

# Integrated Strategic Models for the Post-War Recovery of Ukraine's Hospitality and Tourism Industry

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**Abstract:** The suggested study evaluates the effects of the war on Ukraine's hospitality and tourism sector while pinpointing vital tactics for its revival and growth. Special emphasis is given to repairing the harm inflicted on physical infrastructure and integrating cutting-edge technologies and contemporary methods to improve customer service. The evaluation highlights that a successful revival and expansion of the tourism sector requires a holistic strategy, involving a thorough review of the destruction from past crises and formulating detailed plans for future progress. Focusing on the hotel industry and the market for tourist services is crucial, as these areas play a major role in generating tax income and boosting regional economic progress. The rising significance of domestic tourism, especially in the central and western parts of the country, is evident in the growing number of visitors and the bolstering of local economies. This increase broadens the range of tourism options and adjusts to evolving consumer demands, which call for more adaptability and a tailored approach to arranging tourist services. New growth strategies should concentrate on establishing a resilient business framework capable of adjusting to the shifting dynamics and regulations of the post-war marketplace. The restoration of the hospitality and tourism sector must take precedence in the post-war era. Achieving harmony between international and domestic tourism is critical to ensure stability and tap into new markets. These strategies should hinge on innovations in management practices and service excellence, alongside the adoption of new technologies to boost competitiveness and foster sustainable progress within the industry.

**Keywords:** development strategy, innovative model, hotel brands, hospitality industry, hospitality market, loss assessment, post-war period, recovery strategy, services market, service sector, tourism, tourism innovative management directions, war.

## Introduction

The strategic concept for revitalizing Ukraine's hospitality and tourism industry post-war aims not only to repair the damage inflicted by conflict but also to provide innovative management directions that enhance the sector's resilience and appeal. The devastation wrought by the war necessitates a thorough loss assessment as the first critical step in crafting an effective recovery strategy. This strategy must navigate the specific post-war challenges and conditions that Ukraine faces.

Emphasis within the hospitality and tourism sector is placed on adopting innovative management models. These models integrate advanced technologies and fresh approaches to customer service, laying a robust foundation for the

future. Such innovations are crucial for strengthening the presence of hotel brands and fostering sustainable development within the sector.

This comprehensive strategy requires a deep understanding of current trends and a visionary approach. It is designed to not only reconstruct what was lost but also to ensure the industry's progressive evolution, making it well-suited to meet both present and future challenges.

This study aims to develop a strategic concept to facilitate the effective restoration and further development of Ukraine's hospitality and tourism industry in the Post-War period. We seek not only to ensure the restoration of what was destroyed or damaged during the war but also to create the basis for sustainable development of the industry, strengthening its competitive position in the global market and responding to future challenges.

### **Literature review on the research topic**

The theme of post-war recovery unites the academic communities across the Atlantic, beginning with the analysis by Eichengreen [1], who examines Europe's recovery after World War II through macroeconomic policies and international cooperation. Soennecken [2] further explores the geopolitical impact of such recoveries on modern Europe's political landscape. Appelqvist [3] extend this discussion by emphasizing the importance of diverse strategies tailored to the specifics of each Post-War Era.

Contemporary critiques by Cohn and Duncanson [4] highlight the role of international financial institutions in Post-War recovery, stressing the consideration of gender and local needs. The practical application of these theories is demonstrated through the works of Lemishko et al. [5], who propose innovative and sustainable economic recovery strategies for Ukraine, further explored by Kharazishvili et al. [6] and Kharazishvili et al. [7] in the context of the Poltava region.

In-depth sector-specific studies are conducted by Zavidna [8, 9, 10], who examines the recovery of Ukraine's hotel and other economic sectors post-war, with additional insights into risk assessment and management strategies. Similarly, Novikova et al. [11] discuss the recovery challenges and the role of digitalisation in human capital restoration in Ukraine.

The strategic potential of “green” technologies in economic revival is analyzed by Chepeliev et al. [12], while Dias et al. [13], Muragu et al. [14] and Bærenholdt and Meged [15] evaluate crisis management tactics and post-pandemic recovery strategies relevant to the tourism and hospitality industries. The significance of local perceptions in sustainable recovery is emphasized by Seyedabolghasemi et al. [16], and the economic and social resilience necessary for the sector's recovery is explored by Cirer-Costa [17].

