

TOURISM AND HOTEL AND RESTAURANT BUSINESS: PROBLEMS AND VECTORS OF DEVELOPMENT

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INTRODUCTION

Tourism is one of the most important branches of the service sector. For most countries and the world in general, tourism has been one of the driving forces of economic growth. But that was before COVID-19. Tourism in 2020 suffered a catastrophic defeat. This has caused massive job cuts in this area. According to the World Travel and Tourism Council, almost 62 million or 18.5% of jobs were cut in the tourism sector in 2020. Currently, their number of employees is 272 million¹.

The development of tourism at the global level before the start of the coronavirus pandemic reached very high indicators. It was planned that by 2030 every fifth inhabitant of the planet will make tourist trips. The pandemic that came suddenly caused enormous damage to industry. According to the UN, the international tourism industry in 2020 has fallen back to the level of the late 80s, the coronavirus has led to a decline in the number of trips by 70-75%.

Russia's full-scale invasion of Ukraine on February 24, 2022, threatened not only tourism in Ukraine, but also the international travel sector, which was just beginning to recover from the losses caused by the COVID-19 pandemic. The resorts, still reeling from pandemic isolation, relied on Ukrainian and Russian tourists until the war in Ukraine put an end to travel. The war on the territory of Ukraine creates new problems for the global economic environment and threatens to hinder the return of confidence in world travel.

The deterioration of inbound tourism indicators is significantly influenced by the complex military and political situation in the country, negative messages in the world about the level of security in Ukraine, the formation of a rather unfavorable tourist image (the lack of developed infrastructure, the proper level of service stops tourists from returning to the country), the lack of effective marketing activities to promote the country's tourism brand.

Unfortunately, the potential for the development of tourism in Ukraine has remained at the "nascent" stage. As the experience of other countries shows, the tourism sector of the economy can develop only in the format of active participation of small and medium-sized businesses in it, as well as under the

¹ UNWTO. Statistics of tourism. URL: <https://www.unwto.org/tourism-statistics>

conditions of the most favorable investment regime, which includes fiscal benefits and regulatory simplicity.

However, the Head of the State Tourism Development Agency of Ukraine Maryana Oleskiv notes that, despite the war, the tourism industry of Ukraine continues to work². The representatives of the industry quite quickly adjusted to the rails of war. Hotels in areas where there are no hostilities worked as shelters for those who had to flee from large-scale shelling. In the summer of 2022, tour operators specializing in domestic travel were able to resume their activities by 50%. Little by little, Ukrainians began to afford short trips around the country in order to recharge in order to maintain work capacity and psychological peace. And this allows tour operators who organize trips to Ukraine to resume their work.

The war forced people to “travel” across the country, especially in the western regions of Ukraine. Today, despite the military operations, domestic tourism still functions, because in relatively safe regions of the country, you can visit tourist sites, museums, recreation facilities, etc. In addition, in the same regions, the infrastructure is developed at a relatively high level, and logistics has undergone smaller deviations from usual activities.

1. Problems and vectors of further development of tourism and the hospitality industry

Today, when the world lives in the conditions of a pandemic, political instability and military aggression, many organizations are trying to analyze, sum up and make predictions about the changes that inevitably await world tourism. The pandemic and the deep crisis of tourism seriously affected the activities of tourism industry enterprises and tourists themselves, who had to adapt to new realities. Numerous studies of the past two years confirm the changes in the “traveler mentality”, their worldview and the psychology of consumption in general.

Contrary to the negative predictions of 2019, the past three years have shown that people's desire to travel will remain unchanged, only trips are becoming more thoughtful and carefully planned independently, taking into account their needs, expectations and financial capabilities.

After years of stress, uncertainty and restrictions due to the coronavirus pandemic and war, people now value their time, travel and well-being more than before. After all, now there is an understanding of how quickly trips can be taken.

² Туристична статистика України. ДАПТ. URL: <https://www.tourism.gov.ua/blog/u-2022-roci-suma-turistichnogo-zboru-v-ukrayini-skorotilasya-na-24>

When planning travel for 2023, tourists are increasingly looking for carefree adventures where they can make the most of their time and really enjoy the experience.

5 main tourism trends in 2023³:

1. Selection in favor of countries without travel restrictions or a mandatory requirement to wear masks.
2. Package holidays and the "all inclusive" principle.
3. Wellness trips and digital detox.
4. Destinations with strong cultural and historical traditions.
5. Trips to several countries.

