AKADEMIA NAUK STOSOWANYCH
WYŻSZA SZKOŁA ZARZĄDZANIA I ADMINISTRACJI
W OPOLU

SYNERGIA ZARZĄDZANIA: TECHNOLOGIE I STRATEGIE

MANAGEMENT SYNERGY: TECHNOLOGIES AND STRATEGIES

СИНЕРГІЯ УПРАВЛІННЯ: ТЕХНОЛОГІЇ ТА СТРАТЕГІЇ

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Monograph

Edited by ***Mykola Ohiienko***

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Opole 2026

ISBN 978-83-66567-98-6

Management synergy: technologies and strategies:. Monograph. Opole: Academy of Applied Sciences Academy of Management and Administration in Opole, 2026; ISBN 978-83-66567-98-6; 156 pp., illus., tabs., bibls.

Recommended for publication
by the Academic Council
of Academy of Applied Sciences
Academy of Management and Administration in Opole
(Protocol No. 11 of November 2025)

45-085 Polska, Opole, ul. Niedziałkowskiego 18
tel. 77 402-19-00/01
E-mail: info@poczta.wszia.opole.pl

Publishing House:
Akademia Nauk Stosowanych
Wyższa Szkoła Zarządzania i Administracji w Opolu,
45-085 Polska, Opole, ul. Niedziałkowskiego 18
tel. 77 402-19-00/01

200 copies

ISBN 978-83-66567-98-6

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INTRODUCTION

The synergy of management technologies and strategic approaches is a pivotal factor in addressing the challenges of contemporary economic and organizational transformations. The collective monograph Management Synergy: Technologies and Strategies, edited by Mykola Ohiienko and Tadeusz Pokusa, explores this dynamic interplay through a multidisciplinary lens, focusing on the integration of innovative tools and adaptive strategies in diverse sectors to foster efficiency and resilience. This work, prepared under the auspices of Akademia Nauk Stosowanych – Wyższa Szkoła Zarządzania i Administracji w Opolu, aims to provide a comprehensive analysis of how management practices, digital advancements, and sector-specific innovations can respond to modern demands, promoting sustainable development.

The monograph is organized into two thematic sections, each addressing a critical aspect of management synergy:

Current Management Problems: By Type of Activity. This section examines contemporary challenges in management across diverse domains, including administrative models, human resource systems, marketing adaptations in crises, and the evolving IT market. It highlights innovative approaches to optimizing processes, balancing work-life dynamics, and enhancing organizational competitiveness in a globalized context.

Hospitality and Tourism Industry: Current State and Prospects. Focused on the pivotal role of tourism in economic and social recovery, this section explores the preservation of cultural heritage amid conflicts, the integration of sports for tourism potential, and the development of niche activities like equestrian tourism. It addresses the need for resilient strategies, infrastructure enhancements, and adaptive policies in an era of geopolitical and technological shifts.

By integrating theoretical insights with practical applications, this monograph offers valuable perspectives for researchers, practitioners, and policymakers. It underscores the importance of synergistic strategies in navigating the complexities of modern management and industry evolution, contributing to the broader discourse on technological and strategic progress.

Part 1

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY

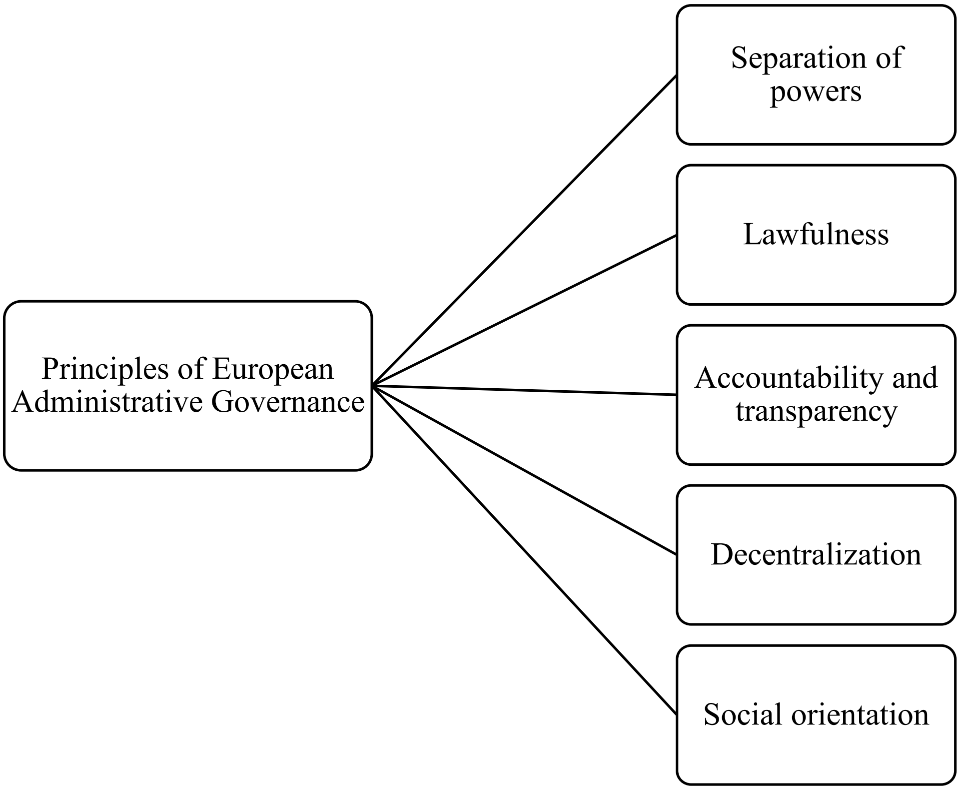
АКТУАЛЬНІ ПРОБЛЕМИ УПРАВЛІННЯ: ЗА ВИДАМИ ДІЯЛЬНОСТІ

1.1. The European model of administrative management: features and diversity of aproaches

The European model of administrative governance, which has evolved over centuries, demonstrates a significant diversity of approaches. These approaches are shaped by historical, political, economic and cultural factors, but common features can also be identified that are characteristic of most European states.

Administrative governance in Europe is an important element of the state mechanism, playing a key role in ensuring the stable functioning of public institutions. The European model combines centralized governance traditions with democratic principles that imply transparency, accountability and citizen participation.

Figure 1. Principles of European administrative governance



Source: Compiled by the author based on[1]

[1]URL: https://european-union.europa.eu/, access date 22.12.2024.

European public administration is based on a number of principles, including the following (Fig. 1):

1. Separation of powers. The organization of public administration presupposes a clear separation of legislative, executive and judicial powers.
2. Legality. All administrative bodies are required to act in strict accordance with the laws, which contributes to the protection of citizens' rights.
3. Accountability and transparency. Citizens have the right to access information about the actions of government bodies, and leaders are responsible for the decisions they make.
4. Decentralization. Many European countries prefer to distribute powers between central and regional authorities.
5. Social orientation. The management model is aimed at ensuring a high standard of living and protecting socially vulnerable categories of the population.

The number of civil servants in different European countries varies considerably depending on the structure of government, the economic situation and the historical characteristics of each country. Table 1 provides data on the share of civil servants among the total number of employed people for some

Table 1. Share of civil servants in the total workforce in European countries

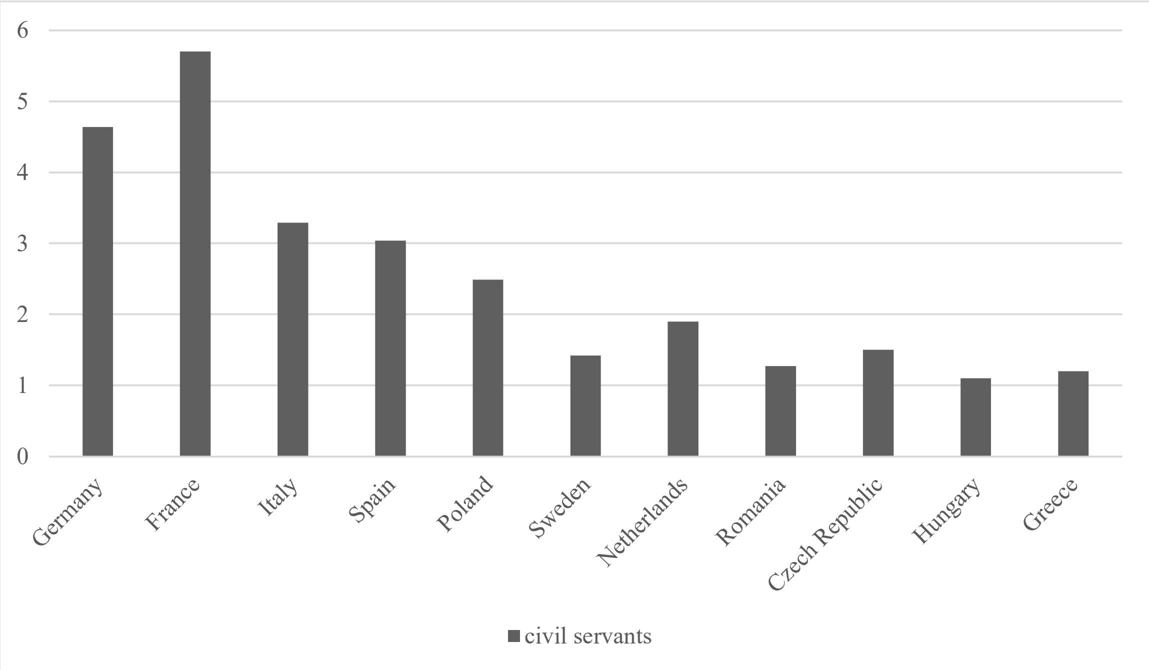
Country	Share of civil servants, %
Norway	30–35%
Sweden	28–30%
Denmark	25-30%
France	20–25%
Germany	11–14%
Italy	14–16%
Spain	13–15%
United Kingdom	17–19%

Source: Compiled by the author based on[2]

[2]URL: https://ec.europa.eu/eurostat, access date 22.12.2024.

European countries. The average number of civil servants in EU countries in 2023 is presented in Fig. 2.

Figure 2. Average number of civil servants in EU countries in 2023, thousands of people.



Source: Compiled by the author based on[3]

Thus, large countries such as France and Germany have the largest number of civil servants. This is due to their large social system and large population. The Scandinavian countries, Norway and Sweden, have the highest proportion of civil servants in relation to the population. This is due to the strong social orientation of governance and the high level of public services. Central and Eastern European countries such as Poland, Romania and the Czech Republic have a moderate number of civil servants, which is due to ongoing reforms aimed at streamlining the state apparatus.

Thus, European countries demonstrate different models of governance, conditioned by historical and national characteristics.

The continental model, also known as the Romano-Germanic model, was formed over many centuries, beginning with the era of the Roman Empire. This system has spread widely throughout the world, especially in European countries and former

[3]Ibid.

colonies of France and Germany. Its key feature is the structured legal and administrative system, as well as clear regulation of all aspects of governance.

The main features of the continental model:

1. Predominance of legal norms. The continental model is based on clearly formalized legal acts. Legislation is the main basis of governance, determining not only the rights and obligations of citizens, but also the order of work of state bodies.

2. The important role of administrative law. Administrative legislation is a key element of this model. It regulates the interaction of citizens with government agencies, the procedure for providing services, the organization of the activities of the bureaucratic apparatus, and much more.

3. Centralized management structure. This model is characterized by a strict vertical of power. The governing bodies are located in a clear hierarchy, where lower structures are subordinate to higher ones. Such a structure allows minimizing the risks of decentralization, while maintaining a unified order in state administration.

4. Large bureaucratic apparatus. The continental model requires significant human resources to implement its administrative functions. A ramified network of state institutions and bodies guarantees control over the implementation of legislative norms, which makes the system stable, but also creates preconditions for difficulties in decision-making.

Germany serves as a benchmark example of the application of the continental model of governance. It has created a detailed legislative framework regulating the activities of all government bodies. Legislation strictly regulates all levels of interaction between society and the state, from federal authorities to local governments. Administrative law plays a key role, establishing the procedure for the provision of public services, licensing, taxation, etc.

France, as one of the founders of the Romano-Germanic system, demonstrates similar features: a strict hierarchy of governance, centralization of power, and traditionally strong influence of administrative law. The bureaucratic apparatus of France is considered one of the most detailed, which ensures the stability of the system, but also often causes discontent among citizens due to the complexity of interaction with government agencies.

The advantages of the continental model are:

- Stability: A clear system of norms and management hierarchy ensures predictability of the actions of government bodies.
- Unity of legal space: The unitary nature of the legislative system makes the model applicable in countries with strong centralization.
- Control and transparency: Thanks to the presence of a developed bureaucratic apparatus and administrative law, strict control over the implementation of legislation is ensured.

However, the continental model also has its drawbacks:

- Excessive bureaucratization: A large bureaucratic apparatus slows down decision-making, which can reduce the efficiency of the system.
- Low flexibility: with system is poorly adaptable to change, since any changes require a complex legislative process.
- High management costs: Maintaining and funding a large number of civil servants requires significant budgetary resources.

Thus, the continental model continues to be one of the most widespread systems of public administration, especially in European countries. Despite its shortcomings, it ensures stability and system city of the state apparatus, which makes it in demand in the conditions of a complex socio-economic environment.

The Anglo-Saxon model of public administration is one of the most flexible and practical systems. It was historically formed in English-speaking countries, including Great Britain, Ireland, the United States, Canada and Australia. The main feature of this model is the emphasis on achieving practical results, which distinguishes it from the more formalized continental system.

The main features of the Anglo-Saxon model:

1. Management based on customary and case law. The Anglo-Saxon model is based on the common law system, where laws are created not only by legislative bodies, but also through judicial precedents. This allows for the specific circumstances of the case to be taken into account and increases the flexibility of the system. The judiciary plays an important role, actively participating in regulating relations between the state and society.
2. Focus on results. Unlike the continental model, which prioritises formalities and adherence to procedures, the Anglo-Saxon system focuses on results. Management decisions are assessed in terms of their effectiveness and benefit to society. This approach encourages government bodies to be prompt and innovative.
3. Low level of centralization. In the Anglo-Saxon model, powers are delegated to regional and local authorities. This creates a decentralized system of governance, where a significant portion of decisions are made at the local level. This allows for local specifics to be taken into account and reduces the regions' dependence on the central government.

The United Kingdom is the founder of the Anglo-Saxon model. The system of public administration is built on a common legal basis and an active role of the judicial system. A practical approach to management aimed at achieving specific results dominates here. Local governments have significant powers in matters of education, health care, landscaping and the economy.

Ireland shares the basic principles of the Anglo-Saxon system. Combining the principles of case law with administrative flexibility, the country demonstrates successful experience in governance. The low level of centralization allows for the interests of different regions to be taken into account.

Advantages of the Anglo-Saxon model:

- Flexibility: in the ability to quickly adapt laws and management approaches to changes in society.
- Efficiency: The main emphasis is on achieving results, which encourages government agencies to show initiative and use innovation.
- Decentralization: allows regions to independently determine and solve priority tasks, reducing the burden on central government bodies.
- Trust in the judicial system: Judicial decisions based on precedents strengthen the rule of law and ensure justice.

Disadvantages of the Anglo-Saxon model:

- Diversity of standards: A decentralized governance structure may lead to differences in the quality of services provided between regions.
- Dependence on precedents: The judicial system, while playing an important role in shaping laws, can slow down the decision-making process in the absence of similar precedents.
- Risks of individualization: The lack of strict instructions can lead to uncertainty in the implementation of laws.

The Scandinavian model of public administration has gained wide recognition for its social orientation, high degree of decentralization and emphasis on protecting the rights of citizens. This system of government developed in the northern European countries such as Sweden, Norway and Denmark and has become an example for many countries striving to build a socially just society.

The main features of the Scandinavian model:

1. Focus on social justice. The Scandinavian model places particular emphasis on ensuring equal opportunities for citizens. The state acts as a guarantor of social protection, providing access to education, health care, pensions and other high-quality services. High taxes provide funding for these services, making them accessible to all segments of the population.
2. Significant autonomy of local authorities. In Scandinavian countries, governance is decentralized. Local authorities have broad autonomy, which allows them to take into account the needs and characteristics of the regions. Municipalities take an active part in budget allocation and the implementation of social programs, directly influencing the quality of life of the population.
3. The institution of ombudsmen as a guarantee of citizens' rights. One of the key features of the Scandinavian model is the creation of the institution of ombudsmen – independent commissioners for citizens' rights. They ensure the protection of the rights of the population from unlawful actions of the state, authorities or private organizations. Ombudsmen are an important instrument of transparency and accountability of the authorities.

Thus, in Sweden, the emphasis is on social equality, which is reflected in high government spending on health care, education and social security. The autonomy of municipalities allows for effective management of resources at the local level. The institution of ombudsmen has successfully protected the rights of citizens since 1809, ensuring a high degree of trust in government bodies.

Thanks to natural resources (oil and gas), Norway has managed to build one of the strongest economies, which combines the principles of a market economy and social justice. The high degree of decentralization contributes to the equal development of all regions.

Denmark is renowned for its flexible labour market system, which combines social security for workers with ease of hiring and firing. Local government plays a key role in ensuring efficient management of health care, education and public services.

Advantages of the Scandinavian model:

- High standard of living: Citizens gain access to a wide range of social benefits, which improves their overall standard of living.
- Transparency of management: The institution of ombudsmen and the high level of responsibility of government bodies help to strengthen public trust in the state.
- Social Justice: Equitable distribution of resources and equal access to public services create conditions for minimizing social inequality.
- Effective local governance: The autonomy of municipalities allows for flexible adaptation to regional needs.

But the Scandinavian model has its drawbacks:

- High tax burden: funding the social system requires significant tax revenues, which can have a negative impact on the income of businesses and the population.
- Dependence on government intervention: extensive state participation in the economy sometimes leads to low competition in certain sectors.
- The complexity of management in times of crisis: decentralization can slow down the decision-making process in the face of acute social or economic challenges.

Thus, the Scandinavian model of public administration demonstrates a successful combination of social orientation, regional autonomy and government transparency. It remains attractive for countries seeking to reduce social inequality while ensuring the sustainable development of society.

The post-socialist model of governance developed in the countries of Central and Eastern Europe after the collapse of the socialist bloc and the transition to democratic forms of government. It is characterized by the transformation of public institutions aimed at integration with the European Union and increasing the efficiency of public administration.

The main features of the post-socialist model:

1. Transition from a centralized to a decentralized system. After decades of centralized governance, typical of socialist countries, the post-socialist model aims to decentralize power. This means transferring a significant amount of authority to local governments to increase their accountability and efficiency.

2. Reforms aimed at improving management efficiency. In post-socialist countries, large-scale administrative reforms are being carried out, including:

- reduction of the state apparatus;
- optimization of the decision-making process;
- reducing corruption through the creation of transparent management procedures.

3. Active implementation of EU standards. For countries seeking membership in the European Union, an important step has been to bring their legal and administrative systems into line with EU standards. This concerns both the rule of law and transparency of governance and the protection of citizens' rights.

Poland was one of the first countries in the region to successfully implement public administration reforms. The emphasis was on decentralization through the transfer of powers to regional and local authorities. Poland implemented EU standards, which allowed it to achieve significant success in economic growth and attracting foreign investment.

In the Czech Republic, after the "Velvet Revolution", a large-scale reorganization of the state system began. The country focused on simplifying management procedures and combating corruption. The Czech Republic has achieved significant success in strengthening democratic institutions and modernizing the public administration system.

Lithuania, like other Baltic countries, has been actively transforming public administration to integrate with the European Union. The country has become a regional leader in digitalization of the public sector, introducing e-services for citizens and businesses.

Advantages of the post-socialist model:

- Flexibility and adaptability: The East Socialist model strives to adapt as much as possible to the requirements of modern society and international standards.
- Decentralization: The transfer of powers to local authorities contributes to a more effective solution of regional problems.
- International integration: The implementation of EU standards contributes to the growth of trust among international partners and the improvement of the business climate.
- Fight against corruption: with the creation of transparent management procedures improves the work of government bodies and strengthens citizens' trust

in the authorities.

Disadvantages of the post-socialist model:

- Incompleteness of reforms: Many countries face problems in implementing large-scale reforms due to political instability or bureaucratic resistance.
- The gap in the levels of regional development: In the process of decentralization, the difference in economic development between regions increases, especially between large cities and the periphery.
- Dependence on the EU: some countries rely too heavily on European Union recommendations and standards, which limits their ability to govern themselves.
- Corruption risks: Despite reforms, corruption still remains a serious problem in many post-socialist countries.

Let us summarize the comparison of administrative management models in European countries in Table 2.

Table 2. Comparison of administrative management models in European countries

Parameters	Scandinavian model	Anglo-Saxon model	Continental model	Post-socialist model
The main principle	Social justice	Focus on efficiency	Regulated management	Reforms and adaptation to EU standards
Centralization	Low	Low	Tall	Transition to decentralization
Tax level	High	Moderate	Average	Average
The role of the state	Guarantor of social protection	Minimum	Significant	Significant
Level of corruption	Short	Short	Short	Medium/high
International integration	Minor	Partial	Partial	Active implementation of EU standards

Source: Compiled by the author based on[4]

[4]URL: https://ec.europa.eu/eurostat, access date 22.12.2024.

The European Union has a significant influence on the national governance systems of its member states. This influence is related to the unification of legal standards, the introduction of good governance principles, and financial support for structural reforms. The changes are particularly significant in countries that have recently joined the EU, such as Bulgaria and Romania.

Unification of legal standards contributes to the creation of a common legal space in which the laws, regulations and management practices of the participating countries are consistent with uniform European standards. Unification reduces legal and administrative uncertainty, facilitating cooperation between countries.

The European Union actively promotes the concept of "good governance" - an approach based on transparency, accountability, efficiency and citizen involvement in governance. To this end, public control mechanisms, electronic governance and partnerships between the state, the private sector and civil society are being introduced. This helps to strengthen citizens' trust in government bodies.

The EU provides significant financial assistance to member states through structural funds and other support programs. For example, Eastern European countries receive significant funds to reform their administrative systems, modernize their infrastructure, and develop digital governance. Thus, after joining the EU, Bulgaria carried out large-scale administrative reforms to bring its governance system into line with the Union's requirements. Key changes include strengthening anti-corruption measures, reorganizing the bureaucratic apparatus, and developing e-governance.

Romania has actively adopted European practices to increase the transparency of public administration. Independent bodies have been created to combat corruption, the share of electronic services for citizens has been significantly increased, and the procedures for submitting documents and receiving public services have been simplified.

Challenges for European governance:

1. Bureaucratization and excessive regulation. The introduction of EU standards into management practice may be accompanied by an increase in bureaucracy. The desire to ensure full compliance with EU requirements sometimes complicates and slows down the decision-making process. This is especially noticeable in countries with a traditionally complex bureaucratic structure.

2. Digitalization of management. The European Union is actively promoting the ideas of e-governance and digitalization of administrative processes. However, the different levels of technical readiness of EU member states lead to significant disparities in the efficiency of public administration. For example, Scandinavian countries demonstrate a high level of digitalization, while Eastern European countries lag behind.

3. Migration crises. The growth of migration flows to Europe has become

one of the key challenges for the EU administrative system. States have to adapt their governance to new conditions, such as the integration of migrants, ensuring their social rights and regulating migration-related financing.

4. Globalization. The integration of EU countries into the global economic and political context requires a revision of many traditional approaches to governance. For example, increasing international competition requires more flexible and prompt decision-making.

Thus, the influence of the European Union on national governance models has both positive and challenging aspects. On the one hand, it promotes modernization, transparency and harmonization of governance systems, as well as the implementation of best practices. On the other hand, bureaucratization and various challenges, such as migration and digitalization, remain important problems for EU member states. However, the combined efforts and financial support of the Union make it possible to overcome these challenges, directing national systems towards sustainable development.

Thus, the European model of administrative management is a complex and dynamic mechanism that demonstrates both the stability of traditions and flexibility in the context of modern challenges. Despite the differences in approaches between countries, the European system of governance combines common principles of legality, transparency and social orientation, which ensures a high level of citizens' trust in state institutions. We believe that with the further development of technologies and globalization processes, the European model of governance will continue to evolve, maintaining a balance between national characteristics and uniform standards of the European Union.

European countries and Ukraine have different approaches to the implementation of key elements of governance, such as centralization, decentralization and e-government. This comparative analysis allows us to highlight the similarities and differences in governance models and their impact on socio-economic development.

Ukraine has historically been a country with a highly centralized administrative system, especially during its existence as part of the Soviet Union. Despite gaining independence in 1991, the processes of forming an effective administrative structure in Ukraine remained complex. They were caused not only by the legacy of the Soviet centralized system, but also by differences in the socio-economic development of the regions, as well as political and historical features.

After the collapse of the USSR and the establishment of independence, the Ukrainian state faced the need to reform the administrative system, which historically remained under the strict control of the central government in Kyiv. The main factors holding back the processes of decentralization and territorial governance were many socio-economic, cultural and political aspects, as well as the insufficient maturity of democratic institutions. During the years of independence, several attempts were made to reform local government, however, despite the measures taken, significant elements of centralization still remained.

One of the most obvious problems of the centralized system in Ukraine is the financial dependence of local budgets on the center. Local authorities in Ukraine often face insufficient financial resources to meet the needs of local communities. Many regions are forced to rely on subventions and grants from the state budget, which increases their dependence on the central government (Table 3). This also limits the opportunities for sustainable economic development of the regions, since the lack of finance makes it difficult for local authorities to fulfill their obligations, develop infrastructure, support social programs, and invest in key areas.

Table 3. Interbudget transfers (educational subvention, basic and reverse subsidies) for all regions of Ukraine for 2024, thousand UAH.

Region	Educational subvention	Basic subsidy	Reverse subsidy
Vinnytsia region	43 345,8	0	0
Volyn region	20 145,8	0	0
Dnepropetrovsk region	0	772 663,6	0
Donetsk region	0	47 446,9	0
Zhitomir region	28 965,2	0	0
Transcarpathian region	184 770,5	0	0
Zaporizhia region	0	602 107,7	0
Ivano-Frankivsk region	165 014,7	0	0
Kyiv region	58 932,1	0	750 000,0
Lviv region	305 005,6	180 445,2	0
Odessa region	490 888,9	0	4 510,0
Kharkiv region	465 745,3	233 321,1	0
Cherkasy region	183 767,0	13 000,8	0

Source: Compiled by the author based on[5]

[5]URL: https://mof.gov.ua/, access date 22.12.2024.

This situation undermines the principle of local self-government autonomy, does not allow the development of effective models of local budgets and has a negative impact on the quality of life of the population in remote regions of the country. Ideally, local authorities should be able to earn funds for development through taxes, attracting investments and using other local economic mechanisms. However, in the Ukrainian reality, many regions still suffer from a lack of funds, which is due to the unpreparedness of the local financial system and the inefficiency of the tax system.

Addressing the problem of local budget financial dependence would require significant reforms in fiscal policy, including the creation of a more balanced system of resource allocation, improvement of local tax and financial mechanisms, and giving local authorities greater flexibility in making financial decisions.

Another important element of the centralized system in Ukraine is the rigid vertical power structure, in which local state administrations report directly to the central government in Kyiv. This approach limits local decision-making opportunities, making governance slower and more inefficient, since decisions concerning local issues are often made in Kyiv, without taking into account the specifics of the regions and local needs.

The commitment to a rigid vertical of power also reinforces a top-down governance system, where central government intervention often leaves no room for local initiative. This makes it difficult to be flexible in responding to regional challenges and improving services for citizens, as most decisions require approval at the highest levels of public administration, which slows down efficiency.

For example, in the areas of social security, health care, education and other services, the significant role of centralized decisions violates the principles of decentralized governance. Local authorities are often limited in their ability to adapt national programs to local conditions and resolve day-to-day issues, because they depend on direct orders from Kyiv.

To solve this problem, Ukraine must strengthen local self-government by giving regional and local authorities more powers and funds to manage local processes. It should also improve the legal and financial infrastructure to create an effective decentralization system, where decisions on the distribution of financial resources, investments, and support for social projects are made at the local level.

European countries demonstrate different approaches to the organization of the administrative system and levels of centralization in governance. Many of them have complex and diverse governance systems that ensure the optimal distribution of powers between the central government and local authorities. It is important to note that although a number of European countries have a high level of centralization, modern trends tend to increase decentralization and grant more powers to regions and local authorities. This allows for the adaptation of governance to local specifics, improving the quality of service to citizens and providing greater flexibility in decision-making. Let us consider examples demonstrating approaches to centralization in different European countries.

France: high level of centralization with elements of decentralization. In France, the administrative system was initially built on the basis of a centralized model, which reflects the traditions of a great revolutionary country with a powerful centralized state power. Paris, as a political and economic center, continues to play a key role in the distribution of resources and the adoption of most important state decisions.

However, since the 1980s, France has implemented decentralization laws aimed at redistributing powers between central and local governments. These reforms have given local and regional authorities more autonomy, allowing them to manage and administer local budgets more effectively. It is important to note that despite significant decentralization, central government control over key aspects (such as the distribution of financial resources and key public administration functions) is still maintained.

Important elements of the French decentralization system are the two levels of territorial divisions: regions and departments. Regions have powers in areas such as education, transport, culture, and regional economic development. In addition, there are two types of local government: general local government and suburban local governments, which allows for greater flexibility and takes into account regional differences.

So, despite the decentralization in its country, France still faces the problem of maintaining a balance of powers between the central government and regional governments, and at times the system of governance is dominated by features of a centralized vertical.

Unlike France, Germany follows a federal model of government, which makes decentralization and delegation of powers much easier. The federal states (Bundesländer), including Bavaria, North Rhine-Westphalia and Hesse, have considerable autonomy in decision-making, and each federal region has its own constitution, parliament and government.

Germany, with its unique political structure, allows each region to make decisions and implement policies based on local realities, while key powers such as defense, foreign policy, health care and law enforcement remain under the central authority – the federal government.

One example of a successful federal model of governance in Germany is the system of division of responsibilities between the federal government and the state governments. Each of the federal states independently manages certain areas of society, including education, law enforcement, and other social and economic aspects.

So, the German system has several important advantages:

- In educational policy, each state decides which educational programmes should be implemented in its schools and universities.

- In the area of infrastructure projects, regions can independently develop programs to improve transport, construction and planning of urban infrastructure.
- Regions can initiate changes in social policy, for example in the area of pension systems or social security.

This model is characterized by a balance between regional autonomy and unity at the federal level, which allows for an effective distribution of responsibilities between levels of government and greater flexibility in responding to local needs.

Switzerland is one of the clearest examples of the close connection between the system of governance and the cultural characteristics of a multilingual and multinational country. The country is known for its canonization policy, which means that almost all important issues, such as social programs, budgeting, education and health care, are decided at the cantonal level.

In Switzerland, each region has broad powers to govern and organize public life, allowing for the unique characteristics of individual regions and cultural communities to be taken into account. Although Switzerland maintains a federal system, it successfully combines elements of democratic participation at the cantonal level with uniform national political decisions, which contributes to the quality of decision-making within the framework of territorial self-sufficiency.

Spain has a system of autonomous communities, each of which has a certain degree of self-governing powers. This provides certain advantages in governance, when local problems can be solved autonomously within the framework of national standards. For example, in Catalonia and the Basque Country, the education system, social policy and local law enforcement are run by autonomous authorities, despite the presence of a single centralized government.

However, this model also leads to tensions in some regions where attempts have been made to increase autonomy against the backdrop of political instability and socio-cultural conflicts. This is especially evident in the desire of individual regions for greater independence, which sometimes threatens the stability and unity of the state.

Thus, the centralization models in European countries demonstrate a variety of approaches to governance, taking into account the specifics of each state. In some countries, such as France and Spain, a significant level of centralization is maintained, although with elements of local autonomy. In Germany and Switzerland, a successful federal system is practiced, which provides regions with a significant degree of self-government, which improves the quality of decision-making at the local level. These differences indicate that harmony between the central government and local self-government can only be achieved taking into account the historical, economic, cultural and social characteristics of each state (Table 4).

Table 4. Comparative analysis of centralization processes

Element	Ukraine	France	Germany
Level of centralization	High	High, but weakened by decentralization	Low, federal structure
Control over regions	Direct from Kyiv	The center partially controls the regions	The lands have wide autonomy

Source: Compiled by the author based on the research conducted

Since 2014, the process of decentralization has begun in Ukraine, which has become an important step towards reforming the state management system. This reform involves expanding the powers of local authorities in various areas, as well as increasing the level of financial independence of local budgets. Its goal is to improve the quality of local services, strengthen the independence of local structures and ensure more efficient distribution of financial resources.