Further, the role of community engagement in rural tourism Post-War is detailed by Rocca and Zielinski [18], and the intersection of tourism and health sectors during crises is highlighted by McCartney et al. [19]. Gu et al. [20] provide a systems approach to model tourism recovery in small island developing states, offering a methodological framework applicable to Ukraine.

The work of Brenner [21] outlines proposals for reconstructing Ukrainian cities, focusing on the integration of infrastructure recovery with hotel business development. Guasca et al. [22] examine tourism's role in peacebuilding in Colombia, drawing parallels that could inform Post-War reconstruction strategies in Ukraine. This highlights tourism as a tool for socio-economic recovery and peacebuilding.

Mensah and Boakye [23] propose a conceptual framework for tourism recovery post-COVID-19, adaptable for Post-War scenarios, emphasizing a tiered approach to resilience and recovery planning. Sovani [24] discusses innovations in the European Union's tourism and hospitality sectors post-crisis, providing valuable insights for Ukraine's recovery efforts, where technological and management innovations play a critical role.

Further exploration into the development of tourism and hospitality as pivotal elements in Post-War reconstruction is provided by Nosyriev et al. [25]. They emphasize the strategic importance of these sectors in Ukraine's economic recovery. Additionally, Reimann et al. [26] analyze the tourism sector in frontline communities in Ukraine, offering insights into trends, challenges, and prospects for development in Post-War settings.

Finally, But [27] identifies specific challenges and potential solutions for the tourism sector's recovery in Ukraine, highlighting the need for targeted interventions to address industry-specific hurdles. Shvedun et al. [28] delve into the concept of a circular economy in the context of European integration, proposing strategies for sustainable management during and after conflicts, which could foster sustainable and inclusive growth in the Ukrainian tourism industry.

A literature review reveals that tourism recovery in Ukraine should be underpinned by developing comprehensive strategies that integrate cultural, historical, social, and environmental aspects. These strategies aim to create a sustainable and diverse tourist environment.

## Methods

The article's methodology is based on a comprehensive approach that integrates elements of critical empiricism. Quantitative methods are employed to analyse existing data about tourist flows, economic indicators, and structural changes within the industry. It includes statistical analysis and modelling. Qualitative analysis enables the interpretation of the obtained data, the identification of the underlying causes of identified trends and changes, and the exploration of the impact of socio-economic and cultural factors on the industry's development.

A critical literature review will be conducted, employing specific methods of analysis and synthesis. It will entail systematising information, identifying critical issues, and determining potential directions for strategic development. It will permit an evaluation of the industry's current state and the identification of the most promising avenues for its recovery and development.

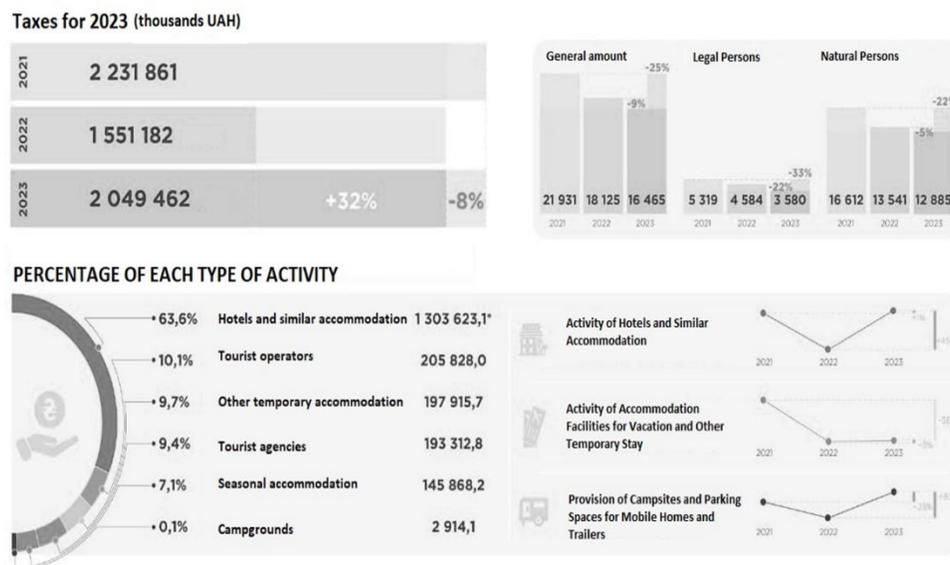
Furthermore, the methodology incorporates case studies, specifically those about the post-war recovery of Europe, Croatia following the Yugoslav Wars, and Vietnam following the Vietnam War. These case studies illustrate successful examples of the hospitality and tourism industry's recovery in other countries that have confronted comparable challenges. The findings of these studies will assist in formulating specific recommendations for the Ukrainian hospitality and tourism industry.

