

STRATEGIC DIRECTIONS FOR SUSTAINABLE TOURISM DEVELOPMENT THROUGH PUBLIC-PRIVATE PARTNERSHIPS: NATIONAL CHARACTERISTICS AND MANAGEMENT OBJECTIVES

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Abstract. The tourism industry plays a crucial role in the economic and social development of nations, contributing to job creation, regional growth, and cultural heritage preservation. However, in the context of Ukraine, the ongoing military conflict has significantly affected tourism, created new challenges and necessitated innovative approaches to sector recovery. One of the key strategies for overcoming these difficulties is the implementation of public-private partnerships, which can facilitate investment, infrastructure development, and the sustainable management of tourism resources. This study investigates the strategic directions for sustainable tourism development in Ukraine through the application of public-private partnerships mechanisms. The research focuses on the impact of war-related challenges on the tourism industry and explores how collaboration between government authorities and private enterprises can ensure its resilience and long-term growth. The main objective of the study is to identify and to analyse key management strategies, national characteristics, and policy solutions that can enhance sustainable tourism under crisis conditions. Methodology. The research methodology is based on a systematic review of academic literature, case study analysis, and expert evaluations of public-private partnerships projects in the tourism sector. A qualitative approach was employed to examine existing tourism policies, legislative frameworks, and international experiences of public-private partnerships implementation. The study also integrates a comparative analysis of successful partnership models in conflict-affected regions to derive practical recommendations for Ukraine. Key Findings and Conclusions. The findings highlight that public-private partnerships can play a transformative role in revitalizing Ukraine's tourism industry by mitigating financial risks, facilitating investment in infrastructure, and fostering innovation in tourism management. The study identifies several strategic directions, including developing resilient tourism infrastructure in safe regions through public-private investments; enhancing marketing strategies to rebuild Ukraine's image as a tourism destination; leveraging digitalization and smart tourism solutions to attract international visitors; strengthening legislative and regulatory support to improve the effectiveness of public-private partnerships in tourism. The study concludes that public-private partnerships is a crucial mechanism for sustaining tourism growth during and after wartime, as it enables the efficient allocation of resources, promotes innovation, and fosters stakeholder collaboration. By implementing targeted policies and investment incentives, Ukraine can accelerate the recovery of its tourism sector and ensure long-term sustainability. These insights provide valuable guidance for policymakers, tourism enterprises, and scholars aiming to design effective strategies for tourism recovery under crisis conditions.

Keywords: public-private partnership, sustainable tourism, crisis management, tourism infrastructure, investment strategies, Ukraine.

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1. Introduction

The tourism industry is a vital component of national economies, contributing to employment, regional development, and cultural heritage preservation. In Ukraine, the impact of geopolitical instability and military conflicts has underscored the necessity of sustainable tourism development strategies. Public-private partnerships (PPPs) serve as an essential tool for fostering resilience and ensuring long-term growth in the tourism sector (Ivashova, 2018; Kozlovskiy, Tkachenko, 2019). This study aims to explore the strategic directions for sustainable tourism development in Ukraine through the application of public-private partnership mechanisms. The research objectives include: (1) analysing the current state of the tourism industry in wartime conditions, (2) identifying key challenges and opportunities for cooperation between public and private entities, and (3) proposing management solutions that enhance the resilience and sustainability of tourism enterprises.

The research employs a combination of qualitative and quantitative methods, including a systematic literature review, case study analysis, and expert evaluations. The logical structure of the paper follows a progressive analytical approach: the first section presents an overview of public-private partnerships in tourism; the second section examines national characteristics and managerial objectives; and the final section provides recommendations for policy and business practice.

By integrating theoretical insights with practical recommendations, this study aims to contribute to the development of evidence-based policies that can support Ukraine's tourism sector during and after the war. The findings are relevant for policymakers, industry practitioners, and scholars seeking to enhance the effectiveness of tourism strategies under crisis conditions.

2. Review of Scholarly Perspectives on Public-Private Partnerships in Tourism

A growing body of research highlights the significance of public-private partnerships as a transformative mechanism in tourism management. Various scholars have examined its theoretical foundations, implementation challenges, and potential benefits across different tourism-related domains. For instance,

N. A. Leonenko (2019) analysed the regulatory framework governing PPPs in Ukraine's tourism sector, identifying key barriers to effective implementation. Y. V. Kozlovskiy and T. I. Tkachenko (2018) proposed improvements to project management methodologies by integrating PPPs tools to enhance investment efficiency and risk distribution.

