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МАРІУПОЛЬСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ
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КАФЕДРА МАРКЕТИНГУ ТА ТУРИЗМУ
КАФЕДРА МЕНЕДЖМЕНТУ ТА ФІНАНСІВ**

**СУЧАСНІ ТЕХНОЛОГІЇ УПРАВЛІННЯ ТУРИСТИЧНИМ ТА
ГОТЕЛЬНО-РЕСТОРАННИМ БІЗНЕСОМ**

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Сучасні технології управління туристичним та готельно-ресторанним бізнесом:
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Сфера туризму та готельно-ресторанного бізнесу України переживає період глибоких трансформацій, зумовлених викликами воєнного часу, економічною нестабільністю та необхідністю адаптації до нових реалій світового ринку. Попри труднощі, галузь демонструє поступове відновлення завдяки розвитку внутрішнього туризму, цифровізації сервісів, упровадженню інноваційних управлінських рішень і стійких практик.

У межах конференції обговорюються питання державного регулювання, стратегічного планування, маркетингу, цифрових технологій та інтеграції України у світовий туристичний простір.

Матеріали збірника відображають сучасні наукові підходи й практичний досвід у сфері туризму та гостинності, спрямовані на формування нової парадигми розвитку галузі в умовах післявоєнного відновлення країни.

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СЕКЦІЯ «ЕФЕКТИВНЕ УПРАВЛІННЯ І ФІНАНСОВА СТІЙКІСТЬ ТУРИСТИЧНОГО БІЗНЕСУ В СУЧАСНИХ УМОВАХ»

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DIGITALIZATION IN TOURISM AS A TOOL FOR CRISIS MANAGEMENT OF TOURISM ENTERPRISES

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The beginning of the full-scale invasion led to an almost complete suspension of tourist activity among Ukrainian citizens. A significant portion of the population was forced to leave the country. Nevertheless, the tourism sector retains strategic importance for the national economy, and upon the cessation of hostilities, Ukraine has the potential to become a competitive tourist destination. It should be noted that even before the Russian full-scale invasion, military events had a negative impact on the tourism sector, which was only beginning to recover after two years of anti-epidemic restrictions. One of the first manifestations of this was the refusal of major Western airlines to operate flights to Ukraine and the suspension of risk coverage for flights in Ukrainian airspace by aviation insurance companies.

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It seemed that these circumstances would lead to a complete halt in the functioning of the tourism industry; however, industry specialists shifted their priorities. The main focus was placed on addressing urgent tasks, in particular providing assistance to thousands of tourists stranded abroad and organizing procedures within the country to ensure the safety of those evacuated from combat zones. A significant portion of industry employees was also forced to leave their homes.

After the population reached relatively safe conditions, the issue of restoring the activities of the tourism sector arose. It is evident that the war has created a new socio-economic reality, within which the economy, including tourism, must continue to function. Under current circumstances, the recovery of the tourism industry is possible only through the implementation of innovative technologies. To this end, Ukrainian travel agencies are actively exploring new development directions and gradually entering European and international markets. Therefore, a key task for the domestic tourism sector is to identify and adapt innovative methods of crisis management capable of ensuring its revival.

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The issue of crisis management has been the subject of research by both foreign and domestic scholars, including J. Keynes, J. Conan, R. Lees, D. Ricardo, S. Hill, as well as O. Tereshchenko, L. Lihonenko, L. Moskalenko, and V. Ruban. At the same time, further scholarly investigation is required regarding the implementation of innovative digital technologies in the practical activities of Ukrainian tourism enterprises.

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Ukraine possesses significant potential in unique tourist attractions, and current trends indicate growing international interest in tourism routes associated with the places of military valor of the Armed Forces of Ukraine. It is also important to emphasize that the prospects for tourism development directly depend on the pace of infrastructure recovery and the overall standard of living of the population. This will determine both inbound and outbound tourism dynamics. The full-scale war ongoing in Ukraine has no historical analogues in contemporary Europe, which complicates the ability to make accurate comparisons and to forecast its impact on the tourism sector.

The modern tourism industry must integrate advanced technologies into its operations. The continuous expansion of the tourism sector in Ukraine creates the conditions for tourism to become a priority area for the implementation of innovative technological solutions, while the integration of advanced technologies contributes to its transformation and modernization [1].

At the present stage, the tourism sector in Ukraine particularly requires the implementation of innovative solutions. In this context, the introduction of digital innovations is justified, as they open new opportunities for the development of the tourism business. The digitalization of tourist sites,

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resorts, and museums, integrated into a unified network, provides a sustainable stimulus for the development of the sector and the national economy as a whole. Technological transformation in the tourism sector promotes the growth of online tourism, enhances management efficiency, and improves service quality. The use of digital technologies allows for a shift from resource-driven extensive growth to technologically driven innovative development. [2].

