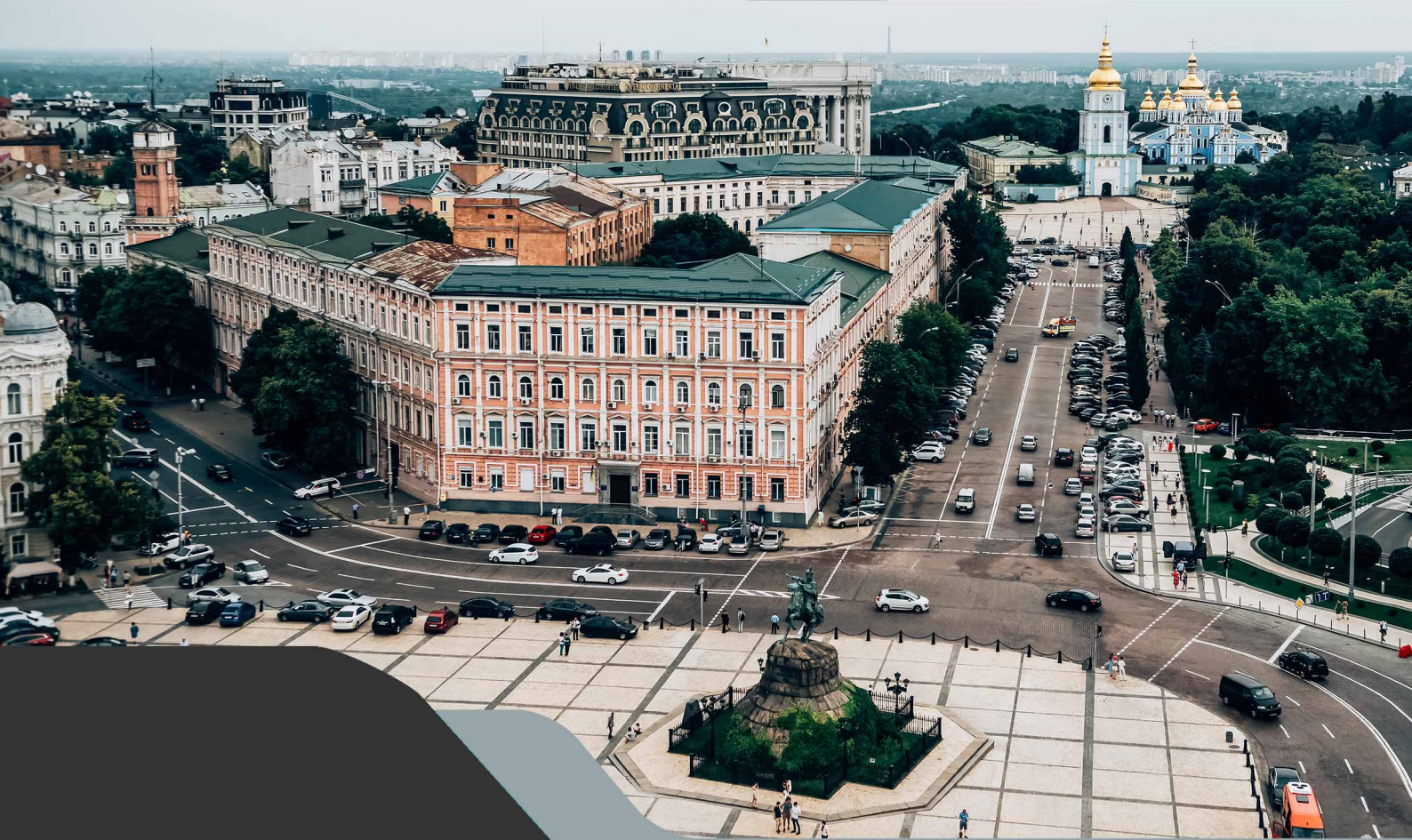




International Science Group
ISG-KONF.COM



ANALYSIS OF THE MAIN PERFORMANCE INDICATORS OF THE MANAGEMENT OF TOURIST AND EDUCATIONAL SERVICES IN UKRAINE IN THE CONTEXT OF WAR

ISBN 979-8-89619-790-4

DOI 10.46299/979-8-89619-790-4

Bublyk L.

**ANALYSIS OF THE MAIN
PERFORMANCE INDICATORS OF THE
MANAGEMENT OF TOURIST AND
EDUCATIONAL SERVICES IN
UKRAINE IN THE CONTEXT OF WAR**

Monograph

2024

UDC 338.48

Author:

Lilia Bublyk – PhD, Associate Professor of Organizational Management Lviv Polytechnic National University

Reviewer's:

Vita Semenyak, Doctor of Economics, Professor of the Department of Accounting and Taxation of the West Ukrainian National University;

Tetyana Pavlyuk, Doctor of Economics, Associate Professor, Head of the Department of Enterprise, Organizational Management and Logistics, Zaporizhia National University.

Bublyk L. Analysis of the main performance indicators of the management of tourist and educational services in Ukraine in the context of war. Monograph. – Primedia eLaunch, Boston, USA, 2024. – 101 p.

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-89619-790-4

DOI – 10.46299/979-8-89619-790-4

All rights reserved. Printed in the United States of America. No part of this publication may be reproduced, distributed, or transmitted, in any form or by any means, or stored in a data base or retrieval system, without the prior written permission of the publisher. The content and reliability of the articles are the responsibility of the authors. When using and borrowing materials reference to the publication is required.

UDC 338.48

ISBN – 979-8-89619-790-4

© Bublyk L.

INTRODUCTION

We Ukrainians are one, and therefore students and teachers of Lviv Polytechnic University, residents of a city where gastronomic tourism is part of the cult and the hallmark of the region, strive to share our experience, knowledge and ability to obtain economic profit (even during wartime) with a part of our country. , which took the brunt of the terrible national liberation war of the Ukrainian people.

This work has a significant socio-economic effect, to the implementation of the main tasks of the project of opening a network of restaurants in shelters in the field of economy, we can include:

- opening a significant number of new vacancies, that is, helping to reduce unemployment;
- increase in tax revenues to the budget, due to the profitability of this type of business activity;
- establishment of logistical links of interregional importance in the field of raw material and finished product supplies at the establishment of fine restaurant cuisine.

The tasks of implementing the defining propositions of the data in the social sphere include:

- creation of "oases" in the territories of shelters, which make it possible to forget about checking the map of air alarms and the dangers of the war period, which have become part of the routine of the population's life;
- providing the opportunity to transfer qualifications, to acquire new knowledge and skills to persons living in the designated territories;
- the prospect of opening a network of haute cuisine establishments;
- thanks to large-scale events on the occasion of happy and sad moments of life.

TABLE OF CONTENTS

PART 1:

The prospect expanding the sphere influence of artificial intelligence in the field of education: the introduction of new disciplines in economic educational programs.....	5
1. Theoretical explanation of the need to use machine intelligence in the educational process.....	6
2. List and rationale for creating a program of new educational programs.....	13
3. Steps of introducing changes in the educational process according to J. Kotter in order to study the specifics of working with machine intelligence.....	21
4. Future perspectives of studying the features of working with artificial intelligence by economics students.....	26
References.....	34

PART 2:

Analysis of the economic efficiency and social effect of opening a chain of restaurants on the territory of shelters in the front-line zone.....	36
1. Theoretical substantiation of the need to open a network of fine restaurant cuisine establishments in the conditions of martial law.....	37
2. Illustration of a high-class restaurant kitchen in a shelter in the front-line zone during the war.....	45
3. The mechanism of state regulation of the market of restaurant and hotel services in the front-line territories.....	51
References.....	60

PART 3:

Factors of formation of the market of tourist services of Ukraine and Israel in the conditions of war.....	63
1. Israel is a tourist phenomenon.....	64
References.....	74
2. Organizational and economic mechanism of sustainable development of the tourism business of Ukraine and Israel during the active phase of the war.....	76
References.....	86
3. Factors forming the attractiveness of tourist regions of the world..	88
References.....	101

PART 1:

The prospect expanding the sphere influence of artificial intelligence in the field of education: the introduction of new disciplines in economic educational programs

1. Theoretical explanation of the need to use machine intelligence in the educational process

The need for the application of machine intelligence in certain industries has long loomed over humanity, as ideas, effective solutions and individual advisors are needed both by large transcorporations and by each of us, every day. The history of the creation of artificial intelligence dates back to the middle of the last century, when the search for ways to systematize logical thinking began.