Currently, Ukrainian tourism continues its development, despite the decrease in the number of guests from abroad. Emphasis has shifted on the market – the number of people traveling for work has significantly decreased, but classic hotel rest remains relevant. This applies to suburban hotel complexes, ski resorts located in the Carpathians, and ecotourism such as glamping. Currently, the most popular vacation spots are locations in nature – near mountains, forests, lakes, etc. This is because people need distraction, and nature is the best medicine. This trend appeared during the pandemic, and the full-scale war only intensified it. The second most popular type of tourism today is military-business tourism. However, it should be understood that the resumption of tourism depends on how the events at the front develop and how quickly the war ends.

Innovations are introduced in the hotel and tourism business, which are aimed not only at attracting as many customers as possible, but also at making each customer a regular guest and providing enterprises with a steady stream of profits.

Today, innovativeness is becoming the main characteristic of the modern economy, as innovation is a powerful strategic and anti-crisis tool. The relevance of innovative technologies is due to the rapid globalization of the world market and the shortening of the life cycle of products, as well as the need for a strategic approach to updating the quality characteristics of products and services. In the hotel and tourism business, innovation encompasses the technological aspects of service production and marketing tools. In modern business conditions, enterprises are forced to look for new ways to improve and attract.

The rapid development of innovations, as well as the currently formed creative economy, in which an active process of intellectual consumption is observed, forced the manufacturer to form such an offer, in which the most experienced domestic and foreign customers would be satisfied with tourist

³ Тренди світового туризму у 2023 році. URL: <https://visitworld.today/uk/blog/1349/trends-in-global-tourism-in-2023>

and hotel services. This is possible during the transition from the service economy to the experience economy. With this approach, the manufacturer is engaged in the development of all areas of business activity with the aim of obtaining profit by organizing and progressing all aspects of creative activity.

The economy of impressions is focused on the experience, experiences and feelings of a person, thereby creating an emotional connection with the service and a positive or negative impression. This distinguishes the economy of impressions from the classical one, in which the decisive role belongs to rationalism and analysis, and which is focused on choosing the most profitable offers. The emotional and irrational nature of man is absent in classical economics.

For the first time, the term “economy of impressions” was studied by Joseph Pine and James Gilmore⁴. They presented the economy of impressions as a new approach, in which a positive impression consists not only of the production, promotion and consumption of a product or service, but also of the emotions that the consumer subsequently feels from them. The basic concept of the experience economy is that “experience companies” really consider the consumer on a physical, emotional, spiritual and intellectual level, and not just offer him goods or services.

A pragmatic approach, in which the service is made and sold to the consumer, becomes irrelevant. The consumer wants to feel emotions in the “money-resource-product-money” chain, to share feelings from the purchased product or received service. There are changes in the consumer's values, and a new chain “resource-product-service-impression” appears. Moreover, the impression occupies a larger share in the added value of the service. Therefore, it is extremely important to create new approaches and directions in the development of economic, management and marketing sciences: creative economy, consumer behavior management, cognitive marketing, economy of relationships, economy of impressions, etc.

The created “unique impression” of high-quality service provision, including clearly established relations with the client and service at all stages of its implementation, provides a high competitive advantage and a stable position in the hotel business market.

The tourism and hospitality industry is the most vivid example of the economy of emotions and impressions, as it includes not only transport, hotels, restaurants, cinemas, water parks, amusement parks, theme parks, national parks, but also uses cultural, cognitive, historical and natural resources. objects

⁴ Pine II B.J., Gilmore J. The Experience Economy: Work is Theatre & Every Business a Stage. Boston: Harvard Business School Press, 1999. 254 p.

that provide the client not only with entertainment services, but also evoke emotions and impressions from nature, art and other authentic objects.

Thus, a complex tourist product in the conditions of the economy of impressions is a collection of all emotions, experiences and impressions that a tourist feels and receives, starting from the moment he leaves home and the moment he returns home. At the same time, according to the concept of the economy of impressions, sensations and emotions should combine the following elements: education, entertainment, aesthetics and departure from reality. The only thing that matters is what will remain in the tourist's memory from consuming the service, and what consumer value will be created for them for future self-development and personal growth.