Several researchers, including G. P. Sklyar, Y. V. Karpenko (2015) and O. B. Zima (2014), explored the institutional and economic challenges hindering PPPs adoption in tourism and suggested strategies to strengthen collaboration between government and private enterprises. Meanwhile, L. M. Ivashova (2018), K. V. Horokhivska (2015) and G. M. Brusiltseva (2016) examined international best practices in PPPs utilisation and assessed their applicability to Ukraine's tourism industry. D. I. Soloviov (2013) introduced a PPPs-oriented model for integrating tourism infrastructure projects into broader economic recovery efforts.

Other studies have focused on sector-specific applications of PPPs in tourism. V. I. Panasiuk and T. V. Arbuzova (2020) investigated PPPs role in fostering rural tourism and regional development, while S. V. Zakharin and S. V. Bebeko (2018) examined the potential of PPPs mechanisms in cultural heritage conservation and promotion. Y. V. Karpenko (2018) positioned PPPs as a tool for territorial development, arguing that well-structured partnerships can mitigate disparities between urban and rural tourism hubs.

From a policy perspective, N. Pochernina (2020) systematised macroeconomic instruments that support PPPs implementation in alignment with the Sustainable Development Goals (SDGs). Similarly, D. M. Stechenko et al. (2022) outlined the scientific underpinnings of PPPs governance, highlighting its potential to drive innovation in domestic recreation and tourism services. The conceptual evolution of PPPs in tourism has also been addressed by I. I. Lisitsina (2013), who examined the term's definitions and practical applications in Ukraine. A. V. Kravtsova (2017) explored how PPPs-oriented approaches can stimulate investment in regional tourism, while A. M. Havryliuk (2020) underscored the socio-humanitarian dimension of PPP in tourism development.

Additional research contributions include F. V. Uzunov (2014), who formulated

recommendations for improving PPPs governance structures, and S. H. Nezdoiminov and P. O. Aleksandrochkina (2018), who identified the institutional and financial prerequisites for effective state-private collaboration in tourism. Furthermore, N. S. Martynova and O. V. Nazarenko (2020) discussed the role of PPPs in shaping an innovative educational environment for future tourism professionals, while T. O. Tymoshenko (2019) highlighted the importance of public-private communication strategies in fostering tourism product development. V. O. Kosharnyi (2017) analysed how PPPs mechanisms could be leveraged to enhance Ukraine's tourism and recreational zones.

3. Significance of Public-Private Partnerships for Tourism Resilience in Wartime

Given the ongoing conflict in Ukraine, the role of public-private partnerships in ensuring tourism sector resilience has never been more crucial. Despite the wartime challenges, sustainable tourism remains a key driver of economic recovery, cultural preservation, and social cohesion in affected regions. The ability to mobilise PPPs mechanisms effectively can determine the speed and scale of tourism's post-war reconstruction. International experience demonstrates that PPPs is a versatile tool capable of balancing economic growth with social and environmental sustainability (Lisitsyna, 2013; Zakharin, Bebko, 2020). In countries affected by armed conflicts, such as Croatia, Israel, and Turkey, PPPs has facilitated the rapid recovery of tourism by leveraging public investments, coordinating

private-sector contributions, and ensuring regulatory stability. Each country presents unique governance structures, cultural assets, and socio-economic conditions that shape its tourism development trajectory. Thus, tailoring PPPs frameworks to Ukraine's national characteristics and reconstruction priorities is imperative (Tymoshenko, 2019).

By synthesising theoretical perspectives and empirical insights, this research seeks to provide policy recommendations for Ukrainian authorities, tourism enterprises, and international investors. Understanding how to optimise PPPs models in wartime conditions will be pivotal in ensuring the long-term sustainability of Ukraine's tourism sector. The effectiveness of PPPs in tourism development varies significantly across countries, especially in regions that have experienced conflicts. Examining the cases of Croatia, Turkey, and Israel, which have successfully adapted their tourism sectors post-conflict, provides valuable insights for Ukraine.

The SWOT analysis of public-private partnerships in tourism across Croatia, Turkey, Israel, and Ukraine reveals both strategic advantages and challenges. For Ukraine, the key strength lies in its rich cultural and natural heritage, offering a solid foundation for tourism development. The post-war reconstruction phase presents a unique opportunity to attract international investment, particularly through EU partnerships. However, Ukraine faces significant barriers, notably the destruction caused by the war and the unstable investment climate. To overcome these challenges, it is essential to reduce investment risks through state-backed

