

## MARKETING FACTORS OF THE TOURISM MARKET'S OPERATIONS IN UKRAINE

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### ABSTRACT

**Aim:** The article is devoted to analyzing marketing factors of the tourism market operations in Ukraine under martial law. **Methods:** The study used the method of secondary data analysis. **Results:** The authors determined that the tourism market always reacts very sensitively to crisis events (pandemics, devastating natural disasters, political or military crises, etc.) and highlighted the changed format of the tourist market in Ukraine in the conditions of the protracted Russian-Ukrainian war. The authors identified the main factors of the current market of tourist services in Ukraine under martial law conditions. The functioning of the tourism market during the war is strategically important for the state and citizens. **Conclusions:** The authors summarized the experience of the tourism sector of countries that have been through a similar crisis and became leaders in the regional markets of tourist services to implement it in Ukraine effectively and determined the main factors of the functioning of the market of tourist services in the segments of domestic and inbound tourism after the victorious peace and innovative directions of recovery and further development.

**Key words:** tourism, tourism market, marketing factors, martial law, Ukraine

**JEL codes:** Z3, D4, D9

### INTRODUCTION

Like the rest of the world, the tourism industry in Ukraine experienced difficult times and suffered huge losses in 2020 and 2021 due to the COVID-19 pandemic. All tourism market players' marketing plans were directed towards 2022 as restrictions related to the pandemic began to ease and many preconditions indicated that the industry would recover, given its importance to the economy of many countries. Russia's full-scale military invasion of Ukraine on February 24, 2022, became a new test for the global and domestic tourism industries. Because of it, all tour operators were forced to suspend their operations in the territory of

our country temporarily. Since the closure of Ukraine's airspace, it has become impossible to carry out air passenger transportation. The tourism industry of Ukraine has lost billions of hryvnias since the beginning of the full-scale war with Russia. Instead of the 'season of earnings', there has been a 'season of losses'.

Obviously, the human toll of war and the humanitarian crisis are the most important but, at the same time, the impact of military conflict on the tourism sector of the economy cannot be ignored. Market research shows that the tourism industry of European countries will undergo significant changes in 2022 since Ukraine and Russia provided a significant share of European tourist flows. In Europe, the tourism industry accounts for

about 10% of the GDP, providing 23 million jobs. The sanctions that Europe imposed on Russia because of the war in Ukraine also affect the European economy, primarily in the fields of tourism and air transport, and not only in the locomotive of the European economy – Germany [Kuklina, et al., 2022]. According to forecasts from Euromonitor International, a decrease in the number of tourists from Ukraine and Russia will lead to a shortfall of almost USD 7 billion in the tourism industry of European countries in 2022 [Trout, 2022]. The Association of European Travel Agents' and Tour Operators' Association [2022] (ECTAA) have confirmed that the war started by Russia [against Ukraine] significantly affected the number of bookings by European tourists precisely because of a “lack of security”. In addition to the issue of security, the decrease in the number of reservations is influenced by the higher cost of tourist trips due to increased energy and food prices [ECTAA, 2022]. Preliminary calculations by ECTAA experts indicate that the cost of travelling around Europe in this year's tourist season has increased by an average of 5–10%. Taking into account all the current challenges the Ukrainian tourism business is facing, it's important to research how it operates in crisis situations and determine the prospects in the post-war period.

## **MATERIALS AND METHODS**

The purpose of the article is to assess the conditions and analyze the marketing factors of the tourism market operations in Ukraine in the state of war and post-war. Current operations and the prospects of the tourism market have always been at the center of attention and have been studied in many scientific works. The full-scale Russian-Ukrainian war led to new directions in scientific research. In particular, the authors Sak, Bilyo, and Tkachuk analyzed the ecological and economic consequences of the Russian-Ukrainian war [Sak et al., 2022]. In the research of Pankiv, the author investigates the behavior of different players in the tourist market at all stages of the military crisis. [Pankiv, 2022]. Scientists Roik and Nedzvetska studied the activity of the tourism industry in the economic policy of Ukraine under martial law [Roik et al., 2022]. Currently, the topic of the development of the tourism market in Ukraine under martial law is

being actively studied by both Ukrainian and foreign experts, including researchers from the Kyiv School of Economics [2022]. Together with the Office of the President, the Ministry of Economy of Ukraine and the Ukrainian Cultural Fund [The Ukrainian Cultural Foundation, 2022], they are implementing the project ‘Russia will pay’.