An important part of the reform was the transfer of most state functions and powers to local administrations. The key point here is the principle of equality for all regions and the creation of self-sufficient territorial communities. This should help reduce the dependence of local administrations on the central budget and improve the ability to solve regional problems taking into account local characteristics and needs.

One example of successful transformations at the local government level is the creation of united territorial communities (UTC). This is a merger of local administrations with the aim of improving coordination and increasing the administrative and financial capacity of territorial units, allowing regions to have a greater degree of autonomy.

However, the process of decentralization and strengthening of local government requires time and close cooperation between the central government and local structures. In some regions of Ukraine, decentralization reforms face difficulties related to local political interests, lack of personnel, insufficient coordination and chronic lack of funding.

Despite the reforms implemented in recent decades, the Ukrainian system of governance remains partially centralized. The high dependence of the regions on the central budget and the rigid vertical power structure in the administrative system remain the main problems that hinder effective and flexible governance. Successful decentralization reform is one of the key ways to address these issues. However, it is important that the process of delegating powers to local authorities be accompanied by infrastructure development, increased financial autonomy of the regions and increased responsibility of local authorities. Then Ukraine will be able to overcome historical centralization and move towards a system of more flexible, people-oriented governance that is effective

Decentralization plays a key role in the administrative systems of many European countries, as it allows regions and local authorities to effectively manage their territories and adapt policies to local needs. Within the framework of decentralization, territorial units receive more autonomy and the opportunity to develop and implement local solutions. Let us consider two striking examples: Germany and Sweden, where decentralization in different forms plays an important role in the governance system.

Germany is an example of a country with a federal system of government, where decentralization is implemented on the basis of a deep historical and political tradition. Within the federal structure, the country is divided into 16 federal states (Bundesländer), each of which has broad decision-making powers on key issues in various areas.

As stated above, the German system of decentralization ensures the distribution of powers between the federal government and the governments of the individual states. This delegation of powers, coupled with a high degree of autonomy, allows for more effective consideration of regional characteristics and needs, adapting decisions to local conditions. The federal states have their own governments, parliaments, and judicial bodies, which gives them independence in decision-making, policy development, and program implementation.

For example, each state government manages the school and university system, provides qualified teacher training and teaching staff in its region. Also, decisions on taxes and the distribution of the state budget are largely made at the level of the federal states, which allows for adequate regulation of local financial needs and stimulation of economic development of the territories.

The practical application of the decentralized approach in Germany also provides for a significant role for local governments in the process of forming local and regional policies. For example, at the federal state level, issues of road construction, transport and urban planning are regulated separately. This distribution of tasks between the federal government and the states contributes to more efficient governance and also creates political stability by adapting power to multi-tasking and different levels of power within the state.

Within the framework of federalism, the principle of solidarity between the federal and state levels is also highlighted. This principle is aimed at eliminating economic inequality between regions, providing assistance to economically weak states through the redistribution of financial resources at the federal budget level.

Sweden represents another model of decentralization, where responsibility for many functions previously associated with the central government has been transferred to municipalities and landstats (regions). Unlike Germany, Sweden uses a single-tier territorial system, where local decisions are made on a much larger scale, and local governments play a major role in developing and delivering public services. Such reforms have made the country a model of successful decentralization in Scandinavia.

Sweden's strong decentralized system of government gives local authorities considerable powers in a number of areas. Key areas of local authority include education, health care and social welfare. These powers allow municipalities to develop local programmes to implement national standards in health care and education that meet the needs of their local areas.

Thus, each municipality in Sweden is responsible for the operation of schools and the education system, which includes both compulsory school programs and additional educational institutions, such as vocational training or advanced training courses. Such decentralization helps to flexibly adapt the education system to the specific characteristics of the local population, making education more accessible and better reflecting regional needs.

In the healthcare sector, local authorities are responsible for organizing medical institutions and ensuring citizens' access to basic medical services. For example, each municipal organization is responsible for organizing a network of hospitals, clinics, and other healthcare institutions, while the main financial support is provided through state tax revenues. Decentralization in this sector facilitates a deeper adaptation of the medical system to local needs and allows for an increase in the availability of medical care for the population.

An important aspect of decentralization in Sweden is the financial autonomy of municipalities. Local authorities are able to obtain a significant amount of funding through local taxes. The financial system provides municipalities with their own sources of income, including personal income taxes, which are distributed between the levels of government, and also gives local authorities control over the management of funds allocated for the provision of public services.

Sweden also makes extensive use of national approvals for key social programmes and policies, while leaving local authorities with considerable control over how they are implemented locally. This helps to balance the needs of the federal government with effective governance and development at the local level.

Decentralization in Germany and Sweden has its advantages, but it also presents challenges for public administration. In Germany, which has a federal system, maintaining a balance of powers between the federal level and local governments requires coordinated work at all levels of government, which can be difficult when dealing with regions that differ significantly in their levels of development and needs.

In Sweden, decentralization allows for active support for local community development and social protection for citizens, but there is a problem of uneven service provision across municipalities, as smaller municipalities may have difficulty securing sufficient funding to develop and support social infrastructure. The balance between local autonomy and centralized program coordination remains an important challenge for the sustainability of social policy (Table 5).

Table 5. Comparative analysis of decentralization processes

Element	Ukraine	Germany	Sweden
Depth of decentralization	Partial, in the process of reforms	Full, within the framework of federalism	Deep, strong local government
Financial autonomy	Limited, central subsidies	High, regions receive taxes	High, significant share of local taxes

Source: Compiled by the author based on the research conducted

In summary, decentralization in European countries such as Germany and Sweden has proven to be effective in improving the quality of services and the ability to make decisions that best meet local needs. It allows regions and municipalities to be more flexible in matters related to education, health care and social services. However, along with the benefits, decentralization also poses certain challenges, requiring a constant balance between the autonomy of local authorities and coordination at the national government level to ensure equality and solidarity.

Electronic governance (e-Government)is an important element of the modern administrative system, as it helps improve management efficiency, increases the availability of public services for citizens and reduces bureaucratic barriers. In Ukraine, e-government began to develop especially quickly after the launch of the Diia platform, which became an important step towards modernizing government services and reforming the administrative system. The development of digital technologies has made it possible to significantly simplify the interaction between government agencies and citizens, however, as in any other country, the Ukrainian experience of implementing e-government has its own characteristics and challenges.

One of the most significant steps for the development of electronic governance in Ukraine was the launch of the Diia portal, a central platform for providing public services online. Since its inception, the Diia project has begun to actively implement various digital services that significantly facilitate citizens' access to public services and ensure high speed and convenience of receiving them.

One of the key achievements of e-governance in Ukraine is the transfer of many administrative services to an online format. Previously, complex processes related to business registration, obtaining various certificates, filing applications and many other services required visiting government agencies. This often took a lot of time and created an additional burden for both citizens and civil servants.

With the development of the Diia platform, citizens have gained access to a range of services without having to contact government agencies:

- **Business registration**: the process has become much simpler and faster, with the ability to register a business online in a few clicks.
- **Obtaining government certificates**: Now many certificates can be obtained through the platform, which reduces waiting times and the need to visit the relevant institutions.
- **Submitting applications**: through the online platform, you can submit applications for obtaining documents or opening/closing businesses, which reduces errors and simplifies administrative processes.

The implementation of e-services also includes receiving more familiar documents in electronic form, such as:

- **electronic identity card;**
- **electronic driving licenses;**
- **electronic medical and tax certificates**.

All this reduces the burden on organizations and offices, speeding up the process of obtaining important information.

A key step in simplifying documents and ensuring the mobility of citizens has been the introduction of digital versions of the most important personal documents. In particular, through the Diia platform, citizens have access to a digital passport, which is a full replacement for a regular passport in most cases. This allows citizens to significantly reduce the number of papers they need to carry with them and speeds up identification processes. In particular, with the help of a digital passport, you can pass checks at checkpoints and interact with government services without having a physical document.

The same thing happened with driver's licenses, which can now be carried on a mobile device in the form of an electronic version. This provides convenience to drivers and allows government officials to quickly verify their eligibility without having to physically present documents.

The digitalization of other documents, such as student cards, diplomas, insurance policies and others, is generally a vector of continuing work towards simplifying administrative procedures. With the introduction of new technologies, there is no longer a need to store a significant number of paper documents, since all this can be received and stored electronically, while data security is ensured at a high level.

Despite the successful steps in the development of e-governance in Ukraine, there are several obstacles and challenges that the system faces:

1. Digital divide. One of the most serious barriers to the full implementation of e-governance is digital inequality. In Ukraine, there is a significant difference in the availability of technology, internet quality, and level of digital skills among different social and age groups. In large cities, such as Kyiv, Odesa, or Lviv, the level of digital technology is much higher than in rural areas or small towns. People living in remote areas of the country often do not have access to a stable internet connection or the necessary devices to use online services. In addition, as of 2024, not all citizens are accustomed to using internet technologies, and there is a significant level of digital ignorance, especially among older people, which makes it difficult to use many e-services and increases the likelihood of errors when working with the platform.

2. Low level of Internet penetration in remote regions. Another problem is the low internet penetration in remote and rural areas. Due to the lack of stable broadband internet, many residents of such places cannot fully take advantage of the opportunities provided by the Diia platform, which reduces the overall effect of digitalization in the country. The lack of a quality connection limits access to electronic services and makes the system less universal and accessible to all citizens. In addition, digitalization requires systematic user training (especially in rural areas), training and improvement of skills in working with internet services, which also hinders the transition to fully digital governance at the national level.

3. Cybersecurity vulnerability. With the development of online services, the number of threats related to cybersecurity and personal data protection is also growing. Despite the efforts of the government and the efforts of the Diia platform to ensure security, hacking, phishing attacks and data leaks remain a danger that requires constant attention. Ukrainian specialists must pay great attention to the protection of personal data, especially in light of recent global threats from cyberattacks and international crime.

Thus, the Diia platform, despite the problems that arise, has made life much easier for Ukrainians, and its further development and expansion of functionality will contribute to the development of a more high-tech and insightful public service that will provide convenient access to administrative services for every citizen. Thus, Ukraine has made significant steps towards digital governance, but for its maximum effectiveness, it is necessary to address issues of digital inequality, improve Internet accessibility and train the population in modern technologies.

E-Government is actively developing in European countries and is an important tool for increasing the efficiency of state institutions, improving services for citizens and reducing bureaucracy. Different European countries approach the introduction of digital technologies into governance differently, depending on their traditions, level of technological maturity and political situation. Some countries, such as Estonia, demonstrate world standards in the field of electronic digital transformation, while others continue to face a number of problems that slow down the process.

Estonia is one of the world leaders in e-governance and is considered an example of successful implementation of digital technologies in the work of government agencies. The country began actively developing electronic services back in the 1990s, and in the 2000s, it established a platform that allowed the entire country to become an online state. In 2021, Estonia once again confirmed its role as a world leader by opening access to more than 3,000 state and administrative services online for citizens and businesses.

Key achievements of Estonian e-governance:

1. Electronic voting. One of the most striking examples of Estonia's success is the e-voting system. Citizens of the country can vote in elections (parliamentary, local) via the Internet, which significantly simplifies the selection process and increases turnout. Since the introduction of the e-voting system in 2005, Estonia has become the first country to introduce such a mechanism for voting in elections. This is becoming not only convenient for citizens, but also an example for other countries wishing to improve citizen participation in democracy.

2. Business registration and taxes. Estonia also provides the ability to register a business online in a few minutes, with minimal time investment. This means that entrepreneurs do not have to visit bureaucratic institutions to register a company, which speeds up the creation and operation of a business. Thanks to the use of information technology, the country's tax system has allowed for the establishment of an online tax payment system, which helps reduce errors and make the process more transparent.

Estonia has also introduced a national ID card, which is the key to secure access to all public services and provides full digital identification of the citizen for online transactions. Government agencies, banks, tax authorities and even healthcare institutions use this identification to speed up the provision of services and comply with security standards.

Denmark is also an example of a highly developed e-governance system in Europe, but unlike Estonia, where the emphasis is on maximizing the simplification of processes, in Denmark the main emphasis is on the security and transparency of interactions between citizens and the state.

One of Denmark's most notable achievements is NemID, a digital identification system that provides citizens with safe and secure access to all public and private services. NemID allows Danes to log into online banking, sign legal documents, and interact with government agencies using only their ID code and password.

The NemID system provides multi-level security, being part of the state's overall plan to create a secure digital environment. This applies to tax returns, signing contracts with government organizations, contacting hospitals, state archives and registries. An important element is the possibility of an electronic signature, which significantly speeds up the process of document preparation, allows avoiding paperwork and solves the problem in terms of combating corruption.

Particular attention is paid to transparency in the work of government agencies in Denmark. Platforms such as Borger.dk provide citizens with all the necessary government and administrative data online, available for monitoring and evaluation. This creates a dialogue between government agencies and citizens, and also affects the increase of citizens' trust in government institutions, minimizing the risks of administrative corruption.

Despite its high level of technological development, Germany faces certain difficulties in developing and integrating its e-government system. Germany has a federal structure, which creates additional difficulties for the unification of e-services at the national level. This leads to the fact that the implementation of a single platform and the unification of the e-government system among the regions is a complex process. Each federal state authority has its own online platforms and interaction procedures, which slows down overall progress.

However, Germany has successfully developed digital identification of citizens through the Personalausweis (digital ID card) system and also uses platforms that have significantly improved the application procedures for social benefits and health insurance.

A recent analysis has shown that digitalization in Germany is progressing more slowly than in other EU countries, due to insufficient coordination between federal and state authorities, as well as technical problems related to data security and the interaction of old information systems with new technologies. Thus, despite significant progress in Germany in certain aspects of e-governance, the country's public administration system needs to be more coordinated, accelerate digitalization processes and improve the quality of citizens' access to digital services throughout the country.

These examples clearly show how e-governance affects the efficiency and convenience of interaction between citizens and the state. Estonia continues to be a world leader in the use of innovative technologies, which significantly improves public opinion about the quality of administrative services. Denmark places emphasis on security and transparency, which are also highly valued by citizens. At the same time, Germany, with its strong technological base, faces challenges related to a decentralized system of governance (Table 6).

Table 6. Comparative analysis of e-Government

Element	Ukraine	4	Denmark	Germany
Availability of services	High, thanks to “Diya”	Almost complete	Almost complete	Partial
Digitalization of documents	Partial	Complete	Complete	Partial
Problems	Digital Divide	No	Overcome	Slow reforms

Source: Compiled by the author based on the research conducted

Thus, Ukraine and European countries demonstrate different approaches to key elements of governance. While Europe is predominantly focused on decentralization and the introduction of advanced technologies, Ukraine is still at the reform stage. Further development is possible due to integration with the EU and borrowing successful governance practices.

1.2. General characteristics of the IT market and its key trends

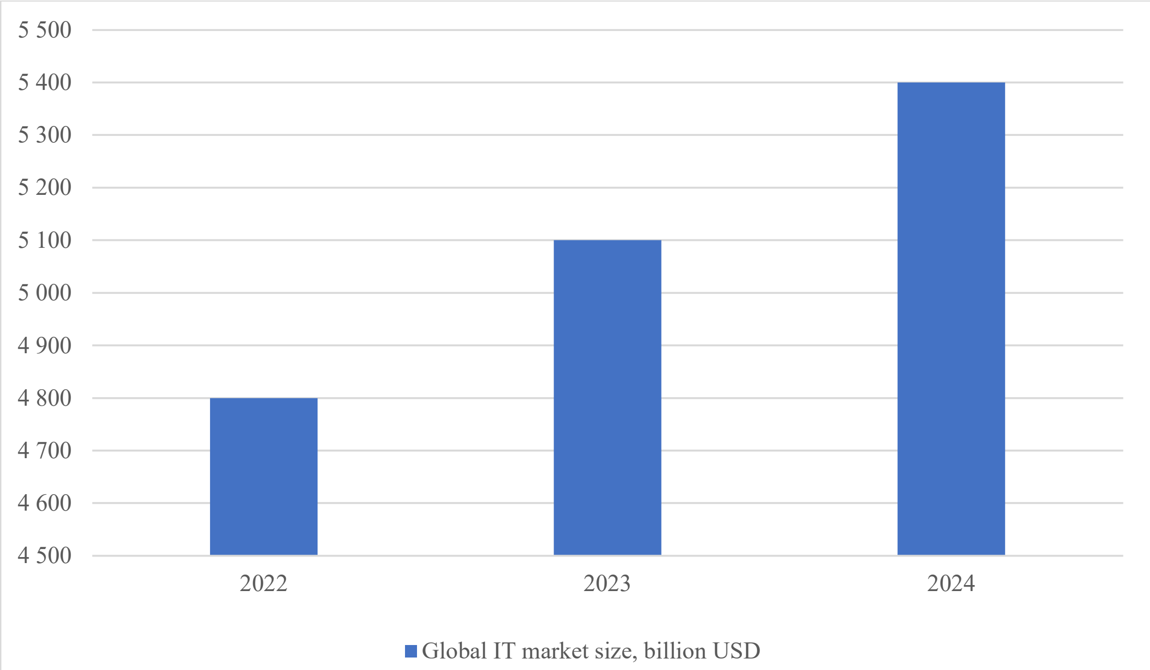
Information technology today occupies a central place in the development of the global economy, social processes and everyday life. The modern IT market is a dynamically developing industry that includes many segments - from the production of hardware and software to services in the field of cloud computing, artificial intelligence, cybersecurity and digital business transformation.

In recent years, the IT market has undergone significant changes due to technological progress, changing user demands, and global economic and social challenges. Today, the IT market is a set of all economic relations and processes related to the development, production, distribution, and use of information technologies and products based on them. It includes the following key segments:

- **Hardware**– servers, computers, network equipment, mobile devices.
- **Software**– operating systems, application programs, corporate solutions, games.
- **IT services**– consulting, systems integration, technical support, outsourcing.
- **Cloud technologies**– cloud platforms, SaaS (software as a service), IaaS, PaaS.
- **Cybersecurity**– data protection tools, information security systems.
- **Artificial Intelligence (AI) and Machine Learning (ML)**– technologies of data analysis, automation and robotics.

According to analytical agencies, the global IT market is showing stable growth at an annual rate of about 7-10%, which is associated with the growing demand for digitalization in various sectors of the economy - from industry and finance to education and healthcare (Fig. 1).

Figure 1. Volume of the global IT market for 2022-2024, billion USD



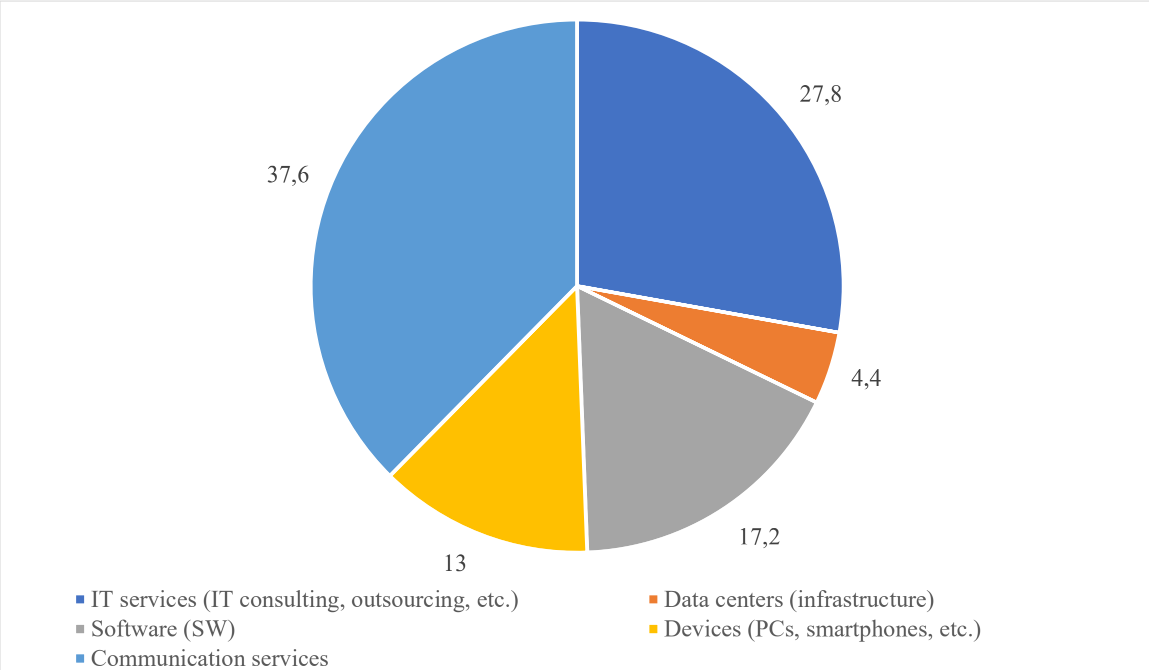
Source: Compiled by the author based on research.

Analysis of the dynamics of the global IT market for 2022–2024 shows a steady growth trend. In 2022, the market was about $4.8 trillion, in 2023 it increased to $5.1 trillion, and in 2024 it reached $5.4 trillion. According to forecasts from analytical agencies (Gartner, IDC), in 2025 the IT market is expected to further increase to $5.7 trillion, which confirms the continued high rate of development of the industry.

For a more detailed understanding of the scale and development directions of the global IT industry, Fig. 2 presents the structure of the IT market by main segments for 2024. These data allow us to identify priority investment areas and determine which segments have the greatest impact on the development of the global digital economy.

An analysis of the global IT market structure for 2024 shows that the largest share is occupied by the communications services segment – about 37.6% of the total volume. This indicates the high importance of telecommunications infrastructure for ensuring global digital connectivity. In second place are IT services (27.8%), including consulting, solution implementation and outsourcing, which confirms the growing demand for professional support of digital transformation. Software also occupies a significant share (17.2%), reflecting interest in business applications, platform solutions and AI technologies. The device (13.0%) and data center infrastructure (4.4%) segments remain important, but demonstrate more moderate growth. Thus, the market structure indicates a shift in emphasis towards the service and cloud model, where IT services and communications play a key role.

Figure 2. Structure of the global IT market by segments for 2024, %



Source: Compiled by the author based on research.

The market includes both large international players (Microsoft, Apple, Google, Amazon, IBM) and numerous startups, which often become a source of innovation. IT development is becoming a driver of economic growth in various regions, especially in countries with active digital transformation.

One of the main market trends is the large-scale implementation of digital technologies in business processes. Companies are actively switching to digital platforms, implementing automation systems, analytics and cloud services, which allows them to increase efficiency and reduce costs.

The COVID-19 pandemic has become a catalyst for accelerating digital transformation, forcing many organizations to switch to remote work, more actively use digital communications and cloud technologies. With the rapid growth of digitalization and the need to quickly adapt to changes in the business environment, cloud technologies have become an integral part of the IT strategy of most companies. Cloud solutions are used not only for data storage, but also for deployment, scaling and management of applications, which makes them a universal tool for organizations of any size.

Amazon Web Services (AWS), Microsoft Azure, and Google Cloud Platform

(GCP) are the world's leading cloud services platforms today. They provide a powerful infrastructure that enables companies to run high-load applications, process large amounts of data, and quickly respond to user requests. The scalability and flexibility of these platforms allow businesses to adapt to changing market demands without significant capital investments. This is especially important for startups and fast-growing companies that need on-demand resources and the ability to pay only for the capacity they use.

A key factor in the development of cloud technologies has been the widespread adoption of service models:

- SaaS (Software as a Service) – ready-made software available via the Internet (for example, Google Workspace, Salesforce);
- PaaS (Platform as a Service) – a platform for developing, testing and hosting applications (for example, Microsoft Azure App Service, Heroku);
- IaaS (Infrastructure as a Service) – renting a virtual IT infrastructure (for example, Amazon EC2, Google Compute Engine).

These models not only provide convenient and fast access to computing resources, but also contribute to the formation of an entire ecosystem of cloud services. Today, cloud platforms provide integration with data analysis tools, machine learning, artificial intelligence, as well as modern cybersecurity tools. Thanks to this, businesses get the opportunity to use advanced technologies without the need to create their own expensive IT infrastructure.

In addition, cloud solutions help increase business resilience through backup, fault tolerance, and flexible data access management. Companies can quickly deploy new services, experiment, and innovate while minimizing risks and time costs. The number of cloud technologies implemented and invented in 2022–2024 is presented in Table 1.

Table 1. Number of implemented and invented cloud technologies in 2022–2024.

Year	Implemented technologies	Invented/Developed Technologies(new platforms, frameworks, APIs, etc.)	Key directions
2022	≈ 1,200 solutions	≈ 150 technologies	SaaS, IaaS, Big Data, Backup
2023	≈ 1,500 solutions	≈ 180 technologies	PaaS, Multi-cloud Solutions, Cloud Security
2024	≈ 1,800 solutions	≈ 250 technologies	GenAI in clouds, automation, low-code, edge-cloud

Source: Compiled by the author based on analysis.

Thus, in the period from 2022 to 2024, there is a steady growth trend in both the number of implemented cloud solutions and the developed technologies, which indicates the dynamic development of the industry. Thus, the number of implemented solutions increased from approximately 1,200 in 2022 to about 1,800 in 2024, and the number of new platforms, APIs and frameworks - from 150 to 250. If in 2022 the main focus was on traditional cloud services (SaaS, IaaS), backup and working with Big Data, then in 2023 the emphasis shifted towards multi-cloud architectures and cloud security. In 2024, the key areas were generative artificial intelligence (GenAI) in the cloud environment, process automation, low-code and edge-cloud technologies, which indicates a desire for more flexible, intelligent and distributed systems.

Cloud technologies have thus become a key driver of digital transformation. They enable organizations to be more flexible, scalable, and competitive in today's environment. In the coming years, we expect further development of multi-cloud strategies, integration with generative artificial intelligence, and expansion of business process automation capabilities.

Artificial intelligence (AI) and machine learning (ML) are among the most promising and rapidly developing areas in the modern digital economy. Their implementation affects almost all industries - from the automation of office processes to the development of high-tech solutions capable of independently analyzing large volumes of information and making decisions based on them.

One of the most popular areas today is deep learning technologies based on neural networks that can identify complex patterns in data, process images, speech and text, and generate forecasts. When combined with Big Data tools, AI allows companies not only to analyze user behavior in real time, but also to predict future scenarios, optimize supply chains, reduce costs and increase operational efficiency.

AI and ML are actively used to automate routine operations such as document processing, sorting customer requests, and managing warehouse stocks. This reduces the workload on staff and speeds up business processes. In addition, intelligent decision support systems (DSS) built on AI help managers and analysts find optimal solutions based on a large number of variables and criteria.

In a number of industries, AI has already transformed traditional approaches to work.

- In healthcare – for diagnosing diseases based on medical images, predicting epidemics, and developing personalized treatment plans.
- In the financial sector – for fraud detection, automated risk analysis and investment management.
- In marketing – to build individual advertising strategies and analyze customer behavior.
- In production – for predictive equipment maintenance and product

quality control.

- In the IT sphere – for developing smart applications, chatbots, voice assistants and recommendation systems.

AI and ML are becoming more accessible every year thanks to cloud platforms such as Google Vertex AI, Azure Machine Learning, and Amazon SageMaker, which allow models to be developed and deployed without deep knowledge of programming and mathematics (Table 2). This opens up opportunities for even small and medium-sized businesses to use AI in their daily operations.

Table 2. AI (Artificial Intelligence) and ML (Machine Learning) development in 2022–2024 (global indicators)

Indicator	2022	2023	2024)
Global AI Market Size, billion $	$136.6 billion	$184.0 billion	$226.4 billion
Investing in AI startups, billion $	$91 billion	$102 billion	$110+ billion
Number of companies that have implemented AI	35%	43%	55%
Open-source AI models	400+	1,000+	1,800+
Machine learning market, billion $	$21.2 billion	$29.4 billion	$37.5 billion
The growth of AI and ML specialists, %	+18%	+22%	+28%
AI projects in cloud environments, % of total	52%	64%	73%

Source: Compiled by the author based on research.

Thus, from 2022 to 2024, there is a stable and significant growth of key indicators in the field of artificial intelligence and machine learning. The global AI market size has grown from $136.6 billion to $226.4 billion, and investments in AI startups have increased from $91 billion to over $110 billion, indicating growing interest and trust from investors. The share of companies that have implemented AI has grown from 35% to 55%, indicating active dissemination of technologies in the business environment. The number of open-source AI models has more than quadrupled - from 400 to 1,800, which contributes to wider access to innovation. The machine learning market is also showing steady growth, and the number of specialists in this field is increasing, reflecting the growing demand for qualified personnel. The increase in the share of AI projects in cloud environments from 52% to 73% indicates a transition to a more flexible and scalable IT infrastructure. All these trends confirm the dynamic development of AI technologies and their key role in the digital transformation of modern society

AI and machine learning have thus become an integral part of the strategic development of companies in the context of digitalization. They not only increase competitiveness, but also lay the foundation for sustainable growth, innovation, and personalized customer interactions in the future.

With the accelerated digital transformation of business and society, the vulnerability of digital infrastructure is also growing. Modern companies, especially in the IT sector, are faced with the need to protect customer data, intellectual property, management systems and communications from increasingly sophisticated cyber threats. With the growing number of attacks, including phishing, malware, DDoS attacks and data leaks, cybersecurity is becoming the number one priority worldwide.

One of the key trends in recent years has been the increase in investment in comprehensive information security solutions. This includes:

- Intrusion Detection Systems (IDS/IPS),
- Multi-factor authentication (MFA) tools,
- data encryption technology at all stages of storage and transmission,
- Endpoint Protection,
- automated access rights management (IAM).

Artificial intelligence and machine learning solutions are also being actively implemented, capable of predicting threats and automatically responding to incidents. This is especially relevant in the context of a large number of diverse data sources and continuous cyberattacks targeting vulnerabilities in software and networks.

Increased attention to the protection of personal data has been facilitated by the introduction of international standards and regulations, such as:

- **GDPR**(General Data Protection Regulation in the EU),
- **NIS2**(EU Directive on the Security of Networks and Information Technology),
- **ISO/IEC 27001**– international standard for information security.

Companies operating in global markets must adapt their IT systems to these requirements to avoid fines and loss of reputation. The features of cybersecurity development for 2022–2024 are presented in Table 3.

Table 3. Cybersecurity development for 2022–2024.

Indicator	2022	2023	2024
Global Cybersecurity Spending, $ Billion	159	184	214
Average number of cyber attacks per company per year	270	320	380
Cybercrime Costs, $Trillion	7	8.4	9.5
Percentage of companies using multi-factor authentication (MFA)	53%	64%	74%
AI-Based Cybersecurity Solutions Market, $ Billion	14.9	19.3	24.2

Source: Compiled by the author based on research.

Thus, from 2022 to 2024, there is a steady growth in key indicators in the field of cybersecurity. Global spending on information security increased from $159 billion to $214 billion, indicating the growing importance of this area for business and government. At the same time, the average number of cyberattacks per company per year increased from 270 to 380, which emphasizes the growing threats and the need to strengthen security measures. The damage from cybercrime reached $9.5 trillion, demonstrating the scale of the negative impact on the global economy. A positive trend is the increase in the share of companies using multi-factor authentication (MFA) - from 53% to 74%, indicating an increase in the level of security. The market for artificial intelligence-based solutions in the field of cybersecurity is also actively developing, increasing from $14.9 billion to $24.2 billion. These data emphasize the importance of investing in innovative technologies to counter modern cyber threats.

The Internet of Things (IoT) market is also rapidly developing – an ecosystem of devices connected into a network for data exchange and process management in real time. Today, IoT is already used in the following areas:

- **Industry (IIoT)**: equipment monitoring, predictive maintenance, automation of production processes;
- **Smart cities**: control of lighting, transport, waste disposal, security system;
- **Healthcare**: wearable devices that monitor the patient's condition, remote diagnostics;
- **Transport**: fleet management, navigation, autonomous transport systems.

Every year, the infrastructure for working with IoT devices becomes more mature, including cloud platforms, gateways, real-time analytics, and support for 5G networks (Table 4). This opens up broad opportunities for the development of IT companies offering solutions in the areas of automation, analytics, and security.

Table 4. IoT development for 2022–2024.