Ukrainian museums are already utilizing digital technologies to promote and interpret exhibitions created during the war. Interactive and participatory tours enhance the quality of cultural tourism products and engage a global audience.

Intellectualization of tourism services. There is a growing trend toward personalized and intelligent products in the tourism industry. Artificial intelligence is actively being integrated into the production and consumption of tourism services, influencing route planning, cloud management systems, and hotel operations, thereby facilitating the implementation of “smart” technological solutions within the sector.

The implementation of AR/VR technologies and 5G networks in the tourism sector has led to the emergence of new business models, such as cloud tourism and live-streamed tourism. These technologies have also driven significant transformations in tourism marketing and the overall tourist experience.

Virtual technologies have become a powerful driver of the tourism revolution, particularly in the development of virtual tourism—a new form of excursion-based leisure that combines network technologies, 3D visualization, VR, geographic information systems, and traditional tourism. The use of such technologies plays a key role in transforming the tourism industry and enhancing its innovative potential [3].

At the present stage in Ukraine, the main objectives of creating virtual tours are:

- 1) promotion and familiarization – achieved through the presentation of not only public exhibitions but also museum collections, including those stored in warehouses or other facilities evacuated due to military actions;
- 2) educational and cultural purposes – providing the opportunity to expand the visual understanding of objects demonstrated during excursions and tourist routes;
- 3) socio-psychological rehabilitation – creating conditions that distract from negative news and events, contributing to emotional support and psychological adaptation. [4].

The development of digital, intelligent, and virtualization technologies facilitates the integration of online and offline tourism, the combination of virtual experiences with reality, and the implementation of new technological solutions and ideas, leading to the emergence of complex and diverse innovations in the tourism sector. The digitalization and integration of technologies, along with the increased scale and mobility of the tourism industry, have contributed to the creation of global tourism platforms such as Expedia, Airbnb, and Ctrip. The use of information technologies and the Internet enables tourists to book hotels and airline tickets through OTAs, significantly reducing information asymmetry in the production and consumption of tourism services.

Modern platforms for the application of tourism technologies demonstrate new trends in industry development. They integrate with intelligent tourism service platforms, mobile applications, and individual vendors, as well as interact with external platforms, thereby creating a comprehensive system of tourism services.

The entire tourism system in Ukraine, including tourist transportation, information services, industry regulation, the protection of tourists’ rights, and safety systems, must be based on innovative solutions. The use of artificial intelligence, online route planning, ticket booking, and the implementation of other personalized services allows for meeting the diverse needs of tourists.

Initiatives for the digitalization of tourism resources, such as cloud platforms and information service websites, help overcome temporal and spatial limitations in the use of tourist facilities. The spread of Internet technologies and mobile terminals promotes the implementation of interactive methods for providing tourism services.

Today, the Ukrainian tourism sector is in particular need of new innovative solutions and changes. Tourism plays a significant role not only in cultural but also in economic development,

influencing: economic growth and strategic planning; employment and infrastructure investment; the development of new enterprises and attractions; foreign exchange earnings and innovative potential; the diversification of tourist destinations, the quality of infrastructure and services; the preservation of cultural heritage; and the improvement of the population's quality of life.

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THE POTENTIAL OF JEWISH TOURISM IN UKRAINE

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Jewish tourism is an important component of cultural and historical tourism in Ukraine. Our country has a rich Jewish heritage spanning several centuries. Many Jewish communities in various cities of Ukraine have left their mark in the form of architectural monuments, religious shrines and cultural traditions. The development of this tourism sector can bring significant economic and social benefits both for Ukraine and for international visitors.

The Jewish community in Ukraine has existed since ancient times and has had a significant impact on the development of many cities. The remains of this heritage can be seen in the form of ancient synagogues, Jewish quarters, museums and memorials. In particular, cities such as Kyiv, Lviv, Odessa and Uman have preserved numerous architectural monuments reflecting the centuries-old history of Jews in Ukraine [1].

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Ukraine has many places that are attractive to Jewish tourists:

Kyiv is the capital of Ukraine, where Podil, Babyn Yar, and the Jewish Cultural Center are located.

Lviv is a city where the Golden Rose synagogue and the old Jewish quarter have been preserved.

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Odesa is known for its Jewish community, museums, and cultural routes.

Uman is a place of pilgrimage for Hasidic Jews to the grave of Tzadik Nachman.

Drohobych, Berdychiv, Kamianets-Podilskyi are less well-known, but historically significant places of Jewish culture [2].

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Jewish tourism in Ukraine has several main directions:

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