In the process of preparing the article, both general scientific and special research methods were used: monographic (to identify the factors and possibilities of tourist businesses operations under martial law); historical (to study the role and importance of tourism in the economy of different countries); economic analysis and modelling (to determine exogenous and endogenous factors influencing the activities of both tourist operators and the market in general); factor analysis (to determine the set of factors affecting the tourist services market); statistical analysis and expert evaluations (to assess the condition of the tourist services market and to analyze possible options of services that tourist business can offer to satisfy different customer categories under martial law). For theoretical generalizations, conclusions and substantiation of directions of tourism market operations in Ukraine in the state of war and post-war, the authors used the abstract method, methods of system analysis and the system approach.

The methodology of the research on the tourism market in Ukraine under martial law is based on the essence of tourism as a systemic social phenomenon with its specifics, such as multicomponentity, structuredness, loose hierarchy and polyfunctionality. The applied technique reflects the complexity and multifaceted nature of the current operations of the tourism market both in the international and domestic segments.

For the scientific results of Ukrainian and foreign authors on the operations of the tourist services market and statistical data of the State Tourism Development Agency of Ukraine, the author's market research (observations) served as the empirical and factual basis of the research.

## **RESULTS AND DISCUSSION**

The protracted full-scale Russian-Ukrainian war is reflected in all sectors of the economy and social life in Ukraine. One of the business areas that suffered

the most during the war is tourism, which functions comprehensively in international and domestic aspects. In the initial shock of the first months of the war, travel companies could not organize tours, and travel reports simply became irrelevant. It should be noted that the tourism market always reacts very sensitively to all possible world events – pandemics, devastating natural disasters, political or military crises, etc. In January 2022, many governments of different countries had already announced warnings about trips to Ukraine, which was the first signal of an unfavorable situation in the tourist season of 2022.

Since the beginning of the war, some tourist companies have closed, and others have reoriented their activities to volunteering (they used transport to evacuate refugees, involved partnerships to organize the purchase of humanitarian aid from abroad, etc.), thinking about the full recovery of the main activity. In the secondary sources of marketing information, we find many examples that demonstrate how important the tourism industry is – not only in peacetime to promote Ukraine to domestic and foreign tourists, but also in wartime – to help those in need in many ways. For example, with the start of the war, many travel companies immediately turned their offices into volunteer headquarters, sending uniforms, food and medicine to the frontline.

It's a paradox, but the market conditions for tourist services in Ukraine in the first months of the Russian-Ukrainian war were unusually high. This is explained by the fact that a large flow of people who had the financial capacity and were escaping from the war from the eastern, central and southern regions to western Ukraine required accommodation. Under these circumstances, the tourist tax increased significantly in many regions. The following cities and regions transferred the most funds from tourist tax to the budget for the first four months of 2022:

- Kyiv – more than UAH 18 million – 98% more than last year;
- The Lviv region – UAH 11 million 463 thousand – 268% more than last year;
- The Transcarpathian region – UAH 6 million 212 thousand – 144% more than in 2021;
- The Khmelnytskyi region – UAH 1 million 447 thousand – growth by 65%;

- The Ivano-Frankivsk region – almost UAH 6 million – 48% more than the previous year.

According to the State Tourism Development Agency (STDA) statistics, the country's budget received almost UAH 65 million from tourist tax in the first four months of 2022 [2022]. This is 65% more than last year during this period. But already by June–July 2022, the conditions of the tourism market were not so favorable as the occupancy of hotels decreased to 30–40%. In order to increase the occupancy of hotels and resorts in Western regions of the country, the STDA is developing special rehabilitation programs for both military personnel and civilians who suffered from military actions. This will support Ukraine's tourism industry, save jobs and provide the necessary health care to military personnel and civilians. A significant drop in tourist tax has been recorded in areas where hostilities have been or are currently being conducted, as well as in those that have been occupied. Thus, a significant decrease in the tourist tax was recorded in Mykolaiv (63%), Luhansk (60%), Sumy (48%), Kherson (46%) and the Zaporizhzhia regions (41%) [Majumdar, 2022].

