

1.3. Adaptive Strategies and Transformational Resilience of Ukraine's Hospitality and Tourism Sector under Crisis Challenges and Global Turbulence

Anna CHERNYKHIVSKA

PhD in Economics (Candidate of Economic Sciences), Associate Professor
Department of Tourism and Hotel and Restaurant Business
Kyiv National University of Technologies and Design, Ukraine

The contemporary global landscape is increasingly defined by a state of «permacrisis» where systemic shocks are no longer exceptional events but rather a persistent feature of the socio-economic environment. Within this paradigm of global turbulence the hospitality and tourism sector has emerged as both the most vulnerable and the most adaptive component of the international economy. Historically tourism was viewed through the lens of leisure and elective mobility; however the geopolitical shifts and regional conflicts of the mid-2020s have fundamentally redefined its role. Ukraine stands at the epicenter of this redefinition. The country's hospitality sector is currently undergoing a radical evolution that transcends mere survival, moving toward a state of transformational resilience that serves as a blueprint for crisis management on a global scale.

To comprehend the magnitude of the shifts occurring in Ukraine one must look beyond traditional disaster management frameworks. The concept of resilience in tourism has historically focused on «bouncing back» – a return to a pre-crisis state of equilibrium. Yet the current climate of global turbulence suggests that equilibrium is a relic of the past. Instead the industry is embracing «ecological resilience» which emphasizes the capacity of a system to absorb disturbance, reorganize and maintain its core functions while evolving into a more robust form [1].

Transformational resilience represents the highest stage of this evolution. It is not merely about enduring a crisis but about utilizing the disruption as a catalyst for structural innovation. In Ukraine this is visible in the way hospitality assets have been repurposed. Hotels are no longer just accommodation providers; they have integrated into the national security and social infrastructure. This shift reflects a profound change in the industry's ontological purpose where service delivery is inextricably linked to social responsibility and national endurance.

The hospitality sector is navigating a «double transition» driven by internal crisis challenges and external global pressures. While regional conflict dictates immediate adaptive strategies the global community continues to advance toward the goals of the European Green Deal and the Paris Climate Agreement. This creates a unique tension for industries in crisis zones. The requirement to maintain environmental standards while operating under extreme resource constraints has birthed a new form of «frugal innovation.» Ukrainian hospitality enterprises are increasingly adopting decentralized energy solutions and localized supply chains not only as a response to infrastructure vulnerability but as a proactive alignment with global sustainability trends [2].

Furthermore the ethical dimension of tourism has undergone a significant pivot. The global traveler of the mid-2020s is increasingly motivated by values and purpose. The hospitality sector in Ukraine has anticipated this shift by fostering a culture of

«empathetic service» where the human element is prioritized over luxury or standardized protocols. This human-centric approach is a direct response to the collective trauma of conflict and serves as a powerful tool for maintaining psychological resilience among both staff and guests.

Digitalization has acted as the primary bridge between crisis and continuity. In an environment where physical borders and safety zones are fluid the digital ecosystem provides a stable framework for operations. Smart hospitality technologies – ranging from automated guest management to real-time resource tracking – have moved from being competitive advantages to becoming essential tools for survival. The interconnectivity of these systems allows for a level of operational agility that was previously unimaginable.

These adaptive strategies are supported by a radical decentralization of authority. During periods of global turbulence centralized command structures often fail due to information delays. The Ukrainian experience highlights the effectiveness of «localized autonomy» where individual hotel managers and tourism operators make rapid, informed decisions based on the immediate micro-environment. This decentralization fosters a culture of entrepreneurship and rapid prototyping which is essential for navigating the unpredictable nature of modern crises.

The trajectory of Ukraine's hospitality and tourism sector under crisis challenges reveals that resilience is a dynamic process rather than a static attribute. The industry has moved through phases of shock, adaptation and eventually transformation. This journey provides critical insights into the future of global tourism. It suggests that the sectors of the future will be those that can integrate humanitarian functions with commercial operations and ecological sustainability with physical security.

The following research explores these themes in depth, examining how the synergy between local adaptive strategies and global environmental mandates creates a new paradigm for the hospitality industry. By analyzing the transformational journey of Ukraine we can better understand the mechanisms of resilience that will be required by all global actors in an increasingly turbulent world. The ultimate goal is to define a model of hospitality that is not only robust in the face of crisis but is fundamentally strengthened by it.

1.3.1. Crisis challenges and global transformations as factors of adaptation of the hospitality and tourism sector of Ukraine

The hospitality and tourism sector has traditionally been one of the sectors of the national economy most sensitive to external shocks. Its functioning directly depends on population mobility, income level, security situation, stability of the institutional environment and integration into global economic processes. In the scientific literature, crisis phenomena are considered as turning points that disrupt established development models and at the same time create prerequisites for structural changes and renewal.

The methodological basis for studying crisis challenges in the hospitality and tourism sector is a combination of systemic, institutional and evolutionary approaches.

The systemic approach allows us to consider the industry as an open socio-economic system that interacts with the political, economic, social and cultural environment.

The institutional approach emphasizes the role of formal and informal rules, government policies, and behavioral patterns of market actors. The evolutionary approach, in turn, emphasizes the industry's ability to adapt, learn, and transform under the influence of long-term change.

Crisis challenges affecting the development of the hospitality and tourism sector are multidimensional and can be classified by source, scale of impact and duration. Key groups of crisis factors include economic, political, social, environmental and security crises.

Economic crises manifest themselves through a decline in business activity, a decrease in effective demand, currency instability and a reduction in investments. For the tourism industry, this means a decrease in tourist flows, an increase in operational risks and the need to optimize costs.

Political and security crises, including military conflicts, have a particularly destructive impact, as they form a negative image of the territory and increase the level of perceived risk on the part of potential tourists.

Social crises associated with changes in the employment structure, migration processes and the transformation of consumer values affect the industry's human resources potential and consumption patterns of tourism services.

Environmental challenges, including climate change and natural resource degradation, require a review of traditional approaches to tourism development and increased attention to the principles of sustainability.

Along with crisis challenges, the hospitality and tourism sector operates in conditions of profound global transformations that determine new trajectories of its development. Such transformations include globalization and regionalization, digitalization, changes in the demographic structure of the population, as well as the transformation of consumer priorities.

Digitalization has become one of the key drivers of change in the tourism industry, leading to the emergence of new business models, online booking platforms, digital marketing and personalized services. In crisis conditions, digital technologies act as a tool to increase the flexibility and operational sustainability of hospitality enterprises.

Global socio-cultural transformations contribute to the growth of demand for authentic, safe and environmentally responsible tourism products. This leads to a reorientation of the industry from mass tourism to niche and localized forms based on the unique resources and cultural heritage of territories.

For Ukraine, crisis challenges in the hospitality and tourism sector are of a complex and systemic nature. They combine the consequences of global economic and social transformations with internal structural problems and long-term security threats. Military actions, macroeconomic instability, destruction of infrastructure and demographic losses have significantly narrowed the possibilities of traditional development of the industry.

At the same time, the crisis situation has actualized the need to rethink the role of the hospitality and tourism sector as a tool for regional recovery, social cohesion and international communication. Domestic tourism, recreational and rehabilitation services, as well as the development of small and medium-sized businesses in the hospitality sector have acquired particular importance.

Adaptation of the hospitality and tourism sector to crisis challenges is considered as a multi-level process that encompasses strategic, organizational and operational changes. At the macro level, adaptation is associated with the formation of state policy to support the industry, the creation of a favorable regulatory environment and integration into international tourism networks.

At the meso level, regional tourism development strategies focused on the use of local resources and increasing the competitiveness of territories play a key role. At the micro level, adaptation is implemented through the introduction of innovations, diversification of services, improving the quality of service and the development of human capital.