Indicator	2022	2023	2024
Number of connected IoT devices in the world, billion	13.1	15.1	17.2
Industrial IoT devices (IIoT), billion	3.2	3.9	4.5
Global IoT Market Revenue, $ Billion	478	544	621
Investments in IoT security, $ billion	6.8	8.2	10.1

Source: Compiled by the author based on research.

The analysis of the presented data shows stable and significant growth of the global Internet of Things market in the period from 2022 to 2024. The number of connected IoT devices in the world increases from 13.1 to 17.2 billion, with the growth of industrial IoT devices (IIoT) being particularly noticeable – from 3.2 to 4.5 billion. The growth of global IoT market revenues from $478 billion in 2022 to $621 billion in 2024 confirms the growing commercial importance of this technology. At the same time, investments in IoT security are growing – from $6.8 billion to $10.1 billion, which indicates the importance of strengthening the protection of IoT infrastructure in the face of an increasing number of connected devices and growing cyber threats.

Thus, the Internet of Things market demonstrates stable and dynamic growth, covering more and more areas of application – from industry to healthcare and smart cities. The increase in the number of connected devices and market volumes is accompanied by the development of infrastructure and increased attention to cybersecurity issues, which creates favorable conditions for the further implementation of innovative IoT solutions and the expansion of IT companies' capabilities in this area.

One of the most significant innovations of recent years has been 5G technology – the fifth generation of mobile networks. The deployment of 5G networks radically changes the approach to data transmission, providing high speed and minimal delay (latency). These qualities are key to supporting various modern and promising technologies, such as cloud services, the Internet of Things (IoT), autonomous vehicles, as well as for the development of smart cities and the industrial Internet.

One of the main advantages of 5G is the ability to transmit large amounts of data with minimal latency, which is critical for real-time applications. For example, autonomous cars must instantly receive and process data from sensors and maps to drive safely. In turn, cloud computing and virtual reality require high bandwidth and a stable connection to provide a high-quality user experience.

The deployment of 5G networks also creates the foundation for new business models and services. Companies are able to implement innovative solutions in the field of remote medicine, industrial automation, telecommunications and multimedia. For example, the emergence of ultra-fast and reliable Internet will allow the development of distance learning using augmented and virtual reality, which will significantly improve the quality of education.

The key point is that 5G improves the reliability of digital communications. The technology provides support for the simultaneous connection of many devices, which is extremely important in the era of the Internet of Things, where sensors, smart devices and wearables are used everywhere. This opens up new opportunities for collecting and analyzing data, which ultimately improves the efficiency of business processes and the quality of services provided.

Thus, 5G technologies not only provide a qualitatively new level of speed and stability of communication, but also become a catalyst for the transformation of various sectors of the economy and social sphere.

In modern business, the desire to improve efficiency and reduce costs is actively realized through the implementation of robotics and process automation, known as RPA (Robotic Process Automation). RPA technologies allow the creation of software "robots" that perform routine and repetitive operations that previously required human participation. This frees employees from monotonous work and gives them the opportunity to focus on more creative and strategically important tasks.

Automating business processes with RPA significantly reduces operational costs by reducing human errors and increasing the speed of task execution. For example, automated robots can process invoices, fill out forms, perform data checks, and other routine operations. Such solutions allow companies to improve service quality, speed up response times, and increase overall productivity.

In addition, RPA promotes the flexibility of business processes. Automated systems easily adapt to changing requirements and can be integrated with various corporate information systems without requiring deep technical modifications. This is especially important in a dynamically changing market, where timely adaptation plays a key role in competitiveness. The use of robotics and automation is becoming an integral part of the digital transformation of enterprises, allowing them to maintain competitive advantages and manage resources more efficiently.

Another important trend in the field of information technology is the significant growth in the popularity of open source software. Such software is distinguished by the availability of source codes, which provides users and developers with the opportunity not only to use programs for free, but also to modify, adapt and improve them to suit their needs.

One of the main advantages of Open Source is flexibility. Companies can build their own solutions based on existing platforms and tools, which reduces development time and reduces licensing costs. This is especially important for startups and small businesses that need to quickly bring products to market without large initial investments.

Security is another factor that contributes to the growth of Open Source. With open source code, communities of developers around the world can quickly identify and fix vulnerabilities, ensuring a high level of data and system protection. Unlike closed software, where users are dependent on the vendor, Open Source projects are often supported by active communities, which speeds up response to threats.

In addition, the use of open source software stimulates innovation and collaboration in the IT community. Joint development, knowledge sharing and integration of various solutions create favorable conditions for the emergence of new technologies and approaches. Many large companies, including Google, Microsoft and

IBM, actively support Open Source projects and use them in their activities.

Overall, the growth of the Open Source market is helping to democratize access to technology and is creating new standards for software development, which in the long term has a positive impact on the entire digital economy.

The modern information technology market is characterized by significant diversity and regional features, which are formed under the influence of economic, political and cultural factors. The development of the IT sector in different parts of the world differs in pace, direction and priorities, which determines unique opportunities and challenges for companies and countries.

Thus, the USA and Canada are traditionally world leaders in the field of innovation and technological solutions. The largest corporations and high-tech startups are concentrated here, which set global trends in the development of software, hardware solutions, as well as in the field of artificial intelligence and cloud technologies. Silicon Valley and other technological clusters of North America attract significant investments and talented specialists from all over the world.

In these countries, much attention is paid to supporting the innovation ecosystem through public and private funds, as well as developing educational programs in the IT field. Leading companies are actively introducing advanced technologies into industry, medicine, transport and other areas, contributing to the digital transformation of the economy.

In Europe, the development of the IT market is accompanied by a strong focus on data regulation and the protection of personal information. The implementation of the General Data Protection Regulation (GDPR) was one of the key events that formed new standards for security and privacy in the digital environment. European countries pay great attention to the creation of sustainable and environmentally friendly technologies aimed at reducing the carbon footprint and increasing energy efficiency.

Regional innovation clusters such as Berlin, Paris and London are developing areas such as artificial intelligence, cybersecurity and financial technology (FinTech). European companies are seeking to create integrated solutions that combine technological innovation with social and environmental aspects, reflecting the overall development vector of the region.

The Asian region is one of the most dynamic in the world in terms of IT sector development. China, India, Japan and South Korea are demonstrating rapid growth of technology markets, significant public and private investments in the fields of artificial intelligence, 5G, IoT and robotics.

China is actively developing its own tech giants and striving for technological independence, investing in the development of its own processors, operating systems and cloud computing platforms. In India, the outsourcing and software development market is actively growing, while the government is stimulating the development of the startup ecosystem.

Japan and South Korea are focusing on robotics, smart cities, and automotive technologies, including the development of autonomous vehicles. The high level of research and innovation in these countries contributes to the creation of unique products and services.

In the CIS countries, the development of the IT market is accompanied by an emphasis on the creation and implementation of local technologies, including in the field of cloud computing and software. In recent years, there has been an increase in cloud infrastructure services, which allows enterprises to effectively manage data and scale business processes.

Particular attention is paid to information security and data protection issues, which is associated with the strengthening of legislative requirements and the overall digital transformation of the economy. The IT outsourcing and development sector is developing in the region, and innovative projects in the fields of artificial intelligence and big data analysis are emerging.

Regional differences will persist, but globalization and cooperation between countries will facilitate the exchange of experience, the creation of international partnerships and joint innovative projects. Technological competition stimulates the acceleration of digital market development and the introduction of new business models, which opens up new opportunities for companies and countries around the world.

Thus, the IT market continues to demonstrate high dynamics and innovative activity, being a key driver of the digital transformation of the global economy. The trends of recent years - the development of cloud technologies, artificial intelligence, cybersecurity, IoT and 5G - determine the development strategy of companies and shape the future of the industry. Adaptation to global challenges, constant implementation of innovations and consideration of regional characteristics allow businesses to effectively use the potential of the IT market and create competitive advantages.

1.3. Adaptation of marketing strategies in crisis conditions
Адаптація маркетингових стратегій у кризових умовах

Modern business operates in conditions of high turbulence: wars, economic crises, pandemics and other unpredictable factors change the market environment. In such conditions, traditional marketing strategies lose their effectiveness, and companies are forced to look for new approaches to communicating with consumers.

The relevance of the topic lies in the need for rapid adaptation of marketing campaigns to changing market conditions.

The purpose of the study is to identify effective strategies for adapting marketing campaigns in crisis conditions and develop practical recommendations for business.

Research objectives:

• analyze changes in consumer behavior during the crisis;

• identify key marketing strategies;

• develop an algorithm for anti-crisis communication.

Scientific novelty: *the author's model "3C" (Communication, Customer-Focus, Cooperation)* is proposed, which integrates modern approaches to crisis marketing.

Practical value: an algorithm for anti-crisis communication and recommendations for Ukrainian enterprises are developed.

Theoretical principles of marketing adaptation in crisis conditions

A crisis is a situation that disrupts market stability and changes consumer behavior. It can be economic, political, social, or military.

Features of consumer behavior in a crisis:

• decreased purchasing power;

• increased price sensitivity;

• increased brand trust.

Analysis of existing models: Traditional approaches are focused on stability, but in crisis conditions, flexible strategies are needed that take into account the emotional context and quick response (Smith, 2021).

Methodological approaches to adapting marketing strategies

Author's model "3C"

Fig.1. *Model "3C"*

Crisis situations change traditional approaches to marketing, emphasizing rapid response, trust, and social responsibility. Based on an analysis of modern research (Smith, 2021; Brown, 2020) and crisis management practice, the "3C" model is proposed, which integrates three key principles:

• *Communication* – transparency, empathy, timeliness.

• *Customer-Focus* – personalization, analytics, flexibility.

• *Cooperation* – partnership, social projects, interaction with the community.

This model is based on the concept of adaptive marketing, which involves rapid adjustment of strategies in accordance with changes in the external environment.

The “3C” model is developed based on the principles of:

• System approach – considering marketing as an integrated system of interaction with customers and partners.

• Flexible management – the ability to quickly change communication channels and content.

• Value orientation – emphasis on social responsibility and business ethics.

Practical implementation of the model

Communication

• Use of multi-channel platforms (social networks, email, messengers).

• Transparency in messages: honesty about problems and solutions.

• Empathetic tone: taking into account the emotional state of customers.

Customer-oriented

• Personalization of offers through data analytics.

• Use of CRM systems (HubSpot, Salesforce).

• Flexible pricing and special offers.

Cooperation

• Joint projects with other companies.

• Participation in charity events.

• Support for socially significant initiatives.

Advantages of the «3C» model

• Flexibility - rapid adaptation to changes.

• Increased trust - transparent communication.

• Customer loyalty - personalized solutions.

• Social capital - partnership and responsibility.

In today’s highly turbulent business environment, companies are adopting various models to adapt their marketing strategies.

The most common are (Table 1):

• *Agile Marketing* – a flexible methodology based on the principles of rapid adaptation and iterative planning.

• *Crisis Communication Framework (CCF)* – a classic crisis communication model that emphasizes transparency, speed, and reputation management.

The “3C” Model

Focus: trust, emotional connection, social responsibility.

Key elements: transparent communication, personalization, partnership.

Strengths: integration of marketing and corporate social responsibility.

Agile Marketing

Focus: speed of response, experimentation, flexible budgeting.

Key elements: short sprints, A/B testing, real-time analytics.

Strengths: adaptability to change, minimizing risks through iterations.

Crisis Communication Framework

Focus: reputation management, information flow control.

Key elements: scenario preparation, unified tone of communication, working with the media.

Strengths: clear structure of actions in a crisis, minimizing panic.

Table 1

Comparison of anti-crisis marketing models

Criterion	*Model «3C»*	*Agile Marketing*	*Crisis Communication Framework*
Main goal	Trust and loyalty	Flexibility and Speed	Reputational Stability
Orientation	Client + society	Client	Media + Public
Tools	CRM, social networks, partnership	A/B Testing, Analytics	Press Releases, Official Statements
Tone of communication	Empathetic	Neutral	Formal
Flexibility	Average	High	Low

Strengths and Weaknesses Analysis

The «3C» model provides emotional connection and social support but requires time to implement partnership projects.

• Agile Marketing allows for rapid hypothesis testing but may underestimate the ethical aspect of communication.

• CCF is effective for reputation management, but less adaptable to digital channels and personalization.

Practical value of comparison

For Ukrainian companies in wartime conditions, the optimal approach is a hybrid approach that combines:

- Communication and social responsibility (from the «3C» model).
- Flexibility and analytics (from Agile Marketing).
- Scenario planning and transparency (from CCF).

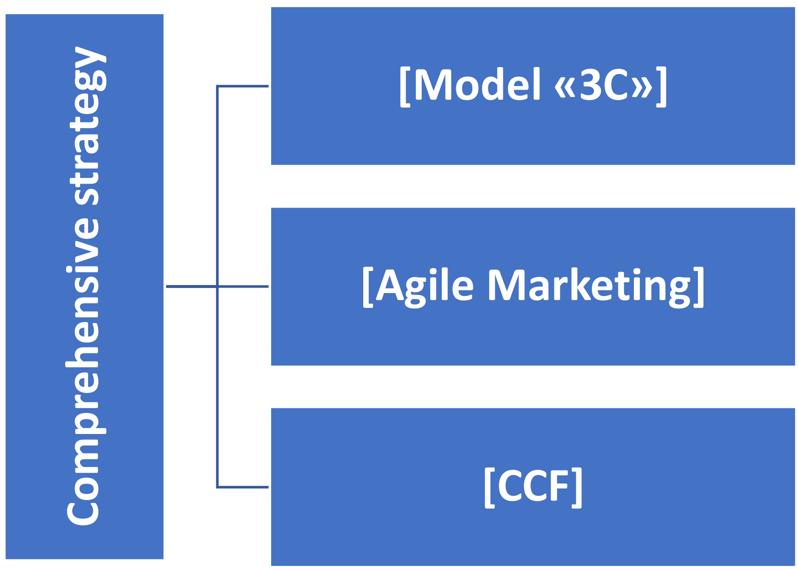


Fig. 2 - Hybrid anti-crisis marketing strategy

It is proposed to integrate three approaches into a single system, which allows:

- To ensure an emotional connection with customers.
- To implement rapid iterations for testing solutions.
- To maintain reputational stability through transparent communication.

*Comparison of traditional and crisis strategies (*Table 2*).*

Table 2

Comparison of strategies

Parameter	*Traditional Marketing*	*Crisis Marketing*
Channels	Offline	Online, Social Media
Purpose	Sales	Trust, Support
Communication Tone	Neutral	Empathetic

Practical tools and cases

Using digital channels

Social media, email marketing, and mobile apps allow businesses to stay connected with customers. Social media usage increased by 35% during the war (HubSpot, n.d.) (Table 3).

Table 3

Effectiveness of communication channels

Channel	*Usage Growth*	*Advantages*
Social Media	+35%	Quick response, reach
Email Marketing	+29% Openings	Personalization
Mobile Apps	+18%	Convenience, interactivity

Personalize offers

Personalized offers increase loyalty. Tools: HubSpot, Mailchimp, Google Ads, Optimizely (Mailchimp, n.d.) (Fig.3).

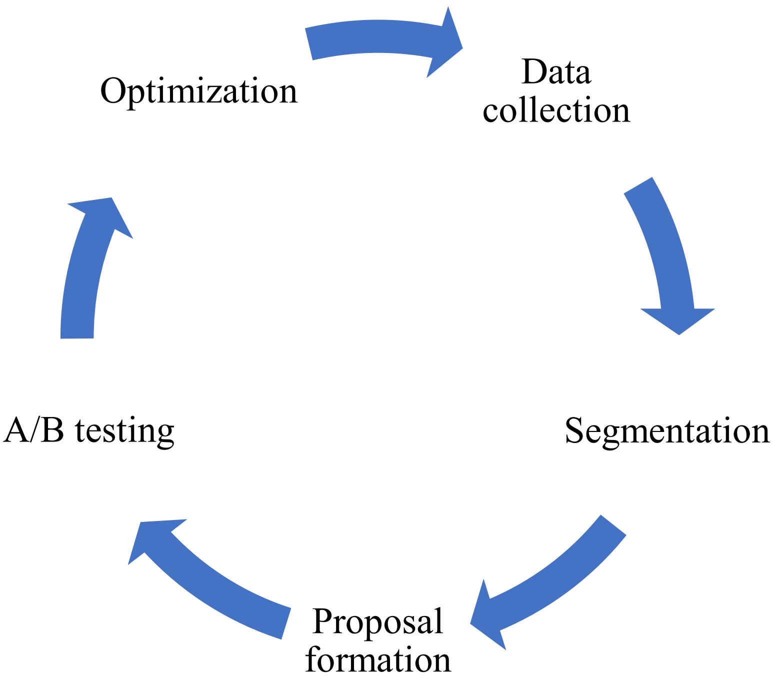


Fig. 3 - Personalization algorithm

Social Responsibility

68% of consumers prefer brands that support social initiatives (Google Ads, n.d.).

Real-life cases

❖ Johnson & Johnson (1982) — rapid product recall (Johnson & Johnson, 1982).

❖ British Airways (2017) — proactive upgrades (British Airways, 2017).

❖ Toyota (2009–2010) — openness in problem solving (Toyota Motor Corporation, 2010).

Recommendations and anti-crisis plan (Fig.4)

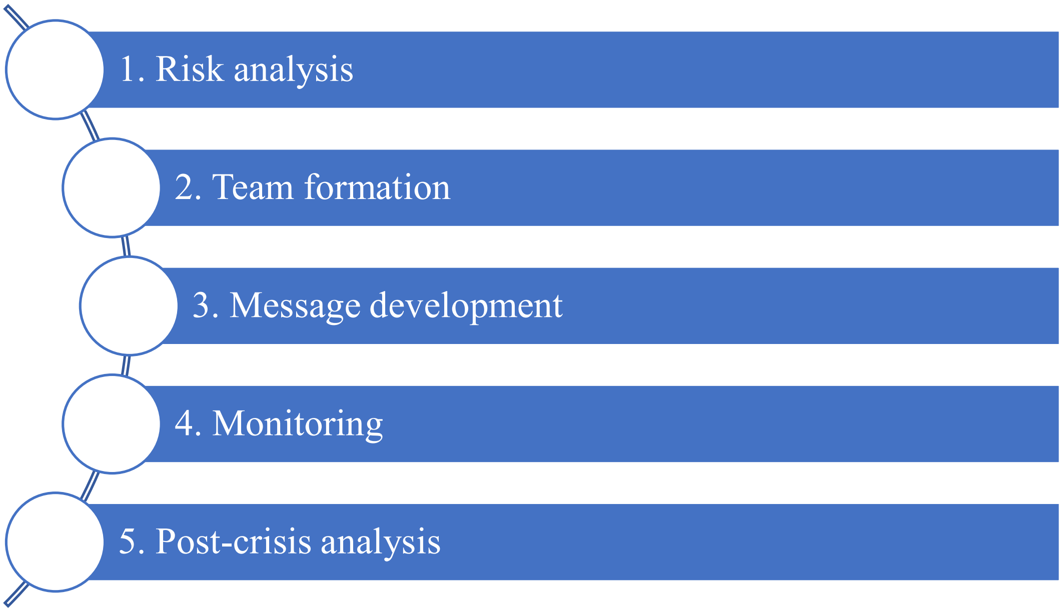


Fig. 4 - Anti-crisis communication algorithm

1. Risk Analysis
2. Team Building
3. Message Development
4. Monitoring
5. Post-Crisis Analysis

Practical recommendations:

➢ Use multi-channel communication.
➢ Ensure transparency and timeliness of messages.
➢ Prepare templates for quick publications.

Conclusions

Adapting marketing strategies during times of war and crisis is a combination of flexibility, digital solutions, and social responsibility. The use of personalization, partnerships, and transparent communication helps businesses not only survive, but also strengthen their market position (Brown, 2020).

1. In crisis conditions, traditional marketing strategies lose their effectiveness, which requires businesses to be flexible, quick to respond, and emotionally sensitive communication with consumers.

2. Consumer behavior is changing: price sensitivity increases, purchasing power decreases, and brand trust becomes a key factor in choice.

3. The proposed «3C» model — Communication, Customer-Focus, Cooperation — is an effective tool for adapting marketing campaigns in crisis conditions, as it combines emotional, strategic, and partnership approaches.

4. The developed anti-crisis communication algorithm allows Ukrainian enterprises to respond promptly to challenges, maintain customer loyalty, and maintain brand stability.

5. Practical implementation of the recommendations will help increase business competitiveness, reduce risks and build long-term relationships with consumers.

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1.4. Peculiarities of personnel management under martial law

Today, properly selected and managed personnel are the key to an organization's progressive development[6]. Human resources management, which directly influences the organizational management process, will yield positive results in the long term. Human resources management is an individual process for every organization, so it's impossible to replicate the experience of others, but it can serve as a foundation.

Under martial law, certain changes are occurring on the economic front. Consumers are saving and purchasing less, banks are tightening lending terms, which is discouraging small businesses, accounts receivable are rising, and so on. All of this, in one way or another, has a negative impact on the performance of most companies. Economic indicators, such as profitability and turnover, are significantly declining. In such a situation, any company's primary objective is to survive, using all available measures and resources.[7].

The human resources management system in a modern enterprise, regardless of the form of ownership, is a powerful tool for ensuring competitiveness and development[8]Management, like all economic systems, takes into account supply and demand in the market. Human resource management balances demand from the employer, who "rents" specific knowledge and skills from an individual applying for a given vacancy, with supply from the individual/potential employee, who is searching for a job and offering themselves on the labor market to achieve material gain for their own purposes.[9].

Furthermore, the economy is undergoing structural changes that directly impact HR practices[10]. Specifically, this effect manifests itself in management flexibility, decentralization and integration, privatization, increased innovation, improved work organization and quality of work life, and a greater willingness for people to participate in management.

A review of the concept of management in the literature shows that the essence of management is a comprehensive concept that includes all actions and all decision makers, including processes such as planning, evaluation, project implementation and

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[6] Ścibiorek, Z. (2001). Zarządzanie zasobami ludzkimi w praktyce. Toruń: Oficyna Wydawnicza P i E.

[7]Tsoukas, H., Chia, R. (2002). On organizational becoming. Organization Science, 13, xx–xx.

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[10] Wudarzewski, G. (2005). Konceptualizacja pojęć kultura organizacyjna i klimat organizacyjny. Zeszyty naukowe WSB we Wrocławiu, 5, xx–xx.

control.[11] Thus, human resource management is an important element of any organization that aims to achieve success in its activities.

Martial law is a state of emergency in a country where the government exercises a heightened level of control and restricts certain citizen freedoms[12]. Under such conditions, certain challenges and problems may arise that could impact the quality of governance[13]:

1. Restriction of freedom of action and decision-making: During wartime, restrictions on the freedom of decision and action of organizational leaders may be imposed. This may lead to a reduction in the speed and effectiveness of management processes.

2. Incidents: Martial law creates extraordinary circumstances that may impact an organization's operations. For example, movement and transportation may be restricted, which could complicate the delivery of goods and services and reduce demand.

3. Political and economic instability: Martial law can lead to increased uncertainty and risk in the economy, which could lead to a decline in investment and business development. This could impact the quality of management, particularly in the context of strategic planning and decision-making.

Changes that occurred with the introduction of martial law in Ukraine:

1. Above all, the focus has shifted to people's safety and health. When a mortal threat arises, the primary concern is to relocate oneself and one's family to a safer location. If this is not possible, then providing loved ones with vital necessities such as water, food, and medicine is essential. Everything else, including work, becomes secondary.

2. Today, stability is very important for those in more or less secure circumstances. While many people previously focused on development and career advancement, now the most important thing is having a job in general and financial stability to provide for oneself and one's family.

Thus, martial law can impact the quality of governance due to the limited freedom of action and decision-making, extraordinary circumstances, and political and economic instability. However, if organizations prepare for such situations and respond to them quickly and effectively, they can maintain high governance quality.

When examining the Israeli experience, it was determined that the conditions of constant war undoubtedly create challenges for businesses in Israel, including how to

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[11]Zarębska, A. (2002). Zmiany organizacyjne w przedsiębiorstwie: Teoria i praktyka. Warszawa: Difin.

[12] Rothbard, M. R. (2007). Ekonomia wolnego rynku (t. 1). Warszawa: Fijor Publishing.

[13] Żółcińska, A. (Red.). (2003). Jak zatrudnić i zatrzymać najlepszych. Warszawa.

motivate staff. However, some Israeli companies are using creative approaches to support and motivate their employees.[14].

One of the methods used is to ensure the physical safety of employees. Many companies offer various safety programs, including appropriate monitoring and information support for employees and their families.

Many companies offer a variety of social security and assistance programs. Some also offer their employees the option to work from home, which allows them to stay safe and reduces commuting costs. This can help reduce stress and improve the work environment.

Many Israeli companies also offer their employees the opportunity to participate in additional training and educational programs, allowing them to develop professionally and enhance their skills. This can motivate employees and help them stay motivated.[15].

Furthermore, many companies are trying to create a positive corporate culture that supports employees and fosters positive working relationships. This can reduce the impact of war-related stress and help maintain employee motivation and productivity.

So, companies in Israel are trying a variety of approaches to motivate their employees in a climate of constant war. This includes ensuring employee safety and social security, developing professional skills, creating a positive corporate culture, and other approaches.

Motivating personnel during wartime can be challenging, as war can cause a great deal of stress, anxiety, and worry among workers. However, motivating personnel can be crucial to ensuring the effective operation of critical services and organizations during wartime. Key ways to motivate personnel during wartime include[16]:

1. Support and compassion. It's important for management to show support and empathy to staff during this difficult time. This may be necessary to help them feel a sense of belonging and support for one another.

2. Material incentives. It is important for management to provide its employees with the necessary material resources and tools for effective work. This may include ensuring safety and protection from hazards, as well as adequate wages and other benefits.

3. Training and Development. During wartime, employees may need new knowledge and skills to perform effectively. Therefore, it is important to provide

[14]Porter, M. E. (2000). Strategia konkurencji: Metody analizy sektorów i konkurentów. Warszawa: PWE.

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training and development to employees so they are prepared for various challenges and perform their duties.

4. Collaboration and Communication. It's important for management to create conditions for collaboration and communication among employees. This can help ensure effective coordination and real-time problem solving.

Remote personnel management in wartime may be necessary to manage remote teams located in different locations, and may also be necessary to ensure the safety of employees during wartime.[17]Here are some remote ways to manage personnel in wartime:

- use of online communication tools such as email, chatbots, video conferencing and other online tools to ensure contact with staff, exchange information and conduct remote work;
- use of cloud services and tools: to ensure secure access to data and documents, allowing you to work remotely from anywhere in the world;
- remote organization of work processes: use of online tools for planning and organizing work processes, setting deadlines and monitoring task completion, remote project management and other solutions that can be implemented remotely;
- use of online training: to provide training and professional development for employees, which can be conducted remotely using special platforms;
- development of control and reporting mechanisms: to monitor the work of personnel remotely and ensure interaction between management and employees.

Experience managing a company's business remotely during wartime can be crucial for ensuring operational efficiency and employee safety. Some companies may have experience managing under extreme conditions, such as natural disasters, epidemics, or other emergencies.

One example of successful remote management during wartime is Google's experience in Ukraine. The company used video conferencing, mobile apps, and other tools to effectively manage its employees during the war. Using these tools, the company was able to ensure the safety of its workers and maintain operational efficiency.[18].

Another example is McKinsey & Company, which provided remote management in crisis situations such as terrorist attacks and natural disasters. The

[17]Public management and administration in the minds of the war and the constant period in Ukraine: materials of Vseukr. scientific-practical conf. /style T. O. Melnik Far Eastern Military District "UMO" NAPN of Ukraine, Kiev 2022.

[18]URL: https://budni.rabota.ua/ua/news/galuz-e-commerce-pid-chas-viyni-yak-kompaniyi-pidtrimuyut-biznes-komandi-ta-derzhavu, access date 21.05.2024.

company used mobile apps, video conferencing, and other tools to facilitate collaboration and coordination among its employees[19].

It's worth noting that remote management can be challenging, such as poor connection quality, internet connectivity issues, and other technical issues. However, with the right strategy and the right tools, remote management can be an effective tool for ensuring efficiency[20].

Thus, there are several approaches that can help maintain personnel motivation and productivity even in challenging wartime conditions. One of the most important aspects is ensuring personnel safety. This may include protection from combat, medical care, and support for those injured in the conflict. It is also important to provide necessary resources, such as water, food, medication, and other supplies, to ensure the health and well-being of personnel.

Another important aspect is providing opportunities for professional growth and development. While training and professional development opportunities may be limited during wartime, it's important to ensure access to resources that can help workers develop and maintain their skills and knowledge.

Moral support can also be provided to employees to help them cope with the stress and difficulties associated with war. This could include specialized psychological training, support groups, and access to professional counselors. Finally, various forms of incentives and motivation can be used, such as financial rewards and awards.

Thus, the personnel management system in military conditions must meet the following basic requirements:

- maintain or increase staff productivity;
- be flexible;
- be economical;
- skillfully and legally flawlessly carry out organizational and staffing activities.

It's worth noting that a crisis not only creates problems, but also opens up new opportunities for any company: building a more effective HR management system, recruiting more efficient personnel, eliminating excess staff in unproductive areas, and optimizing personnel costs.

[19]URL: https://budni.rabota.ua/ua/news/galuz-e-commerce-pid-chas-viyni-yak-kompaniyi-pidtrimuyut-biznes-komandi-ta-derzhavu, access date 21.05.2024.

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1.5. Experience and models of enterprise personnel management

In HR practice, modern HR management is becoming internationalized, and foreign companies of various types and shapes employ management models, which are named according to their geographic characteristics—American, Japanese, and Western European. For domestic companies, the European model is the best HR management model, given their similar lifestyles and values, historical development, and economic development patterns.

Modern theory and practice of human resource management in organizations of industrialized countries shows that two diametrically opposed approaches are preferred here – the American and the Japanese.[21]The American model is characterized by certain characteristics, such as individualism, practicality, rigor, and pragmatism—that is, it embodies the qualities required for entrepreneurship in a competitive environment. This HR model focuses on employees' compliance with established job descriptions, instructions, orders, and mandates from management.

The American-style human resource management system views employees as a fundamental factor in increasing business efficiency. Human resource selection is based on specific criteria: education, practical work experience, skills and abilities, psychological compatibility, and the ability to work in a team. This model emphasizes the narrow specialization of employees, managers, engineers, and other workforce resources, as well as their individual value and results for the enterprise. All management activities are focused on the existence of a mechanism for individual accountability, the evaluation of individual employee performance, and the development of quantitative and qualitative indicators that identify specific enterprise goals. Responsibility for making and implementing management decisions falls on the specific officials making them. This human resource management model is characterized by a wide range of professions and job descriptions; a focus on flexible compensation; and the pooling of practical and scientific experience into specific teams called project target groups.[22].

One of the hallmarks of the "American" HR management system is the use of a sound and appropriate compensation system, as well as ongoing employee performance reviews for career advancement, assessment of work organization effectiveness, and workplace security. Companies continually evaluate employee

[21]Niepokulczycka, M. (2003). Etyka biznesu a konsumenci. W W. Gacparski (Red.), Europejskie standardy etyki i społecznej odpowiedzialności biznesu (s. xx–xx). Warszawa.
[22]Mroziewski, M. (2005). Style kierowania i zarządzania. Warszawa: Difin.

merit and contribution[23]. A "pay for performance" system is widely used, aimed at rewarding employees based on their individual and group contributions. This compensation is expressed through flexible pay systems, variable pay systems, and other such systems.

Human resources management in American companies involves continuous organizational improvement and employee motivation. This improvement involves the elimination of hierarchical management structures, vertical chains of command, the creation of a broad circle of individuals responsible for the execution of assigned tasks, and the transfer of authority within work groups and teams with a certain degree of autonomy.

The task of facilitating collaboration between new employees and young professionals is handled by a management team. This team includes a lead information policy manager, whose job it is to collect data on information technologies and their application; a training manager, who selects employees for retraining in accordance with new requirements; and an intellectual capital manager, who combines the efforts of the first two managers and determines the impact of knowledge implementation on the company's business operations[24].

The Japanese HR model is characterized by certain cultural characteristics: a pronounced collectivism, practicality, punctuality, hard work, and interpersonal skills. This model analyzes the strengths and weaknesses of personnel and matches each employee with the appropriate position within the company. The Japanese HR model focuses on long-term commitment to a single organization; emphasizes the quality of education and personal potential; and determines compensation comprehensively, taking into account seniority, education, and ability to perform assigned tasks.