And the creators of the first projects in the field of artificial intelligence were scientists from mathematical, economic, engineering, psychological, and political sciences, so we are convinced that it is important to introduce disciplines and course projects designed to study the possibility of improving work with the use of artificial intelligence products in these fundamental educational programs.

There is no doubt that artificial intelligence is rapidly transforming the educational sphere, opening up many new opportunities for improving learning and teaching. Thanks to this technology, educators gained access to powerful tools that allowed them to optimize their work and create innovative, engaging and quality content for their students. However, to effectively realize the potential of this innovation, not only a theoretical base is needed, but also experience in its use.

Here are some examples of how AI can be used to assess the dynamics of various indicators and plan work:

1. identification of trends and regularities;
2. evaluation of the effectiveness of pedagogical tools;
3. tracking the success of students;
4. optimization of resources [1].

So, with the help of fig. 1, we will consider a selection of educational areas that need improvement by introducing subjects that study the specifics of the application of artificial intelligence into the programs.



In psychology: 1. Optimization of test programs.
2. Modeling the behavior of people and social groups.
3. Expansion of analytical studies.
4. Increasing influence on consciousness and subconsciousness.



In the economy: 1. Impact on the labor market.
2. Application of artificial intelligence in state financial management
3. Impact and retail and wholesale trade from the implementation of machine intelligence technologies ...



In political science: 1. Checking the reliability of information.
2. Fighting disinformation created by artificial intelligence.
3. Forecasting the prospects of political parties, leaders...



In mathematics: 1. Personalization of tasks and approaches.
2. Generation of tests, problems and assignments.
3. Quick solution of complex mathematical problems.



In engineering: 1. Analysis of global databases.
2. Solving problems using artificial intelligence programs.
3. Creation of innovative systems and machines.

Rice. 1 Educational areas that need improvement by teaching the application of artificial intelligence

Since in the leading countries of the world, interest in artificial intelligence products has been followed for more than 50-60 years, Ukraine lags behind significantly, and therefore the process of training the population and adapting to changing approaches in education should be as fast as possible.

The main steps to prepare the population for the reorientation of educational programs are:

1. Legislative initiatives: creation of legislative acts that will regulate the activity of machine intelligence products and prevent abuse of its capabilities.

2. Personnel training: the use of the entire volume of data, information and functions of artificial intelligence requires high-quality knowledge and skills, the acquisition of which is possible only outside the borders of our country.

3. Conducting open lectures, forums and seminars in order to explain the positive aspects of using and teaching the basic capabilities of artificial intelligence.

4. Introduction of school courses of study with the work of artificial intelligence.

5. Using machine intelligence as a tool in higher education institutions.

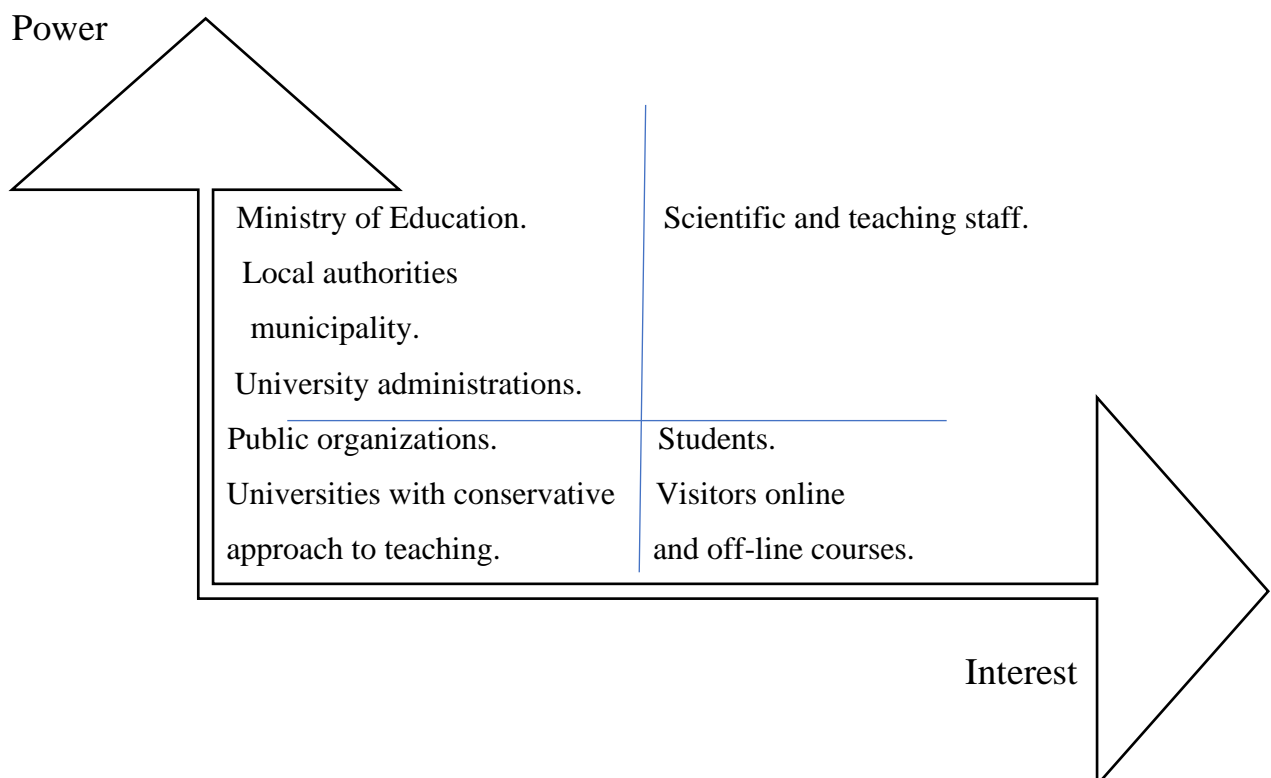
6. The use of artificial intelligence programs in judicial, law enforcement and environmental protection activities in order to prove its effectiveness.

7. Demonstration of a positive example on the international arena.

8. Reduction of bureaucratic processes, specialization in non-typical projects and tasks, since artificial intelligence is capable of solving routine tasks, without taking into account the human factor and avoiding errors.

9. A marketing company that will have the goal of demonstrating the inevitability of changes in Ukrainian education, culture, economy and politics.

Special emphasis in the work is given to the development of economic education programs and their introduction into the educational process in technical universities of Ukraine.



Rice. 2 Stakeholder matrix of the project of changing approaches to the perception of artificial intelligence in the educational sphere

So, to understand the need to implement the specified project, consider the matrix of stakeholders with the help of Figs. 2.

Based on the data of fig. 2 we can state with confidence that the least influence, power and interest are public organizations and higher educational institutions with a conservative vision of approaches to education. Because the impact of artificial intelligence and the need to study it are being discussed in student, departmental and other public organizations. Higher education institutions that do not have direct influence, but are interested in the introduction of new educational directions, do not plan to introduce new disciplines, and develop in the spirit of maneuvering and leading changes.