The article also uses the SWOT analysis method to determine the advantages and disadvantages of strategic development models for the recovery of the hospitality and tourism industries. A weighted average was determined for each SWOT analysis criterion, and a correlation analysis was conducted to identify the degree of relationship between the prospects and challenges for the hospitality and tourism industries. The results of the analysis suggest the importance of innovative development and integrated cooperation for project scaling and attracting international expertise, as well as the potential risks associated with dependence on technology and cybersecurity.

## Results

### Current State of the Industry

Despite the atrocities of war Ukraine's hospitality and tourism industry has demonstrated not only resilience but also the ability to grow in the face of military actions (see Figure 1).



**Figure 1.** Tax Revenue from the Tourism Industry in 2023

Source: Compiled based on [29]

As we may see, despite the uncertainty caused by and pandemic, the data for 2023 indicate significant progress in the field as the hospitality sector contributed over 2.04 billion hryvnias in taxes, 32% more than the previous year. Although 8% less than in the pre-war year of 2021, this increase indicates a recovery of activity close to the levels observed before the conflict began.

Notably, the hotel business warrants particular consideration. 64% of the tax revenues generated in the previous year were derived from this sector, amounting to over 1.3 billion hryvnias, which approached the pre-war figures. This evidence supports the argument that the hotel sector plays a significant role in the structure of Ukraine's tourist market and has the potential to become a significant source of tax revenue.

Notably, the dynamics of the tourism industry have shifted, with an increasing focus on domestic tourism. This shift can be attributed to the impact of forced mobility restrictions. A statistical analysis of tourist flows indicates a decline in the number of foreign visitors to the country, while domestic tourism has seen a surge in interest. In particular, in the first quarter of this year, hotels, tourist bases, and campgrounds in 10 regions of our country demonstrated increased tax revenues in 2023. The most significant increase was observed in the Chernivtsi region, where tourist entities paid 5.1 million hryvnias in taxes (98% more than in the corresponding period of 2022) [30]. It highlights the need for the tourist product to be adapted and diversified to appeal to domestic travellers.

In the Ukrainian hospitality industry, restaurants and cafes are increasingly targeting those who can still afford to dine out. This trend has been observed with varying intensities across different regions. In February, there was an increase in café and restaurant visitors in the western regions of Ukraine, with a 17% increase in Zakarpattia, 14% in Chernivtsi, and 25% in Lviv, compared to pre-war levels. However, establishments in the north, south, and east face more significant challenges due to the ongoing conflict, leading to a mixed overall picture of survival and adaptation [31].

The rise in restaurant prices has coincided with a surge in popularity for cheaper street food outlets, reflecting the economic pressures many Ukrainians face. The overall visitor numbers to public dining venues across Ukraine showed a modest year-over-year increase of 10%, despite serious challenges like curfews, air alerts, population migration, decreased purchasing power, and power outages.

In response to the current conditions, the industry is seeing a shift toward simpler, less expensive dining formats, with eateries offering straightforward, affordable meals experiencing growth. The personnel shortage has prompted a focus on training young specialists, preparing them to handle challenging conditions and fill the gaps left by professionals who have either left the country or changed occupations.

Looking ahead, the structure of the dining establishments is expected to evolve, with a focus on medium-priced venues catering to the middle class, located in residential areas where people are spending more time due to curfews and mobility restrictions. The industry is not expecting significant expansion abroad due to the complex market conditions and tight competition overseas. Instead, local restaurateurs are preparing for a gradual recovery, emphasizing cost-effective operations and localized business models.