The Japanese model is based on certain principles of personnel management:

- integration of interests and spheres of activity of the organization and its personnel;

- high economic and socio-psychological dependence of personnel on the enterprise, providing the employee with significant guarantees in exchange for loyalty to the enterprise and the desire to work productively in it;

- priority of collective forms, encouragement of labor cooperation within small groups of workers within the enterprise;

- equality between employees regardless of their positions;

[23] Robbins, S. P. (2001). Zasady zachowania w organizacji. Poznań: Wydawnictwo Zysk i S-ka.
[24]Zeffane, R., Al Zarooni, M. H. (2012). Empowerment, trust and commitment: The moderating role of work-unit centrality. International Journal of Management, 29(1/2), xx–xx.

- balancing the interests of managers, investors and employees who ensure the operation of the enterprise[25].

Employee commitment to the company is achieved by aligning the interests of personnel with those of the entire enterprise. The Japanese human resources management model places significant emphasis on the so-called lifetime employment system, a system of recording seniority and related wages, active communication and employee incentives, promotion and rotation of personnel, and an emphasis on continuous staff training. The key idea of the human resources management system is respect for people. Senior executives, other managers and executives, and ordinary employees are representatives of the enterprise, so a system of benefits, bonuses for significant profits, a system of sick leave payments, a system of selling and renting residential homes to employees at reduced prices, and providing loans to employees to purchase housing at lower interest rates create a unique psychological climate. Thus, the Japanese human resources management system is characterized by such criteria as innovation-oriented, socially oriented, centralized, horizontally specialized, and self-controlled.[26].

The Western European model of HR management has its own distinctive characteristics in each country. For example, in Germany, a distinctive feature of the human resources management system is employee participation in production management, which entails joint participation in supervisory boards of enterprises and hired labor, as well as the existence of works councils at enterprises composed of workers. Employers are required to provide employees and the works council with relevant information, accept their requests and recommendations, and consider the works council's proposals for socio-economic development[27]. In Germany, significant attention is paid to ensuring that employees are appropriate for their job profile, their internships, ongoing retraining of certain categories of personnel, training in related positions, the effective implementation of employee job descriptions during the performance of their functional duties, the use of various types of compensation depending on qualifications, experience, new skills and work methods, etc.[28].

In France, the labor market is fiercely competitive, placing high demands on employees and prioritizing staff retraining, as career advancement is possible through ongoing retraining and knowledge development. All employees are trained in specialized programs, and company personnel are constantly informed of new

[25]Szwed, C. (2000). Podstawy komunikacji w negocjacjach i relacjach interpersonalnych. Gliwice: Wydawnictwo Jacek Skalmierski.

[26]Szałkowski, A. (2006). Zarządzanie personelem. Kraków.

[27] Reilly, P., Williams, T. (2009). Strategiczne zarządzanie zasobami ludzkimi. Kraków: Wolters Kluwer Business.

[28]Wiśniewski, J. (2017). Miejsce kapitału ludzkiego w organizacji. Nowoczesne systemy zarządzania, 12(1), xx–xx.

vacancies. Italian companies place significant emphasis on administrative, managerial, and coordinating management methods, with less attention paid to economic and social methods of influencing the workforce.[29].

By summarizing the features and practical experience of the functioning of the personnel management system within the framework of different models and at enterprises in different countries, a table was formed that presents the general characteristics of management models.

Taking into account the experience of foreign companies, we can conclude that the main goal of the HR management system is to secure human resources, utilize them optimally, and guarantee professional and social development. By comparing these models, we can adopt practical aspects and recommendations for the functioning of the domestic HR management model.

The established HR management model in Ukraine is based on the concept of HR policy management, where the object of management is the workforce, focusing on their professional and qualification qualities. Therefore, the emphasis is placed on the employee solely as a good performer of specific tasks and defined tasks. The Ukrainian HR management model is aimed at optimally utilizing the company's workforce. When making decisions, preference is given to a collegial nature involving a small number of people, as well as to sole management decision-making. This HR management model is characterized by interpersonal competition among employees and the development of highly specialized personnel; individual responsibility for work performed predominates, and an underdeveloped organizational culture is weak; the collective performance of the workforce is assessed. It is characterized by a combination of long-term and short-term employment, and career advancement depends on the individual employee's individual achievements, their authority, and their relationships with senior management.

[29]Żukowska, J. (2017). Istota motywacji pracowników tworzących zespoły w procesach innowacyjnych. Studia i Prace WNEiZ US, 48(2), xx–xx.

Table 1. Characteristic features of personnel management models at the enterprise

Japanese model	American model	Western European model
- dependence of wages on length of service, education, competencies and abilities of personnel to perform assigned tasks; - study of the strengths and weaknesses of employees, selection of a workplace depending on the presence of such strengths; - significant dependence of personnel on the company; - the presence of a lifetime employment system; - priority of collective forms of work; - a collectivist, innovation-oriented, socially-oriented, self-controlled system of labor management; - the existence of traditions of respect for elders, general agreement, and commitment to the values of the enterprise	- the use of a payment system called "performance fee"; - preference for the principle of individualism in remuneration; - personnel is considered the main source of increasing the efficiency of business activities; - a selection system based on the following criteria: level of education, practical work experience, psychological compatibility within the team, ability to work in a team; - focusing on highly specialized workers; - availability of our own training programs and workshops at enterprises	- emphasis on joint participation of investors and employees in the supervisory boards of the enterprise; - focusing on retraining employees through internship programs; - conducting trainings for related positions; - existence of job descriptions with balanced responsibilities and rights; - application of different forms and types of remuneration depending on the level of qualification, experience, and new working methods; - informing staff about new vacancies

Source: Compiled by the author based on[30]

[30]Sidor–Rządkowska, M. (2003). Kształtowanie nowoczesnych systemów ocen pracowników. Kraków: Oficyna Ekonomiczna.

Advanced training for staff is typically practiced on-the-job, preferably in combination with training programs. The distribution of authority among participants in work activities presupposes the establishment of responsibilities for individual departments, teams, and groups of employees. The remuneration system is predominantly collective, based on group or team performance. The motivational mechanism for managing work activities is dominated by methods chosen at the discretion of the company's management.[31].

The Ukrainian HR management model is characterized by high staff turnover, unfavorable socioeconomic and psychological conditions, the presence of military operations within the country, and insufficient funding for human resources development programs. This situation necessitates changes to the Ukrainian model and encourages the use of international experience in HR management.

1.6. Models and theories of work-life balance

In the context of globalization, digitalization, and the increasing intensity of work processes, issues of balance between professional and personal life are particularly important. To analyze this issue, a number of models and theories have been developed in the scientific literature. These models explain the mechanisms by which work and personal roles interact, identify risk factors, and propose practical strategies for achieving harmony.

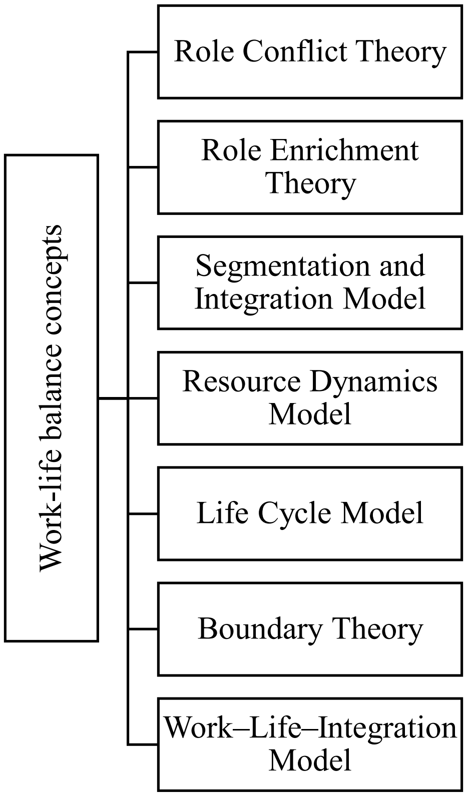
In Fig. 1 we will consider the most significant concepts of work-life balance and their features.

One of the first concepts that formed the basis for understanding the nature of work-life balance is role Conflict Theory It emerged in the 1960s and 1970s as part of a sociological and psychological approach to studying work and human social life. This theory assumes that each individual simultaneously fulfills several social roles: employee, parent, spouse, friend, community member, etc. Each of these roles is associated with specific expectations and responsibilities, which may conflict with one another[32].

[31]Kharchenko T.O., Atamanenko O.O. (2019) Models for managing personnel policy of enterprises: research and foreign evidence, Similar Europe: economics, business and management (5 (22)), 169-175.

[32]Ibid.

Figure 1. Work-life balance concepts



Source: Compiled by the author based on[33]

The fundamental premise of the concept is that successfully fulfilling one role often limits the ability to fulfill another, which leads to conflict[34]. The higher the level of role conflict, the more difficult it is to achieve harmony between the professional and personal spheres of life. Researchers identify three key forms of role conflict:

1. Temporal conflict – occurs when the demands of one area consume time needed for another. For example, overtime, business trips, or long hours reduce the amount of time a person can devote to family, leisure, or personal interests. As a result, the balance is disrupted and tension between the areas increases.
2. Stressful conflict– is associated with the fact that emotional or mental stress in one role is transferred to another. For example, severe stress at work can cause irritability and apathy at home, which worsens the quality of family relationships. Similarly, personal problems and worries can reduce concentration and

[33]Mazmanian M., Orlikowski W.J., Yates J.: The autonomy paradox: The implications of mobile email devices for knowledge professionals, Organization Science 2013 (24(5)), 1337–1357.

[34] Vodanovich S., Lambert, Kass, S., Piotrowski C., Impact factors on work family balance: Initial support for Border Theory. Organization Development Journal 2006, 24, 87

productivity at work.

3. Behavioral conflict – manifests itself in the incompatibility of behavioral patterns required in different roles. For example, a manager at work may be forced to make tough and strict decisions, while at home they are expected to be gentle and caring. Constantly switching between conflicting behavioral patterns causes internal tension and a sense of disharmony.[35].

The theory's main conclusion is that balance is impossible without reducing role conflict. This requires support from both family and employers. Work-life balance programs are an important tool here. Families, in turn, should foster an atmosphere of mutual understanding and shared responsibilities to reduce the burden on one member.

2. In contrast to the conflict approach, which focuses on the limitations and contradictions between different spheres of life, in the 1980s and 1990s,Role Enrichment Theory's key premise is that work and personal life are not necessarily in conflict. On the contrary, they can mutually reinforce each other, creating positive effects and creating conditions for harmonious personal development[36].

The theory is based on the idea that fulfilling social roles brings a person not only obligations but also resources - such as energy, confidence, knowledge, social connections, and emotional support. These resources can be transferred from one area to another, thereby improving performance in both professional and personal life.

Role enrichment can manifest itself in various forms:

1. Transfer of skills and competencies. Professional knowledge and skills boost self-esteem and strengthen personal potential. For example, time management skills acquired at work help manage family responsibilities more effectively.

2. Emotional support. A warm atmosphere and family support reduce stress levels, allowing employees to cope with work tasks more productively. Similarly, recognition and professional success boost self-confidence and have a positive impact on interpersonal relationships.

3. Expanding social connections. The work environment often opens up new contacts and social resources that can be useful in one's personal life. At the same time, strong family and friendship ties provide a sense of stability and security, which increases productivity.

4. Formation of a positive identity. Successfully combining the roles of employee and family member allows a person to feel whole and fulfilled in life. This promotes personal growth and the development of positive self-esteem[37].

[35]URL: https://doi.org/10.1108/XJM-10-2020-0186, accessed 13.09.2025.
[36]URL:https://doi.org/10.3390/ijerph17061920, access date 13.09.2025.
[37]URL: https://doi.org/10.5172/jmo.837.14.3.323, accessed 13.09.2025.

Role enrichment theory has become an important foundation for the development of modern corporate well-being programs. Unlike strategies aimed solely at reducing the negative consequences of role conflict, these programs emphasize unlocking employee potential and creating conditions in which the professional and personal spheres support each other. Such initiatives include[38]:

- Providing learning and development opportunities that increase confidence and open up new perspectives both at work and in their personal lives;
- psychological and emotional support programs, including training in the development of emotional intelligence, coaching, and mindfulness practices;
- events aimed at strengthening corporate culture, where not only professional but also personal achievements of employees are valued;
- creating family-oriented practices: corporate events with the participation of family members, flexible schedules for parents, support in childcare.

Thus, role enrichment theory offers a positive perspective on the interaction between work and personal life. It demonstrates that different spheres of life can be allies rather than rivals, providing additional resources and opportunities for development[39]. Employees who successfully exploit the potential of role enrichment experience higher levels of life satisfaction, are less susceptible to stress, and are more resilient to professional challenges.

3. One of the significant areas of work-life balance research is Segmentation-Integration Model, which focuses on how an individual builds boundaries between the professional and personal spheres. This concept views balance not only as a matter of time management or stress reduction, but also as a result of choosing strategies for interacting between different roles.[40].

Segmentation refers to a clear distinction between work and personal roles. With this approach, work time, tasks, and responsibilities are strictly separated from personal time, family responsibilities, and leisure. For example, an employee who adheres to segmentation completes all professional tasks during the workday and does not return to them at home, reserving free time exclusively for family, leisure, or hobbies.

Segmentation has a number of advantages[41]:

- reduces the risk of professional burnout due to the opportunity to fully switch to personal life;
- provides psychological stability through clear boundaries between

[38]URL: https://doi.org/10.1108/PR-03-2020-0132, accessed 13.09.2025.

[39] Wu T., Chang P.C., The impact of work–family programs on work– family facilitation and role performance: The dual moderating effect of gender. Asia Pacific Journal of Human Resources 2020, 58(1), 46–

[40]URL: https://doi.org/10.4236/jhrss.2023.114010, accessed 13.09.2025.

[41]URL: https://doi.org/10.53894/ijirss.v8i5.8807, accessed 13.09.2025.

responsibilities and rest;

- contributes to a higher quality of leisure and family time, since it is not blurred by work matters.

However, segmentation also has its limitations. Rigid divisions can reduce flexibility, making it difficult to adapt to unforeseen circumstances. In today's fast-paced business environment, employees are often required to perform tasks outside of standard working hours, and overly strict boundaries can lead to conflicts between organizational expectations and the employee's personal priorities.

The opposite is integration, which is the conscious or forced blending of roles. In this type of integration, work and personal life are closely intertwined: an employee can complete work tasks from home while simultaneously attending to family matters, or, conversely, use work time to address personal issues.[42].

In the age of digitalization, and especially with the rise of remote work, integration has become a more common practice[43]. Modern communication technologies-email, instant messaging, video conferencing platforms—facilitate employees' constant accessibility and blur the boundaries between "work" and "home" spaces.

The benefits of integration include:

- the possibility of more flexible time management, which is especially important for employees with family responsibilities;
- reducing time spent on travel and performing routine tasks;
- increasing employee autonomy and trust from employers[44].

However, integration also has its risks: it can lead to a feeling of "always working," increased stress, and decreased quality of rest. Furthermore, not all people are capable of effectively multitasking, which, in an integrated environment, can reduce productivity.

The segmentation and integration model emphasizes that the choice of strategy is largely determined by individual personality traits. People who value order, stability, and predictability are more likely to segment, as strict boundaries help them maintain a sense of control and security. Conversely, those who value flexibility, spontaneity, and the ability to combine various activities tend to gravitate toward integration.

Thus, the segmentation and integration model makes an important contribution to understanding the nature of work-life balance by demonstrating that balance-This is not a universal state, but an individual process of choosing a strategy

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[42]URL: https://doi.org/10.35870/ijmsit.v5i1.3622, accessed 13.09.2025.

[43] Voydanoff P., Work Demands and Work-to-Family and Family-to-Work Conflict: Direct and Indirect Relationships. Journal of Family Issues 2005c, 26(6), 707–726.

[44]URL: https://doi.org/10.1108/ER-10-2013-0142, accessed 13.09.2025.

for interacting with roles. Segmentation helps minimize stress and preserve the quality of personal time, while integration provides flexibility and adaptability in the modern labor market.

4. One of the modern approaches to the study of work-life balance is resource dynamics model(Work-Family Resources Model), based on concepts of the resource approach (Conservation of Resources Theory), proposed by Hobfoll in 1989. The basic idea of the theory is that each person has a limited set of resources—time, energy, attention, emotional and material potential. The effective distribution of these resources between the professional and personal spheres determines the quality of balance and the level of life satisfaction.[45].

The resource dynamics model suggests that resources are a key factor influencing a person's ability to balance work and personal life. The key ideas of the model can be summarized as follows:[46]:

1. Depletion of resources leads to negative consequences. Overwork, excessive workloads, and constant emotional stress deplete a person's available resources. When these resources are depleted, the risk of emotional burnout arises, motivation declines, and physical and mental health deteriorates. The consequences of such exhaustion are felt not only at work but also in personal life, causing conflicts, irritation, and decreased life satisfaction.

2. Support from others increases resource potential. An important element of the model is the role of social resources. Support from colleagues, management, and family helps offset energy and time expenditures, increasing available resources. For example, a partner's help with household chores or mutual support within a team creates conditions for more effective task performance and stress reduction.

3. Investments in one area can bring benefits to another. The model emphasizes that resources invested in work or personal life can have a positive spillover effect. For example, material resources earned at work improve the family's quality of life and provide access to additional leisure or educational opportunities. Family emotional and social resources contribute to energy restoration and increased productivity at work.

4. Balance as a result of resource management. According to the model, achieving work-life balance requires effective resource management aimed at preserving, restoring, and increasing reserves of time, energy, and attention. Strategies for preventing resource loss play an important role, including planning work time, assigning responsibilities, and creating conditions for recovery and relaxation[47].

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[45]URL: https://doi.org/10.54097/574xrc67, accessed 13.09.2025.
[46]URL:https://doi.org/10.24321/2454.3268.202403, access date 13.09.2025.
[47]URL:https://doi.org/10.24321/2454.3268.202403, access date 13.09.2025.

The resource dynamics model allows HR professionals to more accurately assess the impact of organizational practices on employee well-being and take measures to prevent resource loss. For example, implementing a "right to disconnect" policy helps restore energy balance, while flexible work arrangements allow employees to invest in family life without compromising their professional effectiveness.

Thus, the resource dynamics model demonstrates that the foundation of work-life balance is resource management, conservation, restoration, and effective distribution across different areas of life. It emphasizes the bidirectional nature of the influence of work and personal life: excessive demands in one area deplete the resources of the other, while support and investment in one area can enhance the capabilities of the other.

5. Modern work-life balance studies strive to take into account not only objective parameters – the amount of time spent at work or at home – but also subjective perception of harmony between life's spheres One such approach is Life Domain Balance Model, which views balance as a personal sense of satisfaction with one's own life.[48].

The life cycle model is based on the idea that balance isn't determined by a strictly equal division of time between work and personal life. Much more important is how satisfied an individual is with their lifestyle and how much they feel aligned between different roles and spheres.

According to the concept, work, family, leisure, personal development, health, and social interactions form "circles of life" that are interconnected. An imbalance in one area can impact others, but the key is the subjective sense of harmony, not the quantitative indicator. Key factors for achieving balance[49]:

1. Control over your time. Individuals should feel empowered to manage their time, distributing it between professional and personal tasks according to their needs. A sense of control reduces stress and allows people to make informed decisions about their roles and responsibilities.

2. Consciously setting priorities. An important aspect is the ability to prioritize roles. It's not necessary to spend equal amounts of time on work and family—it's important that the distribution of time aligns with personal goals, values, and current tasks. For example, during an intense professional project, a person can temporarily devote more time to work, compensating for this with rest and leisure time at other times.

3. Compliance between personal values and lifestyle. Balance is achieved when lifestyle and resource allocation reflect personal values and beliefs. If an

[48]URL: https://doi.org/10.52970/grhrm.v5i2.1178, accessed 13.09.2025.
[49]URL: https://doi.org/10.52970/grhrm.v5i2.1178, accessed 13.09.2025.

individual's values include career development, family relationships, and health care, and their daily life supports these priorities, satisfaction levels increase.

The life cycle model allows employers to more accurately assess employee satisfaction with their balance, without being limited to quantitative indicators of working hours. For this purpose,[50]:

- surveys and questionnaires on self-assessment of satisfaction with various areas of life;
- individual development plans and career tracks based on personal values;
- mental health and wellbeing programs that aim to increase a sense of harmony and control.

Thus, the Life Domain Balance Model offers a fundamentally different approach to understanding work-life balance. It demonstrates that harmony between work and personal life is not so much a matter of equal distribution of hours, but rather the result of internal consistency, conscious prioritization, and alignment of personal values with lifestyle. This model emphasizes the importance of psychological and value-based components in balance management, making it particularly relevant for companies implementing comprehensive wellbeing strategies and personalized HR policies.

6. Boundary Theory, developed by Ashforth, Kraner, and Fugate in 2000, is an extension of the ideas of the segmentation and integration models. The theory emphasizes that individuals consciously or unconsciously establish "boundaries" between different spheres of life– professional, personal, family, and social. These boundaries help regulate interactions between roles, reduce stress, and manage resources.

According to the theory, boundaries can vary in their degree of rigidity and transparency[51]:

1. Strict boundaries. With this approach, work and personal time are strictly separated. People strive to minimize role overlap: work tasks are performed exclusively during work hours, and personal life is completely isolated from professional responsibilities. This approach helps reduce role conflict, improve psychological comfort, and help preserve regenerative resources.
2. Flexible boundaries-Allow roles to overlap. For example, an employee can check work emails from home or handle personal matters during work hours. Flexibility promotes adaptability and increases the ability to manage time in a dynamic work environment. However, it can also create a sense of constant presence at work, which increases the risk of burnout and stress.

[50]Ibid.

[51]URL: https://doi.org/10.1108/IIMTJM-05-2024-0057, accessed 13.09.2025.

Difficulties arise when external factors violate a person's chosen type of boundary. Such factors include:

- employer requirements for constant availability;
- family obligations and conflicts of expectations;
- Modern technologies such as email, instant messaging, and corporate messaging platforms blur the boundaries between work and personal life.

Thus, Boundary Theory emphasizes that successfully maintaining work-life balance depends not only on the amount of time but also on the quality of the boundaries between roles. The flexibility and rigidity of boundaries should be tailored to the individual characteristics of employees and the organizational context. The theory also demonstrates how technology influences balance and offers tools for managing this influence.

7. In recent years, there has been a transforming approaches to understanding work-life balance. The classic idea of balance, which assumes an equal distribution of time between work and personal life, is giving way to the concept of integration, which is especially relevant in the context of the digital economy and remote employment. The "work-life-integration" model (work-life integration)considers harmony not as balance, but as the creation of a unified system, where professional and personal activities complement each other and enhance overall satisfaction with life.

Basic principles of the model[52]:

1. Complementarity of spheres of life. The model suggests that work and personal life can be mutually reinforcing. For example, skills acquired at work can enhance personal performance, while experiences with family interactions or social volunteering can contribute to the development of professional competencies. This approach allows roles to be viewed not as competing, but as interrelated sources of resources and energy.
2. Flexibility of time and place of work. Flexibility is a key tool for integration. Flexible schedules, remote work, and the ability to independently plan their workday allow employees to combine professional responsibilities with personal interests. For parents, this may mean contributing to childcare without compromising their careers; for other employees, it may mean the opportunity to develop hobbies, learn, or take care of their health.
3. Use of technology. Digital tools—corporate messaging apps, video conferencing, and cloud collaboration platforms—are becoming a mechanism for integration. They allow employees to stay connected, monitor processes, and simultaneously manage personal matters. However, excessive technological accessibility can blur boundaries, so organizational measures regulating working hours and areas of responsibility are necessary.

[52]URL:https://doi.org/10.24321/2454.3268.202403, access date 13.09.2025.

4. Adaptation for Generation Y and Z. These workers value flexibility, autonomy, and the opportunity for self-realization, and traditional strict boundaries between work and personal time are less important to them. Companies that implement inclusion strategies gain advantages in attracting and retaining young talent[53].

Thus, the work-life integration model demonstrates that the modern approach to harmonizing professional and personal life is not limited by time. Instead of striving for "balance," organizations need to create a system in which roles complement each other and employees feel flexible and in control. This concept reflects the evolution of corporate culture and HR strategies adapted to the demands of the digital economy and new employee values[54].

Thus, an analysis of work-life balance models and theories reveals that this phenomenon is multifaceted and depends on a combination of individual, organizational, and social factors. Current trends point to a shift from a rigid balance to a concept of integration, where work and personal life become mutually reinforcing elements of a single living space[55]. In practical terms, this necessitates the development of flexible work policies, employee support programs, and sustainable development strategies for organizations. Thus, work-life balance theories not only provide a scientific explanation for the problem but also serve as a basis for developing effective management practices aimed at improving quality of life and productivity.

Modern organizations operate in a highly competitive environment, characterized by digitalization, an increasing pace of work, and constant market changes. In this environment, a company's success largely depends on its ability to attract, retain, and develop human capital[56]. One of the key factors in this process is creating conditions that promote a balance between the professional and personal lives of employees.

Unlike the traditional understanding of this phenomenon as a personal task for the individual, today it is viewed as an important component of organizational strategy. Companies recognize that supporting work-life balance not only promotes employee well-being but also increases productivity, reduces turnover, and strengthens corporate reputation.

Initially, work-life balance was understood as an individual's responsibility—

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[53] URL:https://doi.org/10.24321/2454.3268.202403, access date 13.09.2025.

[54] Xu L., View on Work-family Linkage and Work-family Conflict Model. International Journal of Business and Management, 4(12), 2009, p229.

[55] Mathew V., R., Natarajan, P., Work life balance: A short review of the theoretical and contemporary concepts 2014, 1–24.

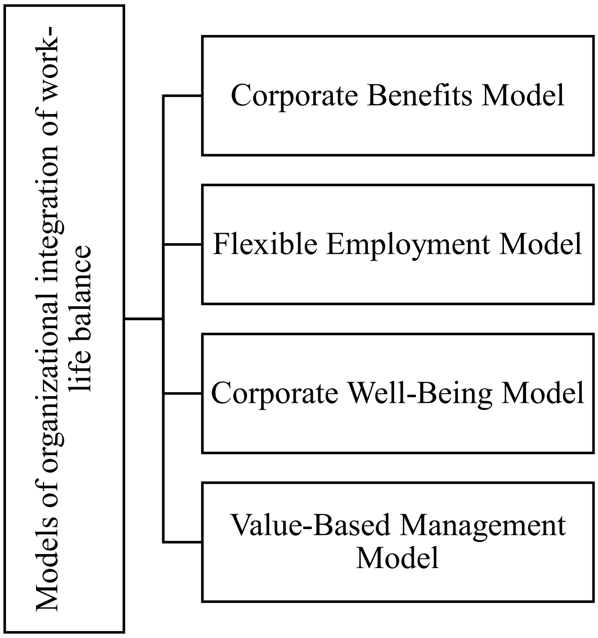
[56] Weber M. J., Cissna-Heath, K., A global perspective on women in leadership and work-family integration: Breaking balance. Retrieved from 2020.

the distribution of time and resources between work and personal life (Greenhaus & Beutell, 1985). However, in recent decades, the emphasis has shifted: companies have come to view balance as part of their responsibility and strategic management[57].

In an organizational context, work-life balance is a set of programs, practices, and corporate culture aimed at creating conditions that enable employees to successfully combine professional and personal roles. Thus, work-life balance becomes an integral part of HR strategy and organizational policy.

There are several approaches to how organizations implement work-life balance practices (Figure 2).

Figure 2. Models of organizational integration of work-life balance



Source: Compiled by the author based on

1. The Corporate Benefits Model is one of the basic strategies for supporting work-life balance at the organizational level. It is based on providing employees with a social benefits package, aimed at facilitating the combination of professional and personal responsibilities. Key elements of such packages are[58]:

- Paid vacations– standard and additional days off, allowing employees to recover and devote time to their personal lives without reducing their income.
- Extra days off– the ability to adjust working hours to accommodate

[57]URL: https://doi.org/10.1108/IIMTJM-05-2024-0057, accessed 13.09.2025.
[58]URL: https://doi.org/10.1108/IIMTJM-05-2024-0057, accessed 13.09.2025.

personal and family matters.

- Parental support programs– assistance with childcare, benefits for families with children, events aimed at involving families in the corporate environment.

Implementing these measures helps increase employee loyalty and satisfaction, reduces turnover, and fosters a positive corporate image. Employees feel valued by the organization, which strengthens their commitment to the company and drives productivity.

Thus, the corporate benefits model serves as the basis for basic support of work-life balance, creating favorable conditions for harmonizing the professional and personal lives of employees.

2.Flexible employment model is a modern tool for supporting work-life balance, which allows employees to independently regulate working conditions and regime. Within this model, various forms of work are used[59]:

- Remote work– performing professional duties outside the office, which reduces travel time and allows for better planning of personal time;
- Flexible schedule– the ability to start and end the working day at a convenient time, distributing the workload depending on personal needs;
- Project and contract forms of employment– short-term assignments and contractual projects that give the employee control over their workload and time.

This model reinforces the relevance of the work-life integration concept, which blurs the boundaries between work and personal life, integrating both spheres into a single system. Employees are empowered to adapt their roles to their current tasks and values, increasing satisfaction, productivity, and a sense of autonomy. Thus, the flexible employment model is a key tool in modern HR strategy, balancing the interests of the company and its employees.

3. Corporate Well-Being Model(Well-Being Model) focuses on support physical and psychological health of employees as a key element of work-life balance. The main goal of this model is to create conditions that reduce stress, prevent burnout, and foster sustainable motivation.

The main areas of implementation of the model include[60]:

- Corporate sports and physical activity– providing access to gyms, fitness programs, and workplace activities;
- Stress management programs– trainings and seminars aimed at developing skills for managing stressful situations and emotional stability;
- Psychological counseling and coaching– individual sessions with

[59]Stoddard M., Madsen S. R., Toward an understanding of the link between work-family enrichment and individual health. Journal of Behavioral and Applied Management 2007, 9(1), 2–15.

[60]URL: https://doi.org/10.1108/IIMTJM-05-2024-0057, accessed 13.09.2025.

psychologists and coaches to support emotional well-being and develop personal potential.

These measures enable employees to feel cared for by their employer, increase job and life satisfaction, and create a corporate culture focused on well-being. Thus, the Well-Being Model serves as a strategic tool for increasing productivity, retaining talent, and building a positive corporate image by combining health care with operational efficiency.

4. Value-based management model considers work-life balance not only as a set of tools and practices, but also as part of the corporate philosophy. In this model, balance becomes an element of organizational culture, shaped by management and supported at all levels.

A key aspect is the behavior of leaders who demonstrate respect for employees' privacy, respect work boundaries, and set an example of wisely balancing time between professional and personal responsibilities. Such leadership creates an atmosphere of trust and support in which employees feel valued and protected.

Organizations that adhere to this model experience[61]:

- Increased employee engagement and loyalty– employees are more willing to stay with the company, show initiative and creativity;
- Reducing role and emotional stress– employees feel that their personal needs are taken into account;
- Strengthening corporate image– the company is perceived as socially responsible and focused on the well-being of its staff.

Thus, the value-based management model creates a strategic basis for long-term work-life balance by integrating values, culture and leadership behavior into the corporate policy system.

In recent years, the concept of work-life balance has become part of a broader sustainability strategy. Within the ESG (Environmental, Social, Governance) approach, employee well-being is considered a key element of corporate social responsibility.

Companies that integrate balance into strategy demonstrate:

- higher level of trust from society;
- increasing attractiveness for investors;
- strengthening long-term competitiveness.

Thus, supporting work-life balance goes beyond HR policy and becomes part of the corporate mission.

Thus, work-life balance in its modern sense is not only a personal goal for employees but also a strategic function of the organization. Its integration into corporate policy helps improve business efficiency, foster a sustainable corporate

[61]Beauregard T.A., Henry L.C., Making the link between work-life balance practices and organizational performance, Human Resource Management Review 2009 (19(1)), 9–22.

culture, and strengthen the company's social responsibility.

Analysis shows that successful implementation of this concept is only possible with a comprehensive approach: a combination of flexible employment, social benefits, health promotion programs, and the development of a culture of respect for employees' personal boundaries.