The maximum interest of our students: current and potential, since developments in the field of machine intelligence are improved annually, and have been researched and studied outside our country for quite a long time, we lag behind the leading countries of the world by 20-50 years.

Accordingly, students who are consumers of educational services are interested in improving the relevance and adaptability of educational programs to modern realities and research trends. A negative factor is the lack of direct influence on the creation and change of disciplines studied at the university, which we consider wrong. Students will be able to influence the process of improving educational programs only after the introduction of new subjects and specialties. And this influence will be directly proportional to the number of recruited students and their groups.

The power to implement changes in the research sphere is concentrated in the hands of the Ministry of Education and Science, local state authorities and university administrations. Since the introduction of new disciplines requires approval at the macro and micro levels of the educational space, and there is currently no direct interest from them in change projects (because the educational process operates at the middle and high levels), the main task of interested parties is motivation for improvement and modernization.

The greatest strength and interest in the introduction of advanced methods and methods of teaching, as well as increasing the interest of students in educational programs, is in the scientific and teaching staff.

And therefore, the application of positive skills obtained as a result of learning to use the skills of machine intelligence is a priority of the modern teacher. The main problem is the lack of skills and practical skills, and therefore there is a great need for professional development, taking into account international experience. And here comes the first significant barrier - payment for employee training courses must be carried out with the assistance of the administrations of higher educational institutions.

Education scholars have established that the management of educational quality must focus on building networks and strategic alliances among multiple stakeholders: those who provide educational services, those who consume them, those who finance them, and those who benefit from quality education. That is, stakeholders of educational programs of higher education institutions are individuals or organizations that are interested in the high-quality training of specialists by this institution. These are primarily employers, graduates, representatives of state and local authorities, public organizations, etc. Also, among the interested parties in the field of education, we will distinguish external ones - family, business, society, the state, and internal ones - specialized department, management staff of the educational institution, students, scientific and pedagogical corps. The central subject of educational relations, on which the education system should be oriented, is a person who is also a key stakeholder [2].

Using the table 1, we will consider the main expectations and fears of persons who directly or indirectly influence the introduction of new educational directions in the study of artificial intelligence.

Table 1.

The list of the main stakeholders of the implementation of the project of the introduction of new educational directions in the study of artificial intelligence

Stakeholder	Risks	Goal	Barriers	Influence
Scientific and teaching staff	Lack of interest among students and university administrations	Mastering new skills, bringing national education to international level.	Lack of general acceptance of the "simplified learning" model	For students. To the university administration.
Students. Visitors of online and offline courses.	-	Application of innovative methods of education.	Open use of artificial intelligence. Not being able to use his skills correctly.	To the scientific and teaching staff. To the university administration.
Ministry of Education. Local self-government bodies. University administrations	Reduction of the share of classical disciplines. Non-acceptance of innovations by students and teachers.	Ensuring a high level of education. Stability. Innovativeness. Productivity.	Changing the vector of the movement of modern education.	To the scientific and teaching staff. For students. Universities with conservative approach to teaching.
Universities with conservative approach to teaching.	Increasing the quality of competitors' work, decreasing the number of students.	Teaching according to a set, effective scheme.	Reformatting.	-

All stakeholders are interested in quality education, which ensures the competitiveness and subject potential of each of them. For the state, the benefit of high-quality education consists in patriotic education, competent training of

citizens and their tolerance, removal of social tension, overcoming unemployment problems; for business - in the formation of an active consumer in the goods market and a competent specialist in the labor market, opportunities for self-employment; for society as a local social network - in preserving the values of micro-civilization, achieving a common goal without power relations; for higher education institutions - in maintaining or expanding the number of students, therefore, financial independence and a high rating, etc. [3].

2. List and rationale for creating a program of new educational programs

So, the following are included in the list of economic subjects that will meet the quality criteria and teach students to skillfully use artificial intelligence:

- "Business analysis using AI",
- "ChatGPT",
- "Responsible AI, anti-abuse",
- "Scientific research with the help of AI",
- "Programming with machine intelligence",
- "Working with large databases".

Let's consider a short description of the discipline "Business analysis with the help of AI". The main tasks of the educational direction will be: studying the possibility of using previous experience in the researched field in a short period of time, predicting the level of inflation, innovation and digitalization, drawing up business plans, developing models of machine business construction, creating schedules, trends, business environment systems with the help of AI, management of the organization with the delegation of responsibilities to machine intelligence.

This educational program will allow students to adapt to new trends in the international business environment and, in combination with a high level of intelligence and education, lead the rankings of top managers. It will remove barriers and fears of using artificial intelligence in everyday routine work, will allow to use all available opportunities and methods of learning at work.

The goal of studying the discipline will be to analyze the business environment, using artificial intelligence as a tool to achieve the highest possible results in the shortest possible time.

Pre-studied disciplines should be: "Economics of enterprises", "Economic analysis", "Economic-mathematical modeling", "Management of organizations", since the subject includes a certain amount of knowledge and skills that will be improved during the study of the following mandatory and elective disciplines.

"ChatGPT" is a leading, publicly accessible and barrier-free artificial intelligence product that is most often used by students during their studies. Its main advantages are the relatively cheap price of payment during registration, ease of use, the ability to search for ideas and simple solutions, the use of previous experience on the topic of a specific study, a detailed description of the issues and specifics of the study.

The main risks of using the program are the risk of lack of development of logical thinking among students, excessive use of program services and manipulation of facts.

The purpose of studying the above-mentioned discipline is to explore the possibilities of using artificial intelligence in the educational field during the writing of reports, abstracts, course and diploma theses.

Recognizing the fact that the majority of students use ChatGPT is a direct route to establishing some framework for its use. I consider the experience of American universities interesting, where artificial intelligence sites are included in the list of used literature and openly broadcast his opinions with which they agree or disagree. At the same time, the weight of one's own opinions always exceeds the reasoning of the artificial intelligence site, and the reasoning of the student's judgments becomes more and more interesting and detailed.

Also interesting is the fact of installing programs that identify the percentage of use of machine intelligence thoughts and, accordingly, setting the maximum possible rate of them in work. However, the fact that due to the lack of educational skills in using artificial intelligence, Ukrainian students do not use all the possibilities of the chat and often use incorrect or false information in their own works is also important. And, also due to the fear of revealing the source of information, they process it incorrectly, thereby completely changing the content, creating a disinformation perspective.

The disciplines that preceded the study of "ChatGPT" are: "Ethics", "Organization Management", "Informatics", and other educational programs that

teach the basics of working in a computer network. The key tasks of the work will be:

- understanding the principles of artificial intelligence;
- ability to create tabular, graphic content;
- searching for ideas, not solutions;
- skills of correcting thoughts described by machine intelligence;
- fight against disinformation;
- understanding the hierarchy of own and "borrowed" thoughts;
- the ability to use previous research experience on the chosen topic;
- understanding one's own level of awareness in various fields.

ChatGPT can quickly create compelling text on any topic. This can easily be used to create fake news, made-up stories or even scientific research. We have already written about the need to be careful with ChatGPT and check the narratives it spreads, such as that Crimea is a disputed territory.