### ***Strategy for Revitalising Ukraine's Hospitality and Tourism Sector***

Strategy for Revitalising Ukraine's Hospitality and Tourism Sector represents a systemic plan or strategy aimed at revitalizing and further developing sectors impacted by wartime actions. This concept involves a comprehensive set of measures aimed at reconstructing infrastructure, restoring tourist services, attracting investments, and adapting the industry to altered market conditions and international standards. Central to this concept are the integration of cutting-edge technologies, the development of sustainable environmental policies, community engagement, and the creation of a positive image of Ukraine as a safe and attractive tourist destination.

This strategy encompasses several key components that shape its structure and content. These components help in understanding how the recovery and development process should be organized to ensure effectiveness and sustainability. The fundamental guidelines governing planning and implementation include principles of sustainability, transparency, inclusiveness, and innovation. These principles dictate approaches to process management, stakeholder engagement, resource allocation, and outcome evaluation.

The strategic approaches to recovery can vary, encompassing models such as rapid recovery, gradual recovery, sustainable recovery, and technologically innovative recovery. Specific action plans are employed to realize these models, covering various aspects of recovery from physical reconstruction to marketing and promotional efforts.

Supporting these strategies are regulatory and legislative initiatives that facilitate the recovery and development of the tourism sector. These policies may include changes in legislation, tax incentives, subsidies, safety standards, and other

regulatory measures. In the realm of tactical execution, specific actions or short-term measures within broader strategies are directed towards achieving operational goals. For instance, tactics might include organizing temporary cultural events to attract tourists to regenerated areas. Additionally, specific tools and resources are utilized to implement strategies and tactics. These include financial resources, human resources, technologies, and methodologies for assessment and monitoring, all crucial for the structured and effective recovery of the hospitality and tourism industries in Ukraine.

### ***Strategic development models of post-war recovery***

These models Recovery strategy pertain to strategic frameworks for recovering and developing an industry, specifically the hospitality and tourism industry in a post-war scenario. Strategic development models for the recovery of the hospitality and tourism industry in Ukraine after military conflicts can vary significantly, tailored to specific goals and contexts. Each model focuses on particular aspects of the sector's recovery and development [32].

The *Rapid Response Model* emphasizes immediate restoration of key infrastructure and services to ensure a basic level of functionality. This typically involves temporary measures to quickly restore access to tourist areas and services, aiming to minimize income losses in the industry and provide the essentials for more stable tourism recovery.

In contrast, the *Sustainable Recovery Model* focuses on integrating sustainable practices into all aspects of recovery. It includes measures for energy efficiency, environmental safety, social responsibility, and economic benefit, aiming to ensure the long-term viability of the tourism industry, reduce environmental impact, and enhance social inclusion.

The *Innovative Development Model* pivots towards leveraging cutting-edge technologies and innovative approaches in management, marketing, and service provision. It involves digitizing processes and developing new tourist products and services to enhance the competitiveness of Ukraine's tourism industry on the international market and attract new tourist segments.

Lastly, the *Integrated Cooperation Model* is based on partnerships between government bodies, the private sector, and international organizations. It aims to attract external investments and facilitate the exchange of expertise and resources, creating conditions for mutually beneficial development, increasing investment attractiveness, and enhancing global integration of Ukraine's tourism industry.

These models collectively provide a comprehensive framework for addressing the diverse challenges faced by the hospitality and tourism sectors in post-war scenarios, each with a unique focus on rapid implementation, sustainability, innovation, and collaboration.

Conducting a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for each strategic development model for the recovery of the hospitality and tourism industry can significantly enhance our understanding of their benefits and limitations. Here is a detailed exploration:

The Rapid Response Model excels in quickly restoring critical infrastructure, minimizing immediate economic losses, and preserving employment. However, it may overlook the long-term needs of the region, risking the misallocation of resources from long-term projects. Its strength lies in swiftly restoring confidence among investors and tourists about the stability of the region, but it also risks losing opportunities for structural changes and industry modernization.

On the other hand, the Sustainable Recovery Model ensures long-term sustainability and efficiency, enhancing the country's image as a responsible destination. This model requires significant initial investments and time for implementation and may face resistance from businesses due to higher costs. It opens opportunities to attract tourists interested in ecotourism and sustainable travel, although it faces risks from changes in government policies that could affect funding for sustainable projects.