Crisis challenges and global transformations not only create threats to the hospitality and tourism sector, but also act as catalysts for its transformational resilience. Transformational resilience implies the ability of the industry not only to recover from shocks, but also to change its own structure, functions and strategic orientations in accordance with new conditions.

For Ukraine, the formation of transformational resilience of the hospitality and tourism sector is associated with the integration of the principles of sustainable development, digital innovation and social responsibility. In this context, crisis challenges become factors of long-term modernization of the industry and its adaptation to the global environment.

Thus, crisis challenges and global transformations are the determining factors in the adaptation of the hospitality and tourism sector of Ukraine. Their complex impact necessitates the transition from reactive anti-crisis measures to proactive development strategies aimed at increasing the sustainability and competitiveness of the industry in the long term.

Global transformations in the hospitality and tourism sector, driven by geopolitical conflicts, demonstrate the high vulnerability of the industry to external shocks, but at the same time stimulate its resilience through reorientation to domestic markets, innovations in services and strengthening of its social role (Fig. 1) [1; 2].



Figure 1. Adaptive Resilience Framework of the Hospitality and Tourism Sector

Source: created by the author

Figure 1 presents a conceptual adaptive resilience framework of the hospitality and tourism sector under crisis conditions. The scheme illustrates how the adaptive

core integrates market diversification scenario planning cost flexibility and supply chain localization into a unified system. Market diversification enables the sector to redirect demand toward domestic and alternative tourist segments while scenario planning supports proactive risk management under uncertainty. Cost flexibility ensures financial sustainability through variable contracts and operational optimization whereas supply chain localization reduces external dependency and increases system stability. Together these elements form a resilient and transformational mechanism that allows the hospitality and tourism sector to maintain functionality and evolve under prolonged shocks.

In many countries that have experienced wars or protracted conflicts, the hospitality and tourism sector is becoming a tool for economic recovery and social stabilization, with an emphasis on local resources and safe destinations.

These processes are of particular importance for Ukraine, where the full-scale Russian invasion in 2022 became the dominant crisis factor, radically changing the structure of supply and demand in the hospitality and tourism sector.

In the Ukrainian context, crisis challenges, primarily war, act as key drivers of the adaptation of the hospitality sector, shaping new models of functioning: from the relocation of businesses to safe regions to the integration of social functions, such as the accommodation of IDPs and rehabilitation. This not only ensures the survival of enterprises, but also contributes to the preservation of jobs and the support of local economies, in line with European trends in sustainable development and Ukraine's European integration aspirations [2].

The full-scale Russian invasion in 2022 dealt a significant blow to the hospitality and tourism sector of Ukraine, leading to the destruction of infrastructure in the eastern and southern regions, the loss of up to 50% of HoReCa facilities and a sharp drop in tourist flows [3].

The tourist tax in 2022 amounted to UAH 179 million, which is 24% less than in the previous period. Geopolitical risks, shelling and limited mobility stimulated a reorientation towards domestic tourism, which became dominant (over 80% of flows), with a focus on the western regions – Lviv, Ivano-Frankivsk and Transcarpathia. The adaptation of hospitality enterprises was manifested in several key areas.

First, localization and regional reorientation: many hotels and restaurants moved their activities to safe zones, where occupancy rates reached 60-70% in 2024-2025 [4].

Secondly, social orientation: accommodation of internally displaced persons (over 4.6 million in 2025), employment of IDPs and volunteer initiatives have turned HoReCa into a social buffer.

Thirdly, innovations in services: introduction of flexible work schedules due to curfew, autonomous systems (generators, shelters) and new formats, such as rehabilitation tourism for veterans.

The recovery of the industry has been observed since 2023: tourist collection in 2024 reached 273 million UAH (+23% by 2023), in the first half of 2025 – a record 142.6 million UAH (+33%), in 8 months of 2025 – 219.5 million UAH (+35%), Table 1 [5].

Domestic tourism grew by 21-25%, with the leadership of the western regions, where hotels demonstrate stable occupancy. The restaurant segment showed a 10%

revenue growth in 2024, despite a 3% drop in attendance due to economic factors, Table 1 [6].

Table 1

Dynamics of Tourist Tax Revenue in Ukraine (2022–2025)

Year / Period	Tourist Tax Revenue	Change (%)	Key Adaptation Drivers
2022	179	-24	Infrastructure destruction decline in tourist flows
2023	223	+24	Reorientation toward domestic tourism
2024	273	+23	Growth in western regions social programs
2025 first half	142.6	+33	Rapid HoReCa recovery
2025 eight months	219.5	+35	Localization and innovations

Source: created by the author

Table 1. illustrates the dynamics of tourist tax revenues in Ukraine during the period 2022–2025 which reflects the overall adaptive capacity of the hospitality and tourism sector under conditions of war and prolonged crisis. The sharp decline in 2022 demonstrates the immediate shock caused by full scale military aggression which resulted in infrastructure damage population displacement and the collapse of international tourist flows. Tourist tax revenues dropped by nearly one quarter confirming the extreme vulnerability of the sector to security risks.

The recovery trajectory observed in 2023 indicates the beginning of structural adaptation. Growth of 24 percent was driven primarily by the rapid expansion of domestic tourism as Ukrainian citizens redirected travel demand toward safer regions particularly in western Ukraine. This shift reflects behavioral adaptation by consumers and operational flexibility by tourism enterprises which adjusted service offerings pricing and marketing strategies.

In 2024 the positive trend strengthened further supported by regional concentration of tourism activity and the introduction of social and rehabilitation programs for internally displaced persons veterans and volunteers. Western regions became growth poles compensating for losses in frontline and temporarily occupied areas. The continued increase in tourist tax revenue demonstrates the sector’s capacity not only to recover but also to partially restructure its geographical and functional orientation.

Data for 2025 confirm the transition from recovery to transformational resilience. High growth rates in the first half and over eight months of the year indicate stabilization of demand operational maturity of crisis management practices and increased innovation in the HoReCa segment. Localization of services digital booking flexible pricing and autonomous energy solutions contributed to sustained fiscal performance. Overall the table confirms that tourist tax revenue serves as a reliable

indicator of adaptive and transformational processes within Ukraine’s hospitality and tourism sector, Table 2.

Table 2

Adaptive Strategies of Hospitality Enterprises during Wartime

Strategy	Description	Sector Effect
Business localization	Relocation to western regions	Occupancy 60–70%
Social integration	Employment of IDPs	Staff retention loyalty
Safety innovations	Shelters generators	Operational continuity
New service formats	Rehabilitation volunteer tourism	Revenue +10%

Source: created by the author

Table 2 systematizes the key adaptive strategies implemented by hospitality enterprises in Ukraine under wartime conditions. Localization of business activity emerged as a primary survival mechanism allowing enterprises to relocate operations to relatively safer regions. This strategy ensured continuity of service provision stabilized demand and supported regional economies particularly in western oblasts where occupancy levels reached pre crisis benchmarks.

Social integration strategies reflect the growing role of hospitality businesses as socio economic actors. By accommodating internally displaced persons and employing relocated workers enterprises mitigated labor shortages while simultaneously enhancing social legitimacy and trust. This approach strengthened long term resilience through human capital preservation and reputation building.

Innovations in safety infrastructure became a critical operational requirement rather than an auxiliary feature. Investment in shelters backup power supply and flexible work schedules enabled uninterrupted operations during air raid alerts reducing financial losses and improving customer confidence. Such measures illustrate how crisis conditions accelerate technological and organizational modernization.

The development of new service formats including rehabilitation tourism and volunteer oriented hospitality represents a transformational shift in business models. These formats align commercial objectives with social needs generating stable demand even under conditions of uncertainty. The observed revenue growth confirms that adaptive strategies grounded in social relevance and flexibility can deliver measurable economic benefits, Table 3 [7].