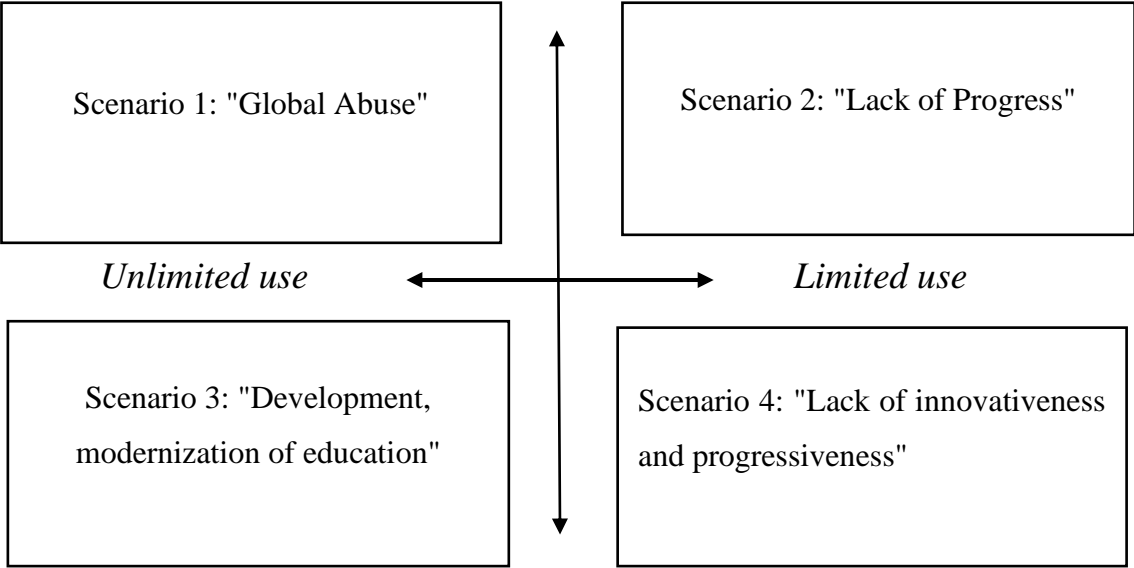
The need to be aware of all the potential risks of AI and how easily it can cause misinformation about important, in particular, geopolitical topics is evidenced by the case when the Ukrainian media published the news that Serbia purchased 20,000 Shahed-136, which it allegedly ordered from Iran. As it turned out later, the information was fake, and it was generated by artificial intelligence. The news about the purchase of drones was spread on the X account (Twitter). All news on this page is generated by artificial intelligence. It is interesting that the news was partly true, because on August 7, Goran Aleksic, Deputy Minister of Foreign Affairs of Serbia, did visit Iran. However, the information about the purchase of drones was invented by AI [4].

Stakeholder identification is an important stage in project management and business in general. Understanding their interests, needs, and level of influence allows you to make informed decisions, effectively allocate resources, manage communications, and minimize conflicts. Usually, stakeholder management is entrusted to the project manager. Although certain skills of working with

interested parties will be needed by all participants actively involved in the IT project — from the web developer-junior to the representative of top management [5].

Let's consider the key drivers of the creation of the educational discipline "ChatGPT" for economics students with the help of Figs. 3.

Low level of regulation of the use of the "ChatGPT" program by students



A high level of regulation of the use of the "ChatGPT" program by students

Rice. 3 Key drivers of the creation of the educational discipline "ChatGPT" for economics students

So, according to the first scenario of "Global abuse", when there is no regulation and there are no restrictions on the use of artificial intelligence programs during scientific and cognitive activities, the residual knowledge will not be significant. Since, the lack of a clear framework and share of the maximum possible description of the subject of research with the help of machine intelligence will lead to the disappearance of the motivation for personal development and the desire to learn.

The second scenario "Lack of progress" is a reflection of today's realities. We are currently observing a limited use of the possibilities of artificial intelligence by students, due to the lack of skills and necessary skills. And, the regulatory

process is low-productive, due to the lack of a clear framework for the possible use of artificial intelligence and programs that determine the share of their participation.

The third scenario is the most optimal, as it involves unlimited use, accordingly, preliminary familiarization with the specifics and peculiarities of working with machine intelligence during training. It is important to understand the toxicity and disinformation impact on research formation, and the value and speed of obtaining results. But at the same time, there should be regulation of volumes, bases, programs and their content in artificial intelligence programs. The main purpose of creating introductory courses is to use "ChatGPT" as an idea inspiration, a tool on the way to solving a problem, not its solution.

The fourth scenario, "Lack of innovation and progressiveness," speaks eloquently about its main drivers, namely the high level of regulation with limited use. This development of the vision of the future of artificial intelligence in the education system is notoriously false and leads to the concealment of the results of research done with the help of machine intelligence, its excessive and improper use, and lagging behind modern trends in education.

So, stakeholders have a significant impact on a specific project and the company as a whole. Identification and analysis of important and not very important parties involved in the business will allow to see more clearly social connections, hidden risks and prospects. Having prescribed this often complex ecosystem for himself, the project manager will have in his hands a clear plan of future actions regarding the impact on "friends" and "enemies" at work, the competent use of which will facilitate the process of successful project implementation and contribute to the overall growth and development of the business in the future [5].

The next educational discipline for economics students is "Responsible AI, anti-abuse", and the value of this subject cannot be overestimated. Unfortunately, artificial intelligence is susceptible to human interests, and often takes wishful thinking for granted.

For example, an answer to a question about the Ukrainian-Russian war asked in Ukrainian will have one meaning, in Russian - another, and in English - yet another. That is, students and teachers need to understand the negative factors of the influence of artificial intelligence on consciousness and skillfully distinguish truth from lies, or information from misinformation.

So, according to the first scenario of "Global abuse", when there is no regulation and there are no restrictions on the use of artificial intelligence programs during scientific and cognitive activities, the residual knowledge will not be significant. Since, the lack of a clear framework and share of the maximum possible description of the subject of research with the help of machine intelligence will lead to the disappearance of the motivation for personal development and the desire to learn.

The second scenario "Lack of progress" is a reflection of today's realities. We are currently observing a limited use of the possibilities of artificial intelligence by students, due to the lack of skills and necessary skills. And, the regulatory process is low-productive, due to the lack of a clear framework for the possible use of artificial intelligence and programs that determine the share of their participation.

The third scenario is the most optimal, as it involves unlimited use, accordingly, preliminary familiarization with the specifics and peculiarities of working with machine intelligence during training. It is important to understand the toxicity and disinformation impact on research formation, and the value and speed of obtaining results. But at the same time, there should be regulation of volumes, bases, programs and their content in artificial intelligence programs. The main purpose of creating introductory courses is to use "ChatGPT" as an idea inspiration, a tool on the way to solving a problem, not its solution.

The fourth scenario, "Lack of innovation and progressiveness," speaks eloquently about its main drivers, namely the high level of regulation with limited use. This development of the vision of the future of artificial intelligence in the

education system is notoriously false and leads to the concealment of the results of research done with the help of machine intelligence, its excessive and improper use, and lagging behind modern trends in education.

So, stakeholders have a significant impact on a specific project and the company as a whole. Identification and analysis of important and not very important parties involved in the business will allow to see more clearly social connections, hidden risks and prospects. Having prescribed this often complex ecosystem for himself, the project manager will have in his hands a clear plan of future actions regarding the impact on "friends" and "enemies" at work, the competent use of which will facilitate the process of successful project implementation and contribute to the overall growth and development of the business in the future [5].

The next educational discipline for economics students is "Responsible AI, anti-abuse", and the value of this subject cannot be overestimated. Unfortunately, artificial intelligence is susceptible to human interests, and often takes wishful thinking for granted. For example, an answer to a question about the Ukrainian-Russian war asked in Ukrainian will have one meaning, in Russian - another, and in English - yet another. That is, students and teachers need to understand the negative factors of the influence of artificial intelligence on consciousness and skillfully distinguish truth from lies, or information from misinformation.

