

Matvijčuk, Ljudmyla; Čepurda, Larysa; Zubechina, Tetjana

Article

Development of tourist destinations in Ukraine during the war on the basis of glocalisation

Economic Forum

Provided in Cooperation with:

Luts'k National Technical University

Suggested Citation: Matvijčuk, Ljudmyla; Čepurda, Larysa; Zubechina, Tetjana (2025) : Development of tourist destinations in Ukraine during the war on the basis of glocalisation, Economic Forum, ISSN 2415-8224, Luts'k National Technical University, Luts'k, Ukraine, Vol. 15, Iss. 3, pp. 8-17, <https://doi.org/10.62763/ef/3.2025.08>

This Version is available at:

<https://hdl.handle.net/10419/343341>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/4.0/>



Development of tourist destinations in Ukraine during the war on the basis of glocalisation

Liudmyla Matviichuk*

Doctor of Economic Sciences, Professor
Lutsk National Technical University
43018, 75 Lvivska Str., Lutsk, Ukraine
<https://orcid.org/0000-0003-1694-6178>

Larysa Chepurda

Doctor of Economic Sciences, Professor
Cherkasy State Technological University
18006, 460 Shevchenko Blvd., Cherkasy, Ukraine
<https://orcid.org/0000-0002-8941-9427>

Tetiana Zubekhina

PhD in Pedagogical Sciences, Associate Professor
Lutsk National Technical University
43018, 75 Lvivska Str., Lutsk, Ukraine
<https://orcid.org/0000-0001-9929-4405>

Abstract. The relevance of the study was determined by the fact that, in the context of a full-scale war from 2022, the development of Ukraine's tourist destinations required the application of glocalisation principles that combined global trends of sustainable development and security with local resources, cultural identity, and community needs. The aim of the article was to justify conceptual approaches and practical directions for the development of Ukraine's tourist destinations during wartime based on glocalisation principles, taking into account security challenges, local specificities, internal tourism needs, and the potential for post-war recovery. A review of modern scholarly sources was conducted, addressing issues of innovative destination management, government support for the tourism industry, marketing strategies, and post-war recovery. A typology of tourist destinations was systematised according to levels of safety and operational suitability. The data on Ukraine's export and import of tourism services, their share in global indicators, as well as the dynamics of investments in the tourism sector and the level of safety of tourist destinations were analysed. It was revealed that Ukraine's share in global tourism service exports increased to 0.06% in 2023, while imports significantly exceeded exports (2.01% of the global indicator in 2022). Also, it was established the tourism sector suffers from underfunding in the state's investment policy, there were regional differences in the accessibility of tourist destinations. The article proposed glocalisation-based development directions for tourist destinations in Ukraine, including the creation of safe micro-destinations, support for local entrepreneurship, digital transformation of tourism products, internal tourism development, implementation of war and memorial tourism, and strategic planning for the revitalisation of temporarily inaccessible territories. The practical recommendations may serve as a foundation for shaping adaptive tourism development policies in Ukraine, improving destination management strategies, and incorporating the glocalisation approach into the decision-making processes of state authorities, local governments, and tourism businesses during the war and post-war recovery

Keywords: tourist territories; digitalisation; competitiveness; European integration; cultural tourism; sustainable development

Suggested Citation:

Matviichuk, L., Chepurda, L., & Zubekhina, T. (2025). Development of tourist destinations in Ukraine during the war on the basis of glocalisation. *Economic Forum*, 15(3), 8-17. doi: 10.62763/ef/3.2025.08.



Copyright © The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (<https://creativecommons.org/licenses/by/4.0/>)

*Corresponding author

Introduction

Russia's military aggression against Ukraine had transformed the operating conditions of tourist destinations, creating challenges for infrastructure, logistics, security, and public demand. The search for new models for managing the development of destinations had become important, in terms of internal stability and in the context of post-war recovery. One of the concepts that can ensure the sustainable development of tourist destinations was glocalisation – an approach that synthesised global trends in sustainable development, security, digitalisation with local cultural, natural and social features of territories. In the conditions of war, glocalisation opened up new opportunities for the formation of safe microdestinations, the activation of local entrepreneurship, the development of digital tourism, and reorientation to the internal consumer. So, it was relevant to study the directions of development of Ukrainian tourist destinations through the prism of the glocalisation approach in the context of Russian-Ukrainian war from 2022.

In the work of K. Tomej & I. Bilynets (2024) attention was paid to large-scale transformations of tourism in Ukraine, in particular through the prism of the regenerative approach and the concept of “living systems”. The authors proved that tourism in wartime conditions had the ability to adapt flexibly, form new business models and use local resources to restore economic activity. Scientists emphasised the need for synergy between global trends in sustainable development and local cultural and social characteristics. J. Tan & M. Cheng (2024) explored the role of media in shaping narratives about war and their impact on tourism perceptions. The authors analysed how information flows and media coverage of the war between Ukraine and Russia affect the international image of the country and the trust of tourists. The article highlighted that an effective communication strategy can reduce the negative impact of the crisis image and contribute to the restoration of tourist flows to safe regions of Ukraine.