In the face of digitalization and global competition, organizations that embrace work-life balance as part of their strategy reap significant benefits, from increased productivity to a stronger image as a socially responsible employer[62]. In the long term, these companies are able to ensure harmony between business interests and human needs, making them more sustainable and attractive in the marketplace.

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[62] Kumarasamy M.M., Pangil, F.Isa, M., Individual, organizational and environmental factors affecting work-life balance. Asian Social Science, 11(25) 2015, 111-123.

Part II

HOSPITALITY AND TOURISM INDUSTRY: CURRENT STATE AND PROSPECTS

ІНДУСТРІЯ ГОСТИННОСТІ Й ТУРИЗМУ: СУЧАСНИЙ СТАН І ПЕРСПЕКТИВИ

2.1. Cultural heritage of Ukraine in times of war: challenges of preservation and prospects of restoration

Cultural heritage is an integral part of national identity, collective memory and spiritual development of society. It encompasses both material objects (architectural monuments, works of art, archaeological complexes) and intangible manifestations (language, traditions, folklore, customs, practices and forms of social organization). In conditions of military conflicts, cultural heritage is subjected to double pressure: on the one hand, it is subjected to direct physical destruction through hostilities, on the other hand, it becomes the target of a purposeful policy of assimilation and cultural expansion, aimed at undermining the foundations of the identity of the people.

The war in Ukraine, which began in 2014 and significantly expanded in 2022 with a full-scale invasion by the russian federation, has posed acute issues of cultural heritage preservation for Ukrainian society and the international community. The destruction of architectural monuments, damage to museums, loss of archival funds, destruction of sacred buildings, as well as the displacement or banning of cultural practices in the occupied territories create unprecedented risks for Ukrainian culture as a holistic phenomenon. According to UNESCO and Ukrainian state institutions, the scale of these losses already exceeds the consequences of many conflicts of the 20th century.

The problem of protecting cultural heritage in wartime goes far beyond the purely national context. It acquires a global dimension, since cultural heritage is recognized as a world heritage and a component of the international system of human rights and humanitarian law. In particular, the 1954 Hague Convention [1] for the Protection of Cultural Property in the Event of Armed Conflict, the Florence Charter [2] and other documents define international mechanisms for the protection of cultural heritage. However, the current war in Ukraine demonstrates not only the violation of these norms, but also the insufficiency of existing tools to effectively prevent losses and hold the aggressor accountable.

Ukrainian cultural heritage is under threat of systematic destruction, which is carried out both in the physical and symbolic dimensions. On the one hand, Ukrainian culture has faced large-scale material losses: the destruction of historical monuments, sacred architecture, museums and libraries. On the other hand, there is a purposeful policy of appropriation and distortion of intangible heritage – from traditions and artistic practices to historical narrative. This creates a real threat to cultural diversity, national identity and cultural autonomy of the Ukrainian people. Thus, the relevance of the study is due to the need for a comprehensive analysis of the consequences of military actions for the cultural heritage of Ukraine, as well as the search for effective mechanisms for its protection and restoration. Scientific understanding of this issue is not only a contribution to the preservation of Ukrainian culture, but also a significant element in the formation of new approaches to the international policy of protecting cultural heritage in conditions of armed conflicts.

1. Issues of international approaches to the preservation of cultural heritage during armed conflicts.

Cultural heritage is a multidimensional socio-cultural phenomenon that encompasses both tangible and intangible forms of cultural activity. It is an important component of national identity, as well as a key element of the collective memory of society. In modern scientific approaches, the concept of cultural heritage is increasingly viewed not only as a set of monuments of the past, but as a living space in which values, traditions and cultural practices interact, ensuring the continuity of national culture.

The problem of preserving cultural heritage in armed conflicts gained international importance in the first half of the 20th century, when the massive destruction of monuments during World War II raised the question of creating special mechanisms for the protection of cultural property. As a result, in 1954 the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict was adopted, which became the first universal international legal document aimed exclusively at the protection of cultural heritage in times of war. The 1954 Hague Convention established the principle that cultural property is recognized as the property of all mankind, and therefore their protection is the responsibility of the international community. The Convention defines the categories of objects subject to protection (architectural monuments, museums, archives, libraries, works of art), and establishes a ban on their use for military purposes. It also introduces a special regime of "special protection" for the most valuable objects. However, in practice, the mechanisms for implementing the Convention proved limited, as the document did not provide for effective sanctions for violations of its provisions.

In order to strengthen the protection regime, two additional protocols were adopted. The First Protocol (1954) prohibits the export of cultural property from occupied territories and obliges states to return illegally removed objects, while the Second Protocol (1999) [3] expands the range of protected objects, introduces the category of "enhanced protection" and defines responsibility for serious violations as war crimes, subject to jurisdiction of the International Criminal Court. It was this protocol that significantly strengthened international legal guarantees for the preservation of cultural heritage.

Along with the Hague Convention, other international documents are of great importance. In particular:

1. The 1970 UNESCO Convention On the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property [4] regulates the fight against the illicit circulation of cultural objects, which is especially relevant during armed conflicts.

2. The 1972 UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage [5] established a system of international protection for sites of “outstanding universal value.” It provides for the inclusion of sites on the World Heritage List and the application of special mechanisms for their protection.

3. The Florence Charter (1981) and other recommendations of ICOMOS and UNESCO, which set standards for the protection of cultural heritage at the national and international levels.

4. The Rome Statute of the International Criminal Court (1998) [6], which defines the deliberate destruction of cultural property as a war crime.

The international legal framework for the protection of cultural property is quite extensive and covers both the issues of physical preservation of objects during war, and the problems of illegal movement and recovery after conflicts. However, the practice of their application demonstrates several problems: insufficient effectiveness of control mechanisms, the complexity of holding states and individuals accountable, as well as the political limitations of the actions of international organizations. In the case of the war against Ukraine, these shortcomings were particularly pronounced, which requires a critical rethinking and improvement of existing international instruments.

In the Ukrainian legal field, the fundamental act is the Law of Ukraine “On the Protection of Cultural Heritage” (2000) [7], which defines the principles of state policy in the field of preservation, use, promotion and protection of cultural objects. The law establishes the categories of monuments, forms of ownership of them, the procedure for inclusion in the State Register of Immovable Monuments of Ukraine, and also regulates the issues of restoration, conservation and archaeological control. In addition, the Ukrainian legal system contains norms that reflect international obligations in the field of cultural heritage – in particular, the provisions of the 1972 UNESCO Convention on the Protection of the World Cultural and Natural Heritage, ratified by Ukraine in 1988.

It is worth noting that after 2014, when the Russian aggression against Ukraine began, the concept of cultural heritage protection acquired a new meaning. The concept of "cultural security" was introduced into the scientific and political discourse, reflecting the need to protect cultural values as a component of national security. Ukrainian cultural development strategies (in particular, the "Strategy for the Development of Culture of Ukraine for the Period up to 2030" [8]) emphasize that the preservation of cultural heritage is not only a humanitarian task, but also a factor of state stability, since culture becomes a target of the aggressor in hybrid wars. The approaches of modern scientists and researchers to the definition of the concept of "cultural security" are presented in table 1:

Table 1

Modern approaches to the definition of the term "cultural security"

Author(s)	Cultural security is…
Malimon V.I.	The state of protection of the individual, society, state and its territories from internal and external threats in matters of cultural development, which allows ensuring constitutional rights, freedoms in the relevant sphere of culture, a decent quality and standard of living of citizens, sovereignty, territorial integrity and sustainable development of Ukraine, defense and national security of the state [9].
Manuilov Ye.M., Prudnykova O.V.	Public relations related to the protection of the vital interests of a person and a citizen, society and the state from real and potential threats in the information space [10].
Lomaka I.I.	A component of national security that ensures the protection and development of national culture, language, traditions and worldview values in the face of internal and external threats [11].
Konstantyniuk S.	A holistic complex of state administrative measures and means of imperative and dispositive influence on the entire set of relations, the object of which is culture [12].
Hololobov S.	A complex of institutional and administrative measures aimed at identifying, neutralizing and preventing threats to the cultural space of the country, implemented through state policy in the field of culture, education, information and national memory [13].

Source: summarized by the authors based on [9-13]

Analysis of scientific approaches to the definition of the term "cultural security" has shown that this category includes three key dimensions: value – preservation of identity, language, traditions, cultural code; institutional – policy, infrastructure, mechanisms for managing cultural processes; informational and humanitarian – protection from the destructive influence of propaganda, manipulation and cultural expansion. Accordingly, it became possible to derive the author's interpretation of the term "cultural security": this is the state of protection of the spiritual and value, linguistic and cultural and historical and commemorative space of the state, which is ensured by a system of legal, institutional and informational mechanisms aimed at the preservation, development and reproduction of national culture, language and traditions in conditions of internal and external threats. It is a component of national security, as it guarantees the cultural identity of the people, the resilience of society to informational and civilizational challenges, as well as the ability of the state to reproduce its cultural potential in peacetime and wartime.

In this context, the concept of "cultural genocide", first formulated by Polish-American legal scholar Raphael Lemkin, founder of genocide research, in 1944 [14], has become more active in scientific circulation. Although this term was not enshrined in the UN Convention on the Prevention of the Crime of Genocide (1948), in modern humanitarian science it is actively used to denote the deliberate destruction of the cultural features of a certain nation: language, traditions, artistic symbols, historical monuments. Cases of systematic destruction of Ukrainian cultural heritage, theft of museum collections, destruction of churches, banning of Ukrainian schools and publications in occupied territories have all the signs of cultural genocide, which calls into question the effectiveness of existing international legal mechanisms. Modern approaches of scientists to the definition of the term "cultural genocide" are given in Table 2:

The history of mankind demonstrates that culture has always been not only a reflection of the spiritual development of civilizations, but also one of the main objects of destruction during periods of wars and political catastrophes. In the 20th century, when war became total, the destruction of cultural values became one of the means of influencing the consciousness of peoples, an element of ideological struggle and a tool for dismantling historical memory. The first large-scale example was the period of World War II, when Nazi Germany systematically destroyed cultural objects of occupied states, in particular Poland, Belgium, France, Greece, and the Soviet Union. There are known cases of burning libraries, looting museums, taking works of art to the Reich, as well as the deliberate destruction of monuments that symbolized the national identity of enslaved peoples. It was these events that became a prerequisite for the adoption in 1954 of the Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict.

Table 2

Modern approaches to the definition of the term "cultural genocide"

Author(s)	Cultural genocide is…
Kravets I.	Actions aimed at destroying cultural identity and national self-awareness, undermining mental health and reducing the level of resistance of representatives of an oppressed national, ethnic, social or racial group [15].
Bakalchuk V.O.	The systematic destruction of traditions, values, language, and other elements that distinguish one group of people from another [16].
Bilsky L., Klagsbrun R.	A subcategory or aspect of genocide (attempts at the systematic and deliberate destruction of a group) alongside physical genocide and biological genocide, which encompasses the destruction of both material (e.g., religious sites) and non-material (e.g., language) cultural structures [17].
Dotsenko M.	The effective destruction of a people through the systematic or systemic (intentional or unintentional to achieve other goals) destruction, erosion, or undermining of the integrity of the culture and value system that defines the people and gives them life [18].
Riznykova Ya.	A means of non-physical destruction of national groups, consisting of destroying the national model of the oppressed group and imposing the national model of the oppressor [19].

Source: summarized by the authors from [15-19]

However, the second half of the 20th century showed that even after the creation of international legal norms, the destruction of cultural heritage did not stop. For example, during the Turkish invasion of Cyprus in 1974, large-scale bombing of historical cities, in particular Paphos, as well as the theft and removal of religious artifacts took place. In the 1980s, as a result of the Iran-Iraq war, archaeological complexes in Abadan and Shusha, centers of ancient Persian civilization, were damaged. Similarly, in 1982-1983, during the Israeli-Palestinian conflict in Lebanon, the archaeological zone of the ancient city of Tyre, which is included in the UNESCO World Heritage List, was damaged.

The experience of the Balkan Wars of the 1990s was extremely tragic. The destruction of the Old Bridge in Mostar in 1993 became a symbol of the cultural and humanitarian collapse of Europe at the end of the 20th century (Fig. 1). This 16th-century bridge, built by the Ottoman architect Mimar Hayreddin, embodied the peaceful coexistence of the Christian and Muslim communities of Bosnia and Herzegovina. Its destruction, carried out by aimed artillery fire, had not only military but also a deep symbolic meaning – it was an act of destroying a cultural bridge between different ethnicities [20]. It was as a result of the Balkan conflict that the international community recognized the inadequacy of the 1954 Hague Convention, which led to the adoption of the Second Protocol of 1999, which provides for criminal liability for the destruction of cultural objects and establishes a category of “enhanced protection”.

Figure 1. The Old Bridge in Mostar, Bosnia and Herzegovina, destroyed during military operations

Source: [20]

At the beginning of the 21st century, a new stage in the barbaric destruction of the cultural heritage of humanity is associated with the activities of terrorist groups. In 2001, the world was shocked by the destruction of the Buddha statues in Bamiyan, Afghanistan, which for one and a half thousand years were a symbol of the Buddhist civilization of Central Asia. In 2014-2015, terrorists of the so-called "Islamic State" blew up temples and monuments in Palmyra, Syria, including the Temple of Bel, the Arch of Victory, and the Archaeological Museum. These crimes caused an international outcry and led to the adoption of UN Security Council Resolution No. 2347 (2017) [21], which for the first time in the history of the UN directly recognized the destruction of cultural heritage as a threat to international peace and security.

The examples given show that despite numerous international conventions, the wars of the 20th-21st centuries demonstrated the defencelessness of cultural values before aggression. The destruction of cultural monuments was not an accidental consequence of hostilities, but a conscious tool of influence on the identity of peoples subjected to aggression. In this context, the experience of Ukraine acquires special significance, because modern war is not only an armed conflict, but also an attempt at cultural destruction - the deliberate erasure of historical memory, the replacement of cultural symbols and the reshaping of narratives.

Thus, the analysis of historical precedents allows us to conclude that cultural heritage in conditions of military conflicts always remains vulnerable, even despite the presence of international legal mechanisms for its protection. The experience of Cyprus, Bosnia, Iraq, Syria and Afghanistan demonstrates a pattern: in each case, the destruction of culture was accompanied by an attempt to destroy statehood, historical memory and self-identification of the people. That is why the Ukrainian case should not be considered in isolation, but as part of a global trend - the use of cultural genocide as an instrument of political domination in the 21st century. The modern understanding of the protection of cultural heritage in Ukraine is based on the integration of international and national legal norms, but at the same time requires a review of approaches to their implementation in conditions of war. The issue of forming a cultural security system – a comprehensive policy that includes the protection of cultural objects, digital fixation of monuments, international cooperation, countering propaganda and restoring destroyed elements of the cultural environment – becomes urgent. Such a system should become part of a broader national security strategy, because the preservation of cultural heritage is not only a matter of identity, but also an important factor in Ukraine's political independence and international authority.

2. Ukrainian cultural heritage as a strategic target of the aggressor

Analysis of military conflicts of the 20th-21st centuries proves that the destruction of cultural heritage is an integral part of imperial or totalitarian policies. In this sense, the modern russian aggression against Ukraine is no exception, but, on the contrary, continues the historical tradition of purposeful suppression of Ukrainian identity, which dates back to the times of the Russian Empire and the USSR. Unlike most military conflicts of modern history, where the destruction of culture was mainly situational in nature, in the Ukrainian case it acts as a systemic and consciously planned element of the aggressor's strategy. Ukraine's cultural heritage, both tangible and intangible, was and remains one of the main symbols of its statehood. That is why its destruction or appropriation is considered by the russian side as a way of undermining Ukrainian national consciousness, legitimizing the occupation, and rewriting the historical narrative.

The state of preservation of cultural heritage in Ukraine is of not only historical and cultural, but also strategic importance for state policy in the field of national security. Quantitative indicators of cultural heritage sites and the dynamics of changes in this area allow us to assess the level of state control, the effectiveness of the monument protection system and the scale of potential losses due to military operations. Statistical data on land under public buildings of historical and cultural significance (Fig. 2), as well as the number of national-level monuments included in the State Register of Immovable Monuments of Ukraine (Fig. 3), reflect the real scale of the cultural potential of the state and its spatial differentiation. Analysis of these indicators makes it possible not only to outline the structure of the country's cultural space, but also to identify regions with the highest concentration of cultural heritage sites, which, in turn, determines the level of their vulnerability in the event of military operations. In the context of russian aggression, such data becomes particularly important, as it allows us to assess which objects are under immediate threat of destruction or damage, as well as to determine the priorities of future restoration policies.

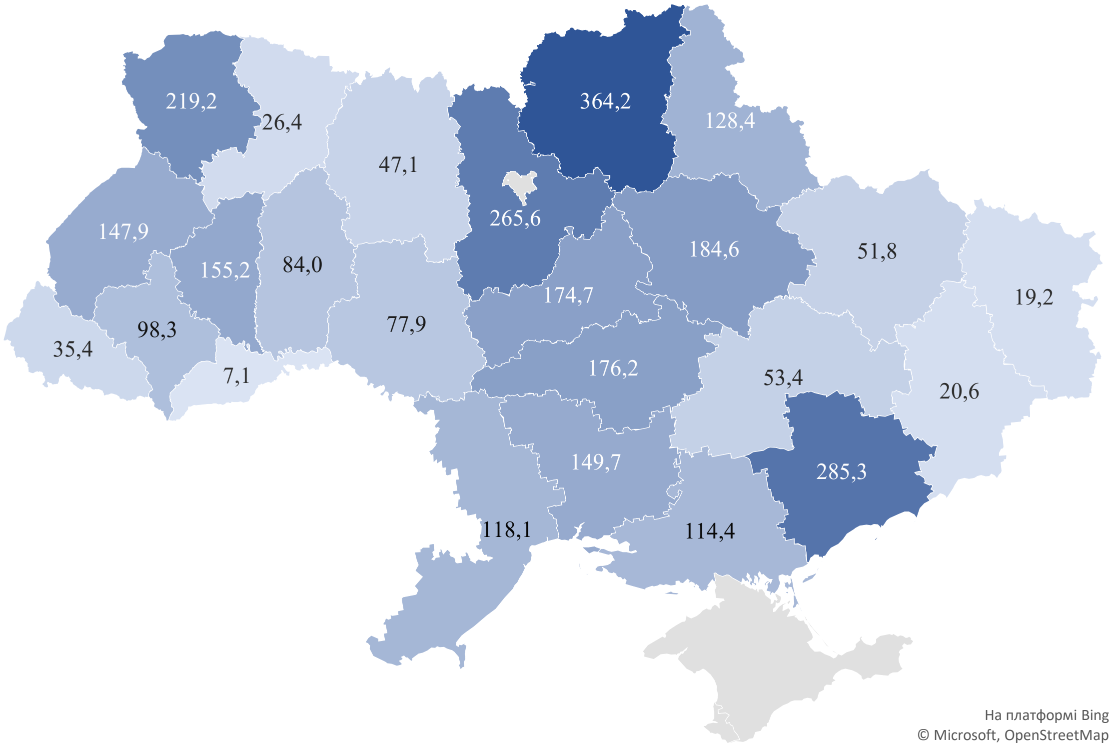

Figure 2. Lands of historical and cultural significance in Ukraine, hectare
Source: [22]

The cultural heritage of Ukraine has a complex territorial structure, combining both densely saturated historical and cultural zones and less explored regions with development potential. However, in the conditions of armed aggression of the russian federation, a significant part of these territories has been under immediate threat of destruction. The high concentration of monuments in the central, northern and eastern regions makes them especially vulnerable, because it is these regions that have become the scene of active hostilities.

Analysis of the spatial distribution of lands occupied by public buildings of historical and cultural significance indicates a significant unevenness of the cultural landscape of Ukraine. The largest areas of such lands are recorded in the central and northeastern regions of the country – primarily in Sumy (364.2 hectares), Poltava (265.6 hectares) and Dnipro regions (285.3 hectares). These territories have a powerful historical and cultural heritage, which was formed over several centuries and includes a significant number of architectural ensembles, religious buildings, public buildings of the 19th and early 20th centuries. The high concentration of cultural lands in the central part of the country reflects the historical continuity of urban development and the formation of regional cultural centres of the Hetmanate, Cossack Baroque and the later imperial period. Data on the occupied Autonomous Republic of Crimea are absent from the register due to the possibility of access to the territory. In general, the data obtained allow us to conclude that the historical and cultural territories of Ukraine are extremely diverse in structure and spatial organization. This ratio creates both advantages (concentration of resources in cultural centres) and risks (dependence of preservation on the level of security in the region). Given that some of the regions with the largest number of such lands are in the zone of active hostilities, the problem of their protection becomes particularly urgent.

The number of monuments of national importance included in the State Register of Immovable Monuments of Ukraine (Fig. 3) demonstrates the uneven territorial distribution of cultural heritage, which is due to historical-geographical, ethnocultural, and urbanization factors.

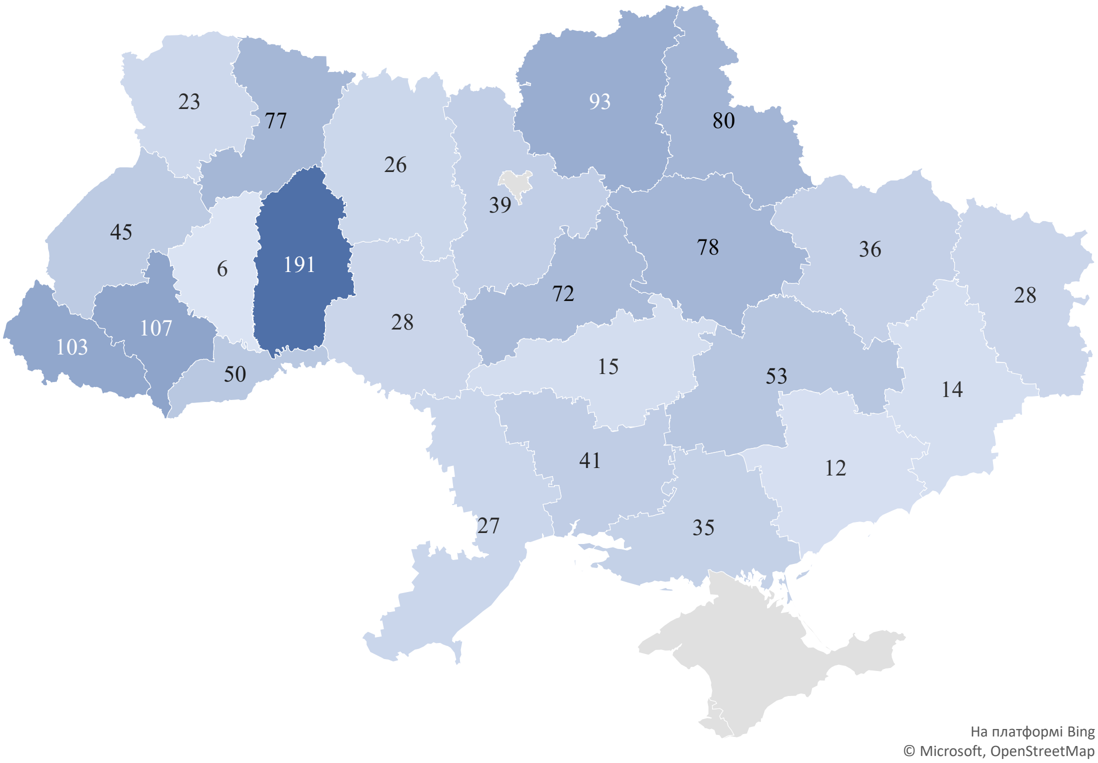

Figure 3. Number of national-level monuments included in the State Register of Immovable Monuments of Ukraine, by region, units

Source: [23]

The largest number of national-level monuments is concentrated in the Kyiv region (191 units), which is explained by the region's capital status, a high concentration of architectural and archaeological objects, as well as the presence within its borders of a number of cultural centres that were formed during several historical eras - from the princely era to the modern period. High indicators are also observed in Lviv (107 objects), Odessa (103), Chernihiv (93) and Kharkiv regions (80). These regions have historically acted as centres for the development of education, science, art and religion, where a significant number of sacred buildings, architectural ensembles, fortification complexes, archaeological and historical monuments are concentrated. Lviv is especially indicative as a city whose cultural heritage is included in the UNESCO World Heritage List, and which forms one of the most powerful cultural clusters in the country.

In contrast, in several eastern and southern regions, in particular in Kherson (12), Donetsk (14) and Zaporizhzhia (15) regions, the number of monuments of national importance is significantly lower. This is explained both by the historically late settlement of these territories and by the significant losses they have suffered as a result of modern military operations. At the same time, these regions have a high concentration of regional-level monuments, which indicates the potential for further expansion of the register after the situation stabilizes. In general, the data obtained show that the largest cultural centres of Ukraine are concentrated in the western and central regions, while the east and south have a more fragmented structure of the cultural landscape. Such an imbalance has a double meaning: on the one hand, it indicates the centres of the highest cultural concentration, and on the other, regions where cultural heritage requires a more active state policy of preservation and popularization.

From the first days of the full-scale invasion in 2022, not only strategic military and civilian infrastructure facilities were hit, but also cultural monuments: museums, theatres, churches, libraries, archives. The massive bombing of Mariupol, Chernihiv, Kharkiv, Izyum, Kherson, Mykolaiv and other cities was accompanied by the destruction of cultural symbols that embodied the historical memory of the people.

Russian aggression against Ukraine led to unprecedented in modern European history the scale of destruction of cultural heritage. From the first months of the full-scale invasion, cultural objects became not only accidental victims of military operations, but also targeted targets, which indicates the systemic nature of the destruction. According to the Ministry of Culture and Information Policy of Ukraine, as of July 2025, 1553 cultural heritage sites and 2388 cultural infrastructure facilities had been damaged. These figures are not final, since a significant part of the territories, including temporarily occupied ones, remains inaccessible for a full inventory. However, even the available data allow us to state that the scale of losses can only be compared with world-class disasters, similar to the destruction during World War II.

A particularly tragic symbol of the destruction of Ukrainian culture was the Mariupol Drama Theatre (Fig. 4), an airstrike on which in March 2022 led to the complete destruction of the building. It is important to emphasize that this facility was clearly marked as civilian and cultural, as the word “CHILDREN” was written in large letters on the square in front of it. Despite this, the theatre was targeted by bombing, which indicates a deliberate violation of international humanitarian law and an act of cultural vandalism.

Figure 4. Mariupol Drama Theatre before and after the Russian airstrike on March 16, 2022

Source: [24-25]

A similar fate befell other iconic sites, including the Mariupol Museum of Local Lore (Fig. 5), which housed unique collections of Ukrainian and world art. Built in 1920, it contained over 52,000 exhibits [26], and as a result of shelling from russia, some of the exhibits were destroyed by fire, and the surviving exhibits were taken to russia and are currently under occupation.

Figure 5. Mariupol Local Lore Museum inside after the end of military operations in the city

Soucrce: [27]

The central part of Kharkiv, whose historical buildings are a valuable architectural ensemble of the late 19th and early 20th centuries, also suffered significant damage. Chernihiv, one of the oldest cities in Rus, was subjected to devastating shelling, which damaged unique religious buildings of the 11th and 12th centuries, including temples included in the list of objects of national importance. Dozens of architectural monuments of local importance were destroyed in Sumy and Mykolaiv regions, many of which have no analogues. Religious buildings were particularly badly hit: hundreds of cases of damage to Orthodox churches, Catholic churches, Protestant houses of prayer and synagogues were recorded. According to the Institute for Religious Freedom, by the end of 2023, about 500 religious buildings in Ukraine had been damaged or destroyed by russian troops, and this figure is far from final [28]. This systematic destruction of religious sites entails not only material but also spiritual loss, since religious buildings are carriers of centuries-old traditions and the spiritual life of the community.

At the same time, a particular threat is the destruction of archival and library collections that contained documents, old prints, rare manuscripts and collections of periodicals [29]. The loss of these sources means not only damage to the material basis of science and education, but also the irreversible destruction of part of the intellectual heritage of the Ukrainian people. In particular, in Kherson, Luhansk and Mariupol, cases of destruction of significant book collections were recorded, which included unique publications unavailable in other funds.

A characteristic feature of the current destruction is that it concerns not only individual objects, but also entire historical ensembles. Many Ukrainian cities have lost entire blocks of historical buildings that shaped the cultural landscape and reflected the architectural evolution of the regions. The destruction of such ensembles is particularly dangerous, as it makes it impossible to authentically restore the urban environment and leads to the disappearance of the material carrier of historical memory. In this sense, we are talking about losses not only on the physical but also on the symbolic level, since the historical environment that embodies the identity of the city and community is being destroyed. The scale of the destruction of Ukraine's tangible cultural heritage goes far beyond accidental losses because of hostilities. They are systemic and purposeful in nature, which allows us to consider them in the context of cultural genocide aimed at undermining the foundations of the national identity of the Ukrainian people. In this dimension, the destruction of material monuments becomes not only a matter of physical destruction, but also part of a strategy of cultural assimilation and symbolic subjugation.

Intangible cultural heritage, which includes language, traditions, customs, folklore, rituals and artistic practices, is the fundamental basis of national identity and spiritual unity of society. In wartime, this sphere suffers blows no less destructive than material culture, although they are of a different nature and manifest themselves less obviously. In the occupied territories, the russian federation consistently implements a policy of cultural assimilation, which is expressed in the ban on the use of the Ukrainian language in educational and public spaces, the removal of Ukrainian literature from libraries, the imposition of its own historical narratives and symbolic practices. Such actions not only undermine the processes of intergenerational transmission of cultural knowledge but also create the risk of losing an entire layer of intangible heritage.

A particular threat is the persecution and destruction of bearers of cultural traditions: artists, scientists, journalists and cultural workers. According to the Ministry of Culture and Strategic Communications, at least 224 artists and 109 media workers of Ukrainian and foreign origin have been killed since the beginning of the full-scale aggression [30]. This is not only about individual creative individuals, but also about bearers of unique knowledge who embodied certain areas of artistic practices and cultural traditions. The loss of such people means a break in the continuity of cultural development, because their works, methods, knowledge and stylistic innovations often have no complete analogues or substitutes.

At the same time, the war has led to a significant reduction in opportunities for practicing traditional cultural forms. In conditions of constant threats and forced migration, Ukrainians are often deprived of the opportunity to hold traditional rituals, celebrations, and festivals, which are important elements of intangible heritage. For example, in recent years, New Year's concerts have been moved to the Kyiv metro to ensure the safety of visitors and artists (Fig. 6). Displaced people are forced to adapt their cultural practices to new conditions, which leads to the transformation or even disappearance of certain customs. In addition, limited resources and the destruction of cultural infrastructure deprive many communities of the tools to preserve their own traditions.

Figure 6. Concert of the artist Monatik in Kyiv underground
Source: [31]

The information dimension of the war is also a significant problem. Russian propaganda is actively trying to appropriate Ukrainian cultural heritage, presenting it as part of the “russian cultural heritage”. This applies to both folklore elements: songs, ornaments, traditional clothing, and literary and artistic heritage [32]. Such a policy is aimed at devaluing Ukrainian cultural identity and undermining international recognition of its uniqueness. The war has caused complex losses of intangible cultural heritage, which are manifested in three interrelated dimensions: first, the physical destruction of cultural carriers, which means the loss of unique knowledge and practices; second, the destruction of conditions for the preservation and transmission of traditions in communities; third, the systematic appropriation and distortion of cultural codes by the aggressor. As a result, there is a threat of a long-term weakening of the cultural stability of Ukrainian society, which makes the problem of preserving intangible heritage no less relevant than the restoration of destroyed material monuments.

It is especially dangerous that the destruction and theft of cultural values are accompanied by an informational and ideological offensive aimed at distorting historical truth. Russian state and propaganda media are trying to present Ukrainian cultural heritage as “part of the common russian culture”, and artists, scientists and cultural figures as “russian by origin”. Such practices are in the nature of cultural expansion aimed at displacing Ukrainian identity from the international cultural space. A similar strategy was observed in the Soviet period – through the destruction of Ukrainian intelligentsia, censorship, Russification policies, destruction of archives and monuments of the Cossack era.