Marketing studies show that, under the conditions of the protracted Russian-Ukrainian war, the tourist market in Ukraine began to resume its activity and, even in a very modified format, satisfies existing consumer demand and continues to operate. The Lviv region is one of the relatively safest areas for life and recreation during the war, so tourism workers are currently developing new and improving existing routes for active hiking and cycling tourism, ensuring the functioning of European-style campsites and recreation centers. Since the beginning of 2022, there has been an upward trend in the number of tourists: in the first half of 2022, the tourist tax in the Lviv region amounted to UAH 19 million 774 thousand, while in the same period of 2021 (COVID-19) year it was only UAH 6 million 756 thousand. For comparison: in pre-war and pre-COVID 2019, the tourist tax for the first half of the year in the Lviv region amounted to UAH 7 million 743 thousand [Rodak, 2022]. For the six months of 2022, the amount of tourist tax in the Ivano-Frankivsk region amounted to UAH 9

million, which is almost 90% of the annual figure of the last year. According to the results of 2022, higher indicators of the tourist tax are expected due to the winter tourist season because it is difficult to count on the summer season [Suspilne.media, 2022].

It is extremely important that the Russian-Ukrainian war did not destroy the entire tourist business. Market research shows that domestic tourism is slowly recovering, although it is still very limited. Tour operators specializing in domestic travel have resumed their activities by 20–50% as of July 2022 compared to last year.

Currently, millions of internally displaced persons, forced to leave their homes due to a threat to their lives, are located mainly in the west and partly in the center of Ukraine. And the best local guides organize charitable free familiarization tours for such forcibly temporarily displaced persons. Currently, the psychological state of Ukrainians, especially those far from home, is difficult. Many people need help and participation in excursions accompanied by a professional tour guide is one of the types of psychological reload. Thanks to such excursions, internally displaced persons better understand the locals of the region where they have moved. This allows them to feel more comfortable and get rid of panic fear due to preconceived notions. In addition, a distraction from negative thoughts helps to restore the mental state and fight depressive moods. Local Telegram and Viber channels, as well as social media, are used as marketing channels for the promotion of excursion activities, where they give information about the time and programs of excursion events in more detail [VisitUkraine.today, 2022].

Most of the excursions deliberately include a historical component to better explain to people the difficult periods that, for example, Galicia went through during the communist takeover. For example, tour guides talk about atrocities in 1939–1941, which were repeated this year in Bucha, Irpen, Mariupol, Kharkiv and other occupied cities and villages. The popularization of Ukrainian history should become a trend in the country's tourism industry both now and in the future. Independent Ukraine never participated in armed conflicts on other territories as an aggressor, but only defended itself. Today, it protects the whole

of Europe. Ukrainians give their lives not only for the protection of their own territory, but physically protect what the entire developed world professes spiritually.

The vacations' specifics of domestic tourists have also changed, and their duration does not exceed one week. Tourists do not consider this like vacations or holidays, but mostly like a "reboot", which helps to regain strength and return to work again, to work for aid and to donate to the armed forces. Short-term and seasonal trips to national preservation parks, as well as places that help to better understand history, are in demand both among IDPs and locals. For example, three-day tours to the Ternopil region or Podillia, climbing Hoverla, one-day tours to Pereyaslav or Kanev and seasonal so-called "lavender tours" (in the Lviv region, there are only five different lavender locations). Hiking to the mountain peaks of Parashka and Pikuy, Kamianka waterfall, trips to the Tustan fortress, to Zvenyhorod with its interactive tour in VR glasses, to Zhovkva, the castles of the "Golden Horseshoe" – Oleskyi, Pidhoretskyi and Zolochivskyi are very popular. There is also a demand for trips to places of military glory of Ukrainians – in particular, to Chernihiv, Bucha and Irpen. In Lviv, tourists often visit the Heroes of the Heavenly Hundred memorial.

Ecotourism remains popular among Ukrainians, particularly in the west, because tourists need to be close to nature. Gastro locations in Ukraine operate in regions where there are no hostilities but, at the same time, neither food festivals nor entertainment festivals are held. What is important is that part of the profits from thematic gastro-excursions (snail farms, banana farms, cheese and wine tours, etc.) are transferred by the travel companies to support the armed forces of Ukraine. Even during the war, some travel agencies offer extreme sports: rock climbing, hiking and rafting. The STDA developed safety regulations for the travel business during the war.