T. Napierała & A. Pawlicz (2025) focused on analysing the impact of the war on the hotel sector of Poland, Romania and Slovakia. The authors proved that the military conflict created a new dynamic of demand, led to a shift in tourist flows and the formation of new tourist routes. This research was valuable in the context of understanding the mechanisms of redistribution of tourist resources and the formation of competitive advantages for tourist destinations that remained safe. Scientist V. Antonenko (2025) analysed the intangible cultural heritage of Ukraine as a basis for the formation of an ethnocultural brand of a tourist destination. It was proven that such elements as traditional crafts, folklore, rituals, gastronomy and local dialects served as powerful tools for creating competitive advantages in the global tourism market. By integrating intangible cultural heritage into the destination development strategy, regions can increase their uniqueness and attractiveness,

offering visitors an authentic experience that cannot be replicated in other regions.

Researchers V. Yermachenko *et al.* (2023) substantiated effective management approaches to the economic, environmental and social development of sustainable tourism, as one of the directions of the restoration of territorial communities in the post-war period. Scientists O. Bordun *et al.* (2022) studied the economic losses of the tourism business during the war and offered tools to support tourism, in particular, through state intervention, fiscal easing and renewal of tourist infrastructure. The authors analysed the financial losses of enterprises in the industry caused by hostilities, a decrease in demand and restrictions on the mobility of the population. Researchers emphasised the importance of introducing targeted compensation programmes, creating preferential lending conditions for tourism small and medium-sized businesses, as well as the need for prompt restoration of damaged tourist infrastructure facilities in safe regions.

V. Buhas & E. Kovalchuk (2024) focused on the integration processes of Ukraine into the world market of tourist services, pointing to the need to promote the national tourism product through digital platforms and interstate initiatives. The authors emphasised that effective participation in the global tourism environment was possible only if it adapted to the new requirements of the digital age, in particular through the creation of competitive online content, integration into international travel marketplaces and online booking tools. Researchers considered glocalisation as a strategic approach that allows combining global technologies and standards with unique local resources, traditions and cultural heritage of Ukraine, contributing to integration into the world tourism space. I. Tsurkan & R. Kryvenko (2023) outlined the priorities of the tourism industry during the war, highlighting the importance of regional planning and security management. Scientists focused on the need to create adaptive strategies for tourism development, taking into account the differentiated security situation in different regions of Ukraine. The authors emphasised the need for continuous risk monitoring, the integration of early warning systems, the development of specialised routes that provided safe conditions for the movement of tourists.

The work of T. Tymoshenko *et al.* (2023) highlighted the experience of Sweden in involving stakeholders in the project activities of destination management organisations, focusing on the importance of intersectoral cooperation, transparency of processes and participation of local communities in decision-making. The authors explored the Scandinavian model of multi-level management, where tourist destinations were developed through strategic partnerships between municipalities, businesses, cultural institutions and public organisations. Researchers substantiated the feasibility of introducing elements of the Swedish model for the formation

of glocalised approaches to the management of Ukrainian destinations, taking into account both global management standards and local characteristics, resources and social structure of regions. The purpose of the study was to shape a scientifically grounded vision for the development of Ukraine's tourist destinations in wartime through the application of glocalisation principles, which made it possible to combine global trends of sustainability and security with local resources, cultural identity, and the needs of internal tourism.

Materials and Methods

The study of the directions of development of tourist destinations in Ukraine during the war from 2022 on the basis of glocalisation was based on the study of a wide range of scientific sources, analytical reports, official statistics, as well as strategic documents of state and international institutions that regulated tourism activities and contribute to its adaptation to crisis conditions. The method of systematic analysis made it possible to investigate the structural relationships between the level of security, the accessibility of tourist destinations and the formation of management decisions. A classification and analytical approach have been applied to divide tourist destinations in Ukraine into three types on the basis of accessibility and infrastructural suitability, which became the basis for further recommendations. To determine the practical guidelines for the development of destinations, a glocalisation approach was used, combining the methods of territorial branding, destination management and institutional development.

The analytical part of the study was based on the use of data from: State Agency for Tourism Development (n.d.), which made it possible to determine Ukraine's position in the global tourism services market; State Statistics Service of Ukraine (n.d.) for analysing the dynamics of tourism development; as well as reports of the World Tourism Organization for identifying the place of internal tourism in the investment processes of Ukraine and the world (Tourism Statistics Database, n.d.). In the empirical part of the study, a graphical interpretation of the dynamics of investments in the tourism sector of Ukraine and its share in the global investment environment was carried out, which made it possible to identify the structural marginalisation of the tourism industry at the level of state policy. The security map of tourist regions was also analysed, taking into account the degree of risk for internal tourism (Yermachenko *et al.*, 2023). The methodological basis of the study was supplemented by general scientific methods – analysis, synthesis, generalisation and abstraction. A scenario approach was also used to model strategic directions for the development of tourist destinations in conditions of uncertainty, which made it possible to form realistic and flexible management guidelines for the development of the tourism sector in Ukraine in wartime and at the stage of post-war reconstruction.