Trying to create a “unique impression” of high-quality service provision, to offer clients exclusive service, many leading foreign hotels today initiate the development of special work systems that significantly expand the functionality of the hotel⁵. Among them, for example, you can highlight:

1. A system for automating the work of sales department employees, which allows you to manage this area, plan meetings with partners and clients, maintain a calendar and work schedule of managers, and also facilitates the performance of various tasks.

2. System of work with clients. These are new technologies in the hotel business, which make it possible to conduct a complete analysis of the accommodation of guests in the hotel and provide complete analytics for each of them. This system allows you to see which intermediaries and travel agencies are better than all others to ensure the “delivery” of customers to a specific hotel, as well as to calculate statistics on guests: by age, gender, social status, profitability, etc.

3. Loyalty program management system for customers. Allows the hotel to develop special types of incentives for regular customers, club and discount cards, premium certificates, etc.

4. Hotel event management system. With the help of this technology, you can plan the loading of various rooms of the hotel: its conference halls, restaurants, banquet halls. Also, these innovations in the hotel business make it possible to create optimal event schedules, ensuring full occupancy of the hotel and providing it with additional opportunities for earning.

In addition to electronic management, modern foreign hotels also need the introduction of innovations in the restaurant sector. This is not only the management of the restaurant itself, but also many conveniences for customers:

⁵ Nikolskaya E. Y. et al. Innovative quality improvements in hotel services. *European Research Studies Journal*. 2018. T. 21. № 2. P. 489–498.

1. Interactive menu – visitors use the screen built into the table, using it to choose dishes and have the opportunity to call the waiter.

2. Tablet screens on the tables – while the order is being prepared, the visitor can read the latest news, learn more about the restaurant, order a taxi, etc.

3. Touch screens installed in the hotel lobby are relevant for large hotels with several restaurants: using them, guests can see the menu of all food outlets in the hotel, choose the best one and calculate their average check in advance.

Information technologies in the hotel business are gradually covering all hotel structures. This is facilitated by the presence of Wi-Fi in almost every modern hotel, as well as special devices that provide customers with access to the information system via Bluetooth.

It should be noted several progressive innovations proposed by world experts in the practice of hotel business in the next few years, aimed at increasing the comfort and convenience of tourists⁶:

1. Electronic guide-concierge. As soon as a guest opens the door to their Aloft hotel room, an electronic concierge greeting is automatically downloaded to their smartphone. A brief overview of all the features and amenities of the room helps new customers to quickly orient themselves in the place, and regular customers to refresh their memory of their previous stay at the hotel. To receive more complete information, the guest will be able to call the relevant hotel services directly from the welcome screen.

2. Freshly brewed coffee instead of an alarm clock. Soon, the client of the Aloft brand hotel will be able to program the coffee maker in the room to prepare coffee at a certain time. He will also have the option of using his own music playlist as an alarm clock, programming various light effects, for example, simulating sunrise.

3. Recipes on the touch screen. When the Starwood chain launched its Element brand, it positioned it as “a collection of upscale hotels designed for extended stays”. Accordingly, each room in these hotels has a fully equipped kitchen. Soon, in addition to the usual kitchen appliances, there will also be an electronic cookbook – a touch screen, where guests who want to cook on their own will find recipes for any taste.

4. Ability to charge the phone outdoors. Element guests will be able to charge their mobile devices even outdoors, sitting comfortably under a canopy made of solar panels. This technological innovation is already being tested on an experimental basis at the Element Dallas Fort Worth Airport hotel.

5. “Smart” floor covering. Element hotel rooms will also feature floor coverings made of tiles with built-in radio frequency identification technology. At

⁶ Travel, Tourism & Hospitality. 2022. Statistics and Market Data on Travel, Tourism & Hospitality. URL: <https://www.statista.com/study/9996/tourism-worldwidestatista-dossier/>

night, the guest will only need to lower his legs from the bed so that a lighted path appears on the floor, indicating the way to the toilet room.

6. Two TVs with wireless headphones. Four Points hotel management plans (Sheraton brand) include equipping the rooms with two televisions installed next to each other on the same wall. For those who travel alone, it will give the opportunity to watch, for example, two sports competitions at the same time. Wireless headphones are provided for two people, each of which is connected to a specific TV, so that they can watch their favorite program without disturbing their partner.

7. Digital mirrors. Large, floor-length mirrors in Four Points hotels will also find an additional use. The built-in touch screen with applications will work like an electronic newspaper and show the weather or the latest results of sports competitions.