In this difficult season, Lviv tour operators also offered several new tourist locations – Turkivsky quarry, Trinyg rock in the Voronyak mountains, interactive entertainment in Havarechchyna, the Lazniy waterfall, the water park in Staraya Sola and the "Mshanetski huts". To engage tourists in Lviv,

they plan to organize trips on paddle boards on the city's lakes (SUP boarding <stand up paddle boarding> is one of the types of surfing where a board is equipped with an oar. You can ride a paddle boat while standing, kneeling or sitting). The experience gained by Lviv in the market of tourist services in wartime allows not only to transferring it to other cities (Kharkiv, Chernihiv, Odesa, Sumy – cities that hold on and fight for freedom), but also to creating qualitatively new tourist services. We predict that Lviv will become the “entrance gate of the state” when Ukraine wins the war.

With the onset of summer and the need to improve children's health, the market for holiday tours abroad is also starting to become more active. Ukrainian tourists have the opportunity to fly to the sea coasts from neighboring Poland as some Ukrainian travel agencies now cooperate with the popular Polish tour operator Rainbow Tours, which specializes in tourist trips to Turkey, Egypt and other popular holiday destinations. The same holiday tours are organized from Lithuania and Moldova as the Ukrainian tour operator JoinUp is present in these countries. Considering that tourists do not go to the Black Sea and Shatsk for safety reasons and that sea vacations abroad are either logistically difficult or not affordable, we recorded an increased demand for vacations near the thermal waters of Transcarpathia for swimming in rivers and lakes.

Thus, we can say that under martial law, travel acts primarily as a mental relief – an effective way to recover from the experienced stress and accumulate strength to continue the fight for victory. In addition, by spending holidays in Ukraine, tourists contribute to the improvement of the economic situation in the country.

The situation of the domestic tourism market is complicated by a number of exogenous factors. Taking into account the almost two-fold increase in the cost of fuel, the cost of transportation has increased significantly, which has impacted the cost of tours and excursions accordingly. According to our survey, tour operators have raised prices by 10–20% because they realize that tourists have not become richer and a many people are not ready to spend money on tourist services.

As for inbound tourism, it is practically non-existent in Ukraine under martial law. Instead, there are foreign journalists, volunteers and representatives of international organizations in Ukraine, and Ukrainian tour operators provide them with certain services for entering the country and settling in hotels. Communication with international journalists, volunteers and opinion leaders is very important because they form an impression about Ukraine. After our victory in the Russian-Ukrainian war, they will be the first to want to come to Ukraine again.

A new trend was formed in the tourist market of Ukraine when, despite the absence of inbound tourism, Lviv again became a tourist hub due to the termination of air traffic. Tourists who want to go abroad go to Lviv to transfer to tourist buses and travel around Europe. This also applies to trips to the seaside, pilgrimages and excursion tours. It is demonstrative that requests for “tours without Russians”, which were in trend in previous years, are now much more in demand. Many countries have stopped issuing visas to Russians. Tour operators recommend travelling to Europe to avoid unwanted meetings, where, unlike Turkey, Egypt, the Arab Emirates, Sri Lanka, and Thailand, Russians are considered unwanted guests. The Airbnb service does not allow Russians to book accommodation on their platform, which means that people renting apartments do not host Russians there because they are not sure that there are no assassins from Bucha or executioners from Mariupol among them.

A large number of Lviv carriers are involved in outbound tourism, but this market situation is temporary due to the suspension of air flights – especially low-cost ones, which are in greater demand among tourists. Thus, market research allows us to state that radical changes have taken place in the domestic tourism segment of Ukraine as Ukrainians have a new appreciation not only of domestic mountains, rivers and lakes, but also of the country's history.