The Innovative Development Model boosts competitiveness by attracting young and technologically savvy tourists and increases management efficiency through technology. However, its high dependence on technology introduces potential cybersecurity issues. It provides opportunities to create products and services that align with modern trends but faces threats from rapid changes in technology standards that could render current investments obsolete.

Lastly, the Integrated Cooperation Model leverages diverse resources and offers extensive possibilities for scaling projects and enhancing international relations. It involves complex project management with multiple stakeholders, which could lead to potential conflicts of interest. This model enhances external investment activation and access to international expertise and practices but depends on external funding and political decisions from other countries.

Each model presents unique advantages and limitations, and the choice depends on the specific conditions and needs of Ukraine at any given time. The Integrated Cooperation Model would be ideally suited for post-war recovery, as the end of the conflict will necessitate massive reconstruction efforts that require significant external investments.

In the wake of the challenges posed by the ongoing war and preceding crises, the hospitality industry in Ukraine stands at a crucial juncture that calls for a nuanced, strategic approach to recovery and development. This strategic model for revitalizing the Ukrainian hospitality sector encapsulates a comprehensive plan, derived from empirical data and industry insights, aimed at navigating through current hardships towards a sustainable and prosperous future [33, 34].

The Ukrainian hospitality market has endured significant disruptions, with a notable impact on operations – approximately 23% of businesses have ceased operations entirely, while 54% operate only partially. The sector has faced severe challenges, including disruptions in supply chains, diminished consumer purchasing power, product shortages, and a significant reduction in the workforce due to displacement and migration. Against this backdrop, the strategic recovery model proposed here focuses on short-term stabilization, medium-term recovery, and long-term growth and resilience.

Initially, stabilization is paramount. It involves immediate measures to sustain operations that are still functional and to support those that are partially operational. Financial assistance from government programs or international aid could be pivotal during this phase. This assistance could take the form of direct financial support, tax reliefs, or subsidies, especially directed towards businesses that have shown resilience by adapting their operations in response to the crisis. Additionally, the industry would benefit from a centralized digital platform that provides real-time information on market conditions, supply chain updates, and access to essential resources, thereby alleviating some of the immediate operational challenges [35].

As the sector moves towards recovery, the focus should shift to rebuilding and expanding the market's capacity. This phase would emphasize restoring consumer confidence and demand through aggressive marketing campaigns. These campaigns should highlight the safety, quality, and value of the Ukrainian hospitality offerings, both domestically and internationally. To attract a broader spectrum of visitors, the development of diverse tourism products should be encouraged, such as cultural, historical, eco-tourism, and wellness tourism experiences that can draw different types of tourists. Moreover, leveraging technological advancements to implement digital booking systems, virtual tours, and enhanced customer service platforms will be crucial to modernize the industry.

For long-term growth and resilience, the strategic model recommends fostering innovation and sustainability within the sector. This involves adopting green practices in hotel and restaurant operations, which not only reduces environmental impact but also aligns with global trends towards sustainable tourism. Investing in training and development programs for staff to elevate service standards and hospitality management will also be critical. Furthermore, partnerships with international hospitality brands could bring in expertise, investment, and global standards, facilitating higher quality service and operations.

Finally, it is imperative to continuously monitor and evaluate the effectiveness of implemented strategies, making adjustments based on operational feedback and changing market conditions. Establishing a task force or a recovery committee that includes government representatives, industry leaders, and international advisors could oversee this process, ensuring that the recovery efforts are coordinated, effective, and aligned with the broader economic recovery plans of Ukraine.

This strategic model, rooted in a detailed understanding of current challenges and informed by empirical data, aims not only to recover what was lost but also to propel the Ukrainian hospitality industry towards a sustainable and prosperous future. Through immediate stabilization, strategic recovery, and investment in long-term resilience, the sector can hope to thrive in the Post-War Era, contributing significantly to the national economy and the global tourism landscape.