Results and Discussion

Tourist destinations, as attractive territories, act as centers of economic activity, cultural exchange and social interaction, forming unique experiences for visitors and stimulating the development of local communities. Their successful functioning depended on a holistic combination of natural, cultural, historical potential with high-quality infrastructure, services, a secure environment and effective management (Barvinok, 2022). In the context of modern challenges, in particular, the military threat, there was a growing need for adaptive destination management models that can ensure their viability, maintain competitive advantages and promote sustainable development even in conditions of instability. In the modern conditions of global transformations and challenges, caused in particular by Russia's war against Ukraine, managing the development of tourist destinations required new approaches that simultaneously ensured adaptation to global trends and preservation of local identity. L. Matviichuk *et al.* (2025) noted that one of these conceptual approaches was glocalisation – the synergy of global and local vectors of development, which became an important tool for the formation of sustainable, attractive and competitive tourist territories. The application of the principle of glocalisation in tourism was especially relevant in the context of European integration, as it allowed harmonising European standards with the unique resources and cultural heritage of the regions.

The term “glocalisation” first appeared in the 1980s in Japan as a combination of the words “globalisation” and “localisation”, and was used in the corporate environment to describe the adaptation of global goods to local markets. This term was introduced into scientific circulation by sociologist R. Robertson (1995), who in the 1990s proposed it to explain the process of interaction between the global and the local, where global processes acquired a specific local colour, in particular, in the field of managing the development of territories, including tourist destinations of the territory. Glocalisation was interpreted as a strategy that combined global trends of sustainable development, digitalisation, security, taking into account unique features, cultural heritage, resource potential and social practices of a specific country. This approach allowed to effectively introduce innovations, form an attractive tourist image and ensure adaptability in crisis conditions, in particular, in wartime. The application of the principle of glocalisation in tourism management made it possible to adapt global trends to specific territorial conditions, increase the competitiveness of destinations, activate local communities and preserve cultural heritage. An explanation of the consequence of applying the principle of glocalisation in the management of the development of tourist destinations was presented in Figure 1.

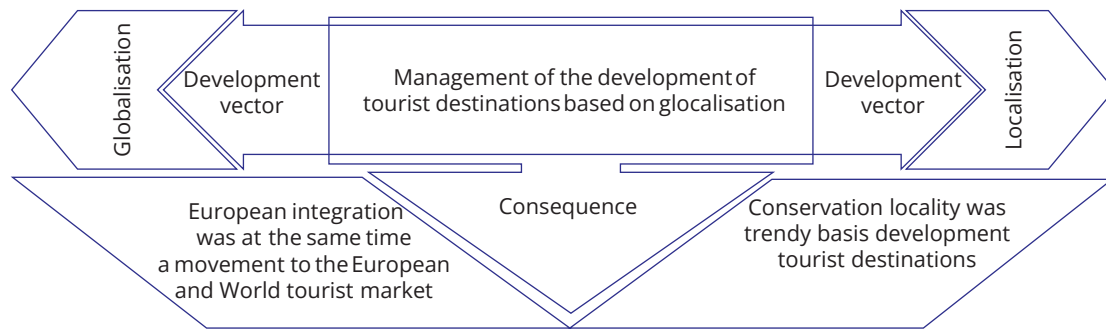


Figure 1. Consequence of applying the principle of glocalisation in the management of the development of tourist destinations

Source: developed by the authors

Management of the development of tourist destinations based on the principle of glocalisation involved a combination of two complementary vectors of development – globalisation and localisation. I. Vakhovych *et al.* (2021) emphasised that globalisation determined the vector of movement towards integration into the world and European tourist space, which involved the implementation of international standards, access to new markets, improving the quality of services and attracting a wider range of tourists. In this context, European integration was an important factor contributing to the modernisation of tourism infrastructure, digitalisation of services and the development of cross-border cooperation. On the other hand, localisation in destination management acted as a strategic direction for preserving local identity, cultural traditions, natural uniqueness and authentic tourist experience. In the context of

modern challenges and turbulence, the preservation of locality was becoming a trend in the sustainable development of tourist areas, forming their unique competitive advantage. Effective management of tourist destinations in the conditions of war, European integration and globalisation pressure was possible only if there was a synergistic combination of global opportunities with local resources, which was the essence of the glocalisation approach. The global tourism market was constantly changing under the influence of new challenges, including the COVID-19 pandemic, increased military conflicts, geopolitical instability, and Russia's full-scale war against Ukraine. So, it was analysed the position of Ukraine in the global tourism market, to assess the dynamics of exports and imports of tourist services (Table 1), as well as to identify trends that determined the prospects for further development of tourist destinations in Ukraine.

Table 1. Ukraine's position in the world market of tourist services

		2018	2019	2020	2021	2022	2023
Export	The whole world, USD	146,608,239.8	151,295,809.8	584,905,319	645,141,069	109,230,535.0	138,223,625
	Ukraine, USD	298,855	334,953	263,446	343,483	774,000	857,000
	Share of Ukraine, %	0.02	0.02	0.05	0.05	0.07	0.06
Import	The whole world, USD	141,315,019.0	142,185,826.4	596,459,327	645,030,497	984,162,285	129,859,144.8
	Ukraine, USD	990,393	1,299,288	702,922	1,598,762	197,360.00	175,360.00
	Share of Ukraine, %	0.07	0.09	0.12	0.25	2.01	1.35

Source: based on State Agency for Tourism Development (n.d.), Tourism Statistics Database (n.d.), State Statistics Service of Ukraine (n.d.)