What tourism is possible during the war? This is a logical question in the context of current events in Ukraine. But tourism industry experts appeal, with the examples of Israel, Croatia, Georgia and other countries where the revival and formation of the tourism industry began either during military operations

or immediately after their end. The experience of the tourism sector of countries that experienced a similar crisis situation shows that after the war, the indicators of the tourism market have an upward trend. For example, the war of independence in Croatia lasted from 1991 to 1995. The country fought against the aggression of the united Great Serbian forces – Serbian extremists in Croatia, the allied Yugoslav People's Army and Serbia and Montenegro. During the war, tourism in Croatia practically stopped but, in the early 2000s, having a strong recreational, health and cultural potential on its territory, Croatia began to strongly support airlines and cruise services, created favorable conditions for homeowners, ensured the opening of beaches, equipped them with appropriate infrastructure and financed the promotion of national tourist resources. Informational tourist campaigns are still conducted both centrally and by local tourist authorities. Almost ten million tourists annually bring substantial income and generate about 15% of the country's GDP. According to the Croatian Bureau of Statistics, before the coronavirus pandemic, the country's income from tourism grew by 11% annually [Honcharova, 2022].

A good example is also Israel, where the share of tourism in the economy is 6.2%. The most popular types of tourism in this country are pilgrimage, medical and cultural. In 2019, 4.5 million tourists visited Israel; meanwhile, the country is at war with Palestine. In 2020, due to the COVID-19 pandemic, this number dropped by 81%. The Israeli-Palestinian conflict over disputed territories has been going on for decades. In 1947, the UN voted to divide Palestine into separate Jewish and Arab states, and Jerusalem was recognized as an international city. In 1948, the state of Israel was created, which was not recognized by the Arab side. Tensions remain high between Israel and Palestinians living in East Jerusalem, Gaza and the West Bank of the Jordan river. East Jerusalem is claimed by the Palestinians as the capital of their future state, whereas Israel claims the entire city as its capital and has the permanent support of the USA in this matter. The experience of the state of Israel vividly demonstrates the development of tourism in

conditions of constant escalation of armed conflicts since the relevant authorities managed to develop not only an effective state policy, but also to adapt various social spheres – in particular, tourism – to such circumstances. The most popular among visitors to the country are the following cities: Jerusalem, Tel Aviv, Nazareth, Bethlehem, Haifa, Eilat and the resorts of the Dead Sea.

Egypt is developing tourism at a frantic pace thanks to the historical monuments and natural features of the sea coast of the Sinai Peninsula. In 1967-1970, there was a war in the country, which was started by Egypt in order to return the Sinai Peninsula, which Israel had previously captured during the Six-Day War. This war was fought mostly with the help of artillery from the Egyptian side supported by the Soviet armed forces and aviation from the Israeli side. The conflict ended with a cease-fire agreement without territorial changes. The truce lasted three years. A peace treaty was signed only in 1979, and Israel withdrew its troops from the Sinai Peninsula in 1982. Few tourists remember that hostilities took place in the country – they go to Egypt to relax by the sea, look into the unique underwater world with corals and see the world-famous pyramids and ancient Luxor. In 2019, almost 15 million tourists visited the country. The share of tourism in the economy of Egypt is nearly 12%. During the entire period of quarantine restrictions in 2020, Egypt's income from tourism decreased by 70% compared to 2019. Two million tourists visited Egypt in 2021 [Majumdar et al., 2022].

We see that the countries mentioned have strategically and logically concentrated tourism in their most favorable areas, where there is a large concentration of tourist resources such as mountains, plains, rivers, lakes and winter and summer resorts. This is because this are always more attractive for tourists.

Ukraine should also develop its own approach to developing tourism in war and post-war conditions. Its tourist operators should be ready with new tourist products, clearly understanding what they convey to people who will come to Ukraine after the military conflict is over. Moreover, tourist operators must

create new marketing products (in particular, itineraries through places of memory) and make them safe. Hundreds of millions will want to visit Ukraine as a country of brave people with a mad thirst for victory and the will for freedom. It is a country that has now protected all of Europe from the dangerous enemy of modernity, a country of honor and dignity and endless heroism after the war's end.

We can confidently say that many tourists, including foreign ones, will want to visit those places that have already become symbols of the Russian-Ukrainian war. If, until now, people travelled to the places of Cossack glory – to Kholodny Yar, Cherkasy, Khortytsia – they will now be joined by the places of the current glory of Ukraine – Bucha, Gostomel, Mariupol and Chornobayivka. It is important for tour operators in Ukraine under the auspices of the STDA to develop such tourist programs at once so that Ukrainians and foreigners have an understanding of what happened and tell their children and grandchildren about the brave struggle and victory. Thus, 3D tours of buildings destroyed and damaged by the Russian invaders appeared in the capital, Kyiv region, and Chernihiv. The goal of the project is to show the world community the real scale of the destruction. During walking tours of the capital, they tell about the history of the city that survived the Second World War war and the current full-scale invasion of Ukraine. The route covers the TV tower and other buildings in Kyiv destroyed or damaged by Russian shelling.