Thus, russia’s modern war against Ukraine has a clearly expressed cultural and civilizational dimension. It is not only a struggle for territory, but also an attempt to erase from the historical memory of the world the very existence of Ukrainian culture as an independent phenomenon. The destruction of cultural objects, the extermination of artists, the deportation of children, the liquidation of Ukrainian schools and libraries are elements of a single purposeful process that can be defined as cultural genocide. Its goal is to deprive the Ukrainian people of historical continuity, spiritual foundation and the right to their own cultural subjectivity. In this context, cultural heritage becomes not only a witness, but also an active participant in the war. Its preservation turns into a form of resistance, and the documentation of destruction into an act of cultural self-defence. Ukrainian experience shows that the protection of cultural heritage is not only a humanitarian mission, but also an element of the state’s survival strategy. After all, culture is not “soft power” in the usual sense, but the basis of spiritual sovereignty, without which the existence of an independent nation is impossible.

One of the most serious crimes recorded during the russian aggression against Ukraine is the systematic deportation of Ukrainian children to the territory of the russian federation or temporarily occupied regions. According to Ukrainian authorities and international organizations, this involves tens of thousands of minors forcibly deported without the consent of their parents or legal guardians. These actions are classified as violations of the Geneva Conventions and can be considered in the context of war crimes and the crime of genocide. Deportations pose a particular danger to cultural heritage, as children are the main carriers and continuers of national identity. In specially created so-called “health” or “educational” camps, they are subjected to systematic russification: they are forced to abandon the use of the Ukrainian language, do not have access to their own culture, traditions and customs, and instead are intensively immersed in an environment dominated by the russian language, culture and ideology. A significant part of these camps is militarized in nature – children are involved in military games, drills, and are raised in the spirit of russian nationalism and the cult of war (Fig. 7). Thus, a purposeful transformation of consciousness takes place, aimed at forming “new russians” from Ukrainian children.

Figure 7. Militarization of Ukrainian children in russian “patriotic-educational” camps

Source: [33]

This process is extremely dangerous for the intangible cultural heritage, as it actually interrupts the natural mechanism of transmission of language, traditions, folklore, religious and cultural practices from the older generation to the younger. When a child is forcibly deprived of his native language, cultural environment and family ties, he loses the ability not only to reproduce, but also to realize his own national identity. The deportation of children and their russification is an instrument of cultural genocide aimed at the long-term destruction of Ukrainian culture as a holistic phenomenon.

In a broader context, these practices should be viewed as part of the russian federation's systemic policy of appropriation and obliteration of Ukrainian heritage. While the physical destruction of architectural monuments or museum collections deprives the people of visible symbols of culture, the forced upbringing of children in a foreign cultural environment leads to the gradual disappearance of cultural continuity itself. In this sense, the deportation of children is not only a war crime, but also a threat to the existence of Ukraine as a cultural community that relies on its own traditions and identity.

3. International mechanisms for the protection of cultural heritage during war and tools for reconstruction in the post-war period

Despite the extensive system of international documents in the field of cultural heritage protection, the modern war in Ukraine has revealed a deep crisis in the effectiveness of these mechanisms. The 1954 Hague Convention and its protocols, the 1970 and 1972 UNESCO conventions, numerous ICOMOS recommendations and other acts formally establish high standards for the protection of cultural property in armed conflicts. However, their practical implementation is extremely limited. One of the key problems is the lack of effective mechanisms to force participating states to comply with international norms. International law in this area is mainly based on the principle of voluntariness and good faith, while in the case of the russian federation we are dealing with a demonstrative disregard for all international obligations.

Despite the adopted protection mechanisms, in the following decades there were a few cases where international norms did not work: the bombing of Paphos in Cyprus by Turkish troops (1974), the shelling of Iranian historical cities in the 1980s, the damage to archaeological excavations in Tyre during the conflict in Lebanon in 1982-1983. The experience of the Balkan wars was particularly illustrative. Despite Bosnia and Herzegovina's accession to the Hague Convention, in 1993 the symbol of interethnic coexistence – the Old Bridge in Mostar – was destroyed. Historical sites with the "blue shield", which had the status of special protection, often turned into targeted targets. This proved the inability of the current system of international law to prevent the destruction of cultural monuments. The reaction was the preparation of the Second Protocol to the Convention, adopted in 1999. It strengthened responsibility for crimes against cultural property, recognized them as war crimes, detailed the concept of "military necessity" and introduced the category of "objects under enhanced protection" [34].

The next step was UN Security Council Resolution 2347 (2017), which was a response to the barbaric destruction committed by the Islamic State in 2014-2015. It significantly expanded the instruments of international law, allowing not only political and diplomatic pressure, but also criminal prosecution of perpetrators, as well as legal assistance in the field of identifying and returning stolen cultural property. Despite this, practice proves that the effectiveness of international documents is limited by their voluntary nature. States can sign and ratify treaties with a significant delay or ignore them altogether. For example, the USA and the UK ratified the Hague Convention only in 2009 and 2017, respectively, while russia has not yet joined the Second Protocol or ratified the Rome Statute [35], which creates a legal vacuum in the issue of responsibility. Ukraine joined the Convention in 2020 and only ratified the Rome Statute in August 2024, opening opportunities to hold perpetrators accountable for crimes against cultural heritage.

The problem of holding the aggressor accountable is particularly obvious. Although the Second Protocol to the 1999 Hague Convention provides for the qualification of serious violations as war crimes, subject to the jurisdiction of the International Criminal Court, the actual application of these provisions encounters a number of obstacles. First, russia does not recognize the jurisdiction of the ICC and has not ratified the Rome Statute, which complicates the process of holding state officials and military commanders accountable. Second, even in cases where evidence of crimes is obvious and documented (the destruction of the Mariupol Drama Theatre, the destruction of sacred buildings in Chernihiv, the shelling of museums in Kharkiv and Odesa), there are no effective sanction mechanisms capable of forcing the aggressor to compensate for the damage or take measures to restore it.

The insufficiency of international legal instruments is also manifested in the fact that the existing system of collective protection of cultural heritage cannot prevent destruction in real time. UNESCO and other organizations are limited in their capabilities to virtually only monitoring and declarative statements. Despite numerous resolutions and appeals, they have neither military nor political instruments for an operational response to attacks. Thus, international structures can only record crimes and include objects in lists of threats, which does not stop the process of their destruction.

Since russia has not ratified the Second Protocol to the Hague Convention and does not recognize the jurisdiction of the International Criminal Court, it is effectively outside the scope of real international control in the field of cultural heritage protection. This creates a unique legal conflict: a state that systematically violates international norms formally remains a party to international treaties, but at the same time ignores their obligations. This is precisely the situation observed in the context of Russian aggression against Ukraine: numerous documented facts of the destruction of monuments, the looting of museums, and the shelling of theatres and churches have not yet received any real judicial follow-up.

At the same time, precedents for bringing to justice crimes against cultural heritage exist in world practice. A decisive step was the decision of the International Criminal Court in the case "The Prosecutor v. Ahmad Al-Faqi Al-Mahdi" (2016) [36], n which the court recognized the destruction of historical monuments in the city of Timbuktu (Mali) as a war crime (Fig. 8). This decision was the first case in world history when a court qualified an attack on cultural objects as an independent crime against humanity, setting a precedent for future proceedings. Thus, the ICC created a legal basis that can be applied in the context of Russian aggression against Ukraine.

Figure 8. Destruction of historical cultural heritage in Timbuktu, Mali
Source: [37]

The international community also pays special attention to the issue of restitution of cultural property illegally removed from the territories of Ukraine. This concerns not only individual cases of theft of artifacts, such as Scythian gold from the Melitopol Museum or collections from the Kherson Art Museum, but also systemic cultural looting, which is essentially an attempt to deprive the Ukrainian people of material evidence of their history. According to Article 4 of the 1954 Hague Convention and Article 7 of the 1970 UNESCO Convention, the occupying power is obliged not only to refrain from removing cultural property, but also to ensure its return after the end of the conflict.

Currently, Ukraine is actively developing national and international mechanisms for the implementation of the right to restitution. In 2023, at the initiative of the Ministry of Culture and Information Policy of Ukraine, a Register of Destroyed/Damaged and Restored Infrastructure Objects was created, which records all documented cases of destruction and damage. Currently, 60 cultural objects and 14 religious objects are registered in the Register [38]. This data is transferred to the International Criminal Court, UNESCO and INTERPOL as an evidentiary basis for further legal prosecution. In parallel, Ukraine advocates the creation of an International Compensation Mechanism, which would provide for compensation for damages for the destruction of cultural objects in the occupied territories - by analogy with the UN Compensation Commission, which operated after the Gulf War (1991) [39].

Modern international practice proves that restoring justice in the field of cultural heritage protection requires not only legal, but also political decisions. Without a real mechanism of coercion that would ensure the binding implementation of decisions of international courts, any declarations remain purely symbolic. That is why Ukraine advocates the creation of a special tribunal to investigate the crime of aggression of the russian federation, the jurisdiction of which should also cover crimes against cultural heritage. Such a tribunal would become an important element not only in restoring justice, but also in preventing similar crimes in the future.

The issue of the responsibility of the aggressor is inseparable from the moral and value dimension of cultural policy. Recognition of the fact of cultural genocide against the Ukrainian people, the return of stolen artifacts, the restoration of destroyed monuments and compensation for the damage caused is not only a legal obligation, but also an act of historical justice. After all, culture, unlike economic resources, is not subject to full compensation: its losses are always irreversible. That is why international responsibility for the destruction of cultural heritage should become not just a form of punishment, but a means of restoring the world humanitarian order, based on respect for cultural diversity and the right of peoples to their own historical memory.

The situation with Ukraine also raises a broader problem: the contradiction between humanitarian principles and the political reality of international relations. Even in cases where the facts of the destruction of cultural heritage are obvious and documented, UN member states often fail to reach a consensus on sanctions or other coercive measures. This creates a dangerous precedent of impunity, as the aggressor is given the opportunity to continue violating international law without real consequences.

Thus, the war against Ukraine has become a litmus test for the system of international law in the field of cultural heritage protection. It has shown that the current mechanisms are insufficient to deter a state that deliberately uses the destruction of culture as an instrument of war. The lack of effective accountability instruments creates a double risk: on the one hand, the unique cultural heritage of Ukraine is being destroyed, and on the other, trust in the system of international law itself, which is unable to protect universal human values, is being undermined. That is why there is an urgent need to review and strengthen international instruments, including the creation of special tribunals and mechanisms for the restitution of cultural values, as well as to develop a system of sanctions that can make the destruction of cultural heritage a real danger for the aggressor.

Despite the extensive destruction and challenges caused by the war, Ukraine demonstrates significant potential in the field of cultural heritage preservation and restoration. The prospects for this process are linked to a combination of innovative technologies, international support and an active role of civil society, which together create the basis for a comprehensive cultural reconstruction strategy.

One of the key areas is the digitalization of cultural heritage. The use of 3D scanning, digital modelling, and virtual reconstruction technologies allows not only to record the appearance of monuments before their destruction, but also to create the basis for their subsequent restoration. Already in the first months of the full-scale war, Ukrainian and international teams began to systematically work on the digital archiving of cultural objects. For example, within the framework of the Backup Ukraine project [40], launched with the support of UNESCO and the Polycam company, volunteers carry out mass 3D scanning of architectural and artistic objects, creating a digital “copy” of the country’s cultural space. These materials not only serve as an archive but also become the basis for future restoration projects.

Another important tool is the development of international cooperation. Ukraine receives support from UNESCO, the European Union, the Council of Europe, ICOMOS and several leading universities and museum institutions in the world. Thus, in September 2025, the Ministry of Culture and Strategic Communications of Ukraine, in cooperation with the International Alliance for the Protection of Cultural Heritage in Conflict Zones (ALIPH), signed a Memorandum on the establishment of the Ukrainian Cultural Heritage Fund [41], aimed at financing restoration work and protecting objects under threat. European museums, in particular in Poland, the Czech Republic and Germany, have organized programs for the temporary evacuation and preservation of Ukrainian museum collections, which allows them to avoid their destruction or illegal removal by the aggressor.

The prospects for restoration also depend on the development of national protection mechanisms. The Ministry of Culture and Information Policy of Ukraine is actively working on creating registers of damaged and destroyed objects. This is not only documenting crimes for further legal prosecution of the aggressor but also preparing for reconstruction. An important component is the integration of cultural heritage issues into the broader concept of "reconstruction of Ukraine", where culture is considered an integral element of national security and social stability. Civil society plays a significant role in preserving cultural heritage. Volunteer initiatives, such as movements to save archives, libraries and works of art, became key at the initial stage of the war. An example is the activities of the community of restorers and museum workers in Kharkiv, who, in conditions of constant shelling, removed and preserved exhibits, ensuring their preservation. Such practices prove that the involvement of local communities is the key to the long-term protection of cultural values.

Civic participation plays a special role in heritage preservation. Thousands of volunteers, museum workers, archivists, and just caring people are involved in the recording, conservation, and evacuation of cultural values from war zones. In Kharkiv, Chernihiv, Mykolaiv, Odesa, and Zaporizhzhia, cultural specialists are creating local initiatives to rescue artifacts, organizing temporary storage facilities, and archiving materials in "digital memory repositories". Such practices transform the protection of cultural heritage into a process of collective responsibility, where culture becomes a subject of public protection, not just the competence of the state. Digitization and increased civic participation open a new stage in the system of cultural heritage protection. They not only allow us to document and restore cultural objects but also change the very philosophy of preservation – from a passive protection approach to an active model of cultural revival. In modern conditions, digital technologies and social mobilization are becoming not just tools for recording the past, but means of shaping the future, in which culture acts as a factor of stability, national identity and collective memory of the people. Figure 9 shows a diagram of a joint digital and public model for preserving national cultural heritage:

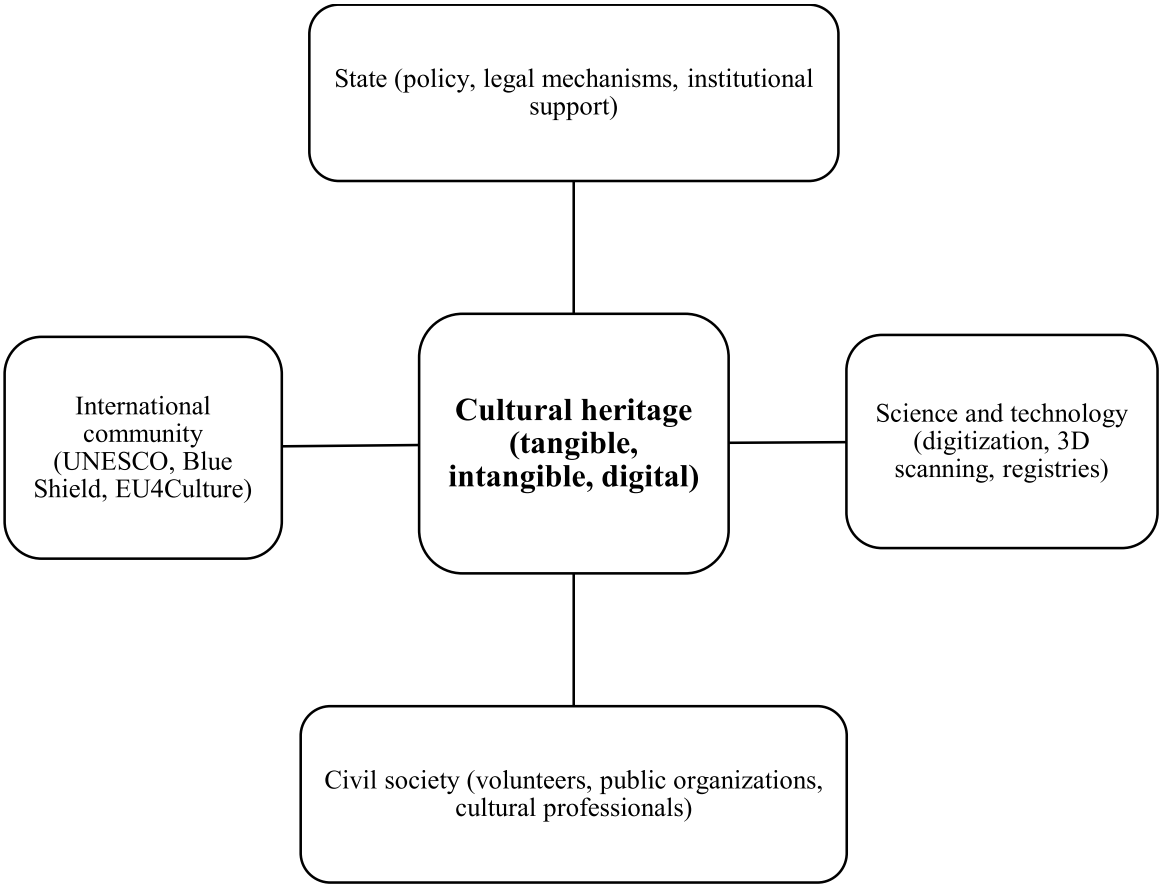

Figure 9. Digital-civic model of cultural heritage protection
Source: created by authors

International experience also confirms the effectiveness of combining digital and civic strategies. After the destruction of the ancient city of Palmyra in Syria (Fig. 10), experts from Italy, France and Germany created projects for the digital reconstruction of objects - “Rebuilding Palmyra Virtually” and “Iconem Project”, which later became models for similar initiatives around the world. In Bosnia and Herzegovina, after the war of the 1990s, the restoration of the Old Bridge in Mostar became a symbol not only of architectural restoration, but also of cultural reconciliation, implemented under the auspices of UNESCO. Such examples demonstrate that digitalization and community participation are complementary components of a new model for the preservation of cultural values.

Figure 10. Destruction of an ancient temple in Palmyra, Syria

Source: [42]

Significant support for digital initiatives in Ukraine is provided by international funds: ALIPH (International Alliance for the Protection of Heritage in Conflict Areas), Heritage Emergency Fund (UNESCO), as well as the European Commission, which launched the EU4Culture Reconstruction program in 2023, aimed at restoring cultural infrastructure and creating electronic databases of monuments. These programs form the basis for a post-war reconstruction strategy, where culture is considered one of the key areas of state reconstruction.

Particular attention should be paid to the potential of cultural diplomacy. Exhibitions of Ukrainian art in leading museums in the world, in particular in the Louvre, the British Museum or museums in Germany, contribute not only to the preservation of objects in safe conditions, but also to strengthening international support for Ukraine as a state whose cultural heritage is an integral part of the European and world cultural space. This creates additional political and financial resources for further reconstruction. In the long term, the restoration of Ukrainian cultural heritage can become a model for other countries experiencing destruction as a result of wars. Already today, international experts emphasize that the experience of digitalization, recording war crimes in the field of culture and involving local communities in heritage protection in Ukraine can form the basis of new international standards. Thus, although the destruction caused by the war is unprecedented in scale, the prospects for the preservation and restoration of Ukraine's cultural heritage look realistic. They rely on a synergy of technological innovation, international support, and internal mobilization of society, which together form a powerful foundation for the country's future cultural revival.

4. International experience in the restoration and preservation of tangible and intangible cultural heritage in post-war conditions

The restoration of cultural heritage after military conflicts has become one of the priority areas of international humanitarian policy in the 20th–21st centuries. The experience of different countries convinces that the restoration of cultural objects is not only a matter of architectural or artistic restoration, but also a tool for national consolidation, the symbolic revival of statehood and collective memory.

One of the most famous examples is the reconstruction of the Old Town in Warsaw (Poland) after World War II. During the German occupation, more than 85% of the historic centre was destroyed, but already in 1945-1955, thanks to the large-scale efforts of Polish architects, restorers and the public, the city was restored using archival drawings and paintings from the 18th century. In 1980, UNESCO included the reconstructed Old Town of Warsaw in the World Heritage List as a unique example of "exemplary reconstruction of a destroyed urban environment" (Fig. 11).

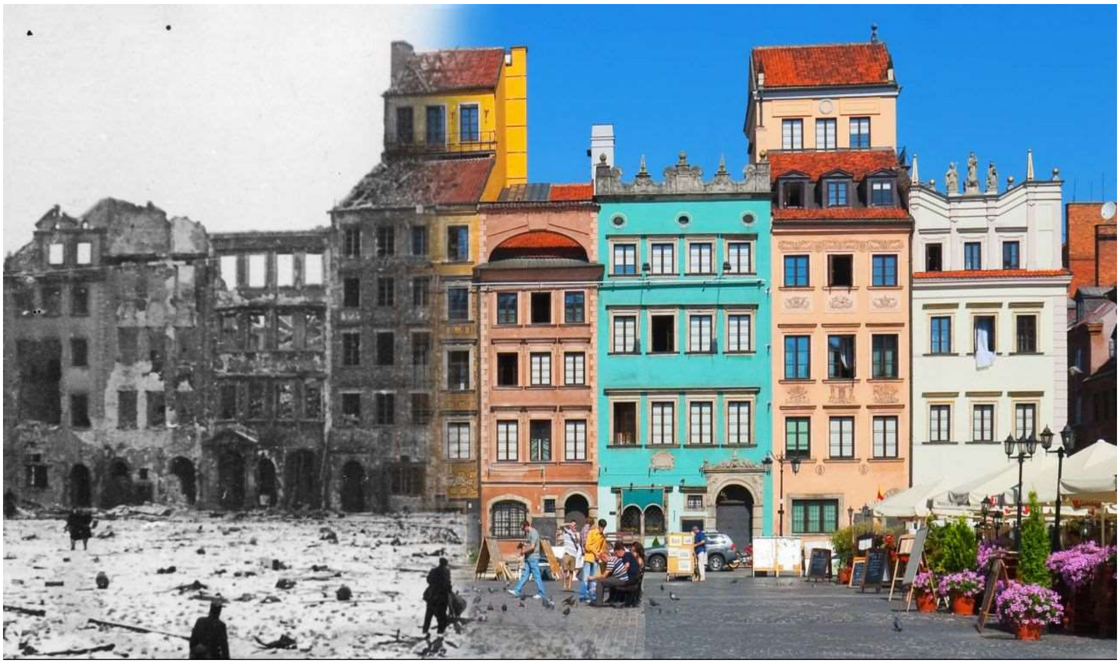

Figure 11. Old Town (Warsaw, Poland) during and after World War II
Source: [43]

An important precedent is the reconstruction of the Old Bridge in Mostar (Bosnia and Herzegovina), destroyed during the Bosnian War in 1993. With the support of UNESCO, the World Bank and the Turkish Cooperation and Coordination Agency (TIKA), the city was restored in 2004. The project became a symbol of interethnic reconciliation, as it united Muslim and Christian professionals around a common cultural goal. Another important example is the restoration of the city of Dubrovnik (Croatia), which was subjected to artillery shelling during the Yugoslav wars (1991-1992). Thanks to financial assistance from the European Union and ICCROM (International Centre for the Study of the Preservation and Restoration of Cultural Property), a complete restoration of the historic centre was completed in 2005, which returned the city to its status as a cultural pearl of the Adriatic.

In the 21st century, an example of a modern approach to the preservation of destroyed monuments was the project to restore the Syrian Palmyra after its destruction by ISIS terrorists in 2015. The efforts of experts from UNESCO, the Polish Institute of Cultural Heritage, the Italian Institute for the Preservation of Architectural Monuments, and the digital laboratories Iconem and CyArk created 3D models of temples and arches, which made it possible to prepare scientifically based restoration plans. This experience launched a new era in the field of cultural reconstruction: digital, scientifically documented, and at the same time publicly open. Additionally, it is worth noting the restoration of Notre Dame Cathedral in Paris, which suffered a large-scale fire in 2019. The French government developed a comprehensive digital restoration program using 3D laser scanning, architectural documentation, VR visualization, and an open archives system (Fig. 12). The reconstruction of the cathedral, which continues to this day, demonstrates an example of the use of innovative technologies and public funding (over 800 million euros raised in just a few days).

Figure 12. Digital model of Notre Dame Cathedral in Paris
Source: [44]

International experience is convincing: successful restoration of cultural sites after armed conflicts is possible only if there is a combination of state political will, scientific and technical resources, international support and public participation. For Ukraine, this experience is of particular importance as a methodological basis for the future program of restoration of cultural sites after the end of the war, which should be based on the principles of authenticity, documentation and social significance.

Intangible cultural heritage (traditions, customs, folklore, language, rituals, crafts, arts) is no less vulnerable during wars than tangible monuments. Its destruction has particularly profound consequences, as it leads to loss of identity, a gap between generations and the destruction of the social fabric of communities. That is why the international community has developed several practices for the restoration and preservation of intangible heritage in post-conflict regions.

The experience of Cambodia, where the traditions of classical Apsara dance and temple music were almost completely lost after the genocide of the 1970s, is illustrative. Thanks to the UNESCO Living Human Treasures program and government support, schools have been established where older masters pass on their knowledge to the younger generation. In 2003, these cultural practices were inscribed on the List of the Intangible Heritage of Humanity [45]. In Rwanda, after the 1994 genocide, efforts to restore intangible culture focused on traditional forms of song, dance, and oral history. National reconciliation programs used culture as a tool for restoring social cohesion, demonstrating that intangible heritage can act as a means of psychosocial rehabilitation.

An important example is Iraq, where after the 2003-2011 war and the ISIS occupation (2014-2017), the Iraqi Heritage Stabilization Program [46] was established, which documents the traditions of the peoples of Mesopotamia, in particular the Yazidis and Assyrians, through digital archives, video interviews and online museums. Such digital initiatives combine the protection of intangible heritage with technological tools for long-term preservation. In the European context, the post-war experience of the Balkans is interesting, where UNESCO and the Council of Europe initiated the Regional Heritage Network program [47], which finances small grants for communities reviving traditional crafts, folk music, culinary practices and rituals. This has made it possible to transform intangible heritage into a factor of local development and interethnic dialogue.

Considering these examples, the creation of a National Program for Supporting Intangible Cultural Heritage in the War and Post-War Period is extremely relevant for Ukraine. This concerns the documentation of ritual and musical traditions of frontline regions, the protection of linguistic diversity, the support of folk crafts, the preservation of the names of artists who died in the war, as well as the digital archiving of the oral history of modern Ukraine. The preservation of intangible culture in this way not only ensures the continuity of traditions but also forms the spiritual shield of the nation – a memory that is not subject to destruction. Intangible cultural heritage is the basis of the spiritual self-reproduction of the nation, which embodies its linguistic, ritual, artistic and craft traditions. During the war, it suffers not only physical losses, but also the risk of gradual deformation due to the forced migration of the population, the destruction of the environments for the transmission of knowledge and the system of cultural education. Preservation of intangible heritage in such conditions requires not only the protection of traditional forms, but also the creation of new adaptation mechanisms: digital archives, online communities, and programs to support cultural carriers.

For a more detailed analysis of the losses and possibilities of restoring the intangible cultural heritage of Ukraine under russian aggression, a generalized table 3 is presented below, which systematizes the main areas of intangible culture, typical examples of damage, and potential directions for their preservation or revival.

Table 3

Losses and directions of preservation of the intangible cultural heritage of Ukraine

Intangible heritage aspect	Examples of damage/destruction in Ukraine	Possible directions for restoration/preservation
Language and linguistic culture	Russification policy in the occupied territories: banning the Ukrainian language in schools, destruction of Ukrainian-language textbooks, forced implementation of the russian education program (Kherson, Melitopol, Berdiansk).	Development of a state program to support the Ukrainian language in the de-occupied territories; digital language learning platforms; the "Language Shield" program in cooperation with the Ministry of Education and Science and the Ukrainian Institute of National Education.
Folklore and oral tradition	The death of carriers of traditional oral creativity, the loss of carriers of regional dialects (Luhansk region, Sloboda region), the destruction of local archives and folklore museums.	Creation of digital folklore archives (audio and video recordings) based on universities and museums; involvement of communities in collecting oral histories ("Oral History Ukraine").
Folk crafts and crafts	Destruction of workshops, craft centres (Opishnya, Kosiv, Izyum); cessation of ethnographic schools and folk crafts festivals due to hostilities.	Restoration of folk crafts centres through grants; development of cultural tourism; cooperation with UNESCO Creative Cities programs.
Rituals and customs	Disruption of cycles of traditional holidays and rituals in communities in frontline areas (Ivan Kupala holiday, ritual events at Christmas, Easter, etc.); loss of ethnographic stage groups.	Support for local ethnographic festivals and restoration of ritual events as part of cultural rehabilitation programs for communities; creation of documentaries and video archives of rituals.

Music, singing, dancing	Destruction or damage to philharmonics, music schools, folk ensembles (Mariupol, Chernihiv, Kharkiv); death of musicians and artists during shelling.	Digitization of sheet music archives, recording of live performances; creation of a national online archive of Ukrainian music; support for young performers through cultural scholarships.
Cultural memory and local identity	Occupational practices of replacing historical narratives – renaming streets, rewriting museum exhibits, propaganda "exhibitions" about the "unity of cultures".	Introduction of state and public programs to restore local memory: oral histories, local history platforms, public museums of memory of war and occupation.
Educational and cultural heritage (theatres, art schools)	Destroyed or closed theatres, cultural centres, art schools; loss of bodies and groups, evacuation of students and teachers of art schools.	Restoration of art institutions and groups; creation of a network of "Cultural Resilience Centres"; implementation of online art education for displaced children.

Source: created by authors

The data presented in the table show that the war against Ukraine has not only a military and humanitarian, but also a distinct cultural and anthropological dimension. The key elements that ensure the inheritance and continuity of the Ukrainian cultural tradition are under threat: language, rituals, folk art, local crafts. The loss of these elements means not just the destruction of the cultural landscape, but the potential interruption of the process of intergenerational transmission of knowledge, which is one of the most dangerous forms of cultural degradation in conflict conditions. The situation in the temporarily occupied territories, where targeted cultural assimilation is taking place: the imposition of a russian educational space, the ban on the Ukrainian language, the erasure of local historical memory, is especially alarming. This shows that the aggressor views culture not only as a sphere of symbolic influence, but also as an instrument of total control over society. Thus, the protection of intangible heritage in Ukraine becomes part of a broader strategy – the protection of humanitarian sovereignty.

At the same time, Ukrainian practice demonstrates a unique resilience: folklore, traditions, song and artistic creativity have become tools of national self-identification and psychological resistance. Today, Ukrainians are actively reviving rituals, creating digital folklore archives, documenting folk memory, transforming culture into a means of collective healing. That is why the policy of preserving intangible heritage should be considered not as an auxiliary cultural activity, but as a strategic factor of security and stability of the state, forming a value basis for the post-war reconstruction of the country.

Conclusions

Ukraine's experience in a full-scale war has shown that culture is not a peripheral but a strategic sphere of national security, equivalent to defence, energy, or economics. The destruction of tangible heritage sites, the theft of cultural values, attempts at linguistic and cultural assimilation, and the destruction of intangible practices prove that the war of the 21st century is not only a struggle for territory, but also for the right of the people to their own memory. In this war, culture has become the deepest line of defence, determining whether a nation will be able to preserve itself in history. The Ukrainian case has shown that the modern system of international law requires a rethinking of the principles of cultural heritage protection. The mechanisms laid down in the 1954 Hague Convention have proven to be outdated in the world of hybrid wars, where the destruction of culture is carried out not only physically, but also through the information and ideological space. Therefore, in the 21st century, the protection of cultural heritage must rely not only on normative declarations, but also on institutional capacity, digital fixation, and global solidarity.

In the post-war period, the issue of cultural restoration should be integrated into the broader Concept of National Reconstruction of Ukraine, along with the reconstruction of infrastructure and the economy. Culture should act not only as a "humanitarian dimension" of restoration, but also as its driving force, because it is through culture that society is able to rethink trauma, restore value orientations and build a unified narrative of the future. No less important task is the formation of a global architecture of cultural responsibility. Ukrainian experience can become the basis for the development of a new international document – a conditional "Convention on the Protection of Cultural Heritage in Hybrid Conflicts", which will provide for digital recording of destruction, an international database of crimes against culture, sanction mechanisms for aggressor states and mandatory restitution of stolen values.

Intangible cultural heritage requires special attention, because it is it that ensures cultural continuity during periods of destruction. Ukraine has all the prerequisites to become a leader in the field of its digital preservation: through the creation of the "National Archive of Living Culture", the development of educational programs, support for bearers of traditions, and documentation of the oral history of modern warfare. This will allow not only to protect the traditions of the past, but also to record new cultural codes that are being formed today – from front-line poetry to modern song folklore. Ultimately, the main conclusion is that the preservation of cultural heritage is a strategy for survival, not just memory. When architecture is destroyed, culture restores its meaning. When language disappears, it comes to life again in song. When the enemy tries to erase identity, the people respond with creativity. It is this ability – to transform loss into creative resistance – that makes Ukrainian culture not only a heritage, but a living shield of civilization.