The export of tourist services from Ukraine (i.e. the provision of services to foreign tourists) during 2018-2023 ranged from USD 298,855 million to USD 857 million. In 2020, there was a significant drop due to the COVID-19 pandemic, but in 2022-2023 there was a gradual recovery. Ukraine's share in the world export of tourist services increased from 0.02% in 2018-2019 to 0.06% in 2023, which indicated a moderate, but steady growth of its role in the global tourism market. Imports of tourist services were significantly higher than exports. Import figures peaked in 2022 at USD 197,360.00 million. At the same time, Ukraine's share in world imports of tourist services increased from 0.07% in 2018 to 2.01% in 2022,

which may be due to the large-scale departure of Ukrainians abroad as a result of the full-scale war, probably due to the adaptation and stabilisation of flows. The general trend of Ukraine's positions in the world market of tourist services indicated a gradual increase in the importance of Ukraine as a consumer of tourist services in the global market, while its export potential remained limited. Such a structure indicated the need to stimulate inbound tourism and the development of internal tourist destinations.

The investment attractiveness of the tourism sector was the main indicator of its ability to develop tourist destinations, modernised and integrated into global economic processes. In the modern conditions of

structural transformation of the Ukrainian economy, caused by both internal reforms and external challenges, it was especially important to study the dynamics of investments in tourism as one of the promising areas. Analysis of the share of tourism in capital investments in Ukraine and the country's place in the global investment environment allowed to assess the real level of attention

paid to this sector, as well as identify potential areas for its activation. In this context, it was important to trace investment trends in 2010-2023, in particular during the crisis, pandemic and war, which significantly affected tourism activity. The place of internal tourism in the investment processes of Ukraine and the world in dynamics for 2010-2023 was shown in Figure 2.

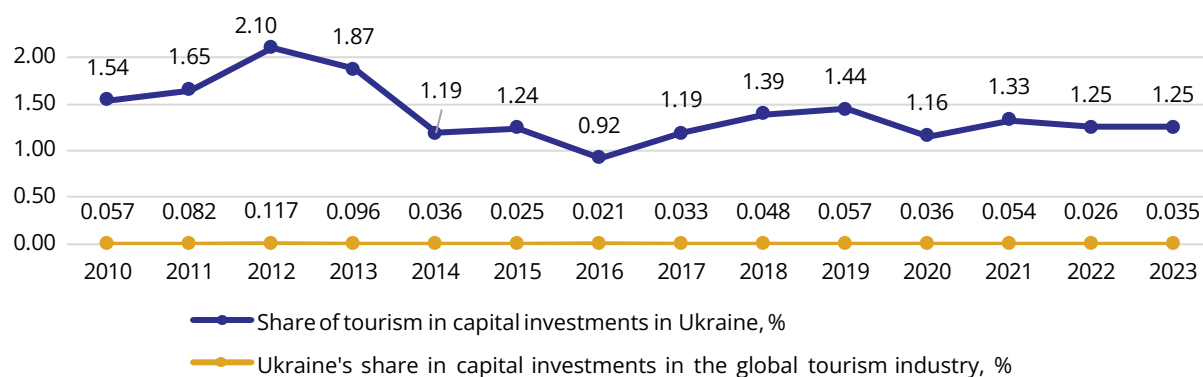


Figure 2. The place of internal tourism in investment processes Ukraine and the world in dynamics for 2010-2023
Source: SATD publishes large-scale tourism research (n.d.)

In the dynamics of 2010-2023, there was an unstable, but generally low share of tourism in the total volume of capital investments in Ukraine. This indicator reached its peak value in 2012 – 2.10%, which was associated with the country's preparation for international events, in particular the Euro 2012 championship. However, since 2013, there had been a sharp decline in investment processes, in 2015 the studied indicator was 0.92%, which was the minimum value for the entire analysed period. Since 2016, the share of tourism in capital investment had fluctuated between 1.16-1.44%, showing a weak trend towards recovery, but without significant changes. In general, in 2020-2023 (in the context of the COVID-19 pandemic and the full-scale war in Ukraine), the indicator ranged from 1.16% in 2020 to 1.25% in 2023, which indicated a somewhat slowed down development of the tourism sector due to the priority of other sectors of the economy. Ukraine's share in the global volume of investment in the tourism industry was consistently low in 2012, at 0.117%, and in 2016 – 0.021%. The highest value was observed in 2012 (0.117%), which again confirmed a one-time impulse of investment activity. Since 2015, this indicator had fluctuated between 0.021-0.057%, which indicated a negligible global impact of Ukraine on the investment landscape of the tourism industry. Thus, the analysis indicated the structural marginalisation of tourism in the general investment policy of the state, as well as the limited participation of Ukraine in global tourist investment flows, which indicated the need to revise the strategic priorities of tourism management with a focus on sustainable development and international integration.