With the assistance of the STDA, a project of memory routes is being developed: part of the objects destroyed by the occupiers will be preserved for history to show what crimes the aggressor country committed in Ukraine. The most destroyed cities will also rebuild infrastructure in such a way as to leave some places intact. Also, the Ukrainian project 360war.in.ua created panoramic photos of the liberated cities of the Kyiv region – Bucha, Irpen, Gostomel, Borydyanka, Makarov and Gorenka.

Interest in Ukraine is unprecedented, which is clear in today's military realities. Today's attention to Ukraine from almost the entire civilised world

can also be used to its benefit. Thus, the National Tourism Organization of Ukraine (NTOU) launched the “Scream for Ukraine!” campaign on the internet to draw the attention of the global community to the terrible situation in Ukraine. Tour operators, hotel and restaurant owners supported the armed forces from the very beginning of the war. It is important to transform the slogan “Stand with Ukraine”, which for most foreigners currently sounds like a call for help, into the slogan “Visit and Help” for Ukraine to recover. The Association of Hotels and Resorts of Ukraine initiated the campaign “Visit Ukraine in the future” to support the Ukrainian hotel business, which participates in securing the rear during hostilities and suffers large financial losses due to the war. Foreigners who want to support Ukraine can make “charity reservations” for rooms in Ukrainian hotels for any day during 2022, and they will be able to visit after Ukraine's victory in the war. In particular, thanks to the Airbnb application, about 61,000 beds were booked for almost USD 2 million [VisitUkraine.today, 2022].

The tourist market situation is complicated because it has only begun to recover gradually after a significant drop in 2020–2021 due to the COVID-19 pandemic. Market research revealed that the main factors of the low economic situation of the tourist services market in Ukraine are: the safety and the attitude of tourists to risk; reduction of citizens' incomes and increase of priority expenses; men cannot travel abroad with their families; time constraints due to logistical difficulties with departure (airports do not work, the railway sometimes runs with delays or you need to make several transfers, etc.).

Tourist operators encourage people to travel to Ukraine to partially detach themselves from the events in Ukraine, as well as to support the country in an economic sense since tourism is a sector of the economy that gives impetus to a whole chain of related industries, one job in tourism creates up to ten different jobs in other industries. The only problem is that it takes time because tourists are waiting for it to become completely safe.

It is difficult to make a short- and medium-term forecast of the market of tourist services in Ukraine because it is not clear how the situation will develop on the frontline, citizens' incomes have decreased and some have been left without a roof altogether, meaning they have no funds for recreation. Specialists and experts in the tourism industry associate all forecasts for developing the tourist services market in Ukraine under martial law with its domestic segment. At the same time, indicators of both the number of domestic tourists and the receipt of funds from it to the country's budget are not predicted.

The tourism market in Ukraine has many expectations and development plans after the victorious peace. Based on the results of the research, we can state that the following factors will influence the operations of the tourism market in Ukraine in the post-war period:

- Firstly, the growing need for recreational tourism. Two years of the COVID pandemic, which quickly brought people into the chaos of war, followed by a wave of migration, going beyond everyday life, stress, grief and losses. After these horrors, people will want something simple and relaxing. Resting by the sea, in the mountains or in the forest is something that will bring you back to life and help you regain your strength;
- Secondly, the popularity of retreat tours will help to restore their mental health. Many people are mentally and physically exhausted, especially those who were in the center of events: soldiers, doctors, police, emergency services and citizens who found themselves in the epicenter of war and destruction. Pottery, egg coloring, etc. will help cure stress;
- Thirdly, growing interest in traditions and trips to native familiar areas. People want to experience something familiar: spending the weekend with a fishing rod by the pond, watching children play in the yard, etc. It will give a sense of everyday life before the war. People will be interested in very grounded, almost routine things that restore confidence that life goes on and help them feel the joy of the moment;
- Fourthly, the desire of Ukrainian and foreign tourists to see the places of military successes and

the places they read about in the news. Interest in places like Bucha, Irpin, Borodyanka and Mariupol will definitely increase.