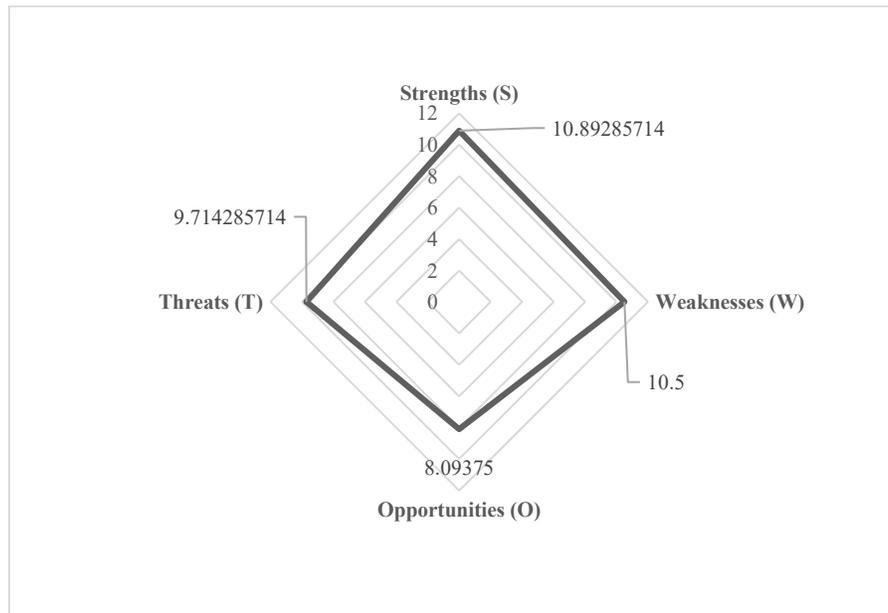
Therefore, during conducting this research, a comprehensive SWOT analysis of all issues and promising avenues for the revival of the hospitality and tourism industries in Ukraine during the post-war era was developed. The method of expert evaluations was used to assess the relationship between identified strengths and weaknesses and opportunities and threats. Among the experts were 10 scientists conducting their research in the field of hospitality and tourism development. The results of this analysis are given in Table 1.

**Table 1.** Expert assessment based on the results of the SWOT analysis

| Indicator  | Experts |   |   |    |   |    |   |    |    |    | Total value |
|--|---------|---|---|----|---|----|---|----|----|----|-------------|
|  | 1       | 2 | 3 | 4  | 5 | 6  | 7 | 8  | 9  | 10 |             |
| Strengths (S)  |         |   |   |    |   |    |   |    |    |    |             |
| Rapid restoration of critical infrastructure (S1)    | 10      | 6 | 7 | 7  | 8 | 8  | 9 | 8  | 7  | 9  | 19,75       |
| Preservation of jobs (S2)                            | 9       | 5 | 6 | 5  | 4 | 5  | 8 | 7  | 6  | 8  | 15,75       |
| Increasing investor and tourist confidence (S3)      | 8       | 4 | 5 | 5  | 5 | 3  | 8 | 6  | 7  | 7  | 14,5        |
| Innovative development (S4)                          | 7       | 5 | 3 | 4  | 5 | 3  | 9 | 5  | 7  | 6  | 13,5        |
| Integrated cooperation (S5)                          | 6       | 9 | 2 | 3  | 4 | 2  | 5 | 7  | 8  | 5  | 12,75       |
| Weaknesses   |         |   |   |    |   |    |   |    |    |    |             |
| Ignoring long-term needs (W1)                        | 8       | 6 | 4 | 5  | 8 | 6  | 7 | 6  | 5  | 7  | 15,5        |
| Risk of misallocation of resources (W2)              | 10      | 8 | 8 | 8  | 5 | 8  | 6 | 8  | 8  | 9  | 19,5        |
| High initial investment and business resistance (W3) | 7       | 5 | 5 | 10 | 4 | 10 | 8 | 5  | 10 | 6  | 17,5        |
| Dependence on technology and cybersecurity (W4)      | 6       | 4 | 2 | 3  | 9 | 7  | 5 | 4  | 7  | 6  | 13,25       |
| Opportunities (O)                                    |         |   |   |    |   |    |   |    |    |    |             |
| Ecotourism (O1)                                      | 9       | 7 | 5 | 6  | 7 | 7  | 8 | 7  | 6  | 8  | 17,5        |
| Improving the quality of services (O2)               | 10      | 8 | 6 | 7  | 8 | 9  | 5 | 8  | 5  | 9  | 18,75       |
| Use of new technologies (O3)                         | 8       | 6 | 4 | 5  | 6 | 8  | 7 | 9  | 3  | 7  | 15,75       |
| Scaling up projects (O4)                             | 6       | 4 | 2 | 3  | 4 | 4  | 5 | 10 | 8  | 5  | 12,75       |
| Involvement of international experience (O5)         | 7       | 5 | 3 | 4  | 5 | 5  | 6 | 5  | 4  | 6  | 12,5        |
| Threats (T)  |         |   |   |    |   |    |   |    |    |    |             |
| Misallocation of resources (T1)                      | 8       | 6 | 4 | 5  | 6 | 5  | 7 | 6  | 5  | 7  | 14,75       |
| Changes in government policy (T2)                    | 10      | 8 | 6 | 7  | 8 | 7  | 9 | 8  | 6  | 9  | 19,5        |
| Rapid changes in technology standards (T3)           | 8       | 6 | 4 | 5  | 5 | 6  | 7 | 10 | 8  | 7  | 16,5        |
| Dependence on external funding (T4)                  | 9       | 7 | 5 | 6  | 7 | 5  | 8 | 8  | 6  | 8  | 17,25       |