Given the significant destruction of tourist infrastructure as a result of Russia's armed aggression, in

many regions of Ukraine there was a critical decrease in the functionality of tourist facilities. Many destinations have become temporarily inaccessible or do not meet the minimum safety and comfort requirements for receiving visitors. This situation necessitated a rethinking of the spatial organisation of tourism, shifting the emphasis in tourism development to safe areas, adapting existing resources to new conditions and intensifying investments in the restoration and modernisation of destinations, taking into account the principles of glocalisation and sustainable development. Taking into account the state of security in the regions of Ukraine, the scientific literature systematised urban tourist destinations on the basis of accessibility and suitability, in particular, 3 groups of them were defined: accessible and usable, accessible and conditionally usable, and inaccessible or unusable tourist destinations (Matviichuk *et al.*, 2025).

The first group included destinations located in relatively safe regions of Western and partially Central Ukraine, which have not suffered significant destruction and have proper infrastructure for receiving tourists. For example, Lutsk, Lviv, Uzhgorod, Ternopil, Ivano-Frankivsk, Chernivtsi actively function as tourist centers, maintaining cultural attractiveness and offering a wide range of services. The second group included cities that were formally safe, but had limited infrastructure capacity or need to be restored and adapted to new conditions. Such destinations included Kyiv, Odesa, Poltava, and others, where tourist activity was possible, but limited due to a decrease in the level of service, personnel shortage or psychological security barriers. The third group consisted of destinations that, due to hostilities, temporary occupation or mass destruction, were

inaccessible or completely unsuitable for tourist use. Such destinations included Mariupol, Severodonetsk, Kherson, Bakhmut, Berdyansk, as well as other cities in the Southern and Eastern regions. Tourism in these destinations in 2025 is impossible and will require a large-scale recovery after the end of hostilities. This approach was important for the formation of an adaptive tourism policy, in particular in terms of investment planning, regional branding, as well as the development of programmes for the recovery and promotion of internal tourism. In the context of the war, tourism in Ukraine has faced challenges of unprecedented scale – the destruction of infrastructure, reduced mobility of

the population, the loss of part of the territories and the threat to security, which have significantly complicated the functioning of traditional destinations. However, tourism, as a multifunctional sphere, remained an important tool for economic support of regions, preservation of cultural heritage, improving the quality of life of communities and strengthening national identity. Rethinking models of tourism development management, in particular with the involvement of the principles of glocalisation, which combined global trends of sustainable development, security and innovation, taking into account the local potential and identity of territories presented in Table 2.

Table 2. Directions for the development of tourist destinations in Ukraine on the basis of glocalisation

Development direction	Characteristics
Formation of safe microdestinations	Development of tourism clusters in safe regions with local cultural and natural potential
Digitalisation of tourism products	Implementation of online tours, mobile applications for remote travel experience
Reorientation to local markets	Development of short-term travel for local residents and internally displaced persons
Support for local entrepreneurship	Integration of small businesses and manufacturers in the creation of an authentic tourist product
Branding territories through sustainability and solidarity	Shaping the image of destinations through narratives of resistance, volunteering, and historical memory
Development of humanitarian and memorial tourism	Creation of routes and locations related to war, national identity and memory
Preparing for the restoration of inaccessible destinations	Revitalisation planning, potential assessment, investment and staffing
International integration through local initiatives	Cooperation with international partners, grant support, promotion of Ukrainian destinations

Source: developed by the authors

Based on the analysis of the modern state of the tourism industry, a number of main directions for the development of tourist destinations in Ukraine in the conditions of war, corresponding to the glocalisation approach, have been identified. First of all, it was the formation of safe micro-destinations – local tourist centers in regions with a relatively stable situation, which can quickly mobilise the available resources for the reception of internal tourists, digitalisation of tourism products, which provided access to tourist experience without physical presence (through online tours, digital platforms). An important direction was also the reorientation to local markets – the development of short-term holidays for internally displaced persons and the local population.

One of the tools for activating tourist destinations was the support of local entrepreneurship – the integration of small businesses, artisans and manufacturers into the tourism ecosystem, which contributed to the creation of an authentic product and the strengthening of the community economy, and humanitarian and memorial tourism, which became an instrument of national identification and historical consciousness. It was necessary to prepare in advance for the restoration of temporarily inaccessible destinations, through strategic planning, infrastructure revitalisation, personnel training and

attracting investments. One of the important directions for the development of tourist destinations was international integration through local initiatives – attracting foreign experience, supporting partnerships and communication about Ukraine's destinations in the world. The totality of the proposed directions created the basis for a flexible, adaptive and innovative policy for the development of tourism in Ukraine, which was able to ensure its viability even in crisis conditions, laying the prerequisites for a sustainable post-war revival. In the context of the development of tourist destinations in the conditions of war on the basis of glocalisation, the tourism industry appeared as an important tool for the socio-economic growth of territories, the formation of a positive image of Ukraine in the international arena and the sustainable development of regions. Therefore, the discussion on the directions for the development of tourist destinations in the conditions of war was extremely relevant. It covered the restoration of infrastructure and the problems of adapting the tourism industry to multi-vector challenges, including security, demographic, communication and resource challenges (Norik & Skliar, 2024).