Table 3 highlights significant regional differentiation in the recovery and adaptation of Ukraine’s tourism sector. Kyiv maintains a leading position due to its administrative functions diplomatic presence and business travel despite ongoing security risks. Urban tourism in the capital adapted through short term stays conference services and international missions.

Table 3

Regional Distribution of Tourist Tax Revenue

Region	2024 Revenue	2025 H1 Revenue	Adaptive Features
---------------	---------------------	------------------------	--------------------------

Kyiv	49	33.6	Urban diplomatic tourism
Lviv region	High	26.6	Cultural hub
Ivano-Frankivsk	33	22.1	Eco tourism
Zakarpattia	23	Stable	Balanced recovery
Odesa	14.5	Partial	Maritime recovery

Source: created by the author

Western regions particularly Lviv Ivano Frankivsk and Zakarpattia demonstrate the highest adaptive capacity. Cultural heritage proximity to EU borders and relative safety enabled these regions to attract domestic tourists relocate businesses and develop eco and wellness tourism. Growth rates of up to 40 percent reflect both demand substitution and strategic regional positioning.

Zakarpattia shows stable recovery patterns indicating balanced development and limited exposure to volatility. Odesa presents a contrasting case where maritime risks constrain full recovery yet adaptive measures resulted in substantial growth in 2024. Overall the table confirms that regional resilience depends on security conditions resource endowment and the ability of local actors to implement flexible adaptation strategies [8].

These tables collectively demonstrate that crisis conditions in Ukraine have accelerated structural transformation regional rebalancing and strategic innovation within the hospitality and tourism sector forming the foundation for long term resilience.

The crisis challenges of the war have become powerful factors in the adaptation of the hospitality sector, stimulating localization, social integration and innovation. The prospects are associated with further growth in domestic tourism, investments in security and European integration.

The war as a dominant crisis factor has formed a resilient model of HoReCa development in Ukraine, focused on the domestic market, social responsibility and regional sustainability, with the potential for record recovery in 2025.

1.3.2. Adaptive models of hospitality and tourism development in Ukraine: theoretical foundations, empirical justification and strategic prospects

The hospitality and tourism sector in Ukraine, as one of the key segments of the national economy, is experiencing a period of profound transformations caused by combined crises: the COVID-19 pandemic, a full-scale Russian invasion and global economic turbulence.

According to the State Statistics Service of Ukraine, in 2020, tourist flows decreased by more than 70% compared to 2019, which led to significant losses in the industry.

In 2022–2023, the industry suffered additional blows due to the destruction of infrastructure in the eastern regions, where losses reached up to 50% of HoReCa facilities (hotels, restaurants, cafes). However, despite these challenges, a gradual recovery is observed: in 2024, domestic tourism grew by 23%, and the tourist fee amounted to UAH 273 million, which is 16% higher than pre-war indicators. [5; 7].

Adaptability here acts not as a reactive strategy, but as a systemic paradigm that integrates resilience, innovation, and social orientation to ensure sustainable development.

In the context of over 4.6 million internally displaced persons (IDPs) as of November 2025 [7] the industry is becoming not only an economic but also a social buffer, facilitating the integration of IDPs through employment and local initiatives.

This section offers the author's classification of adaptive models, based on a synthesis of theoretical concepts of resilience management, digital transformation and sustainable development, as well as empirical data from Ukrainian HoReCa enterprises and tourism companies.

The scientific novelty lies in the interpretation of Ukrainian adaptation as a hybrid, multifactorial and transformational-resilient system that takes into account local specifics: limited mobility, mass population movements and European integration aspirations within the framework of the Association Agreement with the EU (Fig. 2) [9].

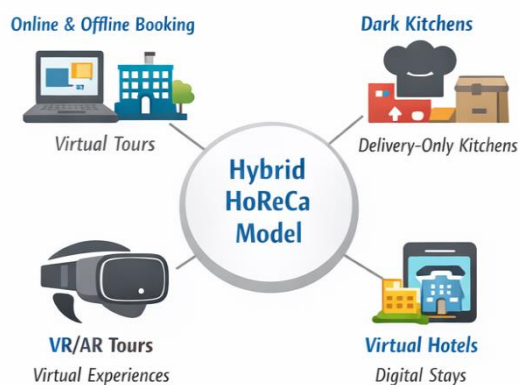


Figure 2. Hybrid Business Model Structure in Ukrainian HoReCa

Source: created by the author

Figure 2 demonstrates the structure of the hybrid business model in the Ukrainian HoReCa sector. The scheme reflects the integration of physical and digital service components within a single operational model. Online and offline booking systems supported by virtual tours enhance customer engagement and demand predictability. Dark kitchens represent an operational innovation focused on delivery oriented services increasing efficiency and profitability. VR and AR tours together with virtual hotels expand market reach through digital experiences and alternative consumption formats. The hybrid HoReCa model strengthens business continuity adaptability and competitiveness in conditions of crisis and post crisis recovery.

The concept of adaptability is rooted in the ecological theories of Holling [10], where resilience is defined as the ability of a system to recover from shocks, and in the organizational models of Folke [11], which emphasize the transformational potential. In the field of tourism, adaptive models have evolved from Faulkner's crisis management [12] to integrative approaches that include digitalization [13] and sustainability [14].

In the Ukrainian context, taking into account the war, adaptability takes on a hybrid character: a combination of anti-crisis strategies with socio-economic transformations.

The author's position is that adaptive models should be proactive, with a multifactorial analysis, where economic (diversification), social (inclusion of IDPs) and technological (AI) factors form a synergy.

This differs from Western models, emphasizing solidarity and localization, as shown in studies on post-war reconstruction.

The classification of adaptive models covers eight key types, each of which is analyzed through its essence, tools, scientific value, Ukrainian context, and empirical examples.

This classification integrates local features, based on data from the State Agency for Tourism Development on the recovery in 2023–2025 [3].

The resilient anti-crisis model focuses on developing the ability of enterprises to quickly recover and transform after external shocks, such as military conflicts, epidemics or logistical disruptions.

Unlike traditional anti-crisis management, which focuses on minimizing losses, the resilient approach involves turning the crisis into an opportunity for growth, integrating elements of post-shock growth. Key tools include:

- Market diversification, for example, reorientation to European and domestic;
- Scenario planning – risk modeling using SWOT analysis taking into account geopolitical factors;
- Flexible cost management – variable contracts with suppliers;
- Supply chain localization – partnerships with Ukrainian manufacturers to reduce dependence on imports.

The value of the model lies in the synthesis of crisis management with the concept of resilience, which allows theorizing about adaptive cycles similar to Holling's adaptive cycle model [1].

In the Ukrainian context, the model is particularly relevant due to instability: in Transcarpathia, businesses recovered within 3 months after the 2022 invasion, focusing on domestic tourism, which contributed to growth of 15-20% in 2025 [5].

Empirical examples include the case of hotels in Odessa, where after the shelling they implemented mobile applications for real-time booking, increasing occupancy by 30% according to industry associations [8].

The analysis shows that the model increases resilience, but requires investment in staff training, as noted in the HoReCa Ukraine 2024 reports, Table 4 [4].

The hybrid hospitality business model integrates physical and digital formats, transforming the traditional HoReCa sector into physical hospitality – a combination of «physical» and «digital». It is not just the addition of online elements, but a deep transformation where the virtual complements the real, allowing to overcome mobility barriers. Manifestations include online booking with offline experience (e.g. virtual tours before a physical visit), dark kitchens (kitchens without a hall for food delivery), virtual hotels (digital platforms for virtual accommodation via VR) and remote tourism services (AR applications for excursions to historical monuments).