Table 1

SWOT Analysis of PPPs in Tourism: Ukraine vs. Selected Countries

Factor	Croatia	Turkey	Israel	Ukraine
Strengths	Strong EU financial backing, tourism-driven economy	Large domestic tourism market, government incentives	Advanced infrastructure, strategic geopolitical location	Rich cultural and natural heritage, EU integration potential
Weaknesses	Dependence on seasonal tourism, bureaucratic delays	Political instability, regulatory inconsistencies	High operational costs, security concerns	War-related destruction, investment risks
Opportunities	Expansion into sustainable tourism, EU funding	Increased international partnerships, diversification of tourism products	Technology-driven tourism solutions, cultural diplomacy	Reconstruction-focused investments, international funding
Threats	Environmental concerns, over-tourism	Terrorism risks, economic fluctuations	Geopolitical tensions, fluctuating tourist inflows	War continuation, lack of stable investment climate

Source: compiled by the authors on the basis of (Lisitsyna, 2013; Tymoshenko, 2019; Zakharin, Bebko, 2020)

guarantees, legislative reforms, and international donor partnerships. This approach could help secure private capital for the tourism sector.

Ukraine can leverage PPPs mechanisms for infrastructure renewal and regional economic recovery, focusing on sustainable tourism and cultural heritage projects. Drawing from successful PPPs implementations in countries like Croatia, Turkey, and Israel, Ukraine should integrate these best practices into its recovery strategies. Furthermore, ensuring long-term investment stability through international guarantees and improving security conditions will be crucial for attracting sustained private-sector engagement. In conclusion, while Ukraine faces considerable challenges, the post-war period offers a distinct opportunity to rebuild its tourism sector. By aligning PPPs efforts with EU integration and adopting successful models from other countries, Ukraine can establish a resilient and competitive tourism industry.

4. Analysis of the Economic Impact of War on Tourism in Ukraine

The development of the tourism sector in Ukraine is significantly influenced by the overall socio-economic situation in the country. The war, which began in 2022, has caused substantial changes in the structure of tourist flows, leading to a sharp decline in both international and domestic tourism. Analysing these changes enables a comprehensive assessment of the industry's actual losses and the formulation of strategies for its recovery. In 2021, Ukraine's tourism industry was gradually recovering from the impact of the COVID-19 pandemic, resulting in an increase in tourist numbers. The total flow of international tourists reached approximately 14 million, while domestic tourism also experienced growth, amounting to 3.5 million visitors (Report on direct infrastructure damage due to Russian military aggression against Ukraine, 2024).

However, 2022 marked a critical downturn for the tourism sector. Due to the onset of the war, the number of international tourists plummeted nearly sevenfold, dropping to 2 million, while domestic tourism contracted more than threefold, reaching 1 million visitors. The primary factors contributing to this decline included safety concerns related to the war; destruction of tourism infrastructure; restrictions on internal

mobility; declining purchasing power of the population. In 2023, the situation remained challenging. A slight increase in domestic tourism to 1.2 million visitors can be attributed to the population's gradual adaptation to new conditions and the development of alternative tourism offerings in safer regions. Inbound international tourism remained critically low (1.5 million visitors). 2024 demonstrates a gradual recovery trend. Forecasts indicate that the number of international tourists may rise to 1.8 million, while domestic tourism could reach 1.5 million visitors. This is facilitated by improvements in security in certain regions and the adaptation of tourism enterprises to new realities (RDNA3, 2024).

The analysis reveals that the war has led to a catastrophic decline in tourist flows, particularly in international tourism, resulting in significant losses across the hospitality, transport, and entertainment sectors. The recovery of the industry will largely depend on the security situation in the country, government policies aimed at stimulating tourism, and investments in tourism infrastructure.

5. Economic Losses of Tourism Enterprises Due to the War

The war in Ukraine has resulted in substantial financial losses across the tourism sector, significantly affecting the hospitality industry, entertainment sector, and transport services. The assessment of these economic losses is based on official statistics from the State Statistics Service of Ukraine, research conducted by the National Bank of Ukraine, and expert evaluations (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector", 2023).

To quantify the financial impact, the study employs a comparative revenue analysis, using the following formula:

$$\Delta R = R_{pre-war} - R_{during war} \quad (1)$$

where:

ΔR represents the revenue loss,

$R_{pre-war}$ denotes the revenue prior to the war,

$R_{during war}$ reflects the revenue recorded during the war.