The application of the principles of glocalisation made it possible to find a balance between global standards of quality, safety, sustainability and local unique

resources that formed the identity of each destination. For example, in safe regions of Western Ukraine, tourism initiatives can develop by reorienting to the internal consumer, developing micro-destinations, local gastronomy, cultural heritage, outdoor activities, which at the same time correspond to international trends in slow tourism, green mobility and local authenticity. In destinations that have experienced a temporary loss of accessibility, strategic planning of revitalisation, taking into account the experience of countries that have gone through armed conflicts, becomes relevant. This approach allowed combining the prospects of economic recovery with the formation of a new historical and cultural narrative that strengthened national identity and increased the attractiveness of territories for future tourist flows. In addition, an important part of the discussion was the involvement of local communities and entrepreneurs in destination management processes. In wartime, it was local initiatives that showed the highest level of flexibility, solidarity and mobilisation. The formation of tourism products based on the local context, with the support of international partners, digital platforms and grant programmes, allowed to consider tourism as a mechanism for restoring trust, social cohesion and territorial development.

In general, most experts agreed that the tools for the development of tourist destinations should not be universal, but flexible and adaptive, taking into account local specifics, the needs of target groups and the pace of recovery. For example, Yu. Holovchuk *et al.* (2022) focused on the importance of applying innovative marketing approaches in the strategic management of tourist destinations. The authors substantiated the need for digitalisation of communications, the introduction of emotional branding, and the development of products that meet the new needs of internal and external target audiences. Within the framework of war restrictions, destination marketing should attract tourists and create elements of trust, security, and solidarity, which opened up space for globalised promotion strategies. Yu. Perehuda & M. Kryvoberets (2022) analysed state support for tourism enterprises under martial law. Scientists emphasised the importance of developing special financial mechanisms, grant programmes and preferential lending that would allow entrepreneurs to survive and reorient business models to new conditions. The researchers also emphasised the need to strengthen the role of the state as a coordinator of regional initiatives and an investor in infrastructure restoration, which was critical for preserving tourism potential in the long term.

A. Kiziun *et al.* (2023) proved that the war had led to a profound transformation of the tourism market of Ukraine (decrease in international flow, growth of the role of internal tourism, rethinking consumer demands). The author's research indicated the need for a new segmentation of destinations depending on the degree of security, resource potential and mobilisation of local

communities. This approach corresponded to the paradigm of glocalisation, which involved the adaptation of global models to local conditions. S. Gryshchenko (2023) analysed the role of tourism in the post-war recovery of the economy and territories and considered tourism as a multifunctional tool for socio-economic growth, which can generate employment, activate small businesses and contribute to the restoration of the regional image. The author also pointed out the need for an integrated approach to tourism management, which took into account both security challenges and cultural and psychological aspects.

The authors S. Bazhenova *et al.* (2022) analysed in detail the modern realities of the functioning of the tourism market, in particular, noting the uneven development between regions, fragmentation of state policy and weak integration into international tourism networks. Researchers seen potential in the decentralisation of management, the development of local initiatives and the deepening of interaction between the state, communities and business. E. Sira *et al.* (2022) proved the importance of a strategic vision for the post-war recovery of tourism, in which infrastructure, branding, cultural heritage and security should be considered as interrelated elements. Scientist's approach was based on the idea of institutional resilience and planning of recovery scenarios, which was consistent with the international practice of post-conflict recovery of tourist destinations.

So, development of tourist destinations was increasingly viewed as an adaptive, sustainable, and multi-level system capable of functioning under conditions of high uncertainty and security risks. All researchers emphasised the importance of taking into account local specifics, mobilisation of internal resources, state support and integration of innovative approaches to management. Such a convergence of positions highlighted the need for a comprehensive vision of tourism as a strategic factor in regional development, the restoration of social cohesion, and the formation of a new national identity. All researchers noted about the importance of considering local specifics, mobilising internal resources, ensuring state support, and integrating innovative management approaches. Such a convergence of positions highlighted the need for a comprehensive vision of tourism as a strategic factor in regional development, the restoration of social cohesion, and the formation of a new national identity.

Conclusions

The application of the principle of glocalisation in the management of the development of tourist destinations in Ukraine allowed to achieve a strategic balance between integration into the global tourist space and the preservation of local identity, which was especially important in the conditions of war and European integration processes. This approach ensured the sustainability, adaptability and competitiveness of destinations,

contributing to their harmonious development at the intersection of global trends and local values. Analytical studies had shown that Ukraine's export of tourist services in 2018-2023 ranged from USD 298,855 million to USD 857 million. After a sharp decline in 2020 due to the COVID-19 pandemic, there was a partial recovery in 2022-2023. Ukraine's share in the global export of tourist services increased from 0.02% in 2018-2019 to 0.06% in 2023. The import of tourist services significantly exceeded exports: in 2022, this figure reached USD 197,360.00 million, accounting for 2.01% of global imports. Such a disproportion indicated the need to stimulate inbound tourism and develop internal destinations. The results of the study showed that tourist destinations in Ukraine, despite their significant potential, remained unattractive for capital investments both at the national and global levels. Despite some positive impulses caused by significant events, the general trend indicated a chronic underfunding of the research subject, which limited its potential as a driver of economic growth. Ukraine's consistently low share in the global

investment space of the tourism industry also signaled the need to form a targeted policy to stimulate investments, modernised infrastructure and more actively integrated into international tourism markets. Promising direction of the study include the analysis of formation of safe micro-destinations, the digitalisation of tourism products (online tours, mobile applications), reorientation to the internal market, and support for small businesses. An important role will also be played by the development of humanitarian and memorial tourism, which will contribute to the formation of new cultural meanings and the preservation of historical memory.