What was perceived as fantasy in the hotel industry yesterday is being actively implemented today. “Life” in hotels is becoming more technological, convenient and interesting, which, first of all, meets the requirements and requests of modern consumers. In addition to increasing competitiveness, the introduction of marketing innovations into the practice of tourism and hotel business enterprises will contribute to improving the image and increasing the credibility of establishments in a certain segment of the market, increasing the profitability of its services and, at the same time, accessibility for consumers in terms of time, place of provision and price.

2. Customer orientation and technologies for improving the country's tourism brand

Russia's full-scale war against Ukraine at today's stage of development has an extremely negative impact on the development of the tourism industry in Ukraine. But, taking into account the experience of countries that have gone through similar tests, new opportunities for the development of both domestic and international tourism should open up for Ukraine. An important place should be given to “memory tourism”, “military tourism” and “national-patriotic tourism” in order to protect the future generation from the mistakes of the past.

The given analysis leads to the need to understand the possible directions of promotion of tourist services. New opportunities for tour operators are expected. It is possible to propose such areas as: 1) realization of thematic and author's tours; 2) development of non-standard tourist routes; 3) growth of non-mass types of tourism – ecotourism.

The ongoing research allows us to create a consumer portrait of a modern tourist, to show who the real consumer of tourist products is, what changes in his demands in war conditions, and to be ready to fight for him in the digital space.

Today, the field of tourism business is characterized by a state of intense competition – the fight for the client. Unfortunately, many companies do not pay enough attention to customer orientation, and consider cost reduction and saving of service facilities as priority directions for increasing revenues. In the field of tourism, there is a trend that the emphasis is shifted from the quality of the tourist product to the methods of meeting the guest's needs.

At the moment, many tourism business entities are trying to build their own unique system to meet the needs of the client. That is why a pattern emerges: the greater the guest's need, the higher the competition. But at the same time, most of the enterprises do not have the skills to establish partnership relations with their own customers. The problematic points are: misunderstanding of working with aspects of customer loyalty, reluctance to develop and create new concepts for managing a tourist enterprise, especially in conditions of digital modification of a person. For this reason, in modern conditions, an enterprise that is able to respond quickly and recognize the entire spectrum of the guest's preferences and adapt to the modern needs of the client functions successfully. Such actions are very well facilitated by a client-oriented approach⁷. It means productive interaction with consumers of products or services.

In our opinion, there is a significant difference between the terms customer orientation and competitiveness. Competitiveness implies a struggle, the superiority of one market object over another, and customer orientation shows the degree of compliance of the enterprise with the expectations of consumers. And client orientation, in our opinion, contributes to increasing the competitiveness of a tourist enterprise in modern conditions.

A new type of tourist behavior, based on his independence, good information, critical attitude to the offered goods and services, factors of the demographic, economic, social order, changes in the psychology of modern man, as well as military actions that have made corrections in the development of many industries, cause new trends and features of tourist demand.

The experience of lockdown and military aggression fundamentally changes consumer behavior and necessitates a well-thought-out diversification of tourist activities.

The need for diversification is also dictated by the fact that tourists increasingly choose a product that best suits their schedule and interests. Group tours are increasingly being transformed into separate groups. For many, it becomes important to travel with people who are close in terms of communication and views in order to feel safe and comfortable. Travel firms should master the tools of personalized marketing and customer interaction as soon as possible.

⁷ Morozov M. A., Morozova N. S. Attractive tourist destinations as a factor of its development. *Journal of Environmental Management and Tourism*. 2016. T. 7. № 1(13). P. 105–111.

Traditional tour operators are gradually turning into “travel experts”, moving from the formation of universal package tours to personal recommendations (especially online) for independent travelers. In order to draw attention to domestic tourism, regional tour operators and tourist centers can take on the role of initiator of developing partnership schemes of cooperation with other market players to pump new domestic territories. In the future, such partnerships can contribute to the development of a rich ecosystem of tourism in the region, which will include transport companies, local museums, restaurants, hotels.