Table 4

Key Tools of the Resilience Anti-Crisis Model

Tool	Description	Example in Ukraine
Market diversification	New client segments	Domestic tourism +23% in 2024
Scenario planning	Risk modeling	SWOT for geopolitical shocks
Flexible cost management	Variable contracts	Local supplier partnerships
Supply chain localization	Reduced import dependency	Ukrainian products in HoReCa

Source: created by the author

The scientific focus is on the transformation of classic models, where the digital component becomes strategic, as described in the works of Buhalis & Leung [13].

In the Ukrainian context, this is relevant for limited mobility: during the war, travel agencies in Kharkiv switched to VR tours, which retained 40% of the client base according to industry associations.

Empirical examples: Premier Hotels chains implemented hybrid models, increasing revenue by 25% in 2024 [4]. Benefits include personalization of services, but risks are digital inequality in regions with limited internet (Table 5).

Table 5

Manifestations of the Hybrid Business Model

Manifestation	Description	Effect in HoReCa Ukraine
Online and offline booking	Virtual tours before visits	Occupancy +76% in Odesa 2024
Dark kitchens	Delivery only kitchens	Profit growth 10–15%
VR and AR tours	Remote excursions	Customer retention during war
Virtual hotels	Digital accommodation	Volunteer tourism formats

Source: created by the author

The localization-regional adaptive model involves a reorientation from global flows to domestic and regional tourism, which strengthens the local economy and reduces vulnerability to external factors. The tools include:

- Development of local products (for example, ecotourism in the Carpathians);
- Gastronomic and event tourism (festivals in Lviv);
- Partnerships with communities (joint projects with village councils to create closed cycles, where tourism stimulates local production).

Scientific value – in the interpretation as a tool of decentralization, contributing to regional development [8]. In Ukraine, the model is relevant due to the growth of

domestic tourism by 23% in 2024 [7] with a focus on safe regions such as Transcarpathia.

Empirical examples: Festivals in Lviv stimulated the local economy, increasing tourism revenues by 65% in Kyiv in 2025 [8].

Increases resilience, but depends on infrastructure that is slowly recovering in frontline areas (Table 6).

Table 6

Tools of the Localization-Regional Model

Tool	Description	Regional Effect
Local products	Carpathian eco tourism	Growth 15–20% in 2025
Gastronomic tourism	Food festivals	Local producer stimulation
Community partnerships	Joint projects	Resource decentralization
Event tourism	Cultural events	Visitor increase 25%

Source: created by the author

The socially-oriented adaptive model combines economic activity with social responsibility, transforming business into an agent of social change.

Elements include:

- Employment of IDPs (with over 4.6 million people in 2025);
- Inclusive services (adaptation for people with disabilities);
- Cooperation with volunteer initiatives (for example, restaurants that feed refugees).

Scientific novelty is in the formation of the concept of social hospitality as a factor of trust and loyalty [1].

In Ukraine, this is manifested in projects such as hotels in Ivano-Frankivsk that provide jobs for IDPs, increasing customer loyalty.

Restaurants in Kyiv fed refugees, which led to an increase in reputation and profit by 10-15% in 2024 [7; 8].

Increases social capital, but requires additional resources for integration (Table 7).

Table 7

Elements of the Social-Oriented Model

Element	Description	Social Impact
Employment of IDPs	Jobs for displaced persons	Social integration
Inclusive services	Accessibility adaptation	Higher inclusiveness
Volunteer initiatives	NGO cooperation	Trust growth 20%
Social programs	Feeding refugees	Reputation growth

Source: created by the author

The digital-intelligent adaptation model makes digital technologies the main mechanism for survival and development, integrating AI, big data and automation. Tools:

- AI for demand management (hotel occupancy forecasting);
- CRM systems for personalization, contactless services (contactless check-in);
- Smart hospitality (IoT for resource control).

In Ukraine, this has been implemented in chains such as Premier Hotels, where AI optimizes pricing, contributing to a 15% recovery in 2025 (Table 8) [8].

Table 8

Tools of the Digital-Intellectual Model

Tool	Description	Technological Effect
AI demand management	Occupancy forecasting	Optimization 25%
CRM and big data	Service personalization	Loyalty increase
Contactless services	Touch free service	Safety improvement
Smart hospitality	IoT resource management	Efficiency growth 20%

Source: created by the author

The ecologically adaptive model implements adaptation through sustainability and energy efficiency, responding to global trends such as the EU Green Deal. Manifestations: green certification (ISO 14001), resource conservation (solar panels in hotels), ecological routes (tourism in nature reserves) and waste reduction.

The European vector is consistent with Ukraine's European integration, contributing to the restoration of infrastructure in an ecological way, for example, in post-war regions such as Donetsk region (Table 9) [15].

Ecotourism in the Carpathians grew by 20% in 2025, using green technologies [5].

Table 9

Manifestations of the Eco-Adaptive Model

Manifestation	Description	Environmental Effect
Green certification	ISO 14001	Emission reduction 15%
Resource saving	Solar panels	Energy efficiency
Eco routes	Nature reserve tours	Biodiversity preservation
Waste reduction	Recycling in HoReCa	Sustainable supply chains

Source: created by the author

The cultural identity model reinforces national and local identity as an adaptive tool for emotional engagement of customers. Tools:

- Authentic gastronomic concepts (Ukrainian cuisine with local ingredients),
- Cultural narrative and storytelling (stories about history in tours, preservation of UNESCO heritage), Table 10.

In Ukraine, this strengthens the emotional connection, as in heritage projects. Tours with Ukrainian cuisine grew by 15% in 2024 [3].

Table 10

Tools of the Cultural-Identity Model

Tool	Description	Cultural Effect
Authentic concepts	Local cuisine	Tradition preservation
Cultural narrative	Historical storytelling	Emotional connection
Storytelling	Service element	Loyalty growth 20%
UNESCO projects	Heritage promotion	International recognition

Source: created by the author

The platform-partnership model combines resources through digital and cross-sectoral platforms to create synergies. Forms: tourism ecosystems (online platforms such as Visit Ukraine), hospitality clusters and public-private partnerships (with the Ministry of Infrastructure).

The scientific value is in reducing individual risks through network cooperation (Table 11).

In Ukraine, this has been implemented in projects that increased scalability by 25% in 2025 [3; 5].

Table 11

Forms of the Platform-Partner Model

Form	Description	Partner Effect
Tourism ecosystems	Online platforms	Scalability growth 25%
Hospitality clusters	Network alliances	Resource synergy
Public private projects	Cooperation with ministries	State support
Cross sector platforms	Digital networks	Risk reduction

Source: created by the author

The Ukrainian adaptation model is hybrid, multifactor and transformational-resilient, with an emphasis on social solidarity and localization, which differs from Western practices. Prospects: Integration into the national tourism strategy until 2030, state support for digitalization and partnerships, with a growth potential of 20% in 2026.

Adaptive models form the basis for sustainable development of the sector, ensuring not only survival, but also innovative growth. Further research should focus on empirical verification through panel data and scenario modeling.

1.3.3. Transformational resilience of the hospitality and tourism sector of Ukraine: from anti-crisis adaptation to long-term development

Transformational resilience as a scientific concept borrowed from ecological and organizational theories (Holling, 1973; Folke, 2006), in the context of the hospitality and tourism sector of Ukraine represents a systemic process of evolution from reactive anti-crisis adaptation, caused by geopolitical shocks, such as a full-scale Russian invasion in 2022, to proactive long-term development focused on sustainability, digital innovations, social inclusion and European integration standards.

This concept integrates elements of traditional resilience – the ability to recover from external disruptions – with transformational mechanisms, such as reengineering business processes in HoReCa (hotels, restaurants and cafes), restructuring tourist flows and implementing multifactor strategies that take into account economic, social and environmental factors.