Source: Formed by the authors

As a result, the weighted average assessments of experts in all categories of SWOT analysis are Strengths (S) = 10.89; Weaknesses (W) = 10.5; Opportunities (O) = 8.09; Threats (T) = 9.71 (Fig. 2). Such assessments indicate high potential and significant challenges in the recovery of Ukraine's hospitality and tourism industry in the post-war period, with moderate opportunities for development and significant risks that need to be considered when developing appropriate strategies.



**Figure 2.** Weighted average scores by SWOT analysis categories

Source: Formed by the authors

In addition, a correlation analysis was conducted, the results of which are given in Table 2.

**Table 2.** Correlation analysis based on the results of the SWOT analysis

| External environment |    | Opportunities (O) |          |          |                 |                 | Threats (T)     |          |          |          |
|----------------------|----|-------------------|----------|----------|-----------------|-----------------|-----------------|----------|----------|----------|
|                      |    | O1                | O2       | O3       | O4              | O5              | T1              | T2       | T3       | T4       |
| Strengths (S)        | S1 | 0.012003          | 0.010595 | 0.018706 | 0.037192        | 0.040529        | 0.02242         | 0.011538 | 0.016638 | 0.014982 |
|                      | S2 | 0.021888          | 0.01932  | 0.034111 | 0.06782         | 0.073906        | 0.040884        | 0.021039 | 0.030341 | 0.027321 |
|                      | S3 | 0.029473          | 0.026016 | 0.045931 | 0.091322        | 0.099518        | 0.055052        | 0.02833  | 0.040855 | 0.036789 |
|                      | S4 | 0.040777          | 0.035994 | 0.063549 | <b>0.12635</b>  | <b>0.137689</b> | 0.076168        | 0.039196 | 0.056525 | 0.050899 |
|                      | S5 | 0.057245          | 0.05053  | 0.089213 | <b>0.177376</b> | <b>0.193294</b> | <b>0.106929</b> | 0.055025 | 0.079352 | 0.071455 |
| Weaknesses (W)       | W1 | 0.021262          | 0.018768 | 0.033136 | 0.065882        | 0.077917        | 0.039716        | 0.020438 | 0.029474 | 0.02654  |
|                      | W2 | 0.011812          | 0.010427 | 0.018409 | 0.036601        | 0.041707        | 0.022065        | 0.011354 | 0.016374 | 0.014745 |
|                      | W3 | 0.015187          | 0.013406 | 0.023669 | 0.047059        | 0.054331        | 0.028369        | 0.014599 | 0.021053 | 0.018957 |
|                      | W4 | 0.038659          | 0.034124 | 0.060247 | <b>0.119786</b> | <b>0.152292</b> | 0.072211        | 0.03716  | 0.053589 | 0.048255 |

Source: Formed by the authors.