Acknowledgements

None.

Funding

None.

Conflict of Interest

None.

References

- [1] Antonenko, V. (2025). Development of tourist destinations based on the use of the intangible cultural heritage of Ukraine as a tool for creating a unique ethnocultural brand. *Socio-Cultural Management Journal*, 7(2), 65-90. doi: [10.31866/2709-846X.2.2024.335862](https://doi.org/10.31866/2709-846X.2.2024.335862).
- [2] Barvinok, N. (2022). Prospects for the development of military tourism on the territory of Ukraine after the end of the Russian-Ukrainian war. *The Actual Problems of Regional Economy Development*, 2(18), 206-217. doi: [10.15330/apred.2.18.206-217](https://doi.org/10.15330/apred.2.18.206-217).
- [3] Bazhenova, S., Pologovska, Iu., & Bykova, M. (2022). Realities of tourism development in Ukraine at the present stage. *Scientific Perspectives*, 5, 168-180. doi: [10.52058/2708-7530-2022-5\(23\)-168-180](https://doi.org/10.52058/2708-7530-2022-5(23)-168-180).
- [4] Bordun, O., Shevchuk, V., Monastyrskyy, V., & Luchka, O. (2022). Losses and rescue areas of tourism business under the war in Ukraine. *Visnyk of the Lviv University. Series Economics*, 62, 178-196. doi: [10.30970/ves.2022.62.0.6214](https://doi.org/10.30970/ves.2022.62.0.6214).
- [5] Buhas, V., & Kovalchuk, E. (2024). Integration of Ukraine into the global market of tourist services. *European Scientific Journal of Economic and Financial Innovation*, 2(14), 76-85. doi: [10.32750/2024-0208](https://doi.org/10.32750/2024-0208).
- [6] Gryshchenko, S. (2023). The tourism industry of Ukraine: Analysis of trends and development factors in the coordinates of post-war recovery. *Economy and Society*, 52. doi: [10.32782/2524-0072/2023-52-29](https://doi.org/10.32782/2524-0072/2023-52-29).
- [7] Holovchuk, Yu., Moroz, S., & Tseststiv, D. (2022). Management of tourism destinations: Innovative marketing approaches. *Problems of Modern Transformations. Series: Economics and Management*, 5. doi: [10.54929/2786-5738-2022-5-12-02](https://doi.org/10.54929/2786-5738-2022-5-12-02).
- [8] Kiziun, A., Hutsal, L., & Tsurkan, I. (2023). Analysis of the development of the tourism industry in Ukraine under the conditions of the Russian-Ukrainian war. *Tourism and Hospitality Industry in Central and Eastern Europe*, 8, 79-87. doi: [10.32782/tourismhospcee-8-11](https://doi.org/10.32782/tourismhospcee-8-11).
- [9] Matviichuk, L., Zhadko, O., & Shtanko, O. (2025). Features of the application of innovative tools in the strategic management of regional tourist destinations. *Acta Academiae Beregsasiensis. Economics*, 8, 137-150. doi: [10.58423/2786-6742/2025-8-137-150](https://doi.org/10.58423/2786-6742/2025-8-137-150).
- [10] Napierała, T., & Pawlicz, A. (2025). War beyond national borders: Impact of the Russian-Ukrainian war on hotel performances in neighbouring countries. *Tourism Management*, 111, article number 105235. doi: [10.1016/j.tourman.2025.105235](https://doi.org/10.1016/j.tourman.2025.105235).
- [11] Norik, L., & Skliar, T. (2024). Analysis of the structure of export-import activity of Ukraine. *University Economic Bulletin*, 19(2), 22-35. doi: [10.69587/ueb/2.2024.22](https://doi.org/10.69587/ueb/2.2024.22).
- [12] Perehuda, Yu., & Kryvoberets, M. (2022). State support of enterprises in the tourist industry in the conditions of maritime and post-war reconstruction. *Entrepreneurship and Innovation*, 23, 16-20. doi: [10.37320/2415-3583/23.3](https://doi.org/10.37320/2415-3583/23.3).
- [13] Robertson, R. (1995). *Glocalization: Time-space and homogeneity-heterogeneity*. In M. Featherstone, S. Lash & R. Robertson (Eds.), *Global modernities* (pp. 25-44). London: Sage Publications.