In the post-war recovery, the country needs to account for bomb shelters at tourist sites, full plans for evacuating valuables in museums, etc. It is already obvious that the program to restore the lost tourist infrastructure may become the largest in modern history and will require the involvement of huge resources and time.

Until recently, Ukraine was one of the few countries in Europe that did not have the privilege of membership in the European Tourist Commission (ETC). Now, the ETC has officially invited STDA to join this organization. During the General Assembly, the members of the ETC – the heads of the national tourism bodies (NTOs) of Europe – expressed their full solidarity with Ukraine and decided to start the procedure for granting STDA membership for at least three years on a free basis. At the end of this term, an additional decision on standard membership will be made. The main mission of the ETC is to represent the interests of European NGOs, promote European countries as tourist destinations worldwide and provide unique expertise to member countries and a stable base for strategic cooperation and exchange of experience. The decision on complimentary membership in the ETC for Ukraine will enable STDA to use this organization's resources and attract investments and funds for developing tourist locations in Ukraine. The commission intends to create an aid fund – the proceeds from which will be for the restoration of the tourist and recreational infrastructure of Ukraine.

## CONCLUSIONS

Summing up, let's once again note that the tourism sector reacts very sensitively and painfully to social challenges caused by armed military conflicts. At the same time, in the depths of such an unfavorable situation, prerequisites are formed and opportunities are created for the post-war tourism market – which can resurrect the new realities of Ukraine.

Currently, Ukraine is developing a plan for the recovery of the country designed for ten years. It

includes all the most important sectors of the economy, including tourism. A separate working subgroup has been created in STDA, which has developed a plan and determines priority directions for the recovery of the tourism industry.

Reconstruction of Ukraine's economy after the war and its modernization will require international experts from various fields. The experience of many countries in which military operations took place shows that the number of tourists to such countries in the post-war period is only increasing. And income from foreign tourists allows you to support the country's economy faster than other industries requiring longer recovery.

At the same time, with landmark post-war locations, the tourism business will showcase the hospitality of Ukraine with its incredible nature, ancient culture and delicious cuisine. Today, the whole world admires the Ukrainian people, and the main goal of the tourism industry is to enhance the interest of tourists in travelling to Ukraine and, thus, restore it. This is because tourism is one of the easiest and fastest ways to attract foreign funds to the country's economy. Based on the results of our research, we conclude that an effective tourism market during the war is strategically important for the state and citizens.

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## **CZYNNIKI MARKETINGOWE WPŁYWAJĄCE NA DZIAŁANIE RYNKU TURYSTYCZNEGO NA UKRAINIE W STANIE WOJENNYM**

### **STRESZCZENIE**

**Cel:** Artykuł poświęcony jest analizie czynników marketingowych wpływających na funkcjonowanie rynku turystycznego na Ukrainie w stanie wojennym. **Metody:** W badaniach wykorzystano metodę analizy danych wtórnych dotyczących problematyki badań. **Wyniki:** Autorzy ustalili, że rynek turystyczny zawsze reaguje bardzo wrażliwie na zdarzenia kryzysowe (pandemie, niszczycielskie klęski żywiołowe, kryzysy polityczne, militarne itp.) i zwracali uwagę na zmianę formatu rynku turystycznego na Ukrainie w warunkach przedłużającej się wojny rosyjsko-ukraińskiej. Autorzy zidentyfikowali główne czynniki obecnej sytuacji na rynku usług turystycznych na Ukrainie w warunkach stanu wojennego. Funkcjonowanie rynku turystycznego w czasie wojny ma strategiczne znaczenie dla państwa i obywateli. **Wnioski:** Autorzy podsumowali doświadczenia sektora turystycznego krajów, które przeżyły podobną sytuację kryzysową i stały się liderami na regionalnych rynkach usług turystycznych w celu skutecznego jej wdrożenia na Ukrainie oraz określili główne czynniki funkcjonowania rynku usług turystycznych w segmentach turystyki krajowej i przyjazdowej po zwyciężeniu w wojnie, mając na celu wprowadzenie innowacyjnych kierunków ożywienia i dalszego rozwoju tego rynku.

**Słowa kluczowe:** turystyka, rynek turystyczny, czynniki marketingowe, stan wojenny, Ukraina