By applying this approach, the study provides a comprehensive evaluation of the decline in tourism revenue and identifies the most affected

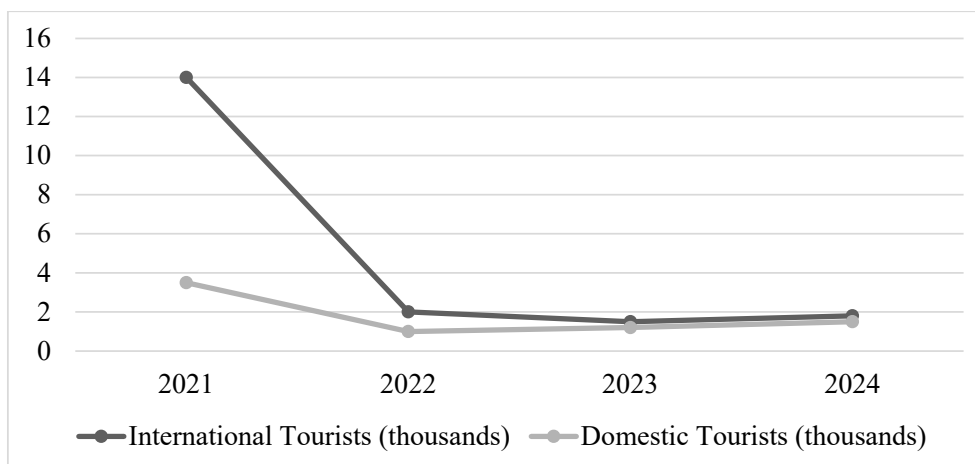


Figure 1. Dynamics of Tourist Flows in Ukraine (2021–2024)

Source: compiled by the authors on the basis of (RDNA3, 2024)

sectors. According to expert estimates, in 2022, the hospitality sector lost approximately 70% of its revenue compared to 2021 (RDNA3, 2024). Similarly, the entertainment and transport sectors experienced comparable losses due to reduced demand, disruptions in infrastructure, and a sharp decline in tourist arrivals (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector", 2023). A detailed breakdown of revenue losses across different tourism-related industries is presented in Table 2.

According to Table 2, the key findings indicate that the transport sector has suffered the most significant losses, with an estimated revenue decline of \$6.3 billion due to the collapse of air and rail passenger flows. The hospitality industry experienced a 70% drop in revenue in 2022, primarily driven by the reduction in both domestic and international tourist arrivals. Tour

operators endured the highest relative losses, with a staggering 80% decrease, as international travel nearly ceased and demand for packaged tourism services plummeted. Despite expectations of partial recovery in 2024, revenue levels in the tourism sector remain significantly below pre-war figures (RDNA3, 2024).

The war in Ukraine has caused a severe contraction in tourism flows and substantial financial losses across various sectors, particularly transport, accommodation, and tour operations, which depend heavily on consistent demand and infrastructure accessibility. A comprehensive recovery strategy is essential for the tourism sector, including the reconstruction of tourism infrastructure through public-private partnerships, financial support for businesses in war-affected regions, and policies aimed at stimulating domestic tourism (But, 2024). These could involve tax incentives and regional development initiatives.

Table 2

Financial Losses of the Ukrainian Tourism Sector Due to the War (2021–2024)

Sector	Revenue in (million USD)				Total Losses (2022–2024), million USD	Percentage Loss in 2022
	2021	2022	2023	2024		
Hospitality Industry	2,800	850	900	1,200	3,650	-70%
Restaurants & Cafés	1,500	600	750	950	1,700	-60%
Tour Operators	700	150	200	300	950	-80%
Transport (aviation, rail)	4,000	1,200	1,500	2,000	6,300	-70%
Entertainment Facilities	1,200	400	500	700	1,800	-67%
Total Losses	10,200	3,200	3,850	5,150	14,800	-69%

Source: compiled by the authors on the basis of (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector, 2023; RDNA3, 2024)

Further statistical data on the tourism sector's performance can be accessed through official reports by the State Statistics Service of Ukraine and the National Bank of Ukraine.

To assess the future development of Ukraine's tourism sector, three primary scenarios are considered: optimistic, realistic, and pessimistic. These scenarios are based on key factors such as security, government policy, infrastructure investments, and international support (Tomczewska-Popowycz, 2022; Kvasnii et al., 2023).

The optimistic scenario "Rapid Recovery" assumes the completion of hostilities by 2024–2025, significant support from the EU and international financial institutions (RDNA3, 2024), investments in tourism infrastructure via PPPs, and a rise in both domestic tourism and the return of international visitors by 2026. This would lead to a recovery of tourist flows to 80% of 2021 levels by 2027, prioritising eco-tourism, cultural, and historical tourism. Active construction of new hotels, transport, and entertainment infrastructure would be underway, with annual revenue growth in tourism of 12-15% after 2025 and a full sector recovery by 2030 (Kvasnii et al., 2023). However, key risks include delays in international financing and a shortage of qualified personnel post-war. The likelihood of this scenario is estimated at 20-25%.