- [14] SATD publishes large-scale tourism research. (n.d.). SATD. Retrieved from <https://www.tourism.gov.ua/blog/dart-oprilyudnyuie-masshtabni-turistichni-doslidzhennya>.
- [15] Sira, E., Holubets, I., & Bezruchenkov, Yu. (2022). Post-war recovery of tourism in Ukraine. *Market Infrastructure*, 68, 155-158. doi: 10.32782/infrastructure68-27.
- [16] State Agency for Tourism Development. (n.d.). Retrieved from <https://www.tourism.gov.ua/statistic>.
- [17] State Statistics Service of Ukraine. (n.d.). Retrieved from <https://www.ukrstat.gov.ua/>.
- [18] Tan, J., & Cheng, M. (2024). Tourism, war, and media: The Russia-Ukraine war narrative. *Journal of Travel Research*, 64(5), 1031-1044. doi: 10.1177/00472875241245047.
- [19] Tomej, K., & Bilynets, I. (2024). Large-scale tourism transformations through regeneration: A living systems perspective on tourism developments in Ukraine during the war. *Annals of Tourism Research*, 109, article number 103856. doi: 10.1016/j.annals.2024.103856.
- [20] Tourism Statistics Database. (n.d.). *UN Tourism*. Retrieved from <https://www.untourism.int/tourism-statistics/tourism-statistics-database>.
- [21] Tsurkan, I., & Kryvenkova, R. (2023). Priorities of tourism industry functioning during the war in Ukraine. *Black Sea Economic Studies*, 79, 247-250. doi: 10.32782/bses.79-38.
- [22] Tymoshenko, T., Bogoslavets, O., & Shevchuk, O. (2023). European experience of involving interested parties in project activities of tourist destination management organizations: The example of Sweden for Ukraine. *Economy and Society*, 51. doi: 10.32782/2524-0072/2023-51-59.
- [23] Vakhovych, I., Matviichuk, L., & Smal, B. (2021). Development of the hospitality industry in modern conditions: Trends and measures to strengthen competitive advantages. *Financial and Credit Activity: Problems of Theory and Practice*, 6(41), 494-502. doi: 10.18371/fcaptp.v6i41.251512.
- [24] Yermachenko, V., Melnychenko, S., Sidak, M., Dupliak, T., & Lositska, T. (2023). Sustainable tourism in the post-war reconstruction of territorial communities in Ukraine. *Access to Science, Business, Innovation in the Digital Economy*, 5(1), 34-57. doi: 10.46656/access.2024.5.1(3).

Розвиток туристичних DESTИНАЦІЙ України в умовах війни на засадах глокалізації

Людмила Матвійчук

Доктор економічних наук, професор
Луцький національний технічний університет
43018, вул. Львівська, 75, м. Луцьк, Україна
<https://orcid.org/0000-0003-1694-6178>

Лариса Чепурда

Доктор економічних наук, професор
Черкаський державний технологічний університет
18006, бульв. Шевченка, 460, м. Черкаси, Україна
<https://orcid.org/0000-0002-8941-9427>

Тетяна Зубехіна

Кандидат педагогічних наук, доцент
Луцький національний технічний університет
43018, вул. Львівська, 75, м. Луцьк, Україна
<https://orcid.org/0000-0001-9929-4405>

Анотація. Актуальність дослідження зумовлена тим, що в умовах повномасштабної війни з 2022 року розвиток туристичних DESTИНАЦІЙ України потребує застосування принципів глокалізації, які поєднують глобальні тренди сталого розвитку та безпеки з локальними ресурсами, культурною ідентичністю та потребами громад. Метою статті було обґрунтувати концептуальні підходи та практичні напрями розвитку туристичних DESTИНАЦІЙ України в умовах воєнного часу на основі принципів глокалізації, з урахуванням викликів безпеки, локальної специфіки, потреб внутрішнього туризму та потенціалу післявоєнного відновлення. Проведено огляд сучасних наукових джерел, присвячених питанням інноваційного управління DESTИНАЦІЯМИ, державної підтримки туристичної галузі, маркетингових стратегій та післявоєнного відновлення. Систематизовано типологію туристичних DESTИНАЦІЙ за рівнями безпеки та операційної придатності. Проаналізовано дані щодо експорту й імпорту туристичних послуг України, їхньої частки у світових показниках, а також динаміку інвестицій у туристичний сектор та рівень безпеки туристичних DESTИНАЦІЙ. Встановлено, що частка України у світовому експорті туристичних послуг зросла до 0,06 % у 2023 році, тоді як імпорт значно перевищив експорт (2,01 % від світового показника у 2022 році). Також визначено, що туристичний сектор страждав від недостатнього фінансування у державній інвестиційній політиці, існували регіональні відмінності у доступності туристичних DESTИНАЦІЙ. У статті запропоновано напрями розвитку туристичних DESTИНАЦІЙ України на основі глокалізації, зокрема створення безпечних мікрорестИНАЦІЙ, підтримку місцевого підприємництва, цифрову трансформацію туристичних продуктів, розвиток внутрішнього туризму, впровадження воєнного та меморіального туризму, стратегічне планування відновлення тимчасово недоступних територій. Практичні рекомендації можуть стати підґрунтям для формування адаптивної політики розвитку туризму в Україні, вдосконалення стратегій управління DESTИНАЦІЯМИ та інтеграції підходу глокалізації у процеси прийняття рішень органами державної влади, місцевого самоврядування та туристичними підприємствами під час війни та післявоєнного відновлення.

Ключові слова: туристичні території; цифровізація; конкурентоспроможність; європейська інтеграція; культурний туризм; сталий розвиток