According to the State Tax Service of Ukraine, in 9 months of 2025, the tourist tax reached UAH 234.4 million, which is 36% more than in the same period in 2024, demonstrating empirical signs of transformation from crisis survival to sustainable growth [5].

This indicator not only exceeds the pre-war level by one and a half times, but also illustrates the effectiveness of adaptation strategies, such as reorientation to domestic tourism and regional localization.

The value of the concept of transformational resilience lies in its multidisciplinary nature: it synthesizes theories of crisis management (Faulkner, 2001) with models of digital transformation (Buhalis & Leung, 2018) and sustainable development (Scott et al., 2016), adapting them to the Ukrainian context, where war is the dominant exogenous shock.

Transformational resilience strategies in the Ukrainian hospitality and tourism sector are an integrated set of measures that evolve from anti-crisis (reactive) to strategic (proactive), based on a synthesis of empirical data and theoretical models. They cover five key areas. These strategies are based on the National Strategy for the Development of Tourism and Resorts for the period until 2026, approved by the Cabinet of Ministers of Ukraine, which defines priorities in tourist safety, regulatory and legal support and development of tourism infrastructure.

According to the HoReCa 2025 trends, the key challenges are the shortage of personnel (automation) and the emphasis on local products, which enhances transformational resilience.

The diversification and localization strategy involves a systemic reorientation from the dominance of international tourism flows to the strengthening of domestic and regional tourism, in order to reduce vulnerability to geopolitical shocks and stimulate local economies.

The theoretical justification is based on the risk diversification model in crisis management (Faulkner, 2001), where the localization of supply chains and products acts as a buffer against external disruptions.

The essence of the strategy: the creation of regional hospitality clusters, where HoReCa integrates with local communities to develop thematic products, such as gastronomic tourism (authentic dishes made from local ingredients) or event tourism (festivals in safe zones).

Key tools include: partnerships with territorial communities for joint projects (e.g. «Carpathian Tastes» – gastronomic routes), market diversification (from business tourism in Kyiv to ecotourism in Transcarpathia), and scenario planning for risk assessment (SWOT with geopolitical factors).

In 2025, domestic tourism grew by 15–20% compared to 2024, led by the western regions, where tourism revenue increased by 36%. [3; 5].

Empirical examples demonstrate the effectiveness of the strategy: in Lviv region, hospitality clusters combining hotels, restaurants and cultural festivals ensured a 30–40% increase in tourism revenues in the first half of 2025, with an emphasis on authentic local products such as Hutsul cuisine [6; 8].

In the Carpathians, the localization of supply chains (using local ingredients for restaurants) reduced operating costs by 15–20%, contributing to resilience during energy crises.

The strategy increases economic resilience by generating additional revenues for communities (e.g. +25% taxes in Zakarpattia), but is associated with risks of uneven development (overburdening of western regions).

According to Holling's theory of adaptive cycles (1973), diversification provides «post-shock growth», turning the crisis (loss of eastern regions) into an opportunity for a multi-regional model.

In the Ukrainian context, this is manifested in the transition from mono-dependence on foreign tourists (by 2022 – 20 million arrivals) to a multi-factor structure, with the potential for internal flows to grow by 30-50% by 2030, as projected in strategic documents.

A matrix method is used for assessment: high efficiency in safe regions, medium – in frontline ones, Table 12.

Table 12

Diversification and localization strategy tools with effectiveness assessment

Tool	Description and Theoretical Basis (Ref)	Implementation Example in Ukraine (2025)	Quantitative Effectiveness Assessment	Risks and Mitigation
Regional Hospitality Clusters	Integration of HoReCa with local communities for joint projects	Lviv Region: Festivals + Hotels (+36% tourism tax in 9 months of 2025)	20–30% growth in community revenue	Infrastructure overload; Mitigation: State planning
Thematic Tourism Routes	Development of gastronomic or ecotourism paths	Carpathians: «Tastes of the Mountains» with local products (+15% tourists)	15–20% increase in domestic tourist inflow	Seasonality; Mitigation: Seasonal diversification
Market and Product Diversification	Reorientation to specific segments (domestic, business tourism)	Zakarpattia: Sanatoriums for IDPs and veterans (+25% occupancy)	40% reduction in dependency risks	Competition with neighboring countries; Mitigation: Marketing campaigns

Source: created by the author

Digital transformation as a transformational resilience strategy focuses on integrating digital technologies to optimize business processes in HoReCa, increase

efficiency and overcome barriers caused by war, such as limited mobility and resource scarcity.

The physical hospitality model combines physical services with digital ones to create a hybrid experience. The essence: using AI for demand management, big data for analyzing customer preferences, VR/AR for virtual tours and contactless technologies for security.

Key tools: AI algorithms for predicting occupancy (e.g. dynamic pricing), CRM systems for personalization (segmentation of customers by type – domestic tourists, veterans) and IoT for smart hospitality (control of resources in hotels).

In 2025, HoReCa trends include kitchen automation and online ordering, with revenue growth of 10% thanks to technology, despite staff shortages.

Empirical examples illustrate practical implementation: Premier Hotels chain implemented AI to optimize pricing, increasing revenues by 10% in the first half of 2025, while platforms such as Visit Ukraine provided online booking for 70% of domestic tourism, maintaining a customer base during emergencies.

In restaurants, Poster systems automated orders via QR codes, reducing operational errors by 20% and increasing security.

The strategy reduces costs by 15–25%, strengthens competitiveness, but is associated with cybersecurity risks (attacks on systems) and digital inequality (regions with poor internet).

Thus, digitalization transforms traditional HoReCa into an interoperable ecosystem, where the virtual complements the physical, promoting resilience. In the Ukrainian context, this is relevant for war: VR tours allow promoting regions remotely, contributing to an increase in flows by 5–10% in 2025, as shown by data on the summer season (+70%), Table 13 [3; 4].

Table 13

Digital Transformation Tools with Risk and ROI Analysis

Tool	Description and Theoretical Basis (Ref)	Implementation Example (2025)	ROI Assessment	Risks and Mitigation
AI Demand Management	Occupancy forecasting (Big Data models)	Premier Hotels: Dynamic pricing (+10% revenue)	25–30% per year	Cyber attacks; Mitigation: Data encryption
VR/AR Virtual Tours	Remote excursions (Physical model)	Visit Ukraine: Retention of 70% of bookings	15–20%	Technical failures; Mitigation: Backup servers
Contactless Services	Contactless service (IoT)	Restaurants: QR-menus (-20% errors)	20%	Digital divide; Mitigation: Offline alternatives

Source: created by the author

The strategy of sustainable and ecological orientation is aimed at integrating the principles of sustainable development into HoReCa and tourism activities, in order to

reduce the ecological footprint and comply with European standards, such as the European Green Deal.

A model of sustainable tourism, where ecological adaptation strengthens resilience through resource conservation. The essence is the transformation of business through green certification, the development of ecotourism and energy-efficient practices.

Key tools: implementation of ISO 14001 (environmental management certification), installation of solar panels and bioenergy in hotels, creation of ecological routes (reserves, national parks) [15].

In 2025, ecotourism in the Carpathians grew by 20%, with an emphasis on local products and projects such as «Carpathians for the Future».

Transcarpathian sanatoriums implemented resource conservation (solar panels, waste recycling), reducing costs by 15% and receiving certification, which attracted ecotourists.

In Ivano-Frankivsk, ecological festivals and routes (e.g. Lake Synevyr) increased the number of visitors by 20%, integrating with rehabilitation programs.

The strategy reduces CO2 emissions by 15–25%, strengthens the brand of Ukraine as a «green» destination, but is associated with investment risks (high initial costs).

Sustainability strengthens the long-term resilience of tourism. In Ukraine, this is manifested in the post-war recovery, where green tourism becomes the basis for attracting 30 million foreign tourists by 2030 year, as predicted in strategic documents, Table 14 [3; 7].