The main goal of studying this discipline is to create adaptive conditions for using the correct proportions of one's own and artificial intelligence-generated reasoning when writing course, diploma, and candidate theses.

The next discipline is "Machine Intelligence Programming". Its value and relevance do not require long explanations, since the number of new programs created by artificial intelligence is only increasing, and at the same time their quality and functionality. Previously studied subjects by economics students should be courses: "Higher mathematics", "Statistics", "Economic-mathematical modeling", "Computer science", "Economics of enterprises". In order to be able to teach a

given subject, a teacher must acquire the relevant skills and knowledge by completing a professional development course or by obtaining qualifying experience in programming with the help of artificial intelligence.

The final analyzed discipline is "Working with large databases". For students at economics faculties, this discipline is surprisingly important, since factor analysis, economic-mathematical modeling, data analysis over a long period of time, assessment of the state of the enterprise, industry, state entails the analysis of reporting, and this process, even on the basis of small and medium databases is time-consuming.

Therefore, applying the capabilities of rapid analysis of large databases is a useful and very important ability. There is one more advantage of this item - barrier-free access to data. Artificial intelligence does not need to search for information for a long time to analyze large data sets.

Previously studied and interrelated disciplines are: "Accounting", "Fundamentals of financial reporting", "Management", "Informatics" and others.

To apply the educational programs listed above, you must:

- Conduct requalification or advanced training courses for part of the scientific and pedagogical staff.

- Receive financial assistance in the form of a grant, for example, for re-equipment of computer equipment and purchase of licenses for the use of educational programs for working with artificial intelligence.

- Conduct campaigning activities among youth and young adults with the aim of encouraging learning with artificial intelligence programs.

- Invite leading specialists in work with artificial intelligence to understand the further application of students' own abilities and skills in professional life.

- Conducting master classes on the application of new developments in the field of machine intelligence.

3. Steps of introducing changes in the educational process according to J. Kotter in order to study the specifics of working with machine intelligence

With the help of John Kotter's methodology, we will establish 8 steps of implementing changes in the approach to research activities of the university for economics students, an illustration of the description of the steps is presented in fig. 4.

There is nothing more exciting, more dangerous and more difficult than implementing changes in a company. To stir up an inert mass of employees, to kindle a fire in their hearts, to lead them through periods of terrifying uncertainty and disappointment to an ambitious goal—what could be more worthy than that? It is a management aerobatics and a key manager skill that requires knowledge, experience, charisma and intuition... As well as knowledge of the eight steps you need to take to get to the top via the optimal route. Although Kotter's theory is only a theory and does not guarantee inevitable success, it is currently the most accurate and complete description of the steps necessary to successfully implement change [5].

So, let's dwell on the detailed description of the first step: there is an opinion that the beginning is the most difficult part of any work. And this gradation of cows is a confirmation of that, since changes, as a rule, are interesting to a small percentage of the team, due to the need for a new course of training and adaptation. In the field of education, changes are part of development, as the requirements of employers and the desires of students are constantly changing.

Therefore, the main challenges at the first stage will be:

1. organization of lectures, workshops, workshops for the purpose of expressing one's position and understanding the opinions of other employees regarding it;

2. stimulation of development, by increasing wages, increasing skills and abilities, gaining useful acquaintances.

Convincing the scientific and teaching staff of the need for changes in the direction of modernization and

Search for 5-6 people who want to develop a new direction of education within the walls of their own university.

Formation of future prospects, conditionally increasing the number of students and, accordingly, the teaching load.

On own example, the formation of an understanding of the simplicity of learning and its beneficial effect.

Stimulation of the process of reprofiling or acquiring new skills of teachers - by applying bonuses or removing a number of previous duties.

Demonstration of positive changes on your own example, for example, writing certain tasks with the help of artificial intelligence, more professionally and in a shorter time.

Involvement of scientists from other departments, universities, and countries in the process of change.

Consolidation of changes in the educational process and stimulation of their introduction and improvement.

Rice. 4. Steps of introducing changes in the educational process according to J. Kotter in order to study the specifics of working with machine intelligence

In fact, this is the right choice of the moment when changes can be implemented. Along with this, it is also the presence of political will, inclusion of the project in the context of more global transformations. No less important at the start of the activity is a clear fixation of terms. After all, without this, the activity will lose its value, the final result will turn into an unattainable dream, in which even ideological supporters will eventually stop believing [7].

The second step leads to the formation of a change team, since it is not possible for a manager or a motivated employee to reorient production. If the first step is taken correctly, then people who are eager to learn something new and become leaders of these changes will show a desire to join

The third step is fundamental, because it is at this stage that a complete picture of the likely reincarnation of the process of providing educational services appears. Where the futuristic benefits of implementing the change project into life are marked.

The fourth step is the most difficult for the manager, as it requires demonstrating the results of learning to work with artificial intelligence on one's own example, and accordingly some progress in improving or facilitating the performance of work. Its feature is the need for the manager's willpower to change and the desire of other employees to believe in the possibility of optimizing the work process thanks to the correct work with machine intelligence.

It is necessary to make sure that as many people as possible understand and accept the new perspective of the company. This step is very similar to the previous one, but depending on the structural complexity of your business, it can be more or less complicated. Think about your communication channels: do you have a regular newsletter or a corporate portal? What do you think about physical locations, such as billboards, to reflect this vision? What about communication with different divisions of the company? [8].

The fifth step is to stimulate the process of reprofiling or acquiring new skills of teachers - by applying bonuses or removing a number of previous duties. At this stage, it is necessary to attract financial assistance from partner universities and external investors, since the payment of retraining courses is expensive, and the salary of educators is low.

The sixth stage is a demonstration of positive changes on your own example, for example, writing certain tasks with the help of artificial intelligence,

more professionally and in a shorter time. It is implemented in several stages, namely:

1. obtaining an understanding of the inevitability of changes by the very bearer of progressive thoughts;
2. learning a new craft, in this case understanding the specifics of working with artificial intelligence while providing education services to student managers;
3. demonstration of the positive effect of the acquired knowledge.

The seventh step leads to the deepening of external cooperation and the involvement of leading specialists in the field of application of artificial intelligence in the educational and methodological process. It will be appropriate to invite teachers from other countries, where the innovation of the educational process has already taken place and had a positive effect.

The eighth step is generally consolidating and carries an understanding of the inevitability of the application of the innovation.

We are convinced that changes in the direction of innovation and modernization of the educational process, the writing of important research papers by students, the facilitation of methodological work for teachers, bringing the standards of domestic education to international standards, through the use of methods of working with artificial intelligence.

However, it remains necessary to study the experience of leading American and European universities, where machine intelligence is used quite efficiently and effectively, providing students with a higher level of teaching and the ability to use it during professional activities.

Kotter's model points out important points and defines a focused and focused strategy for achieving organizational change. After thinking about how you can adapt this model to your business so that it is effective. And when it's time to use this model, consider how it can be applied to your customer experience transformation efforts—either enterprise-wide or more targeted [8].

Using the table 2, we will consider the list of educational institutions, cooperation with which could positively affect the process of implementing changes in the educational process, with the use of open, but controlled use of artificial intelligence programs.

Of particular importance is the development and application of artificial intelligence at the Massachusetts Institute of Technology (MIT), as it is a world-renowned institution recognized for its cutting-edge research and innovation, particularly in technology. He has played an important role in shaping the landscape of artificial intelligence (AI) and machine learning, making significant contributions to the development of AI and the creation of new categories of jobs in the global economy. MIT's commitment to education and training is evident in its efforts to provide businesses and individuals with the skills they need to thrive in an AI-driven future [9].