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2.2. The impact of sport on the development of tourism potential, using the examples of Ukraine and Poland

Modern tourism is one of the most dynamic sectors of the global economy, and sport is increasingly becoming not only an accompanying element of leisure, but also an independent and powerful motivator for tourist trips. The interconnection between sport and tourism became particularly relevant in the second half of the 20th century and early 21st century with the emergence and rapid development of so-called sports tourism and the use of major sporting events as a tool for promoting destinations.

The concept of sports tourism and its place in the classification of types of tourism. The term "sports tourism" first appeared in English-language literature in the 1960s (Nogawa, Yamaguchi & Hagi, 1996), but it was finally scientifically formalised in the works of J. Standeven, T. Hinch and M. Weed (Standeven & De Knop, 1999; Hinch & Higham, 2001; Weed & Bull, 2009). The most common definition belongs to M. Weed and K. Gammon, who understand sports tourism as:

"travel for the purpose of active or passive participation in sports activities, whether commercial or non-commercial, undertaken in one's free time" (Gammon & Robinson, 2003, p. 22).

Within sports tourism, two major segments are distinguished:

- hard sports tourism – trips whose main and only purpose is sport (participation in competitions or watching sporting events);
- soft sports tourism – trips in which sport is an important but not the only motive (active recreation, recreational sports during holidays).

According to the UNWTO classification (2019), sports tourism belongs to the group of *special interest tourism* along with cultural, ecological, gastronomic, etc. At the same time, sports tourism has a pronounced interdisciplinary nature and overlaps with event tourism, urban tourism, rural tourism and adventure tourism.

Mechanisms of influence of mega-events on tourism image and flows

Sport mega-events – the Olympic Games, World Cup football championships, Formula 1, etc. – are the most powerful tool for shaping and changing the tourism image of a country or city (Getz, 2008; Horne, 2017).

The main mechanisms of influence are:

- Media effects and global visibility. According to Nielsen Sports, the 2022 World Cup final was watched by 1.5 billion people, and the total audience for the tournament exceeded 5 billion (Nielsen, 2023).

- The effect of pre-event, event and post-event tourism. The "post-event boom" was demonstrated by Barcelona 1992, Sydney 2000 and London 2012 (Smith, 2012).
- Infrastructure legacy. Construction of stadiums, airports, high-speed railways and hotels creates a basis for long-term tourism development (Preuss, 2019).
- Demonstration effect. Increased interest in a particular sport and related destinations (Weed, 2009).

At the same time, a number of authors point to risks: overspending of budget funds, the "crowding out effect" of ordinary tourists, and the problem of "white elephants" – stadiums not used after events (Roche, 2000; Hiller & Wanner, 2018).

The role of active recreation and sports infrastructure in shaping the tourism product

Active and adventure tourism are among the fastest-growing segments of the global market. According to ATTA (2024), the adventure tourism market will reach $1.3 trillion by 2030.

Sports infrastructure is a key element of the tourism product according to the 4A model (attraction – accessibility – accommodation – amenities), including:

- world-class ski resorts (Zakopane, Bukovel);
- European-level cycling routes (EuroVelo-4, EuroVelo-6);
- golf courses, yacht marinas, water sports centres.

Research by Buckley (2019, 2021) shows that the presence of sports infrastructure increases the average length of stay by 2–4 days and tourist spending by 35–70%.

Economic, social and image effects of sports development for destinations

Economic effects are divided into direct, indirect and induced (Crompton, 1995; Preuss, 2019).

For Euro 2012:

- Poland: €2.5–3.3 billion
- Ukraine: $1.1–1.4 billion

Social effects include increased civic pride, physical activity, volunteerism and human capital development.

Image effects are long-term. After Euro 2012:

- Poland rose from 26th to 19th place in the Nation Brands Index.
- Ukraine rose from 79th to 71st, but declined sharply after 2014.

Sports infrastructure as a factor in tourism potential: the current situation in Ukraine and Poland

Sports infrastructure is one of the key material elements of a destination's tourism potential. After jointly hosting the 2012 European Football Championship, Ukraine and Poland received the largest packages of world-class sports facilities in their entire post-Soviet and post-socialist history. However, the further use of these facilities, as well as the development of new infrastructure after 2012, show significantly different trajectories.

Sports infrastructure in Ukraine after Euro 2012

The main sports facilities in Ukraine were built or modernised in preparation for Euro 2012. Before Euro 2012, six large facilities were completely reconstructed or built from scratch:

- NSK Olimpiyskiy (Kyiv) – 70,050 seats (renovation 2008–2011)
- Arena Lviv (Lviv) – 34,915 seats (new construction 2008–2011)
- Donbas Arena (Donetsk) – 52,187 seats (private investment, 2009; mothballed since 2014)
- Metalist (Kharkiv) – 40,003 seats (renovation)
- Chornomorets (Odesa) – 34,164 seats (private investment)
- Ukraine Stadium (Lviv) – demolished and replaced by Arena Lviv

In addition, four international airports were modernised (Kyiv-Boryspil, Lviv, Kharkiv, Donetsk – the latter destroyed in 2014–2015), and more than 2,000 km of roads were built or reconstructed.

As of 2025:

- NSK Olimpiyskiy and Arena Lviv remain the only fully operational UEFA Category 4 stadiums.
- Metalist Stadium is used to a limited extent due to its proximity to the combat zone.
- Donbas Arena and sports facilities in Donetsk are completely lost for tourism and sport.

Sports arenas in Poland built before Euro 2012 and their further use

Poland built or fully reconstructed eight major stadiums:

- Stadion Narodowy (Warsaw) – 58,580 seats (new, retractable roof)
- Stadion Śląski (Chorzów) – 55,200 seats (renovated, completed in 2017)
- Stadion Wrocław – 45,105 seats
- PGE Arena Gdańsk – 41,620 seats
- Stadion Poznań – 43,269 seats
- Henryk Reyman Stadium (Kraków) – modernised
- Legia Warsaw Stadium – private modernisation
- Zabrze Arena – new (2016)

All eight stadiums are actively used in 2024–2025, hosting football matches, concerts, fairs, exhibitions and seasonal attractions.

Average annual occupancy ranges between 65–85%, indicating effective post-event utilisation.

Comparative characteristics of sports infrastructure (Table 1).

Table 1

Major sports facilities of UEFA Category 4 and equivalent (as of January 2025)

Country	Number of UEFA 4 stadiums	Total capacity	World-class winter resorts	Cycling tracks / water centres
Poland	9	>420,000	Zakopane (FIS), Szklarska Poręba, Wisła	8 indoor velodromes, 6 Olympic pools
Ukraine	2	~105,000	Bukovel (FIS), Vorokhta ski jumps (obsolete)	1 velodrome (Lviv), 1 Olympic pool (Kyiv, mothballed)

Poland also has 12 indoor ski tunnels and biathlon complexes, while Ukraine has only one modern biathlon complex (Chernihiv, opened in 2023). Poland has six 18-hole golf courses, Ukraine has four.Державна політика підтримки спортивної інфраструктури та її вплив на туризм.

State Policy to Support Sports Infrastructure and Its Impact on Tourism

Poland:

- The PL.2012+ Coordination Centre (2012–2020), which was transformed into the National Sports Centre (Narodowe Centrum Sportu, NCS) in 2021.
- The "Sportowa Polska" Programme (2019–2030), allocating PLN 4.8 billion for the construction and reconstruction of local sports facilities.
- Tax incentives for investors in sports and tourism projects (up to 50%).
- The Tourism Development Strategy until 2030, which clearly identifies sport as one of the five priority tourism products.

Ukraine:

- The State Target Programme for the Development of Physical Culture and Sport until 2024 (extended until 2028), whose funding was reduced by 68% after 2022.

- The “Great Construction” Programme (2020–2023), within which only 28 regional-level sports facilities were constructed or reconstructed.
- The absence of a single coordinating body responsible for sports and tourism infrastructure development (functions are fragmented among the Ministry of Youth and Sports of Ukraine, the State Agency for Tourism Development, and Ukrinfraproekt).
- A positive exception is the Bukovel ski resort, a fully private project that has become the largest ski resort in Eastern Europe (65 km of slopes and 18 lifts).

Over the 13 years following Euro 2012, Poland has not only preserved but significantly expanded its sports infrastructure, integrating it into the national tourism offer. By contrast, Ukraine has retained only two out of six major facilities, having lost the eastern part of its sports infrastructure map as a result of the war.

The private sector (Bukovel, as well as privately owned stadiums in Odesa and Dnipro) partially compensates for state passivity; however, a systematic approach to using sports infrastructure as a tourism resource has not yet been established.

Comparative Analysis of the Effectiveness of Using Sports Potential for Tourism Development in Ukraine and Poland. Quantitative Indicators.

Table 2

Key Quantitative Indicators of Sports and Tourism Development in Ukraine and Poland (2012–2024)

Indicator	Poland	Ukraine	Indicator
Sports tourists (million)	2.84	0.31	Sports tourists (million)
Share of sports tourism (%)	12.8	4.1	Share of sports tourism (%)
Stadium occupancy (%)	72	34	Stadium occupancy (%)
Revenue from sports tourism	€4.9 bn	€0.68 bn	Revenue from sports tourism
Indicator	Poland	Ukraine	Indicator
Sports tourists (million)	2.84	0.31	Sports tourists (million)
Share of sports tourism (%)	12.8	4.1	Share of sports tourism (%)

Qualitative indicators

1. International image

- Poland: In the *FutureBrand Country Index 2024*, Poland ranks 22nd in the *Tourism* category and 18th in the *Sport & Entertainment* subcategory.
- Ukraine: 78th place overall, with a sharp decline after 2022; however, positive perceptions of Bukovel and the Carpathians persist in the winter tourism segment.

2. Positioning in the tourism market

- Poland: Systematically promotes five sports tourism products: winter tourism in the Karkonosze and Tatra Mountains, the Baltic coast (sailing), the Masurian Lakes (kayaking), cycling tourism, and football tourism.
- Ukraine: The only clearly defined product is the Bukovel ski resort; other destinations (the Black Sea coast, the Carpathians, and Kyiv) are promoted without a distinct sports component.

3. Tourist reviews (TripAdvisor, Booking.com, Google Reviews, 2024)

- Zakopane: Average rating of winter facilities – 4.6/5
- Bukovel: 4.5/5 (the highest rating in Ukraine)
- NSC Olimpiyskiy: 4.4/5, with complaints about the limited number of events
- Stadion Narodowy: 4.8/5 (the highest rating among all Euro 2012 stadiums)

Main barriers and challenges in Ukraine and successful practices in Poland

Barriers in Ukraine (by priority)

1. Full-scale war (since 2022): closed airspace, mine contamination, and destruction of infrastructure in the eastern and southern regions.
2. Lack of strategic planning for the use of the Euro 2012 legacy.
3. Unstable financing and corruption scandals surrounding the *"Great Construction"* programme.
4. Low transport accessibility, including the cancellation of most air routes and poor road conditions.
5. Negative international media coverage.

Successful practices in Poland that can be adapted

1. Establishment of a specialised body (PL.2012+ → *Narodowe Centrum Sportu*) to manage the legacy of mega-events.
2. The "Sportowa Polska" programme as a model of public–private partnership at the local level.
3. Multifunctional use of stadiums (concerts, fairs, ice rinks).
4. Active involvement of regional tourism organisations (Małopolska, Pomorskie, Dolnośląskie).

5. Tax incentives for investors in sports and entertainment complexes.

SWOT analysis of the sports tourism potential of Ukraine and Poland (Table 3.)

Table 3.

Comparative SWOT Analysis (2025)

Category	Poland	Ukraine
Strengths	• 9 UEFA Category 4 stadiums and well-developed winter sports infrastructure • Stable state policy • High transport accessibility • Positive international image	• Strong natural potential (the Carpathians, the Black Sea) • Bukovel as the leading ski resort in Eastern Europe • Lower prices compared to the Alps • High tourist loyalty from former Soviet countries
Weaknesses	• Relatively high cost of winter holidays • Seasonality of the Tatra Mountains	• War and closed airspace • Only two large stadiums in operation • Weak marketing • Corruption and institutional instability
Opportunities	• Development of cycling tourism and water sports • Euro 2032–level events (joint bid with Ukraine – application stage)	• Post-war reconstruction based on the *Build Back Better* model • Joint bid for Euro 2032 / the 2036 Olympic Games • Development of domestic tourism
Threats	• Competition from the Alps and the Czech Republic	• Prolonged continuation of the war • Further loss of infrastructure • Brain drain and investor outflow

Conclusions

Poland transformed Euro 2012 into a long-term competitive advantage by integrating sport into its tourism strategy. Ukraine, despite strong natural potential, uses less than 20% of its sports tourism capacity due to institutional and geopolitical factors.

Recommendations for Ukraine (taking into account the Polish experience and the realities of 2025–2035)

Institutional measures

By 2026, establish a single state body – the National Agency for Sports and Tourism Development, modelled on Poland's *Narodowe Centrum Sportu*. Its key functions should include:

- coordination of the Euro 2012 legacy;
- attraction of domestic and foreign investment;
- monitoring the use and efficiency of sports facilities.

Include a dedicated "Sports Tourism" section in the new edition of the Law on Tourism, with a clear definition, objectives and priority areas.

Strategic measures

By 2027, develop and adopt a State Strategy for the Development of Sports Tourism until 2035, focusing on five priority products:

1. Mountain skiing and active tourism in the Carpathians (Bukovel, Slavske, Dragobrat, new clusters);
2. Water and yacht tourism in the Black and Azov Seas (after de-occupation and restoration);
3. Cycling tourism and Greenways (extension of EuroVelo-4 and creation of a national cycling network);
4. Event sports tourism (Champions League finals, boxing events, biathlon competitions);
5. Rehabilitation and sports tourism for veterans and military personnel (a new and socially significant direction).

Financial and investment measures

- Introduce tax incentives similar to the Polish model: exemption from VAT and corporate income tax for 7–10 years for new sports and tourism complexes valued at over €10 million.
- Establish a Sports and Tourism Infrastructure Fund, financed by 1% of excise taxes on alcohol and tobacco, following Poland's pre-2018 practice.

Infrastructure development

- By 2030, reconstruct Metalist (Kharkiv) and Chornomorets (Odesa) stadiums and transfer them to concession, transforming them into multifunctional arenas (sports + concerts + retail + leisure).
- Implement the "Karpaty-2035" project:
  - 150 km of new trails;
  - 40 new ski lifts;
  - development through public-private partnerships in Zakarpattia and Ivano-Frankivsk regions.

Marketing measures

- Launch a dedicated sports tourism sub-brand: "Ukraine. Move!", inspired by *Poland. Move your imagination*.
- Appoint brand ambassadors: Oleksandr Usyk, the Klitschko brothers, prominent female athletes, and national football team players.
- Conclude agreements with UEFA and FIFA to host 3–5 Euro 2032 matches in Ukraine (subject to the success of the joint bid with Poland).

Post-war recovery

Apply Poland's 2012–2020 experience to a "Build Back Better – Sport & Tourism" programme:

- every newly built or reconstructed facility should function as a multifunctional sports and tourism hub;
- emphasis on accessibility, inclusiveness and year-round use.

Expected outcomes

Implementing even half of the proposed measures would enable Ukraine to:

- increase the share of sports tourism in inbound traffic to 10–12% by 2035;
- generate $3–4 billion in additional annual revenue;
- create new jobs and stimulate regional development;
- support social integration and rehabilitation of veterans.

Poland's experience demonstrates that success depends not on the scale of initial investment, but on political will, institutional capacity and effective management of sports and tourism heritage.

Conclusions

Sport as a strategic resource for tourism development

Sport acts as a powerful catalyst for tourism development, influencing a country's image, infrastructure, economic performance and social cohesion. For post-socialist countries such as Ukraine and Poland, mega-events like Euro 2012 represented a unique opportunity for modernisation and global promotion.

Divergent paths after Euro 2012

- Poland implemented a systematic approach by creating specialised institutions, ensuring long-term financing, multifunctional use of facilities, and integrating sport into national tourism policy.
- Ukraine, despite similar starting conditions, failed to fully capitalise on the Euro 2012 legacy due to institutional fragmentation, corruption, and since 2022, full-scale war. Positive results are mainly limited to private initiatives such as Bukovel.

Key challenges for Ukraine

- War-related destruction and restricted accessibility;
- lack of a unified national strategy for sports tourism;
- inefficient post-event use of sports infrastructure;
- weak international marketing.

Polish practices suitable for adaptation

- creation of a single coordinating body;
- public-private partnership mechanisms;
- multifunctional stadium management;
- strong role of regional tourism organisations;
- targeted tax incentives for investors.

Prospects for Ukraine in the post-war period

- infrastructure reconstruction based on the Build Back Better principle;
- development of five core sports tourism products: skiing, water sports, cycling, event tourism and rehabilitation tourism;
- leveraging a joint Euro 2032 bid with Poland as an investment and image catalyst;
- launching the "Ukraine. Move!" sports tourism brand with well-known athlete ambassadors.

Expected economic and social effects by 2035

- Sports tourism share in inbound traffic: 10–12%
- Additional annual revenue: $3–4 billion
- Creation of new jobs and revitalisation of local communities

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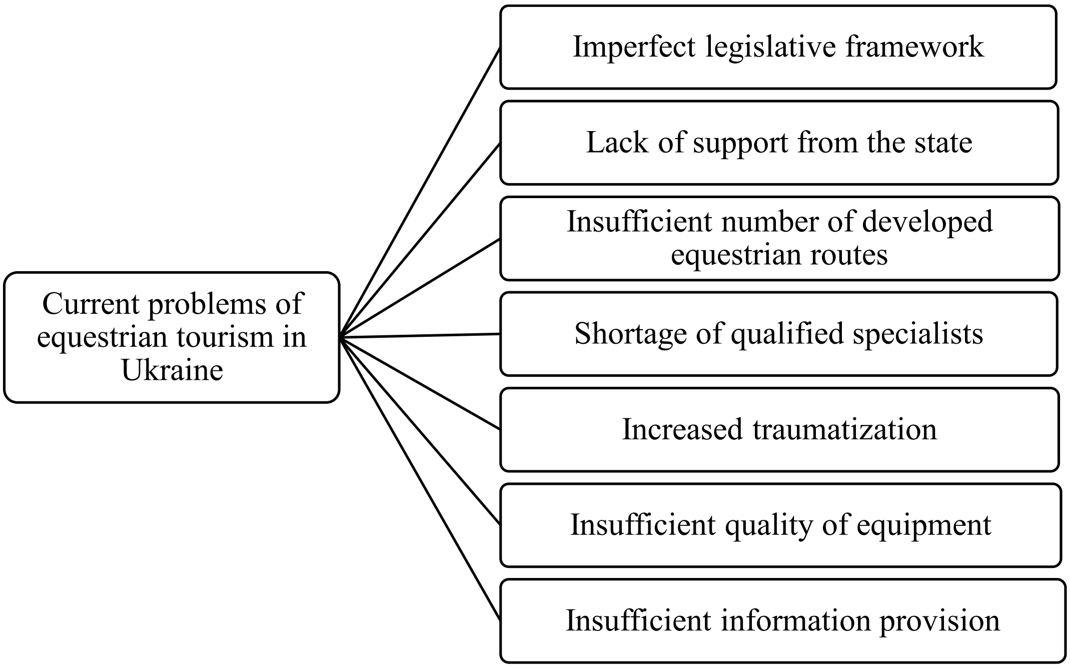
2.3. Challenges and future prospects for horse tourism in Ukraine

Features of the organization of domestic equestrian tourism are largely determined by the presence of a number of problems, including (Fig. 1).

Figure 1. Modern problems of equestrian tourism in Ukraine



Source: Compiled by the author based on research

Often the creation of new routes is hampered by large landowners who block the possibility of travel through the land they own. It should be noted that in Europe, where most land areas are private property, this issue has regulatory regulation. By law, the owner of a plot exceeding a certain size is obliged to provide passage through it. Domestic experience, unfortunately, does not yet have such a normative possibility..

The solution to the problems of the development of domestic equestrian tourism was greatly facilitated by the development of Qualifications of equestrian routes and the Code of Conduct in relation to horses in sports tourism, safety rules when dealing with horses and horse riding, developed by the Active Tourism and Recreation Club. According to the Code of Conduct for Horses in Sports Tourism, the welfare of the horse must be placed above the interests of trainers, riders, owners, dealers, event organizers, sponsors and others.

A fairly important problem is the lack of qualifications of the majority of instructors, although the industry is not new for the country, there are almost no relevant professionals in it. Equestrian tourism is mainly attended by either representatives of equestrian sports or people for whom working with animals is a way of life. The overwhelming majority are businessmen, buying a horse for the season and dumping prices, practically neutralizing any competitors, including clubs that keep horses year-round. The Kharkov private college is engaged in training specialists in this type of tourism, where students are taught in equestrian chapter s in the direction of "equestrian tourism". Sumy has a developed infrastructure for equestrian tourism, but due to the war it is not yet operational. Also, the Kharkov Veterinary Academy trains specialists in horse breeding, namely instructors in equestrian sports and health and sports tourism; saddlers for the production of armor and equestrian equipment. However, this supports, but does not improve, the personnel policy of equestrian tourism.

The quality of the equestrian tour can be noticed even at the stage of initial instruction, which often takes businessmen several minutes, during which they show how to turn and stop the horse, at which point the work of preparing the tourist usually ends. As a rule, they neglect safety precautions that need to be known.

The development of equestrian tourism in Ukraine still has a number of weaknesses, namely:

- not an attractive image of Ukraine, but the situation worsened even more after the outbreak of hostilities on the territory of the country;
- insufficient development of transport infrastructure;
- poor-quality marking of tourist equestrian routes, because little attention is paid to this issue;
- lack of comfortable living conditions in most rural estates;
- the owners of the estates do not know foreign languages;
- the so-called information and advertising "hunger".

Another problem is a certain category of horse owners who buy horses before the start of the season, and at the end of the season they put them up for sale again. This is a good benefit for them, because they do not need to maintain stables and staff all year round, since in winter there are usually few tourists, accordingly, the profit of horse owners will be higher, but less effort will be made. Permanent stables provide horse care, training and regular veterinary care. Club owners make sure that their horses are healthy, well-groomed and safe for riders. The main point is accident insurance: this way tourists will have compensation if something happens on the route, but some categories of horse owners do not have this. For them, the main task is another: to get as much profit as possible from their horse with minimal effort.

Therefore, it will be difficult for a tourist to understand whether the horse is healthy, what his character is and whether he is ready for dressage.

Another important problem is that horses are often undernourished and overworked. Animals cannot work more than 6 hours a day, however, most owners do not follow this rule; horses are mentally exhausted from the flow of people, and experience physical and emotional overload.

A separate problem is horse rental in the city. Often in cities you can see horses that are offered to be ridden, but there are no fenced areas or special routes for such walks.

However, there are strengths in the development of equestrian tourism in Ukraine, and the following activities contribute to the future development of equestrian tourism:

- analysis of both consumer preferences and the tourism market providing equestrian services;
- study and implementation of these segments by tourism enterprises;
- implementation of measures to develop equestrian tourism infrastructure.

Horse tourism as a type of active tourism plays an important role in solving social problems. The positive aspects of its development include the creation of jobs, an increase in income and an increase in the standard of living of the local population, an increase in demand for agricultural products and locally produced goods, the emergence of new facilities and institutions of the equestrian industry, increasing the attractiveness of the region and ensuring a healthy life for the population. Thanks to the development of equestrian tourism, regional monuments are being restored, the ecological and spiritual culture of the population is being improved, which is an important factor in increasing the attractiveness of the region.

In the context of prospects, Ukrainian equestrian tourism is developing and winning more and more fans. This type of active tourism is popular among lovers of nature, history, extreme sports, pilgrimage, hunting and fishing; it is a good way to meaningfully spend time and explore the peculiarities of life in the regions and the country. Private estates are the basis for the development of equestrian tourism and a way to attract the rural population of Ukraine to small business.

Most Ukrainian equestrian clubs are located in big cities. Every year, new and improved equestrian clubs and bases with a European level and scale are created in the regions of the country.

As noted above, the popularity of equestrian tourism has been growing recently and, accordingly, the demand for these types of services is also growing. Campsites are beginning to develop and new horse trails are being built. In general, horse riding attracts the attention of a large number of city dwellers because it helps relieve stress from the hectic city life and helps to relax.

Today, the war continues in Ukraine and therapeutic horse riding – hippotherapy – is becoming very popular. This type of therapy, carried out on horseback under the supervision of a special hippotherapist or a well-trained riding instructor, is more relevant today than ever, so we focus on the development of hippotherapy. This therapy is unique in its simultaneous positive physical, mental and emotional effects on patients with neurological, mental, physical and other serious illnesses. The essence of this therapy: riding puts a good load on all muscle groups, encouraging them to alternately contract and relax. Lost skills are gradually improved or restored as function declines. Balance and body shape also improve, coordination develops, and the activity helps achieve emotional stability.

Figure2. Hippotherapy – rehabilitation for the military in Ukraine

Source:[63]

[63] URL: http://surl.li/heabm, access date 10.02.2024.

Hippotherapy centers, such as private centers, equestrian clubs, schools and rehabilitation centers, are located in almost every region of Ukraine. The most common visitors are people with cases of cerebral palsy and autism, as well as combat veterans, former prisoners of war, wounded soldiers and war-affected civilians (Fig. 2).

A key feature of hippotherapy is that classes are conducted without a saddle. The biomechanics of animal movement affects the central nervous system, muscles and spine of a person, and psycho-emotional state. Horses naturally have a high body temperature, this effect of heat softens the muscles and relaxes the body.

As for approaches to the rehabilitation of military personnel after captivity and injury, they differ. In the first option, attention is focused on the emotional state of a person. Military personnel have great opportunity to occupy, socialize, pet and clean horses. The second option focuses on exercise but also includes animal cuddling. Hippotherapy promotes the development of such personality qualities as attention, responsiveness, overcoming fear, getting rid of attacks of aggression, excitability of the nervous system, isolation and depression.

Figure 3. Horse yoga

Source:[64]

[64] URL: http://surl.li/heabm, access date 10.02.2024.

For the military, it is especially important to take a short break from reality and enter a world where you can forget about problems and accumulate pleasant emotions. A positive charge for the day is communication with animals; in addition to horse riding, military personnel can also try a new type of physical therapy - equestrian yoga (Fig. 3).

Fighters perform a variety of balance and flexibility exercises accompanied by strength training. Such a comprehensive course of exercises really improves a person's physical condition, increases his attention and concentration. Horses feel the human body and, accordingly, experience all the problems. If someone is bored or worried, he subconsciously cuddles, and the muscles will record this state, as if the body is scanning all mental experiences and problems. Hippotherapy helps restore balance in life and body.

So, despite the war, the development of equestrian sports and tourism leads to the development of horse breeding and contributes to the creation of new jobs, which will have a positive impact on the functioning of the country's economy and help the military and civilian population, which suffered and continue to suffer from the war, to recover. And after the end of hostilities, equestrian tourism in Ukraine will have all the prerequisites for its prompt restoration and long-term development.

Strategic directions for advancing Ukrainian equestrian tourism. The war devastated Ukraine's tourism industry, disrupted financial, energy and food markets, and caused inflation around the world. Tourism in central, eastern and southern Ukraine has completely stopped. Given these trends, the issue of restoring tourism, in particular in the post-war period, is especially relevant in the present conditions.

Despite the losses of the Ukrainian tourism sector as a result of the war, in the first four months of 2023 the amount of tourist tax amounted to 64 million 611 thousand UAH, which is almost 65% more than for the same period in 2021, when the budget received 39 million 206 thousand . UAH Kyiv and four regions are among the top five in terms of paying tourist taxes. Thus, the city of Kyiv replenished its budget by more than UAH 18 million. Compared to the corresponding period in 2021, the largest increase was recorded in the Lviv region – 268%. From this region, the budget received 11 million 463 thousand UAH. In the Transcarpathian region, the amount of tourist tax increased by 144% and amounted to 6 million 212 thousand UAH. A significant decrease in tourist arrivals was recorded in territories where hostilities were or are ongoing, as well as in occupied territories.

The above information helped to conclude thatstrategic region for the development of Ukrainian equestrian tourismtoday is Transcarpathia. The Carpathian region, including Transcarpathia, makes it possible to develop equestrian tourism in the protected areas of the Carpathian Biosphere Reserve, the national parks Synevyr, Uzhansky, Enchanted Land, as well as regional natural parks Pritisyansky and Sinyak.

At the 5th Pan-European Conference “Environment for Europe” (Kiev), the Framework Convention on the Protection and Sustainable Development of the Carpathians was signed, the problems of the development of Vyzhnytsia and Uzhansky parks were considered in the context of the development of active forms of tourism, in particular equestrian tourism. Also, the Ukrainian Association of Active and Ecological Tourism aims to create conditions for the popularization and development of adventure and ecological tourism in Ukraine, among which it highlights such a type of tourism as equestrian tourism. The purpose of equestrian tourism, from our point of view, is to promote a healthy lifestyle, move tourists through ecologically clean areas, restore physical strength, familiarize themselves with the sights of a particular country, region, culture and way of life of the population of these territories. The advantage of horse tourism is the opportunity to improve human health, since a walk in the fresh air is better than passive relaxation at home.

It is the protected areas of the Carpathians that seem to be created for the development of equestrian tourism. Traveling on horseback and exploring the features of the surrounding world is a constant success among tourists. Horse riding routes are laid within the protected areas of the Ukrainian Carpathians. The most popular among visitors are three-day equestrian tourist routes, among which the following should be highlighted:

- Pop-Ivan ~ Rafting ~ Horseback riding (price – 3390 UAH);
- Mountains ~ Rivers ~ Horses ~ Goverla (price – 2990 UAH).

If we analyze the infrastructure provision of these two equestrian tourist routes, they are marked, have tent camps, observation platforms, etc. Currently, the best equipped tourist trails are in the Mizhhirya region of Transcarpathia, taking into account horse riding routes (www.aboutukraine.com).

It should be noted that in Europe the infrastructure support for equestrian tourism is much higher, in particular, tourists are offered a diverse selection of routes of varying degrees of complexity, gastronomic, adventure, and historical components are included in the program, and recreation, usually in lotels. Lotel is a recreational enterprise intended for equestrian tourism and sports.. Mostly such accommodation establishments are organized at tourist centers, large hotels, i.e. recreational complexes with existing horse rental points with a capacity of 150-200 seats.

As for the Carpathian region, the basic accommodation establishments for travelers are not lotels, but rural estates, primarily in mountainous areas. Rural estates are private households in rural areas using the property and labor resources of a personal peasant, subsidiary or farm enterprise, natural and recreational features of the area and the cultural, historical and ethnographic heritage of the region. They are an important component of the development of equestrian tourism and a means of attracting the rural population of the Ivano-Frankivsk, Transcarpathian, Lviv and Chernivtsi regions, which are part of the Carpathian region, into small business.

According to the Transcarpathian Regional State Administration, in the near future the Main Directorate of External Relations and Investment Policy of the State Tourism Administration of Ukraine should implement an innovative project with the attraction of foreign and domestic investments called “International Universal Long-Term Horse Route No. 1”, the estimated cost of which is 40 thousand dollars. USA. In addition, the “Cartography” project has already been implemented and tourist sites, sailing centers, cycling, water and horse tourism, and caving tourism are indicated on the corresponding maps.

The Ministry of Economy for European Integration of Ukraine will present a number of investment projects in the field of green (rural) and equestrian tourism. As part of the project, promising business plans were identified and the winners of the nomination were Yaroslav and Olga Khaulyak from the Lviv region with the project “Development and implementation of mountain, lowland and combined equestrian and cycling routes in the Truskavets - Skhidnytsia resort region.

You can gain new experience and see non-tourist places by traveling on horseback in Transcarpathia. The Transcarpathian region is one of the smallest in Ukraine, but its peculiarity is the predominance of mountain landscapes, which create all the prerequisites for the development of equestrian tourism. And the proximity of the cross-border location helps not only attract investment, but also attract potential tourists from neighboring countries. Residents of mountainous areas are aware that equestrian and rural green tourism should become the main source of their income and the creation of additional jobs. They are also beginning to realize that equestrian tourism is the main component of recreational activity in the Ukrainian Carpathians and that, in turn, tourism has one of the leading places in the revival of Hutsul horse breeding, therefore the effectiveness of using horses in the tourism industry must be combined with the correct conduct of selection and breeding work .