Undoubtedly, the domestic tourism industry is an integral part of the global tourism process. Despite all the political and socio-economic troubles of recent years, the tourism industry has become that branch of the national economy of Ukraine, which from year to year, without the involvement of state subsidies, steadily increases the volume of tourism product production⁸. However, in our opinion, for the further sustainable growth of the tourism industry in the country in accordance with the current growth trends of the global tourism industry and the implementation of strategic forecasts for the development of the tourism industry, the state and local authorities should more fully use the processes of intensifying the promotion of Ukraine to the world market, the mechanisms of bilateral cooperation, visa liberalization, increasing the offer of direct and budget air travel, as well as investment policy tools and means of its implementation to attract capital for the creation of new and innovative renewal of existing facilities of the tourism industry.

State authorities are taking certain measures to increase the authority of Ukraine on the international arena, to form a positive image of the country, and to promote the national tourist product on domestic and foreign markets. But this is extremely insufficient: the global information space lacks relevant and meaningful information about the tourist opportunities and potential of the regions of Ukraine. The experience of many European countries, which receive significant income from international tourism⁹, shows the feasibility of creating tourist offices abroad in countries that are the largest generators of inbound tourism to Ukraine.

In our opinion, the Ukrainian model of regulation of the tourism industry should provide for the creation of a specialized sectoral state body that will be directly subordinated to the country's government. However, in the conditions of decentralization of power, individual territorially united communities (UTCs) will have the opportunity to adjust the development of tourism within their respective jurisdictions.

⁸ Туристичні потоки / Державна служба статистики України. Київ : Державна служба статистики України, 2021. URL: <http://ukrstat.gov.ua/>

⁹ Binkhorst E. The Co-creation Tourism Experience. *Information Technology & Tourism*. 2016. Vol. 16. Iss. 3. P. 285–315.

Supporting Ukraine's aspirations for integration into the EU, domestic specialists in the development of tourism and hotel business should develop a national network of tourism brands of Ukraine (regions, districts, cities, united territorial communities, tourist destinations), marketing promotion of regional tourism brands, promotion of marketing activities of hotel farms.

Ukraine needs a brand to change its image at the global level and show itself as a safe, open and hospitable country. To solve this issue, a step-by-step branding procedure for the tourism industry (which will also improve the overall image of Ukraine as a country) is usually required.

In the period from 2014 to 2018, Ukraine tried to develop its unique image in accordance with its values, symbols and traditions (tourism brand from 2014), as well as create an image of a safe, open and modern country ready for international business and tourism (brand from 2018 year). Both brands have their strengths and consistent ideas that have been developed with quality, but they are somewhat at odds with each other in terms of their missions and attitudes. Also, Ukraine failed to effectively spread information about its brand in the market, even taking into account the investments made in marketing and public relations in the last two years.

Branding systems in world tourist destinations are gradually becoming more complex, and there is also a tendency to use the following initiatives¹⁰:

1. Product brands: the best spa resorts in Austria, landmark hotels in Ireland, unique vacations in Canada.

2. Product Shortcuts: Spain's Art Cities, Germany's Best Panoramic Views, Turkey's Blue Cruises.

3. Confirmation of quality: the best beaches in the world according to Condé Nast, the best ICCA conference centers.

4. Regional: Costa del Sol, Istria, etc. Destinations are developing their own branding systems to protect their positions in the market or gain their share due to higher competitiveness, the growth of which is determined by the creation of new brands. Today, Ukraine does not have its own branding system (regional, destination, thematic or other type), which significantly reduces its chances of successfully competing with other representatives on the market. This problem is especially felt on online and mobile promotion platforms, because they are quickly becoming the only places of presence for customers of any segments. Potential customers know that Ukraine exists, but they have no idea whether there are any objects of interest on its territory or what they can see or do in this destination. Similarly, they do not understand

¹⁰ Destination branding: creating the unique destination proposition / edited by Nigel Morgan, Annette Pritchard, and Roger Pride. Oxford : Butterworth-Heinemann, 2002. P. 126.

the benefits of spending their vacation in Ukraine. Until the situation changes, all marketing activities and promotions will produce low results.

In Ukraine, there is no functioning mechanism that would guarantee the correct implementation of the brand strategy. For this, Ukraine needs to initiate the establishment of the National Promotion Agency, which is financed by the government and is engaged in the promotion of the national tourism brand and Ukrainian tourism in foreign markets in accordance with the brand structure.

As for tourism products, quick results can be achieved in the business tourism segment (MICE), especially if you take a pro-Western orientation as a basis. This approach will significantly increase the flow of tourists on business trips. Increasing this flow to the market should be used to promote the leisure offer in key urban destinations, and even in nearby and well-connected settlements.