Artificial Intelligence at the University of Oxford is not just a subject, it is a multidisciplinary field that cuts across different sectors. AI research at the university ranges from practical applications to quantitative and computational principles of AI. Oxford AI initiatives are not limited to the theoretical sphere, they are actively applied to solve the biggest challenges of society. From global health issues to predicting future pandemics, artificial intelligence is being used to improve healthcare delivery, more accurately detect disease, and help us better understand our bodies. University research on AI also extends to areas such as monitoring illegal wildlife trade and predicting the impact of AI on everyday life [9].

4. Future perspectives of studying the features of working with artificial intelligence by economics students

It is also important to study the perspective of the next division of work experience with effective artificial intelligence systems in the field of education. In this way, there are real prospects for the employment of part of the university students in other educational institutions (schools, kindergartens, lyceums, colleges) to promote their own ideas and skills of working with machine intelligence.

Thus, in preschool education institutions, a safe and individual approach to children will be useful, which is much easier and more economical to guarantee with the use of artificial intelligence. Since the students' ability to adapt to the changes will not be difficult, their future professional life will be successful, and the skills acquired at the university will lead to high wages.

As for schools, it is important to understand the need for an individual approach to each student and help in reorienting the skills and abilities of teachers, and in such events, university teachers can conduct trainings and career orientation events for high school students.

Because, according to the assumption of the world's leading scientists, in the next 20 years there will be an absolute change in professions and 60% of new professions will enter the labor market, and a number of previous ones will be completely changed by the work of artificial intelligence.

Therefore, understanding the work with machine intelligence is extremely important and promising, both for students and for their successors - schoolchildren.

Table 2

List of educational institutions that have experience and skills in using artificial intelligence programs in the educational process

Name of the educational institution	Valuable experience
Massachusetts Institute of Technology	Creation of opportunities for adaptation to the conditions of increasing coverage of all spheres of life by artificial intelligence.
Oxford University	<ol style="list-style-type: none"> 1. Development of universal working programs of artificial intelligence for various disciplines; 2. Providing opportunities for conducting scientific research
National University of Singapore	Establishment of partnership relations of the institution with leading organizations-developers of artificial intelligence.
Carnegie Mellon University	Work with large databases to make concise decisions.
Stanford University	Being in the heart of Silicon Valley gives you the opportunity to understand the perspective of diligently learning to work with artificial intelligence.
University College London	Development and use of the university's internal program designed to solve the challenges of sustainable development.
Harvard University	Building a community of scientists from various fields who will work in the field of studying the work of artificial intelligence.
Cambridge University	Special emphasis on ethics when using artificial intelligence programs in research and the scientific process.

And according to the results of the survey, 7 out of 10 educators checked how AI-based tools work at least once every six months. In total, 76% of the surveyed teachers used AI at least once, half of them had a positive interaction experience. There is an understanding that: AI can be useful for work: during preparation for classes, for creating tasks of various formats, during lessons, testing knowledge, etc. And AI provides opportunities that other services could not provide before. Children actively use AI for entertainment in particular, so it is worth studying and involving what is close to schoolchildren. 37% of teachers have already involved schoolchildren in one way or another in the use of AI, and 49% plan to do so in the future. However, many have concerns about whether such tools should be recommended to students [10] .

The next interested consumers of information and practical skills in the ability to use artificial intelligence systems in the educational process are lyceums, schools with an in-depth study of information technologies and colleges. And their professional orientation is inevitable, therefore, gaining experience from higher educational institutions is a guarantee of their development and the prospects of their graduates in successful professional activities.

The study of the attitude of children and students to the use of machine intelligence in the field of education is also interesting, as children offered many ideas regarding the use of AI in education. Many recognize the help of the latest technologies in finding a variety of information and analyzing complex topics: it is fast and interesting. Also, children want to use artificial intelligence for self-testing, and some even to get useful tips for further work. Another popular goal is to use AI-based tools to find new ideas, role models (which adults often do too). At the same time, children insist that such an intelligent assistant is primarily needed for the generation of examples, and not for blind copying (although some of the respondents want to use it anyway) [10].

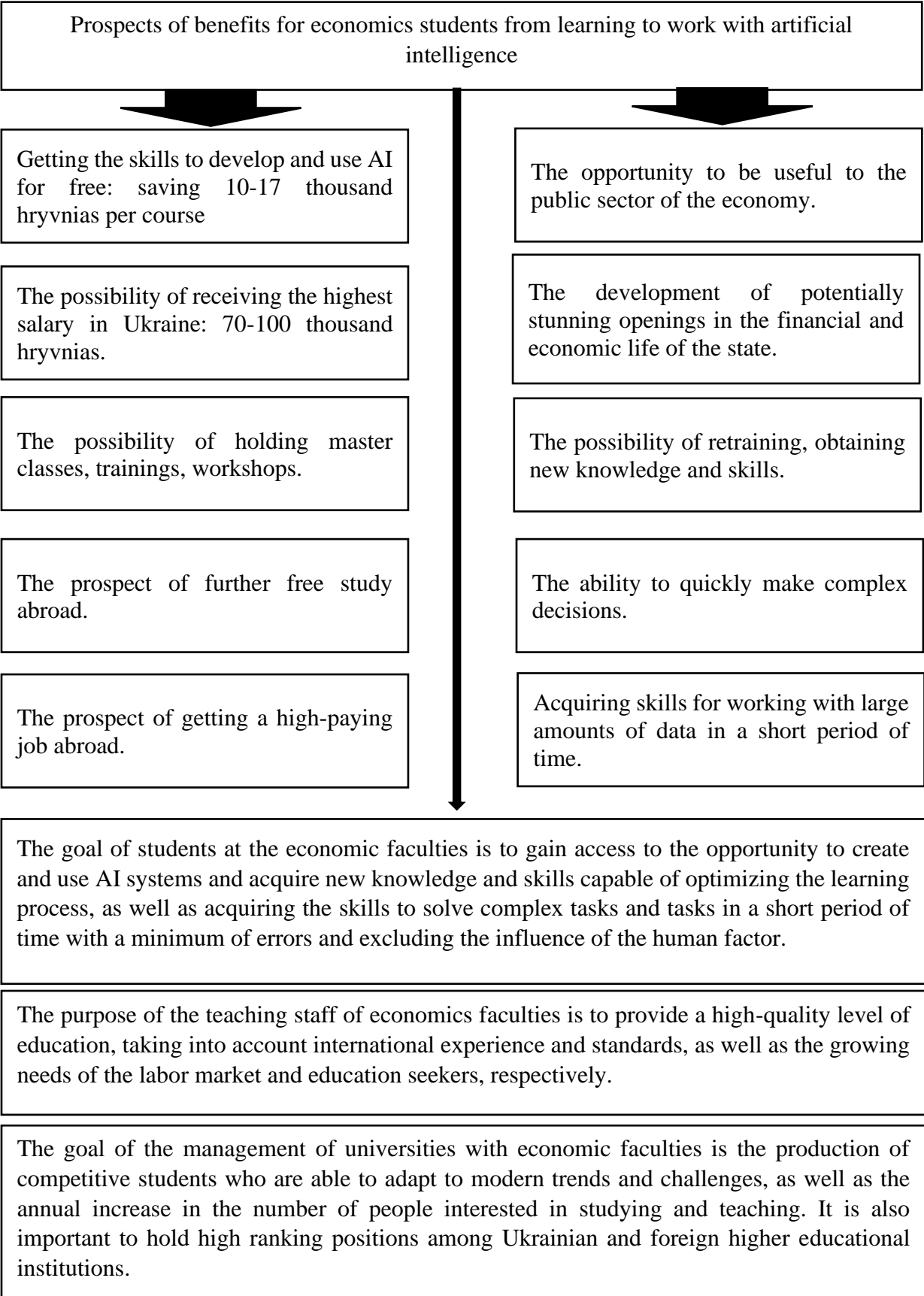


Fig. 5. Future perspectives of studying the features of working with artificial intelligence by economics students

As an example, the University of Jyväskylä (Finland) has allowed the use of artificial intelligence in the educational process. The Higher School of Economics creates the first instructions for using this tool during training. "We are not trying to ban or limit the use of artificial intelligence in research," the press release of the higher educational institution says. Associate Dean Wilma Luoma-aho pointed out that artificial intelligence has many applications that help students. Artificial intelligence programs like the ChatGPT chatbot are affordable and easy to use. Some educational institutions oppose their use. Associate Professor Mikko Rencke considers this approach to be short-sighted. "If we ban the use of ChatGPT now, should we ban the search through Google or checking in Word," the associate professor wonders. Previously, the University of Helsinki created a course on artificial intelligence [11].