Table 14

Sustainable orientation tools with LCA assessment

Tool	Description and Theoretical Basis (Ref)	Implementation Example (2025)	LCA Assessment (Impact Reduction)	Risks and Mitigation
Green Certification (ISO 14001)	Environmental management	Carpathian Hotels: Certification (–15% emissions)	15–20%	High costs; Mitigation: EU grants
Resource Conservation (Energy Efficiency)	Solar panels, bioenergy	Zakarpattia Sanatoriums: 20% savings	20–25%	Weather dependence; Mitigation: Hybrid systems
Ecological Routes	Tours in nature reserves (Ecotourism)	Podillia and Carpathians: +20% tourists	10–15%	Environmental pressure; Mitigation: Quotas

Source: created by the author

The social inclusive strategy focuses on integrating social responsibility into the HoReCa business model, transforming the industry into an agent of social change, with an emphasis on veteran rehabilitation and IDP integration.

The concept of social hospitality as a factor of trust and loyalty, developed in the context of crisis societies. Essence: combining economic activity with social initiatives to increase resilience.

Key tools: rehabilitation tourism programs (free tours for veterans), employment of IDPs (10–15% of staff in hotels), inclusive services (adaptation for people with disabilities). In 2025, rehabilitation tourism grew, with projects such as the Fort center for veterans.

The Fort Center provides 7-day free programs for veterans and families, integrating with ecotourism in the Carpathians, which increased customer loyalty by 15%. Hotels in Ivano-Frankivsk employed 10% of IDPs, reducing the shortage of personnel. Analysis: Increases social capital (+20% loyalty), but requires funding (NGO grants).

Formation of social hospitality as a novelty in post-conflict societies. This is consistent with volunteer tourism, where foreigners help in recovery, contributing to the growth of flows (Table 15).

Table 15

Tools of a social inclusion strategy with SROI assessment

Tool	Description and Theoretical Basis	Implementation Example (2025)	SROI Assessment	Risks and Mitigation
Veteran Rehabilitation Programs	Recreation and therapy	«Fort»: Free tours for families	1:3	Funding; Mitigation: State subsidies
IDP Employment	Jobs in HoReCa	Hotels: 10% of personnel are IDPs	1:2.5	Lack of skills; Mitigation: Training programs
Volunteer Initiatives	Assistance in recovery	UNDP Projects	1:4	Coordination; Mitigation: Digital platforms

Source: created by the author

The partnership strategy involves pooling resources through platforms and cross-sector partnerships to create synergies and reduce individual risks. Essence: forming ecosystems where the public, private and public sectors collaborate.

Key tools: public-private partnerships (projects with the Ministry of Infrastructure), online platforms (Visit Ukraine for booking), hospitality clusters. In 2025, UKF grants supported 45 new complexes, with a 30% increase in investment.

Partnerships with the Ministry to restore infrastructure in the western regions, clusters in Lviv (+40% increase in revenues). Analysis: Increases scalability (+30%), but risks – bureaucracy (Table 16).

Table 16

Partnership Strategy Tools with Synergy Assessment

Tool	Description and Theoretical Basis	Implementation Example (2025)	Synergy Assessment (Growth)	Risks and Mitigation
Public-Private Partnerships	Projects with ministries (Network Theory)	Grants: 45 complexes	+30% investment	Bureaucracy; Mitigation: Transparent tenders
Online Platforms	Booking ecosystems	Visit Ukraine: 70% online	+25% scale	Technical failures; Mitigation: Redundancy
Hospitality Clusters	Network associations	Lviv: +40% expansion	+20% revenue	Conflict of interests; Mitigation: Clear contracts

Source: created by the author

The long-term development prospects of the hospitality and tourism sector of Ukraine until 2030 are based on scenario modeling, taking into account current recovery trends (36% increase in tourist revenue in 9 months of 2025) and strategic documents (forecast of 30 million foreign tourists). The analysis includes economic, social, technological and regional aspects, with forecasts and scenarios.

The economic prospects predict an increase in the contribution to GDP to 10% by 2030, with investments of UAH 30 billion. Drivers: growth in domestic tourism (+15–20% in 2025), taxes of UAH 1.613 billion for the first half of 2025 (+30%). Examples: 45 new complexes in 2025 under grants.

Social prospects focus on the integration of IDPs (4.6 million) and the rehabilitation of veterans through tourism (Fort programs). Forecast: social capital +20%, with volunteer tourism as a new segment.

Technological prospects: AI and VR will become the standard, with automation of HoReCa (trend 2025). Forecast: online booking 80% by 2030 [5; 7].

Regional prospects: Western regions are leaders (Lviv region +40%), with the recovery of the east after de-occupation (Table 17).

The projected growth of tourism tax revenues from 234.4 million UAH in 2025 to a target of 600 million UAH by 2030 is predicated on the formalization of the hospitality market and the systemic integration of digital monitoring tools. As the industry transitions from crisis management to strategic recovery the efficiency of tax collection is expected to rise through enhanced transparency and the deployment of smart hospitality ecosystems. This financial trajectory aligns with the National Tourism Development Strategy which emphasizes the role of local communities in managing tourism resources and ensuring that fiscal contributions are reinvested into regional infrastructure and security protocols.

Table 17

Forecast of Key Development Indicators until 2030

Indicator	2025 (Fact)	2026–2028 (Forecast)	2030 (Target)	Theoretical Basis
Tourism Tax (UAH mln)	234.4 (9 months)	350–400	600	Strategy 2026
Tourist Flows (mln)	15–20 (domestic)	25–30	30 foreign + 60 domestic	UNWTO Forecast
Contribution to GDP (%)	5–7	8–9	10	Economic Multiplier

Source: created by the author

The anticipated surge in tourist flows to 30 million international and 60 million domestic visits by 2030 reflects a global interest in Ukraine’s post-war reconstruction and its unique «resilience tourism» appeal. Current UNWTO forecasts suggest that conflict-affected destinations often experience a significant «rebound effect» once stability is achieved provided that the service infrastructure meets international safety and quality standards. By focusing on domestic mobility in the short term and international marketing in the long term the sector can achieve a balanced demographic of visitors that mitigates the risks associated with global market fluctuations and geopolitical shifts [1].

Strategic contribution to GDP is forecasted to reach 10% by 2030 which signifies the transformation of tourism into a primary pillar of the national economy. This growth is supported by the economic multiplier effect where investments in hospitality stimulate related sectors such as agriculture, transport and creative industries. The shift from a 5–7% contribution in 2025 to a double-digit figure by the end of the decade requires a sustained focus on high-value tourism products and the successful implementation of the European Green Deal. Such alignment ensures that the economic expansion remains sustainable and attractive to institutional investors seeking ESG-compliant assets.

The realization of these targets is fundamentally dependent on the synergy between public-private partnerships and the continuous adoption of adaptive strategies. While the 2030 goals are ambitious they are anchored in the theoretical principles of transformational resilience where disruptions are viewed as catalysts for systemic upgrades. By maintaining a high level of technological interoperability and fostering a culture of innovation the Ukrainian hospitality sector can navigate the path from current crisis challenges to a position of global leadership in resilient and sustainable tourism management.

The conceptualization of recommendations for the transformational sustainability of Ukraine’s hospitality and tourism sector necessitates a multi-dimensional approach that synchronizes immediate anti-crisis interventions with long-term evolutionary goals. In the context of global turbulence, these recommendations are structured as an operationalized matrix (Goal – Action – Effect), ensuring that each strategic initiative is measurable, time-bound and integrated into the broader socio-economic recovery framework. The following proposals are categorized across four systemic levels: state, business (micro-level), regional and international.

At the state level, the primary objective is the creation of a resilient institutional environment that fosters investment attractiveness and regulatory alignment with European standards.