The Short Break product is already present in Kyiv and, especially, in Lviv, and this destination management process needs further support. Future branding/marketing efforts should be focused on this product as the most recognizable (along with increasing general awareness of Ukraine as a destination), as this direction is already in demand among the main target tourist audience.

There is a great potential for the formation of competitiveness through the development of tourist infrastructure, for example, the development of visitor and translation centers, cycling and walking routes, religious pilgrimage, etc.

To develop tourism without barriers, tourism for all: the country should adapt tourist facilities to the needs of people with disabilities by removing architectural barriers, ensuring access to cultural facilities and opportunities for outdoor recreation, creating special norms in the field of transport, construction and improvement of territories and so on.

At the legislative level, allow the use of historical and cultural objects and architectural monuments for the purpose of holding socio-cultural events (corporate events, conferences, etc.), their reconstruction as hotels and museums, with a ban on their redevelopment and destruction. Cultural and historical sights and events today are tourist resources with the highest level of readiness for international commercialization.

The beauty of Ukraine's natural resources (in particular estuaries, nature reserves, rivers and lakes) is world-renowned, but still underutilized (not commercialized) to their full potential. Despite individual efforts to care for and maintain, manage and promote certain monuments and resources of the country, in general, the commercial value of most of them is still uncertain, and the monuments and resources themselves have not been transformed into objects of tourist interest (for example, used as tourist products or components

of tourist products). Given this situation, it is necessary to provide these resources with the necessary elements of infrastructure and superstructure, as well as to form promotional packages that can be promoted on regional and international markets. This is also one of the prerequisites for the formation of values and attributes of the national tourism brand.

CONCLUSIONS

Today, in the world, the brand of territories is considered as a tool for the competitiveness of cities and regions. The need and expediency of brand formation and promotion are becoming the most relevant for tourist territories, since the size of the tourist flow directly depends on the reputation and image of the territory. The positive image of the territory as a place favorable for the development of tourism becomes an additional source of attracting tourists and investors, which is directly reflected in the effectiveness of the development of the tourism industry in the local territory.

It is important to evaluate all possible negative aspects at each stage of the formation of the country's brand, to emphasize the unique features of the brand, to emphasize and consolidate a positive impression on the place. Since in many cases the effectiveness of branding is determined precisely by the steady demand and growing interest in the territory, which is based on both public opinion and subjective experience.

Increasing the tourist attractiveness of Ukraine for external and internal audiences can have a powerful multiplier effect on the country's development, which will be reflected in the creation of new jobs; infrastructure development; investment growth; increasing business activity; by increasing the income of local and state budgets; improvement of the socio-political climate; improving the image of the country.

A modern enterprise of the tourism and hospitality industry today should be focused on the constant improvement of services, forms and methods of promoting its services. As part of the improvement of the institution's production activity, innovative approaches should be implemented that contribute to increasing its solvency and successful positioning on the market.

The main goals of introducing innovations into the practice of tourism enterprises and the hotel and restaurant business in the conditions of the economy of impressions are the following: more complete satisfaction of consumer needs; maintaining or increasing market share; penetrating new sales markets in order to increase sales volumes; development of new sales channels; improving the recognition of products or their exposure; increasing the ability to respond to various customer requests; development and strengthening of communication with consumers.

The introduction of progressive global innovations into the practice of domestic enterprises of tourism and the hospitality industry is a necessary, quite effective way of supporting the competitiveness of the national tourism industry, which will allow to increase the efficiency of functioning, expand the presence in the world consumer market of services and become closer to its potential customers.

SUMMARY

Author's analysis of threats and vectors of further development of tourism and hospitality industry. The author analyzes the main aspects of the innovative development of tourism and the hospitality industry in the conditions of the development of the economy of impressions. The main features of the economy of impressions as a direction of improvement of creative activity in the entrepreneurial activity of tourism enterprises and hotel and restaurant business were studied. The vectors of diversification of domestic domestic tourism are determined. An important step on the way to increasing customer value through the application of a customer-oriented approach is to fully understand the needs of customers and their complete satisfaction. Problematic aspects of the formation and promotion of the country's tourism brand are highlighted. On the basis of foreign experience, the main stages in the technology of formation and promotion of the national tourist product in the middle of the country and abroad are defined.

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