So, using fig. 5, we will consider the prospects of economist graduates who will study the peculiarities of working with artificial intelligence programs within the walls of the university.

Artificial intelligence is developing at such a pace that experts in this field have already sounded the alarm and suggested suspending the development of AI systems far from sin. But in many countries of the world dozens of universities and laboratories are working on this topic. 5 countries are traditionally leaders in the field of artificial intelligence research. The USA holds steady first place, China - second, Great Britain - third. The fourth and fifth places are occupied by either France or Canada, although five years ago these places were shared between India and Israel [12].

We are convinced that the most optimal solution for understanding the perspectives of the need to weigh the average number of students against the number of employees of the National University "Lviv Polytechnic" using the table. 3.

Table 3

Initial data for the logarithmic method of factor analysis of multiplicative models of the average number of students per number of employees of the Lviv Polytechnic National University

Indicator	Year	Number of students	Number of employees	Average number of students per employee
1	2021	25268	2098	12
2	2022	28805	2186	13
3	2023	33500	2200	15

$$\begin{array}{lll}
 Y=12 & X_1^0 = 25268 & X_2^0 = 2098 \\
 Y=13 & X_1^1 = 28805 & X_2^1 = 2186 \\
 Y=15 & X_1^2 = 33500 & X_2^2 = 2200
 \end{array}$$

1 period: change in the average number of students per employee per year:

$$\Delta Y = \Delta Y_{x1} + \Delta Y_{x2} = \frac{x_1^1}{x_2^1} - \frac{x_1^0}{x_2^0} = 13 - 12 = 1$$

2 period: change in the average number of students per employee per year:

$$\Delta Y = \Delta Y_{x1} + \Delta Y_{x2} = \frac{x_1^2}{x_2^2} - \frac{x_1^1}{x_2^1} = 15 - 13 = 2$$

$$\Delta Y_{x1} = \frac{\Delta x_1}{\Delta x_2} * \ln \left| \frac{x_2^1}{x_2^0} \right| = \frac{x_1^1}{x_2^1} - \frac{x_1^0}{x_2^0} * \ln \left| \frac{x_2^1}{x_2^0} \right| = (28805 - 25268) / (2186 - 2098) =$$

$$40,2 * 1,9 = 76,4$$

$$\Delta Y_{x1} = \frac{\Delta x_1}{\Delta x_2} * \ln \left| \frac{x_2^2}{x_2^1} \right| = \frac{x_1^2}{x_2^2} - \frac{x_1^1}{x_2^1} * \ln \left| \frac{x_2^2}{x_2^1} \right| = (33500 - 28805) / (2200 -$$

$$2186) = 335,4 * 1,15 = 385,7$$

1 period of change in the impact of changes in the number of students:

$$\Delta Y_{x2} = \Delta Y - \Delta Y_{x1} = 1 - 76,4 = -75,4$$

2 period of change in the impact of changes in the number of students:

$$\Delta Y_{x2} = \Delta Y - \Delta Y_{x2} = 1 - 385,7 = -384,7$$

$$1 \text{ period} / 2 \text{ period} \begin{cases} \Delta Y_{x1} > \Delta Y_{x2} \\ \Delta Y_{x1} < \Delta Y_{x2} \end{cases}$$

Based on the final data of the logarithmic method of factor analysis of multiplicative models of the average number of students on the number of employees of the Lviv Polytechnic National University, we can draw a conclusion about the dependence of the number of teaching staff on the number of students, which is a two-fold factor, since on the one hand it demonstrates the mobility and timeliness of decision-making regarding the additional recruitment of employees of a higher educational institution.

And on the other hand, similar results are evidence of orientation towards teaching activities, and the recruitment of personnel responsible for research activities, including in the field of artificial intelligence, is not taken into account at the proper level.

Taking into account international experience, namely the operation of the artificial intelligence laboratory of Tencent (China). Tencent is an artificial intelligence laboratory with more than 100 scientists from world-renowned universities and more than 300 experienced engineers. Their research areas include areas such as computer vision, speech recognition, NLP and machine learning. Tencent partners with enterprises to create content games, social networks and artificial intelligence tools on the platform. Or a research group from the National Kenpuk University School of Electronics that studies artificial intelligence to understand the human brain. The laboratory develops new machine and deep learning algorithms inspired by the basic mechanisms of brain functions. They use advanced machine and learning models for neurophysiological data recorded in the brain to understand natural language and develop diagnostic and treatment tools [12].

Although the benefits of artificial intelligence in education are enormous, policymakers must identify the risks associated with fully effective

implementation of these technologies. The use of sensitive data raises questions of privacy or fairness, requiring transparent policies on how such data are collected, stored, and shared with stakeholders who must critically consider whether they are advancing their pedagogical goals through technological innovation rather than reinforcing existing biased habits, curricular methods that limit creativity, critical thinking, or diversity, among other challenges, when initiating incremental improvements using machine-generated ideas or findings [13].

Therefore, we consider it necessary to optimize the activities of higher educational institutions in Ukraine, through a more detailed study of the use of artificial intelligence in educational programs and disciplines.

It is especially important for students and teachers of economists, and therefore within the framework of this update we offer the study of the following subjects: "Business analysis with the help of AI", "ChatGPT", "Responsible AI, prevention of abuse", "Scientific research with the help of AI", "Programming with machine intelligence", "Working with large databases".

References

1. Education of the new generation: TOP-5 possibilities of AI: <https://naurok.com.ua/post/osvita-novogo-pokolinnya-top-5-mozhливостey-shi>
2. Shevchenko N., Hitko M. The role of stakeholders in the education quality assurance system: <https://ir.nmu.org.ua/bitstream/handle/123456789/158420/3%20%D0%97%D0%B1%D1%80%D0%BA%D0%B0%20CD%201278-60-66.pdf?sequence=1&isAllowed=y>
3. Savytska N. L. Institutional problems of stakeholder interaction in higher education / N. L. Savytska // Socio-economic transformations in the era of globalization [Text]: coll. of science Art. participants of the Sixth All-Ukrainian science and practice conf. – Poltava: Skytek, 2015. – P.48–52
4. Petriv O. Disinformation and artificial intelligence: (in)visible problem of modernity: <https://cedem.org.ua/analytics/dezinformatsiya-shtuchnyi-intelekt/>
5. Shevchenko T. Project stakeholders: who are they and why is it important to establish communication with them: <https://wizeclub.education/blog/stejkholderi-proyektu-hto-taki-ta-chomu-vazhливо-nalagoditi-z-nimi-komunikatsiyu/>
6. 8 steps for effective implementation of changes: <https://newrealgoal.com.ua/8-shagov-vnedreniya-izmenenij-2.html>
7. Maklashchuk I. (2019). 8 steps to implementing change. On the example of the opening of one lyceum <https://life.pravda.com.ua/columns/2019/04/23/236637/>
8. Make the customer experience of organizational value <https://www.ux-republic.com/uk/modelekotter/>
9. Itai Paz (2024). 10 best universities for artificial intelligence in the world <https://www.morningdough.com/uk/ai-tools/best-university-for-artificial-intelligence-in-the-world/>