The realistic scenario "Gradual Recovery" foresees partial normalisation of security by 2025–2026, limited financing for infrastructure restoration, growth in domestic tourism, and a partial return of international visitors by 2026–2027. Economic growth and consumer purchasing power would be moderate. Tourist flows are expected to reach 50-60% of 2021 levels by 2026, with a primary market in domestic tourism and neighbouring countries (Poland, the Baltics, Turkey). The recovery of small tourist enterprises and the hotel sector is expected, with annual revenue growth of 7-10%. By 2030, tourism revenues would recover to 85-90% of pre-war levels. However, slow infrastructure recovery and macroeconomic instability pose risks. The likelihood of this scenario is estimated at 50-55% (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector, 2023; Baillie et al., 2024).

The pessimistic scenario "Prolonged Decline" involves prolonged hostilities or a frozen conflict,

a lack of significant investments in tourism infrastructure, high unemployment, and low consumer purchasing power, with limited international support for Ukraine's recovery. Tourism flows in 2026 would be only 20-30% of 2021 levels, primarily focused on domestic trips to safe regions. Development would be severely limited by low incomes and a lack of investments, with annual revenue growth of just 2-4%. Tourism would only recover to 50-60% of pre-war levels by 2030, and risks include political instability and high military threats. The likelihood of this scenario is estimated at 20-25% (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector", 2023; Baillie et al., 2024).

Comparing the scenarios, the expected tourist flows in 2026 under the optimistic scenario would reach 80% of 2021 levels, while under the realistic and pessimistic scenarios, the figures would be 50-60% and 20-30%, respectively. Full sector recovery would occur by 2030 in the optimistic scenario, by 2032-2033 in the realistic scenario, and after 2035 in the pessimistic scenario. Annual revenue growth would be 12-15%, 7-10%, and 2-4%, respectively, with the key markets being domestic and international tourism, domestic tourism plus neighbouring countries, and solely domestic tourism. The main risks include lack of financing and workforce attrition for the optimistic scenario, slow economic recovery for the realistic one, and military instability for the pessimistic one.

To realise the optimistic scenario, priority actions should include accelerating investments in tourism infrastructure via PPPs, attracting international grants and funding for the reconstruction of tourist regions, developing marketing strategies to improve Ukraine's tourism image, and focusing on eco-tourism, military tourism, and cultural tourism as competitive advantages. To avoid the pessimistic scenario, it is crucial to establish government guarantees for tourism investors, enhance security, improve Ukraine's international image, and provide financial support to small tourism enterprises. The development of tourism in Ukraine depends on political stability, infrastructure investments, and international cooperation. It is vital to optimise available resources and adapt strategies to the evolving conditions of the war and recovery.

Table 3

Comparative Analysis of Tourism Sector Recovery Scenarios in Ukraine (2024–2030)

Parameter	Optimistic Scenario (Rapid Recovery)	Realistic Scenario (Gradual Recovery)	Pessimistic Scenario (Prolonged Decline)
Tourist flow in 2026	80% of 2021 level	50-60% of 2021 level	20-30% of 2021 level
Full sector recovery	By 2030	By 2032-2033	After 2035
Annual revenue growth	12-15%	7-10%	2-4%
Main markets	Domestic and international tourism	Domestic tourism + neighbouring countries	Only domestic tourism
Key risks	Lack of financing, workforce attrition	Slow economic recovery	Military instability

Source: compiled by the authors on the basis of (Strategic Roadmap "Recovery of Small and Medium-Sized Businesses in the Tourism and Hospitality Sector, 2023; RDNA3, 2024; Baillie et al., 2024)

6. Policy Recommendations for Enhancing PPP in Ukraine's Tourism Sector

Public-private partnership in the tourism sector is a key tool for stimulating sustainable development and improving the competitiveness of the tourism industry. The features of the public-private partnerships in this context can be justified as follows (see Table 3). Within the framework of public-private partnership in the tourism sector amidst the war in Ukraine, various projects can be implemented aimed at supporting sustainable development of the tourism industry and overcoming challenges during wartime, as shown in Table 3. These projects aim not only to support the development of tourism in Ukraine but also to contribute to the recovery and development of regions affected by the war and strengthen the resilience of the tourism industry during wartime.

The mechanism of cooperation between the public and private sectors for the development of sustainable tourism in the conditions of war in Ukraine can be designed as follows (see Figure 1). The problems that may arise in the context of such a mechanism include financial difficulties, instability of the military conflict, loss of trust, and other challenges that need to be taken into account and effectively addressed to achieve successful partnership.