This analysis shows that the most significant degree of relationship is observed between Innovative development and Scaling up projects ( $r=0.126$  at  $p<0.05$ ); Integrated cooperation and Scaling up projects ( $r=0.177$  at  $p<0.05$ ); Dependence on technology and cybersecurity and Scaling up projects ( $r=0.119$  at  $p<0.05$ ); Innovative development and Involvement of international experience ( $r=0.137$  at  $p<0.05$ ); Integrated cooperation and Involvement of international experience ( $r=0.193$  at  $p<0.05$ ); Dependence on technology and cybersecurity and Involvement of international experience ( $r=0.152$  at  $p<0.05$ ); Integrated cooperation and Misallocation of resources ( $r=0.106$  at  $p<0.05$ ).

Therefore, the results of the conducted research emphasize the importance of innovative development and integrated cooperation for scaling projects and attracting international experience, as well as indicate potential risks associated with dependence on technology and cybersecurity.

### **Discussion**

The initial discussion here concerns the hotel industry's role in economic recovery. As previously stated, the hotel business has the potential to act as a catalyst for economic recovery following conflicts, as it generates significant tax revenues and contributes to employment growth. Some scholars posit that investments in the hotel business will facilitate the rapid restoration of tourist infrastructure and enhance service quality, thereby attracting international tourists [27]. Others maintain that the unregulated expansion of the hotel industry may give rise to social and environmental issues, particularly in regions with fragile ecosystems [17]. It is imperative to consider the ecological and social context when developing hotel business strategies to avoid negative impacts on local communities and the environment. Sustainability must be integrated into the foundation of recovery efforts.

The second discussion pertains to enhancing domestic tourism. Indeed, domestic tourism in Ukraine is experiencing growth that could offset the decline in international tourism, especially under global restrictions [36]. The authors posit that focusing on domestic tourism can rapidly restore tourist revenues and facilitate the growth of regional economies. Nevertheless, Nosyriev et al. [25] contend that an undue emphasis on domestic tourism may impede Ukraine's international appeal and diminish the potential for attracting foreign investments.

Supporting domestic tourism is a critical measure in the short term. However, future strategic planning should also include measures to increase international tourist flows, ensuring the industry's balanced and sustainable development [37].

### **Conclusion**

Revitalizing Ukraine's hospitality and tourism sectors is a multifaceted endeavor that extends beyond mere reconstruction; it involves reimagining these sectors as catalysts for nationwide economic renewal. A nuanced strategic model developed from an analysis of current challenges and opportunities suggests a holistic recovery approach, integrating the hospitality sector with cultural and ecological assets, reflecting both global trends and local realities.

The Integrated Cooperation Model is key in this comprehensive strategy, tailored specifically to the hospitality and tourism sectors. This model underscores the importance of robust partnerships among governmental bodies, the private sector, and international organizations to harness significant investments and foster the global reintegration of Ukraine's tourism sector. Such collaborations are crucial for regions requiring extensive rebuilding or significant rebranding, facilitating swift restoration and sustainable development. By strategically aligning with international partners, Ukraine can expedite the recovery process and enhance its appeal as a globally competitive destination.

Balancing the development of domestic and international tourism is crucial for ensuring a diversified tourist market. Fostering domestic tourism can drive immediate economic recovery, while international tourism will attract foreign investment and enhance currency inflows. The pivotal role of the hotel industry and related domestic tourism activities cannot be overstated, as they are primary economic drivers within the sector.

Moreover, the adoption of digital technologies and innovative solutions is essential for enhancing the operational efficiency, accessibility, and competitiveness of Ukraine's tourism offerings. The implementation of advanced information systems, online booking platforms, and virtual tours will enrich the tourist experience and streamline marketing efforts within and beyond Ukraine.

The promotion of sustainable tourism, emphasizing the preservation of natural and cultural heritage, positions Ukraine uniquely in the international arena. Initiatives like eco-tours, agritourism, and cultural routes cater to environmentally conscious travelers, aligning with global sustainable travel trends.

A comprehensive tourism development strategy should be devised, encompassing infrastructure restoration, legislative reforms, professional training, and vigorous international and domestic marketing campaigns. Continuous monitoring of market conditions, tourist feedback, and global trends is vital to adaptively manage and refine strategic initiatives.

The successful implementation of this strategic concept requires coordinated action from government, business sectors, and local communities. By learning from international experiences and adapting these insights to local conditions, Ukraine can develop a vibrant, accessible, and attractive tourism sector. This holistic approach not only aims to recover what was lost but also to significantly elevate Ukraine's stature in the global tourism market.

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