in the developed countries of the world [11].

All this is accompanied by factors that characterize military operations, shelling, air raids, air raids, rocket attacks, and so on. This state of affairs at the moment does not contribute to the activation and development of tourism.

Solving these problems requires attracting investments. The financial policy in the field of tourism and hotel business should be flexible and carried out by attracting funds from private firms, charitable and public organizations, foreign investment, subsidies, etc. [9]. Economic relations of all interested enterprises involved in reconstruction, construction, investment should be regulated by state executive authorities.

The model for the formation and implementation of the tourism development strategy is formed by three stages, shown in fig. 1.

So, based on the results of the study, it is possible to propose strategic directions for the development of Kiev as a tourist destination:
- Carrying out a comprehensive reconstruction of the material and technical base of the tourism sector and areas of the historical center by attracting investments and budgetary funds;
- creation of a modern system of production, tourism and social infrastructure by improving and reforming the system of taxation of tourism and hotel industry entities;
- material and social security of the population, including social protection in order to increase the purchasing power for travel and health improvement;
- improvement and implementation of the current legislation on life safety and insurance of tourists;
- support for domestic producers of tourism products (services) and hospitality services;
- quality control of activities and services; preservation of the environment;
- introduction of a system to stimulate the development of entrepreneurship in the field of tourism and hotel industry by amending the current legislation;
- ensuring a high level of training of tourism and hotel industry personnel, including by sending talented youth for training and internships abroad at the expense of the local budget with the conclusion of contracts for subsequent work after training and internships in the interests of the city; construction of roads and ITC at the expense of the state and local budgets;
Fig. 1. Model of formation and implementation of the tourism development strategy in the destination «Kyiv» in the post-war period

*Source: created by the author

- development by tour operators of a high-quality network of tourist routes and the provision of commercial offers to foreign partners through the production of high-quality advertising and information products, Internet resources;
- creation of tourist information centers at the level of local executive authorities at the expense of the local budget and attraction of funds from tourism and hospitality enterprises (on a voluntary basis from net profit) in order to promote tourism opportunities, history and culture of the city;
- allocation of funds from the state and local budgets for the development of monuments of history, culture, architecture, museums, art galleries, theaters, cinemas, concert halls, places of worship, sports facilities.
Strategic directions have an integrated approach, that is, they are decided in combination with various components of the tourist destination.

Practical suggestions of the author. The main goal of the policy of state authorities and local self-government in the field of tourism should be to create conditions for public-private partnership in this area, deepen cooperation, use economic, business, scientific, humanitarian and social potential [5, p.91-101]. The basis of tourism policy should be the priority development of inbound, domestic and social tourism based on sustainable development, which provides for the preservation, reproduction and restoration of tourism resources.

To achieve the goal, it is necessary to solve such problems as stimulating the development of tourism infrastructure facilities; development of innovative tourism products, updating existing tourist routes; formation of a system of measures to promote and popularize the regional tourism product in the domestic and international markets; assistance in providing the tourism industry with professional personnel.

Achieving the goals set will ensure the improvement of socio-economic indicators, including an increase in tax revenues to the budgets of all levels; improving the standard of living of the population by increasing the percentage of employment and average wages in the tourism industry; increase in the quality of life by raising the cultural level and patriotic education of the population [4, p 377–390].

The strategic objectives of tourism development are:

- creation of legislative, regulatory, socio-economic, organizational and managerial conditions for the transformation of tourism into a socially and environmentally oriented, cost-effective field of activity, as well as ensuring the sustainable development of tourism;
- improving the efficiency of state policy in the field of tourism, the formation and implementation of an effective model of public administration for coordinating, regulating and protecting the interests of participants in tourism activities;
- strengthening the role of local communities and public organizations in the implementation of the principles of sustainable development of tourism, improving and introducing new effective mechanisms for interaction between central and local executive authorities, local governments, public organizations, enterprises, scientific and educational institutions in the field of tourism;
- the formation of a tourist space for the optimal and efficient use of tourism resources by creating and ensuring the functioning of zones for the sustainable development of tourism, developing and implementing a competitive regional tourism product;
- promotion of social stability and security, territorial unity, provision of conditions for the development of socially responsible tourism;
– ensuring the safety of tourists and travelers, protecting their rights and legitimate interests;
- assistance in the preservation and development of national culture and the revival of folk crafts;
– creation of conditions for the formation of national identity, patriotic education of children and youth, preservation and restoration of unique natural and historical and cultural resources, as well as historical places of Ukraine;
– assistance in improving the investment climate in the field of tourism, attracting investments in the development of engineering, transport and communal infrastructure;
- rationalization of the use of financial and material resources in the field of tourism, filling the budgets of all levels from tourism activities, increasing the receipt of foreign exchange funds from tourism;
- creation of jobs, development of small and medium-sized businesses in the field of tourism, expansion of employment in rural areas from the development of tourism;
- creation of equal opportunities for the subjects of tourism activities, the formation of prerequisites for the development of an efficient and transparent tourism market;
– creation of tourism infrastructure facilities within territories with a high concentration of valuable natural and historical and cultural tourism resources in the directions of the national network of tourist routes;
- the formation of the information space of tourism, the creation of favorable conditions for ensuring equal access to information in the field of tourism;
- formation of a modern mechanism for state accounting and control of the implementation of tourism activities;
– development and implementation of modern methods for determining the contribution of tourism to the formation of macroeconomic indicators of the country, regions;
– development of effective state and local programs for the development of tourism and resorts, economically sound plans for their implementation, in particular, within the framework of programs for the socio-economic development of regions;
– development of international cooperation in the field of tourism and resort activities, improvement of the tourist image of the state, effective use of opportunities [12].

Conclusions
Ukraine has significant tourism potential. Every year it is visited by a large number of tourists from all over the world. However, in February 2022, the tourism industry of our state faced a difficult test - the Russian-Ukrainian war.
The military conflict led to the destruction of the tourist infrastructure in many regions of Ukraine, the loss of foreign tourists, the ban on the use of airspace and other negative consequences. Despite this, tourism continues to function, however, it has certain features due to the situation in our state.

In particular, it is necessary to include the development of tourism in post-war reconstruction programs, to negotiate with global hotel chains on their entry into Ukraine, to prepare a large-scale marketing campaign for foreign markets, to develop tourism programs for places of military glory of the Armed Forces of Ukraine, to work on the restoration of tourism infrastructure, to promote non-standard formats tourism, open national tourism offices in other countries.

The practical significance of the study lies in the possibility of applying the proposed directions for the development of tourism for travel companies resuming their activities in the post-war period, taking into account the sponsored model of the renewal of the tourism sector on the example of the Ukrainian capital - the city of Kyiv.

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