Public-Private Partnership in the tourism sector amid the war in Ukraine will bring a range of benefits to various stakeholders (see Figure 1). Considering these benefits, public-private partnership in tourism can become a strong stimulus for sustainable development of the industry and overall improvement in the quality of life in the country.

A significant form of partnership development in the tourism sector in Ukraine is public-private

partnerships. To address the challenges of public-private partnerships in Ukraine, an appropriate legislative framework has been established, laying the groundwork for cooperation between the public and private sectors aimed at developing sustainable tourism, addressing environmental issues, enhancing competitiveness, and attracting investments into the economy. However, it is necessary to establish regulatory mechanisms for public-private partnership relations that will fully utilize the potential of regions and enterprises. The public-private partnerships involve government intervention in activities involving economic entities in regions, which provides significant benefits to all involved parties. It is important that such intervention leads to increased efficiency in the use of tourism industry resources and serves as a form for its further development. One such form of cooperation is the development of a cluster model, which combines government programs and private projects in a single systemic model, contributing to the improvement of service levels, community involvement in addressing social issues, efficient use of funds in regions, and overall sustainable development of the tourism sector (Tymchyshyn-Chemerys, 2015).

To facilitate the exchange of experience on issues of theory and practice in the tourism industry, highlight problematic issues related to the functioning of tourism entities, and consolidate the efforts of science and practice for sustainable tourism, various events are held in Ukraine, including Lviv. For example, back in 2009, Andriy Sadovyi, the mayor of Lviv, at a large-scale scientific seminar "Lviv Innovative System: From Idea to Market" (Tourist cluster created in Lviv region, 2024), voiced his opinion that successful Lviv is a triangle of government, business, and science. This seminar was held

Table 3

General Characteristic of Features of Public-Private Partnership in Tourism Sector

Features of Public-Private Partnership in Tourism Sector
Resource Efficiency
State and private entities possess diverse resources and capabilities. Public-private partnership allows pooling financial, human, and other resources for joint tasks such as infrastructure development, marketing campaigns, and staff training.
Expertise
The private sector may hold deep knowledge and expertise in managing tourism businesses, while the state can provide regulatory and strategic support. Combining these competencies can yield optimal results.
Innovation and Technology
The private sector is typically more flexible and responsive to new technologies and innovations. The government can incentivise these processes through financial support and the creation of a favourable regulatory environment.
Risk Management
Risks in the tourism industry can be significant, especially during times of war. PPP enables risk-sharing between the state and private sector, reducing financial and strategic threats.
Promoting Sustainable Development
Public-private partnerships can stimulate initiatives focused on sustainable use of natural resources, preservation of cultural heritage, and social responsibility in tourism development.
Flexibility and Decision-Making Speed
The private sector, being less bureaucratic, can react more swiftly to market changes and challenges, allowing for more efficient management of tourism projects.
Projects within Public-Private Partnership in Tourism Sector during War in Ukraine
Restoration and Protection of Cultural Heritage
Joint efforts for the restoration and protection of historical monuments and cultural sites that may be damaged or threatened by the military conflict.
Development of Tourist Infrastructure in Safe Regions
Financial support for the development and improvement of tourist infrastructure in safe regions of the country to attract tourists and increase their flow.
Environmental Initiative Projects
Collaborative environmental projects to preserve nature and develop ecologically clean tourist routes.
Marketing Campaigns and Promotions
Joint efforts to conduct marketing campaigns and promote the Ukrainian tourism brand internationally.
Tourist Events and Festivals
Organization and financing of tourist events, festivals, and activities that attract attention and increase the country's popularity among tourists.
Tourism Clusters
Creation of tourism clusters bringing together various sectors and representatives of the tourism industry for joint development and marketing initiatives.
Tourism in Deoccupied Territories
Development of special programmes for safe and informed tourism in regions directly affected by the conflict.

Source: compiled by the authors on the basis of (Tomczewska-Popowycz, 2022; Kvasnii et al., 2023).

together with scientists from the USA, who also emphasized the importance of teamwork in achieving success, where cooperation makes the result much more significant and beneficial. Thus, the movement towards cooperation and the pooling of efforts has been ongoing for a long time, and the Lviv City Council is the most enthusiastic supporter of this approach.