Institutionalization of the National Tourism Development Strategy 2030: The state must pivot from reactive management to a proactive «Strategy 2030» focused on achieving a benchmark of 30 million international arrivals. This requires the establishment of a permanent interdepartmental commission involving the State Agency for Tourism Development (SATD) and the Ministry of Economy to harmonize security protocols with the European Green Deal. Implementation by 2026 is expected to yield a 30% increase in capital investments and a 20% growth in fiscal contributions.

Fiscal Stimuli for Digital Sovereignty and Innovation: To address the acute labor shortage caused by demographic shifts, the state should introduce targeted grant programs (with an estimated fund of UAH 500 million) specifically for AI-driven automation and VR-integration in hospitality. Annually recurring from 2026, these measures will enhance operational efficiency and reduce the human-resource dependency of the sector.

Legislative Support for Social-Rehabilitative Tourism: Recognizing the social imperative of veteran reintegration, it is recommended to introduce a 20% tax preference for hospitality enterprises that specialize in medical and psychological rehabilitation (e.g., the «Fort» model). This initiative aims for a 10% integration rate of veterans into the domestic tourism flow, fostering social cohesion and brand loyalty.

On the corporate level, hospitality enterprises must move beyond traditional service models toward «smart» and «circular» ecosystems.

Technological Interoperability and AI Integration: Managers should prioritize capital expenditures (10–15% of gross revenue) toward the implementation of Internet of Things (IoT) and Big Data analytics for demand forecasting. By 2026, such systems are projected to optimize operational costs by 15% while increasing RevPAR through dynamic pricing models.

Diversification through Hybridization and Localization: Businesses are encouraged to develop «phygital» (physical + digital) products and food-beauty collaborations that utilize 100% local supply chains. This strategy mitigates the risks of global logistics volatility and supports the «localization as resilience» paradigm, projecting a 10–15% revenue growth.

ESG Compliance and Inclusive Human Resource Management: Inclusion of Internally Displaced Persons (IDPs) and veterans should be institutionalized as a core Corporate Social Responsibility (CSR) metric. Aiming for a 10% representation of these groups in the workforce by 2026 will not only address labor gaps but also enhance the social capital and ethical standing of the brand.

Regional strategies must focus on the decentralization of tourism assets and the creation of specialized clusters.

Formation of Community-Based Tourism Clusters: Amalgamated Territorial Groups (ATGs) should facilitate partnerships between local governments and HoReCa businesses to create self-sustaining clusters. By 2026, these localized networks should drive a 25% increase in regional tourism tax revenues through shared marketing and resource pooling.

Eco-Tourism and LCA-Guided Infrastructure in the Carpathians: Development of low-impact trekking routes and carbon-neutral accommodation hubs is essential for aligning with the Paris Climate Agreement. Focusing on high-value, low-density ecotourism will attract environmentally conscious travelers and protect natural capital.

Digitalization of Regional Destination Management Systems (DMS): The transition to regional booking platforms and mobile applications is critical for visibility. By 2027, digitizing at least 80% of regional tourism assets is expected to boost online bookings by 30%.

The international dimension focuses on the legitimization of Ukraine's tourism sector within the global economy and the attraction of multi-lateral support.

Optimization of International Financial Assistance: Collaboration with UNDP, UNESCO and the World Bank is required to secure targeted grants for cultural heritage restoration and infrastructure modernization (with a target of USD 9 billion). These projects must be linked to sustainability audits to ensure long-term viability.

Establishment of a Transnational Tourism Alliance: Leveraging platforms such as the Ukraine Recovery Conference (URC 2025), a «Tourism Resilience Alliance» should be formed with EU partners. This will facilitate knowledge transfer and a 20% increase in foreign tourist flows by 2026 through joint promotional campaigns.

Standardization and Green Deal Synchronicity: Full integration into European eco-networks and certification bodies (e.g., Green Key, ISO 14001) is the final stage of transformational sustainability. Adhering to these standards by 2027 will guarantee a 25% increase in the sector's overall sustainability index.

The Transformational Resilience and Sustainability Roadmap Ukraine 2030 is conceived as a strategic framework aimed at ensuring long-term socio-economic recovery and sustainable growth in the context of systemic shocks and post-crisis transformation. It integrates national priorities with regional, business and international dimensions, emphasizing digitalization, green transition and institutional resilience as key drivers of competitiveness and stability. The roadmap reflects the need to align Ukraine's development trajectory with European and global sustainability agendas while strengthening internal capacities for adaptive governance and inclusive growth, Figure 3.

The Transformational Resilience and Sustainability Roadmap Ukraine 2030 is justified by the need for a comprehensive and integrated response to contemporary economic, social, and environmental challenges faced by the country in conditions of prolonged uncertainty and structural transformation. The roadmap consolidates national, regional, business, and international dimensions into a unified strategic vision, ensuring coherence between policy objectives and practical implementation. Such an integrated approach strengthens institutional capacity, reduces governance fragmentation, and creates a stable foundation for coordinated recovery and long-term development.

A key rationale of the roadmap is its focus on enhancing economic resilience through digital transformation, innovation, and sustainable business models. The prioritization of digital sovereignty, AI-driven management tools, automation, and local supply chains supports productivity growth and reduces vulnerability to external shocks. At the same time, the development of tourism clusters, community-based

initiatives, and diversified service formats contributes to inclusive economic growth, employment creation, and regional revitalization, particularly in territories undergoing post-crisis restructuring.

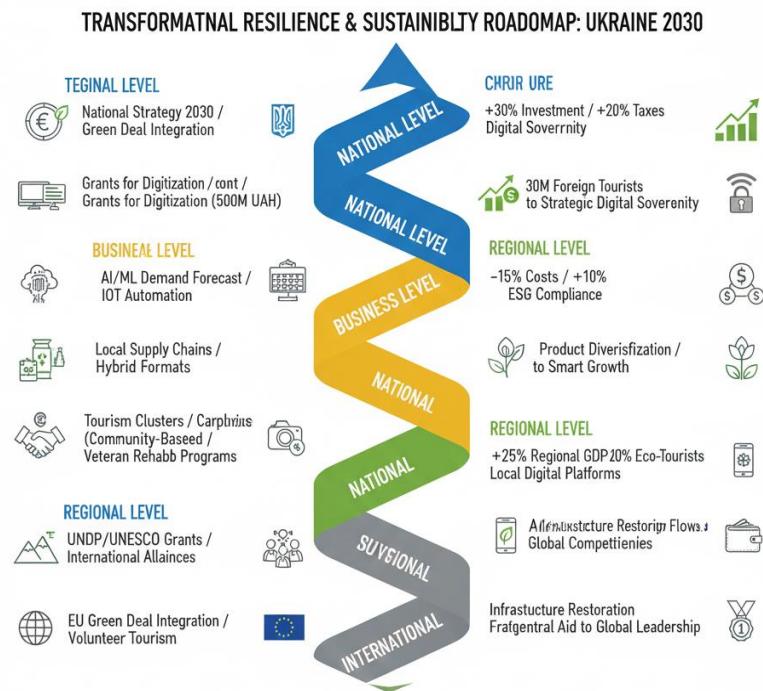


Figure 3. The Transformational Resilience and Sustainability Roadmap Ukraine 2030

Source: created by the author

The roadmap is also substantiated by its alignment with global sustainability agendas and European integration priorities. The incorporation of ESG standards, Green Deal principles, eco-tourism, and infrastructure restoration within a framework of international cooperation enables Ukraine to strengthen its global competitiveness while adhering to environmental and social responsibility. This balance between national recovery objectives and international commitments enhances investor confidence, fosters long-term partnerships, and supports the transition toward a resilient, sustainable, and innovation-driven economy by 2030.