Many positive changes in the direction of development of equestrian tourism are observed in Transcarpathia (Table 1). In particular, within its boundaries there are 15 horse farms, which have their own stables and provide a wide range of tourist services, namely:

Horseback riding in the arena, training for beginners, walks with an instructor along forest routes, chaise rides at any time of the year are the main types of services provided by horse farms within the study area. It has been scientifically proven that horseback riding is an excellent form of active recreation, which has the ability to influence the healing and treatment of the human body.

Table 1.

Horse farms within Transcarpathia

No.	Name	Security	Services	Location
1.	Sanatorium "Flower of Polonyna"	Own breeding farm	- hippotherapy (a treatment method based on the interaction of a person with a specially trained horse, adapted to the patient's capabilities in mastering horse riding); - riding school; mountain hiking trips on horseback	With. Solochin Svalyavsky district
2.	Voevodyno Resort	Own stable	- horse riding in the arena with an instructor; - horseback riding in the mountains with an instructor; - horse riding lessons with a personal instructor; - carriage ride; - sledding in winter; - group classes for children	Perechinsky district, With. Turya-Pasika, Voevodyno tract
3.	Hunting house "Shipit"	Own stable	- horseback riding with a personal instructor; - horseback riding in the mountains with an instructor; - horse riding lessons; - weekend tours	Perechinsky district, village. Turya-Polyana

4.	Farm "Golden Horseshoe"	Own stable	- excursion programs on horseback; - going out in chaises for a picnic; - riding school	Uzhgorod district, village. Andreevka
5.	Hotel-ranch "Golden Hill"	Own stable	- excursion programs on horseback; - going out in chaises for a picnic; - riding school;	Uzhgorod district, Zolota Gora tract
6.	Farm "Poloninskoe farm"	Own stable	- horseback riding and tours; - Hutsul Horse Club; - horseback riding camping in Europe (on horseback and in a chaise)	Perechinsky district, ur. Preluki, Polonina Runa
7.	Equestrian club "Adrenaline"	Own stable	- horseback riding along the forest trails of the Carpathians; - horse riding lessons for children and adults	Khust district, village Shayan
8.	Selid Equestrian Center	Own stable	- horseback riding; - hippotherapy; - summer equestrian camp; - group excursions; - horse riding for kids	Vinogradov
9.	Sports club "Mustang"	Own stable	- horse riding lessons; - horseback riding tours; - hippotherapy; - horse riding camp	Beregovo
10.	Mountaineering and rock climbing club "Not the limit"	Own stable	- Turi, ride horses	Tyachivsky district

eleven.	Sanatorium "Borzhava"	Own stable	- tours, horseback riding; - hippotherapy; - sport riding; - training ride under the supervision of an instructor	Irshavsky district, village. Long
12.	Eco-resort "Izki"	Own stable	- horse riding lessons; - horseback riding excursions	Mezhgorsky district, village. Izki
13.	Farm "Agrospol"	Own stable	- chaise and horse riding; - horse riding lessons; - horseback riding excursions; - archery	Rakhiv district, village Meadow
14.	Farm "Marina"	Own stable	- horse rides	Rakhiv district, village S. Vodyanoye
15.	United rural estates	6 estates	- horse riding lessons; - horseback riding excursions	Rakhiv district, village Kvass

Source: Compiled by the author based on research

Medical studies have shown that horse riding has a positive effect on the digestive, circulatory, nervous and respiratory systems. Horseback riding is recommended for poor coordination of movements, curvature of the spine, posture defects, bronchial asthma, etc.

Currently, people are less and less satisfied with traditional recreation, and after the Covid-19 pandemic, more and more tourists preferred the forests of the Carpathian region, where preference is given to active types of tourism. Therefore, we have made an attempt to analyze the features of the famous resort "Voevodyno", which is among the TOP 10 places in Transcarpathia with a high coefficient of tourist attractiveness.

The research area covers the Voevodyno tract, Turya Pasika village, Transcarpathian region. The unique physical and geographical location, climatic and natural tourism resources contribute to the development of tourism and recreation.

The mid-mountain terrain with a dense river network, the prevailing gentle slopes of beech forests, and clean springs contribute to the provision of services related to equestrian tourism to recreationists. In this regard, the restored Schönborn Park, located on the territory of the Voevodyno resort, deserves special attention, revived by the efforts of caring patrons. This park is an important part of the history of Transcarpathia during the times of Austria-Hungary with the priceless cultural heritage of the Transcarpathian region. It was restored with special care and attention to historical details, and opened to the public in 2013..

Within the park there are horse riding routes that run close to other tourist infrastructure, in particular gastronomic, historical, sports and recreational facilities. Tourists willingly try dishes of Transcarpathian, Slovak and Hungarian cuisines, play sports (tennis, volleyball, paintball, mini-golf, gym), get maximum adrenaline (quad bikes, motorcycles, hot air balloon), master the basics of horse riding (manege) and go fishing (fish farm).

We conducted a sociological survey - an anonymous survey in three age groups of recreationists. Group I – adolescence from 0 to 16 years; Group II applicants for higher education – 17-22 years old; Group III – pensioners – over 55 years old. When asked what interests you most about the park, examples were given to objects such as the artificial Lake Tour; grottoes; pavilions; gazebos; 12 bridges; gates; sculptures; cascades of waterfalls; alleys; 22 benches on which are installed the coats of arms of the states that included the territory of modern Transcarpathia; working water mill; animation; vegetation. The greatest interest among respondents of the I and II age groups is caused by animation, the working water mill of St. John, the opportunity to sail on a wooden raft to the island in the center of Lake Tours (18%). Respondents of the third age group showed interest in gates in the Baroque style of the 18th century; 12 bridges symbolizing the 12 signs of the Zodiac; working water mill of St. John and sculptures of Saints Luke, John, Mark, Matthew (15%).

We were interested in the respondents' proposals for improving the infrastructure of the Schönborn Landscape Park. They propose to build a children's playground, provide more lighting to remote areas of the park, conduct evening excursions, recreate scenes from the past life of the Austro-Hungarian dynasty from 1711 to 1944 in theatrical performances, increase the number of boats, bicycles, horses, hoverboards for walks in the park, place the sale of souvenirs, the services of a professional photographer, etc.

The need to create favorable conditions for the development of equestrian tourism, its popularization, appropriate infrastructure and new equestrian tourist routes requires modern information, scientific, methodological and personnel support for this type of tourism activity. Internet resources for equestrian tourism in

Transcarpathia are represented by a few sites and information. However, it should be noted the considerable work of the Transcarpathian Tourist Organization under the leadership of the famous professor F. Sandor on the development of equestrian tourism, namely: description of routes and travel, development of guidebooks and catalogues, construction of virtual trips and "Course on mountain equestrian tourism" (https:// www.hutsulkoni.com/kinnyjturyzm). Also, the owners of rural estates on their official websites provide information about the possibility of providing services related to equestrian tourism.

In order to ensure a favorable climate for the development of equestrian tourism, it is necessary to improve the work of local tourist centers and implement a number of organizational programs:

1) conduct a general landscape-ecological study of the territory of the Carpathian region and Transcarpathia as a whole;

2) revise environmental regulations;

3) develop standards for services provided to tourists in equestrian tourism;

4) introduce preferential conditions to stimulate the organization of recreation and recreation;

5) establish a powerful advertising and information campaign;

6) publish a guide to equestrian tourism routes within Transcarpathia.

The analysis of the study area made it possible to objectively assess the possibilities for the development of this type of tourism and develop effective measures to prevent and solve possible problems. Consideration of the strengths gives grounds to scientifically identify potential opportunities and develop an effective strategy for their further strengthening (Table 2).

Taking into account the results of the SWOT analysis, it is recommended that organizations involved in the development of equestrian tourism in the Carpathian region, in particular Transcarpathia, carry out the following activities:

1) implement a unified categorization of rural estates;

2) develop events (primarily animation) to attract interest and increase the length of stay of vacationers;

3) borrow the experience of European countries (Czech Republic, Poland, France, Germany), where considerable practical economic experience has been accumulated in the development of equestrian tourism;

4) regularly conduct trainings for owners of agricultural estates and rural workers involved in agrotourism services;

5) develop pilot projects that will clearly demonstrate the benefits of equestrian tourism for the territorial society;

Table 2.

SWOT analysis of the development of equestrian tourism in the Carpathian region

Strengths	*Weaknesses*
- environmentally friendly landscapes; - prevailing gentle slopes; - travel safety; - rich flora and fauna; - presence of rivers, mountains, lakes, forests; - historical and cultural heritage; - low prices for accommodation and food; - hospitality of local residents; - availability of rescue services; - ethnicity and culture of the region; - increase in the number of rural estates	- the unattractive image of Ukraine, which has further worsened due to the war; - poorly developed transport infrastructure; - uneven location of tourist accommodation establishments; - lack of comfortable living conditions in rural estates; - information and advertising “hunger”; - lack of knowledge of foreign languages by the owners; - weak or absent markings of tourist and equestrian routes
Threats	*Opportunities*
- lack of concepts and strategic goals for the development of equestrian tourism; - the presence of uncategorized overnight accommodation, which worsens the quality of services; - unemployment contributes to an increase in crime and calls into question the safety of tourists; - lack of coordination between various organizations involved in the promotion of equestrian tourism, which leads to conflict situations;	- the development of equestrian tourism will add jobs, and, therefore, the incomes of local residents will increase; - the leadership of territorial communities will take care of the preservation of historical and cultural monuments of the region; - the service sector and medicine will grow; - attracting investors and new projects; - improving the condition of the region’s highways

Source: Compiled by the author based on research

6) create a web page of the Carpathian region as a territory of equestrian tourism;

7) create a centralized (primarily computer) system for reserving vacation spots;

8) create information centers in Uzhgorod, Mizhhirya, Rakhiv (Transcarpathian region); Lvov, Slavsk (Lviv region); Ivano-Frankivsk, Yaremche, Kosiv (Ivano-Frankivsk region), which would collect and promptly update information about the owners of agricultural estates, attractions, price conditions and other information necessary for tourists. Smaller scale information centers should be created in almost all regional centers of the Carpathian region or places with great attractiveness for tourists;

9) develop measures to improve the image of the Carpathian region as an eternal holiday destination, a region for the development of horse breeding, health improvement and spiritual enrichment of the individual, in particular, such as the publication of advertising brochures, appearances in the media, holding various promotions, fairs, festivals, etc. .d.

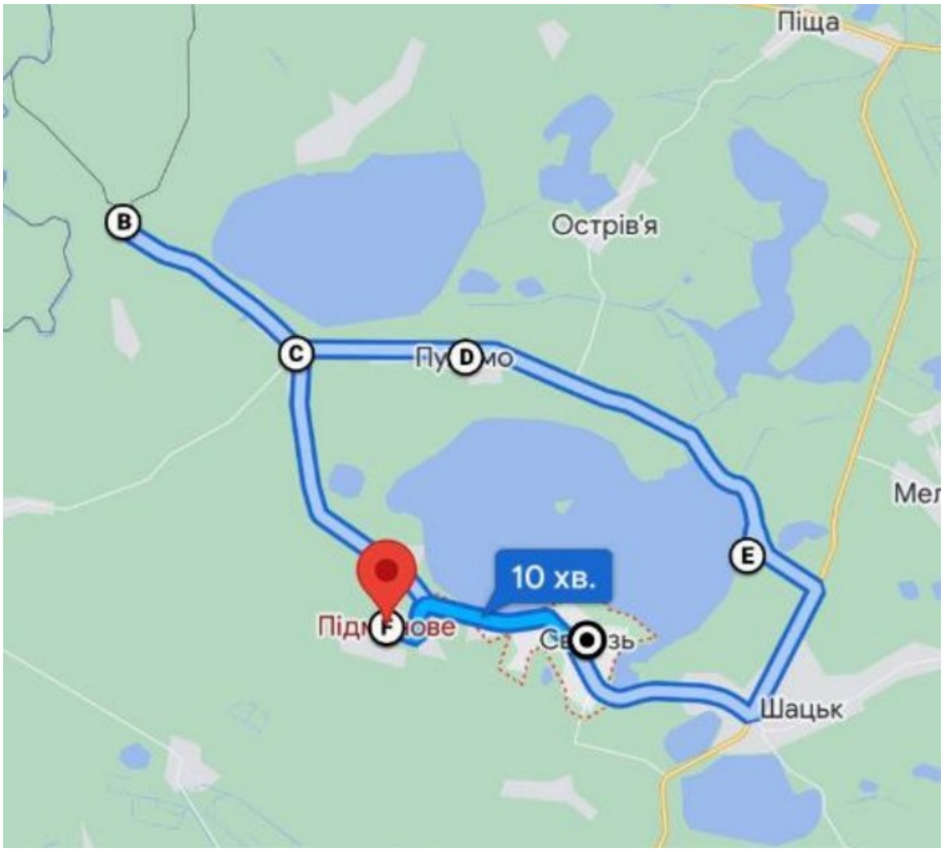
So, today in the Carpathian region, in particular in Transcarpathia, there is a need to improve conditions for the development of equestrian tourism, the corresponding infrastructure and the development of new equestrian tourist routes, the preparation of modern information, scientific, methodological and personnel support for this type of tourism. Transcarpathia has significant advantages for the development of equestrian tourism in order to enter the most developed tourist regions of Ukraine, namely:

- favorable geographical location;
- comfortable microclimatic conditions;
- Diverse landscape;
- unique flora and fauna;
- historical, cultural, architectural heritage;
- developed transport network;
- sufficient human, material, including medical and health resources, which will activate and complement the development of equestrian tourism in this territory. Innovative equestrian tour concepts proposed by the author.

Based on the processing and analysis of a significant amount of information, the innovative tour "Riders of Svityaz" was developed. Below are its main characteristics:

Route: Svityaz – Podmanovo – Koshary – Zalesye – Pulmo – Gryada – Podmanovo – Svityaz (Fig. 4).

Figure 4. Route according to the equestrian tour program "Riders of Svityaz"



Source: Compiled by the author based on google maps

Group composition: 6 tourists + 1 tour guide (+ 1 driver).

Category: adults.

Bus: minibus Mercedes-Benz Sprinter 313.

Length: 50 km, about 5 hours in the saddle per day.

Accommodation: in tents, it is possible to rent stationary housing.

Meals: tour price includes breakfast, lunch, dinner.

Shatsky National Natural Park is known for its lakes and incredible nature, but most of all tourists love the well-known Svityaz Lake, which is one of the largest in area and depth in Ukraine, which is why it is in such great demand among Ukrainians. However, this park still has many beautiful places, which will be demonstrated in the program of the equestrian tour "Riders of Svityaz", during which the group will completely go around Lake Svityaz and visit other lakes and corners of the Shatsk National Natural Park.

Our compatriots are accustomed to the fact that horses are a draft force and keep them mainly in villages. But it is also meaningfully spent leisure time, tourism, sports and hippotherapy. In the Shatsky National Natural Park there is an equestrian club “Svityaz”, located in the village. Deceptive. Thanks to this club, it became possible to develop equestrian tourism in this area, and even inaccessible corners of the natural park became accessible. The club has 25 horses of different breeds, such as: Tori, Ukrainian riding, Hutsul, Oryol trotter, etc.

Horses will be selected for each tourist individually, taking into account his gender, age, and physical condition. For a person who has never ridden a horse, they will choose a phlegmatic, calm animal. If a person already has horse riding experience and feels confident, the club can offer experienced horses.

The program of the equestrian tour “Riders of Svityaz” is presented in table. 3.

Table 3**.**

Program of the equestrian tour “Riders of Svityaz”

Day	Schedule
1 day	09:00 – group meeting in the village. Svityaz, near the children’s camp “Chaika”: - departure by bus to the equestrian club "Svityaz" in the village. Deceptive - horse riding instruction 10:00 – departure 12:00 – arrival in the village. Koshary, familiarization with the area 14:00 – arrival in the village. Zalesye: - lunch and rest 16:00 – arrival at the tent camp in the village. Pulmo: - free time - dinner - overnight in tents
Day 2	08:00 – breakfast 09:00 – departure 11:00 – arrival at the Gryada tract: - free time - lunch at the Rondo cafe (optional) 13:00 – return to the equestrian club “Svityaz” 15:00 – 16:00 – arrival in the village. Podmanovo 16:00 – departure to the village. Svityaz: - final dinner on the shore of the island. Svityaz in the Amigos cafe

Source: Compiled by the author based on research

On the first day at 09:00 the group will be met by an instructor in the village. Svityaz near the children's camp "Chaika". Tourists will be transported by Mercedes Benz Sprinter 313 minibus to the Svityaz equestrian club, which is located in the village. Deceptive. The group will be given a short briefing on horse riding and behavior during the hike, this procedure will last about 30-40 minutes, after which at 10:00 a departure will take place along the route: Svityaz - Podmanovo - Koshary - Zalesye - Pulmo - Gryada - Podmanovo - Svityaz.

The first stop will be in a small village. Koshary, where the borders of three states – Ukraine, Poland and Belarus – meet. According to local residents, life in the village seemed to stand still. All that remains are two streets where there are empty huts. Once upon a time, large families lived in Koshari, but most of the grown-up children left for Belarus, the state border with which runs through the outskirts of the village. Here the group will be able to take a walk and get acquainted with the area and the villagers, who can be counted on one hand. Also a must-see destination is Lake Ritetz, which is located in the village. The lake attracts tourists with the color of the water, with a red tint, this can be explained by the fact that it contains a lot of glycerin, which has a positive effect on the condition of the skin. Locals like to say that Rite has healing properties. The next stop will be in the village. Zalesye, where lunch will be organized, the group will sit on the lawn overlooking Lake Pulemetskoe and can enjoy nature and delicious food. After lunch, the group will go to the final point of this day - the village of Pulmo. There, in a tent camp on the shore of Lake Svityaz, tourists will have free time, they will be able to relax, swim, and go to the store if they wish. In the evening the group will set up tents, and then there will be dinner and sleep. During stops, saddles and harnesses are removed from the horses, they will graze and rest.

The next day after breakfast at 09:00 the group will go to the Gryada tract. Along the lake there is a central street with cafes, bars, shops and a market, where you can buy everything you need for relaxation - swimsuits, hygiene products, souvenirs, food, etc. The group will have free time, will be able to take a walk, buy souvenirs, after the walk there will be lunch at the Rondo cafe, if desired. Next will be a return to the village. Deceptively, upon arrival the group will leave the horses at the equestrian club and go by minibus to Svityaz. There, tourists will have free time for swimming, walking and a final dinner on the shore of Lake Svityaz at the Amigos cafe (Fig. 5).

Figure 5. Final dinner on the shore of Lake Svityaz at the Amigos cafe

Source: from open sources

In Table 4 we will calculate the equestrian tour "Riders of Svityaz".

Table 4.

Calculation of the equestrian tour "Riders of Svityaz"

No.	Expenditure	Amount, UAH
1	Tour guide salary	4000 UAH
2	Transport services: minibus Mercedes-Benz Sprinter 313	1000 UAH
3	Meals for tourists and accompanying persons: 1 breakfast x 100 UAH x number of people 1 lunch x 100 UAH x number of people 1 dinner x 100 UAH x number of people Total:	 1 x 100 x 7 = 700 UAH 1 x 100 x 7 = 700 UAH 1 x 100 x 7 = 700 UAH 2100 UAH
4	Accommodation for tourists and accompanying persons	0 UAH
5	Travel insurance	50 UAH x 6 = 300 UAH
6	Horse rental: 2 days x 1000 UAH x number of people	2 x 1000 x 6 = 12,000 UAH
7	Cost of the tour	19,400 UAH
8	Profit (10%)	1940 UAH
9	Total price Unified social contribution 22% of the total cost	21,340 UAH 4695 UAH
10	tour cost Ticket price for 1 tourist	26,035 UAH 4340 UAH

Source: Compiled by the author based on research

The tour price includes breakfast, lunch and dinner. The food will be quite high in calories, healthy, varied and tasty (special dried and freeze-dried food for hiking) (Fig. 6).

Figure 6. Freeze-dried food for hiking

Source:[65]

The choice of such freeze-dried food is rich, it can be borscht, various cereals, vegetables and types of meat, soups, noodles, etc. You can also take snacks and water - this is at your own request and is not included in the tour price. For a snack, you can take dried fruit, cereal or chocolate bars, nuts (peanuts, hazelnuts, almonds) or dried fruits (raisins, cranberries, dried apricots, dates, bananas, etc.).

[65] https://www.deliciousplace.pl/2021/03/kasza-owsiana-z-boczniakami-w-tempurze.html, access date 10.02.2024.

The tour price includes: horse rental, escort and instructor services, meals on the hike (breakfast, lunch and dinner), group first aid kit, photography and insurance.

The price does not include: drinks and meals outside the program, equipment rental. Equipment:

1. Tourist backpack – 80 UAH per day.
2. Tent – 80 UAH per day.
3. Rug (karemat) – 20 UAH per day.
4. Sleeping bag – 50 UAH per day.

You also need to have: comfortable clothes and shoes, a spare set of clothes, taking into account the fact that clothes may be wet or dirty (socks, underwear, outerwear, swimsuit, towel and flip-flops), sunscreen, products against ticks and other insects, glasses, headdress - cap or Panama hat, tent, sleeping bag, sleeping mat. Things should be packed in a tourist backpack, and not in a suitcase, because if the SUV breaks down, the tourist will have to carry his things on himself.

Trekking rules:

1. Drinking alcohol is strictly prohibited.
2. Do not leave the group and warn the guide about your intentions to leave.
3. Take garbage with you.

Promotion of a tourism product is a set of activities aimed at its creation and preparation for implementation (organization of advertising and study tours, participation in specialized exhibitions, fairs, publication of catalogs, booklets, etc.). Promotion of a tourism product is the most important means of marketing. Promotion is considered to be establishing relationships with actual and potential consumers of tourism services in order to inform them about the offered tourism products and encourage them to purchase.

In order for the "Horsemen of Svityaz" tour not to lose its popularity, you need to use advertising. The main advertising means are newspapers, television, various signs, stands and billboards, as well as social networks.

We believe that the best method is to use advertising on social networks Facebook and Instagram. This type of advertising makes it possible for people from different parts of the world to get acquainted with tourism services. This type of advertising also makes it possible to track trends and feel feedback. Since the developed horse riding tour is aimed primarily at a young audience that is on social networks almost 24/7, tourists will be able to share their impressions and post photos, which is also good advertising.

It was calculated that advertising per month would cost about 6,500 UAH: this cost includes the work of an SMM specialist who will create a profile on social networks and advertising (the work of an SMM specialist is $70, advertising is $150). The approximate advertising coverage will be 230,000 – 610,000 people.

In general, we can conclude that online advertising makes it possible to reach a target audience on a global scale, depending on its price. Using social networks to promote a tourism product allows you to save costs on the implementation of communication policies, since advertising on the Internet is usually cheaper and more profitable.

So, as a result of processing a significant number of sources, a horse riding tour through the territory of the Shatsk National Natural Park “Riders of Svityaz” was developed. This is one of the most attractive domestic tourist destinations, located in the northwestern part of Ukraine and having one of the largest lake systems in Europe.

Conclusion

An analysis of the current state of equestrian tourism in Ukraine has been conducted. Organizing equestrian tourism entails various aspects, including horse maintenance and training, route development, tourist safety, and providing comfortable accommodations and meals. Challenges include the high costs of horse upkeep, the necessity for skilled trainers, instructors, and guides, and the need for sustainable management practices.

The current challenges facing domestic equestrian tourism, particularly those arising from military conflicts, have been identified. Future development prospects are promising, with the potential for rapid recovery and growth post-war. Based on extensive research, an innovative tour, “Riders of Svityaz,” has been developed, which is feasible for implementation in the post-war era.

ANNOTATION

PART 1
CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY
АКТУАЛЬНІ ПРОБЛЕМИ УПРАВЛІННЯ: ЗА ВИДАМИ ДІЯЛЬНОСТІ

1.1. ***Daniel Palimąka*, *Iryna Kanevska.* The European model of administrative management: features and diversity of approaches.** The present section offers a comprehensive comparative examination of administrative governance models across Europe, delineating four principal typologies: the continental (Romano-Germanic), Anglo-Saxon, Scandinavian, and post-socialist models, while elucidating their foundational principles, structural characteristics, merits, and limitations. It further assesses the European Union's instrumental role in fostering legal harmonization, promulgating principles of good governance – encompassing transparency, accountability, and civic participation – and providing financial incentives for structural reforms among member states. In addition, the analysis contrasts these established European frameworks with Ukraine's administrative system, emphasizing persistent centralization legacies, the ongoing decentralization reforms initiated in 2014, fiscal interdependencies, and progressive developments in electronic governance through the Diia platform, thereby identifying potential trajectories for Ukraine to incorporate efficacious European practices toward enhanced administrative efficiency and citizen-centric orientation.

1.2. ***Vitaly Kustov, Roman Kornitskyi, Ferdinand Reiss.* General characteristics of the IT market and its key trends.** This section provides a systematic overview of the global information technology (IT) market, delineating its structural segments and demonstrating sustained exponential growth propelled by pervasive digital transformation across diverse economic domains. It critically examines salient contemporary trends, encompassing the proliferation of cloud computing paradigms, advancements in artificial intelligence and machine learning, escalating cybersecurity imperatives, the expansion of the Internet of Things (IoT) ecosystem, 5G network deployment, robotic process automation (RPA), and the burgeoning adoption of open-source software frameworks. Supported by empirical quantitative metrics spanning 2022–2024 and a comparative analysis of regional disparities, the discourse underscores the IT sector's instrumental function as a primary catalyst for technological innovation and socioeconomic progression in the context of evolving global challenges.

1.3. ***Olena Havrylova, Alona Obozna, Filip Pokusa.*** **Adaptation of marketing strategies in crisis conditions.** The paper examines the theoretical and practical aspects of adapting marketing strategies during war and crisis situations. The author's model «3C» (Communication, Customer-Focus, Cooperation) is proposed, examples of effective cases are given, and an algorithm for anti-crisis communication is developed. The study has theoretical and methodological value, as it generalizes modern approaches to crisis marketing, and practical significance - it offers specific recommendations for business.

1.4. ***Denys Yakovunyk, Yurii Melnychenko.*** **Peculiarities of personnel management under martial law.** This section explores the peculiarities of personnel management in organizations operating under martial law, emphasizing the shift in priorities toward employee safety, stability, and motivation amid economic and political instability. Drawing on experiences from Ukraine and Israel, it highlights adaptive strategies such as remote work implementation, enhanced social support programs, professional development opportunities, and flexible HR systems to maintain productivity and staff retention. The analysis underscores that wartime conditions, while posing significant challenges like restricted decision-making and increased stress, also create opportunities for optimizing human resource management and building more resilient organizational structures. Overall, effective personnel management under martial law requires flexibility, empathy, and innovative approaches to ensure both survival and long-term competitiveness.

1.5. ***Jadwiga Ratajczak, Olena Yakovunyk*****.** **Experience and models of enterprise personnel management.** In contemporary HR practices, personnel management is undergoing internationalization, with companies in various countries adopting human resource management models named after their geographic origins—the American, Japanese, and Western European models. For domestic enterprises, the European model is considered the most suitable, given the similarities in lifestyles, values, historical development, and economic patterns. Theory and practice of human resource management in organizations of developed countries demonstrate a preference for two opposing approaches-the American and the Japanese.

1.6. ***Andrzej Skomorowskyi, Anastasiia Skomorowska.*** **Models and theories of work-life balance**. This section examines key models and theories of work-life balance, including Role Conflict Theory, Role Enrichment Theory, Segmentation-Integration Model, Resource Dynamics Model, Life Domain Balance Model, Boundary Theory, and the contemporary Work-Life Integration approach. It highlights the evolution from viewing work and personal life as conflicting domains to recognizing their potential for mutual enrichment and seamless integration, influenced by individual preferences, resource management, and boundary setting. The analysis extends to organizational implementations, such as corporate benefits, flexible employment, well-being programs, and value-based management, underscoring their role in enhancing employee satisfaction, productivity, and long-term organizational sustainability. Overall, these frameworks provide a foundation for developing effective HR strategies that align with modern workforce needs in a digitalized and competitive environment.

PART 2
HOSPITALITY AND TOURISM INDUSTRY: CURRENT STATE AND PROSPECTS. ІНДУСТРІЯ ГОСТИННОСТІ Й ТУРИЗМУ: СУЧАСНИЙ СТАН І ПЕРСПЕКТИВИ.

2.1. Anna Bessonova, Liudmyla Bezuhla, Mariia Bieloborodova. **Cultural heritage of Ukraine in times of war: challenges of preservation and prospects of restoration.** The study examines the problem of preserving Ukraine's cultural heritage in the context of a full-scale war caused by Russian aggression. The focus is on the scale of destruction of tangible monuments and losses of intangible cultural heritage, which include the language, folklore, crafts, traditions, and collective memory of the Ukrainian people. Based on the analysis of international legal documents, the insufficiency of current mechanisms of international law for the effective protection of cultural values in modern hybrid conflicts is substantiated. The study analyses the international experience of post-war restoration of cultural heritage and identifies the possibilities of its adaptation in Ukrainian conditions. Special attention is paid to the issues of documentation, digitalization, and public participation in the preservation of intangible culture, which is considered a factor of humanitarian security.

2.2. ***Alona Ohiienko, Tadeusz Pokusa, Mykola Ohiienko.*** **The impact of sport on the development of tourism potential.** This section analyzes the impact of sport on tourism potential, focusing on the comparative experiences of Ukraine and Poland following their co-hosting of Euro 2012, highlighting how sports mega-events and infrastructure drive economic, social, and image-related benefits while distinguishing between hard and soft sports tourism segments. It contrasts Poland's successful systematic integration of sports facilities into a multifunctional tourism strategy – with high stadium occupancy, expanded infrastructure, and targeted state policies – against Ukraine's limited utilization due to institutional challenges, corruption, and the ongoing war, resulting in significant disparities in sports tourism revenue and visitor numbers. The analysis includes a SWOT framework and proposes recommendations for Ukraine, drawing on Polish practices such as establishing a dedicated agency, tax incentives, and developing priority sports tourism products to enhance post-war recovery and long-term competitiveness. Overall, effective leveraging of sports infrastructure emerges as a key factor in transforming mega-event legacies into sustainable tourism growth.

2.3. ***Rostislav Yurchenko, Artem Ostapov.*** **Challenges and future prospects for horse tourism in Ukraine.** This section examines the challenges facing equestrian tourism in Ukraine, including inadequate instructor qualifications, poor route marking, seasonal horse ownership practices leading to animal welfare issues, insufficient infrastructure in rural areas, and the severe impacts of ongoing military conflict on accessibility and image. It highlights emerging strengths, particularly in Transcarpathia with its numerous horse farms and natural landscapes, as well as the growing role of hippotherapy and equine-assisted rehabilitation for war veterans and civilians. The analysis presents future prospects through strategic development in protected regions like the Carpathians, SWOT-based recommendations for infrastructure and marketing improvements, and an innovative proposed tour "Riders of Svityaz" in Shatsky National Park. Overall, despite wartime obstacles, equestrian tourism holds significant potential for post-war recovery, economic stimulation in rural areas, and therapeutic applications.

ABOUT AUTHORS

PART 1

CURRENT MANAGEMENT PROBLEMS: BY TYPE OF ACTIVITY
АКТУАЛЬНІ ПРОБЛЕМИ УПРАВЛІННЯ: ЗА ВИДАМИ ДІЯЛЬНОСТІ

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PART 2

HOSPITALITY AND TOURISM INDUSTRY: CURRENT STATE AND PROSPECTS
ІНДУСТРІЯ ГОСТИННОСТІ Й ТУРИЗМУ: СУЧАСНИЙ СТАН І ПЕРСПЕКТИВИ

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MANAGEMENT SYNERGY: TECHNOLOGIES AND STRATEGIES

SYNERGIA ZARZĄDZANIA: TECHNOLOGIE I STRATEGIE

СИНЕРГІЯ УПРАВЛІННЯ: ТЕХНОЛОГІЇ ТА СТРАТЕГІЇ

ISBN 978-83-66567-98-6

Monograph
2026

Academy of Applied Sciences
Academy of Management and Administration in Opole, 2026.
45-085 Polska, Opole, ul. Niedziałkowskiego 18 tel. 77 402-19-00/01.

978-83-66567-98-6