In November 2018 and October 2021, with the support of the Lviv Regional State Administration, the I and II International Scientific and Practical

Conference "Sustainable Tourism Development on Partnership Principles: Education, Science, Practice" took place at the Lviv Trade and Economic University. The conference was attended by scientists, representatives of public organizations, and hospitality industry professionals from Ukraine, while participants from Georgia, Uzbekistan, and Poland joined online. Such events provide an opportunity to share experiences and engage with various stakeholders in the tourism segment, including

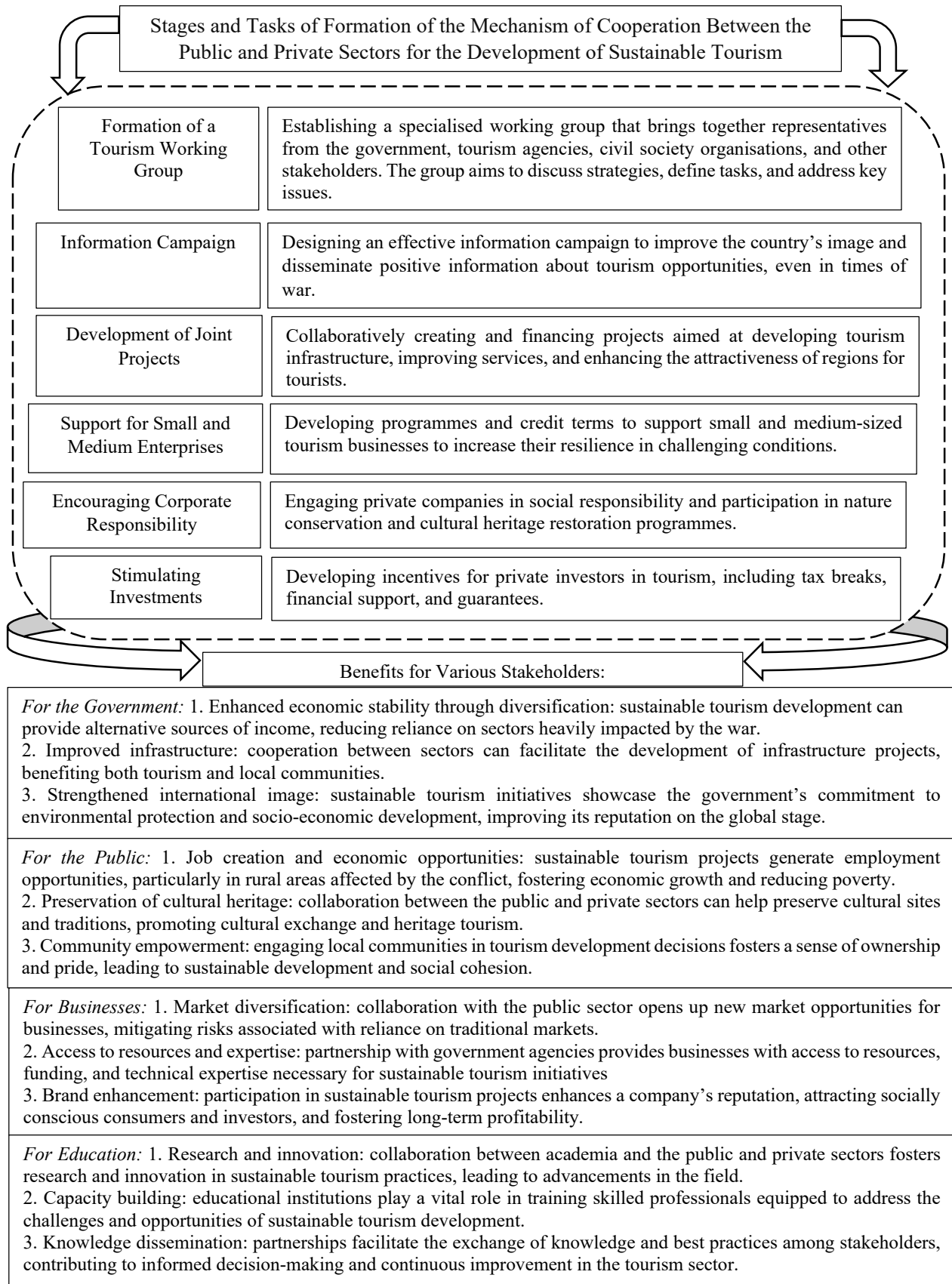


Figure 2. The mechanism of cooperation between the public and private sectors for the development of sustainable tourism in the conditions of war in Ukraine

Source: compiled by the authors

researchers, hotel businesses, and catering establishments, to discuss and identify new forms of cooperation. Tourism is an extremely integrative sphere of activity, and success can be achieved when various entities cooperate. The result is a high-quality tourist product. The further success of Lviv as a leading tourist region depends on the effectiveness of cooperation between regional authorities, businesses, and local communities and educational institutions (Tymchyshyn-Chemerys, 2015).