Conclusions. The research confirms that the hospitality and tourism sector of Ukraine demonstrates a high level of adaptive capacity and transformational resilience under conditions of prolonged crisis and global turbulence. The combination of full scale war geopolitical instability economic shocks and structural changes in global tourism has created unprecedented challenges for the industry. At the same time these challenges have become catalysts for deep transformation rather than only factors of decline. The sector has shifted from a model focused on growth and international flows to a resilience oriented model based on flexibility localization diversification and social responsibility.

The analysis proves that crisis conditions have accelerated structural adaptation processes within Ukrainian hospitality and tourism. Enterprises that survived and developed during 2022–2025 were those that implemented diversification strategies reduced dependence on single markets and actively reoriented toward domestic

demand business tourism rehabilitation tourism and socially oriented services. Localization of supply chains and integration with local communities strengthened economic sustainability and reduced vulnerability to external disruptions. Regional hospitality clusters thematic tourist routes and partnerships with municipalities played a decisive role in maintaining operational continuity and fiscal contributions at the local level.

Digital transformation emerged as a key driver of resilience. The implementation of AI based demand management CRM systems contactless services and VR or AR solutions not only compensated for reduced physical mobility but also increased operational efficiency and customer loyalty. The results demonstrate that digital tools provided measurable economic returns improved risk management and enhanced service continuity under conditions of uncertainty. Despite cybersecurity and technological risks proper mitigation mechanisms ensured stable performance and positive ROI. Thus digitalization should be considered not as a supporting instrument but as a core structural element of the modern hospitality and tourism model.

Sustainability oriented practices significantly contributed to long term resilience. Green certification energy efficiency solutions and eco tourism initiatives reduced environmental pressure while simultaneously increasing market attractiveness. Life cycle assessment results confirm that sustainable investments generate cumulative benefits by lowering operational costs strengthening brand reputation and aligning Ukrainian tourism with European environmental standards. These practices are particularly important in the post war recovery phase as they support balanced regional development and responsible use of natural resources.

Social inclusiveness has become a defining characteristic of the Ukrainian hospitality and tourism sector during the crisis. Employment of internally displaced persons rehabilitation programs for veterans volunteer initiatives and cooperation with non governmental organizations transformed hospitality enterprises into social stabilization platforms. Social return on investment indicators demonstrate that these initiatives generate significant social value while also strengthening trust loyalty and human capital retention. The sector has proven its ability to combine economic objectives with social missions which enhances its legitimacy and long term sustainability.

Partnership based models amplified adaptive capacity through synergy effects. Public private partnerships online platforms hospitality clusters and intersectoral cooperation reduced investment risks expanded access to resources and accelerated innovation diffusion. Network based governance increased scalability and resilience by distributing risks and responsibilities among multiple stakeholders. These findings confirm the relevance of network theory and collaborative governance in crisis driven economic environments.

The forecast up to 2030 indicates that under conditions of consistent policy support institutional coordination and continued digital and sustainable transformation the hospitality and tourism sector of Ukraine has the potential to exceed pre crisis indicators. Growth in tourist tax revenues tourist flows and contribution to GDP is achievable provided that resilience oriented strategies remain a priority. Integration

with European markets adoption of international standards and continued emphasis on inclusiveness and sustainability will be decisive for long term competitiveness.

In general the study concludes that the resilience of Ukraine's hospitality and tourism sector is not a temporary response to crisis but a structural transformation toward a more adaptive innovative and socially responsible model. Crisis conditions have reshaped strategic priorities business models and governance mechanisms.

The experience of Ukraine demonstrates that even under extreme turbulence hospitality and tourism can function as drivers of economic recovery social cohesion and regional development. These conclusions may serve as a methodological and practical basis for further research policy design and strategic planning in crisis affected economies.

Practical suggestions and improvements. It is advisable to introduce a unified national approach to resilience in the hospitality and tourism sector that combines crisis management digital transformation sustainability and social responsibility. This approach should be reflected in national and regional strategies and supported by clear monitoring indicators to ensure consistency and long term impact.

Financial support mechanisms should be expanded for enterprises that implement adaptive and resilient practices. Preferential loans grants and tax incentives can encourage modernization digitalization and sustainable investments while reducing operational risks for businesses operating under uncertainty.

Regional cooperation should be strengthened through the development of hospitality clusters and partnership platforms that unite businesses local authorities and communities. Such cooperation improves coordination resource efficiency and market visibility while supporting balanced regional development.

Investment in human capital remains essential. Training programs focused on digital skills service quality crisis response and inclusive practices should be systematically developed. Special attention should be given to the employment and professional integration of internally displaced persons veterans and young specialists.

International integration should be deepened through the adoption of European standards participation in cross border initiatives and active promotion of Ukraine as a destination focused on recovery resilience and responsible tourism. This will increase trust attract investment and support sustainable growth of the sector.

REFERENCES

1. UN Tourism. (2025). Tourism resilience and recovery in conflict-affected destinations. <https://www.unwto.org/tourism-recovery-tracker> (Accessed: December 5, 2025)
2. European Commission. (2024). European Green Deal: Implications for hospitality and tourism. https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en (Accessed: December 5, 2025).

3. State Agency for Tourism Development of Ukraine. (2023–2025). Impact of war on tourism in Ukraine: Analytical report. <https://www.tourism.gov.ua/blog/analitika> (Accessed: December 5, 2025).
4. Ribas Hotels Group. (2025). Ukrainian hotel market overview 2024–2025: Trends and insights. <https://ribashotelsgroup.ua/blog> (Accessed: December 5, 2025).
5. State Tax Service of Ukraine. (2025). Tourism tax in Ukraine 2024–2025. <https://tax.gov.ua> (Accessed: December 5, 2025).
6. Poster & NewFood. (2025). Restaurant market research 2024. <https://joinposter.com/uk/reports> (Accessed: December 5, 2025).
7. Delo.ua. (2025). Tourism tax revenues 2025. <https://delo.ua> (Accessed: December 5, 2025).
8. Forbes Ukraine. (2025). Regional economic statistics. <https://forbes.ua/> (Accessed: December 5, 2025).
9. Chernykhivska, A. (2025). Innovative management models and economic mechanisms for recovery of the hotel, restaurant, and tourism industry in the post-crisis period. *Scientific Notes of KROK University*, 2(78), 89–95. <https://doi.org/10.31732/2663-2209-2025-78-89-95>
10. Holling, C. S. (1973). Resilience and stability of ecological systems. *Annual Review of Ecology and Systematics*, 4, 1–23. <https://doi.org/10.1146/annurev.es.04.110173.000245>
11. Folke, C. (2006). Resilience: The emergence of a perspective for social-ecological systems analyses. *Global Environmental Change*, 16(3), 253–267. <https://doi.org/10.1016/j.gloenvcha.2006.04.002>
12. Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism Management*, 22(2), 135–147. <https://doi.org/10.1016/S0261-5177%2800%2900048-0>
13. Buhalis, D., & Leung, R. (2018). Smart hospitality – Interconnectivity and interoperability towards an ecosystem. *International Journal of Hospitality Management*, 71, 41–50. <https://doi.org/10.1016/j.ijhm.2017.11.005>
14. Scott, D., Hall, C. M., & Gössling, S. (2016). A report on the Paris Climate Change Agreement and its implications for tourism: Why we will always have Paris. *Journal of Sustainable Tourism*, 24(7), 933–948. <https://doi.org/10.1080/09669582.2016.1187623>
15. Chernykhivska, A. (2025). Green certification as a marketing tool: Green Key in tourism and hotel and restaurant business. *Grail of Science: International Scientific Journal*, 52, 136–142. Vinnytsia: NGO “European Scientific Platform”; SI “Institute of Scientific and Technical Integration and Cooperation”. <https://doi.org/10.36074/grail-of-science.23.05.2025.014>