To consolidate efforts for tourism development in the region, on December 8, 2021, the leadership of the Lviv Regional State Administration, together with representatives of the region's tourism business, signed the Charter on the establishment of the public association "Tourist Cluster of Lviv Region". The main tasks of the Cluster are to establish quality and effective interaction among all participants with the authorities and local self-government bodies, to shape their coordinated and concerted efforts for the development of the tourism industry, and, most importantly, to raise the standards of tourist activity and implement industry standards and safety standards. Participants unite to ensure the sustainable development of the tourism industry in the Lviv region based on common interests, which they will further implement through various programs or projects (Tourist cluster created in Lviv region, 2024).

In recent years, a whole range of new tourist clusters has been created in the Lviv region at the initiative of territorial communities that understand the budgetary role of the tourism industry. Among them are the "Hill Towns" (Semenivska Village Council, Solonkivska OTG), "Boikivski Hosts" (Skole District), Beshchadsky (Starosambirsky District, Ukraine; Beshchadsky County, Poland), "COWBOYKY: Ukrainian Wild West" (Novomiska OTG), "Lviv Opillia" (Bibrka, Davydivska, Rozvadivska, Trostyanetska OTG), "Lviv Medical Tourism Cluster" (Lviv City), "Tourist Cluster Truskavets" (Truskavets City), "Lviv Tourist Alliance" (Lviv City).

The cluster model of organizing tourist activities differs by the absence of centralized control, adherence to conditions of equality, and creating conditions for market competition among providers of tourist services, among other things. Additionally, the activities of tourist clusters aim

to ensure: innovativeness and adaptability to the constantly changing conditions of external tourist service markets, mutual diagnostics of cluster enterprises; maximum utilization of information and communication technologies (online advertising, e-commerce of tourist services); enhancement of the qualifications and intellectual potential of employees (Mitsenko et al, 2021; Panasiuk, Arbuzova, 2020).

The main advantages of the cluster model of organizing tourism businesses in the region include:

- Utilization of economies of scale, where the economic efficiency of joint activities of clustered tourism enterprises is higher compared to individual activities. This also allows for the formation of a "critical mass" necessary to address various organizational and managerial issues.
- Expansion of access to innovations achieved through reciprocal inter-firm flows of ideas and information.
- Formation of a local industry labour market, enabling labour exchange, internships, and skill enhancement.
- Reduction of service costs through shared utilization of tourism resources and infrastructure, expansion of the circle of suppliers and consumers of tourist services competing with each other, development of cooperation, and contractual specialization.

Additionally, tourism businesses joining a tourism cluster within the region gain the opportunity to more effectively advocate for their interests at the local government level and participate in large-scale investment programs. The mechanism for forming tourism clusters traditionally includes two components: on one hand, the creation of an initiative group for cluster formation, comprising representatives of key enterprises of the potential tourism cluster as well as experts with experience in implementing the cluster model in other regions or industries (such as specialists from regional development agencies, experts from various programs, and initiatives); on the other hand, the official recognition and registration of the cluster by state and local authorities is a necessary condition.

7. Conclusions

The conclusions from the study underscore the importance of public-private partnership

in the tourism sector as a strategic tool for industry development, even in times of war. The research has shown that such an approach can contribute to efficient resource utilisation, investment attraction, stable tourism industry growth, and increased country attractiveness for tourists.

Specifically, the analysis has demonstrated that tourism development based on public-private partnership has the potential to become a key success factor for Ukraine's tourism industry. This approach can facilitate the creation of a resilient and competitive tourism sector, fostering economic growth and improving quality of life in the country.

The study highlights the significance of public-private partnerships as an effective tool for stimulating and managing tourism development in times of war. The conclusions underscore the importance of cooperation between the public and private sectors in formulating and implementing

strategies aimed at supporting sustainable tourism. Specifically, the need for collaboration to restore tourism infrastructure, renovate cultural sites, and create safe tourist routes in conflict-affected areas is emphasized.

Moreover, the research emphasises the role of the public-private partnerships in fostering innovation, environmental initiatives, and marketing efforts to enhance Ukraine's appeal to tourists. It is crucial to focus on various projects, including cultural heritage restoration, support for small and medium-sized businesses in tourism, and ecosystem preservation.

Overall, these findings indicate the promising potential and necessity of developing public-private partnerships to ensure sustainable tourism development amid military conflict in Ukraine. Considering the identified conclusions, it is possible to devise effective strategies and programmes to revitalise the tourism industry and contribute to the country's development.

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