10. Prospects for the use of artificial intelligence in school education:
<https://naurok.com.ua/post/perspektivi-vikoristannya-shtuchnogo-intelektu-v-shkilniy-osviti>
11. The Finnish university allowed the use of artificial intelligence in classes:
<https://www.ukrinform.ua/rubric-technology/3660036-finskij-universitet-dozvoliv-vikoristanna-stucnogo-intelektu-na-urokah.html>
12. Vyshnevsky D. (2023) TOP world universities in the study of AI: where and what will be taught: <https://kp.ua/ua/life/a668149-top-svitovikh-vuziv-u-vivchenni-ii-de-i-choho-navchat>
13. Arie Zilberman (2024). How AI affects the education system:
<https://www.facerua.com/iak-shi-vplivaie-na-sistiemu-osviti/>

PART 2:

Analysis of the economic efficiency and social effect of opening a chain of restaurants on the territory of shelters in the front-line zone

1. Theoretical substantiation of the need to open a network of fine restaurant cuisine establishments in the conditions of martial law

In times of war, epidemics, or natural disasters, the opportunity to rest and restore the population's strength is created, which is an extremely stress-relieving aspect of the activities of state authorities and the private business sector. In addition, the state apparatus should contribute to the reduction of panic in society and the formation of a healthy microclimate in the country.

And private entrepreneurs, who pay for work, create the maximum possible profit, are interested in creating a new or optimizing an existing market product that will satisfy the needs of consumers in conditions of a socio-economic crisis.

The restaurant industry is one of the least profitable niches of the economy in the territory of the front-line zone in Ukraine in 2022-2023, which is due to the global destruction of the fixed assets of existing enterprises, internal logistics connections, a decrease in the population and an increase in the risk of opening new food establishments. It is worth noting the repurposing of restaurant kitchen establishments, the last of the operating enterprises are engaged in volunteer activities, which led to a reduction in the assortment and reduction of jobs. The global problem of staff shortages was a consequence of the mass migration of workers in the restaurant and hotel industry.

During the war, approximately 4 million people left the country. Among them are porters, waiters, deceased people - only about 500-700 thousand people [18], but I am sure that the people who remained to work in Ukraine are stress-resistant, patriotic and strong-spirited, and therefore, thanks to the support of the state, to compensate shortage personnel, qualifications and innovations in the field of restaurant business.

At the same time, the need for moral and physical recreation among the population in these territories is ten times higher than in the pre-war period. The opportunity to get away from the war and pain surrounding people on the front

lines, to celebrate weddings, christenings, religious holidays or commemorative dinners is the main payment for the creation of this project.

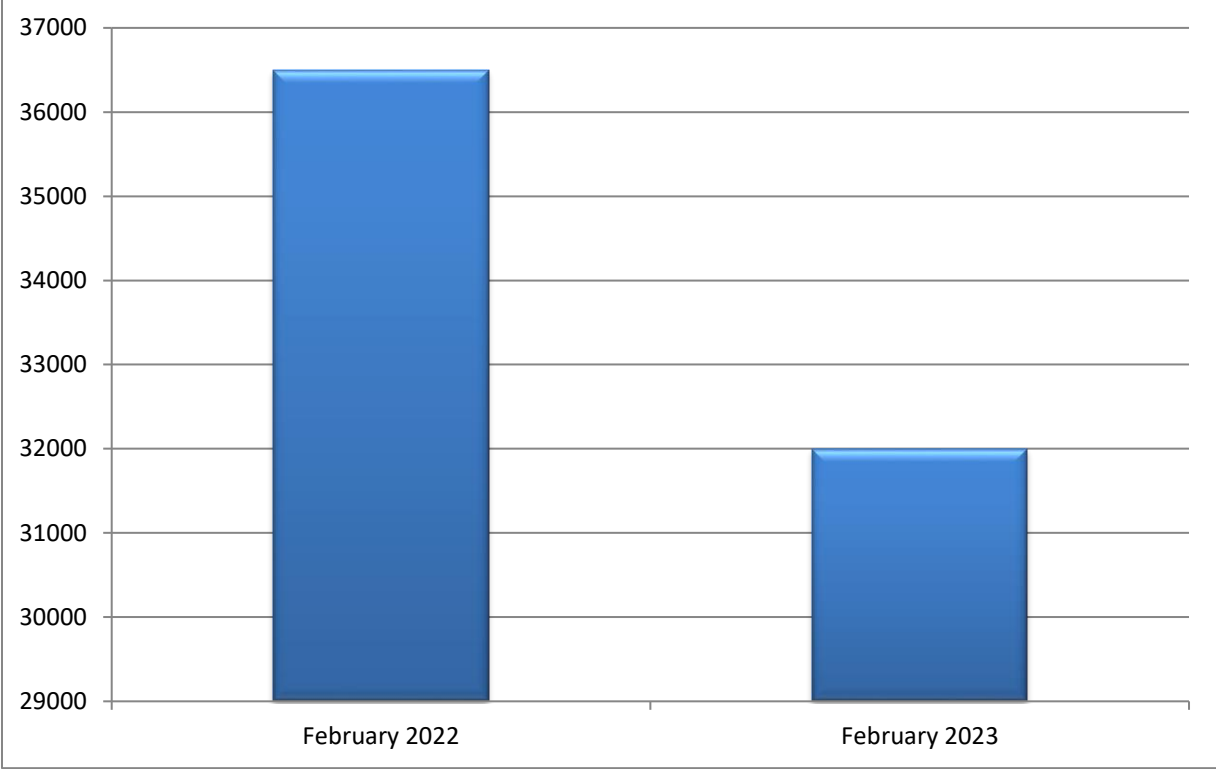
The reason for the formation of the idea of opening a chain of restaurant kitchen establishments in openings was the disaster that befell the country on October 5, 2023. Then, in the village of Groza in the Kharkiv region, as a result of a targeted Russian missile attack on a cafe, 50 people died during the aforementioned lunch for a military man, which was 1/7 of the village's population.

The Ukrainian authorities are convinced of the simultaneous extermination of the civilian population by directing high-precision missiles at places of mass gathering of people, including public catering establishments. And, while ensuring that we cannot change the current ones, outside the surrounding borders on the territory of Kherson, Kharkiv, Odesa, Mykolaiv and Zaporizhzhia regions, it is necessary to optimize the lives of people who continue to defend Ukrainian values and prices on these lands as much as possible.

To carry out a preliminary analysis of the effectiveness of the introduction of a new product to the market of restaurant services in Ukraine, under the guise of a network of bookmarks in shelters, we will consider the current socio-economic impact on the country's macro level. So, the restaurant hospitality industry has not fully recovered from the global pandemic of COVID-19, when another obstacle appeared on the way to reach new heights. The full-scale Russian-Ukrainian war, which spread to the entire territory of our country in February 2022, made its own corrections in all spheres of social life.

The placement of enterprises played a significant role, as the most affected were those such as , which were located in the east of Ukraine and in the Kyiv region. Based on open data (1, 2) in the period from February 2022 to May 2023, the number of restaurant establishments decreased from 36,500 to 32,000, despite 70% of new establishments that appeared in the first 3 months. By the beginning of June of the same 2022, 37% of establishments were forced to close, more than

60% of workers in this field lost their jobs, the graphing of the data is shown in Fig. 1.1. and 1.2.



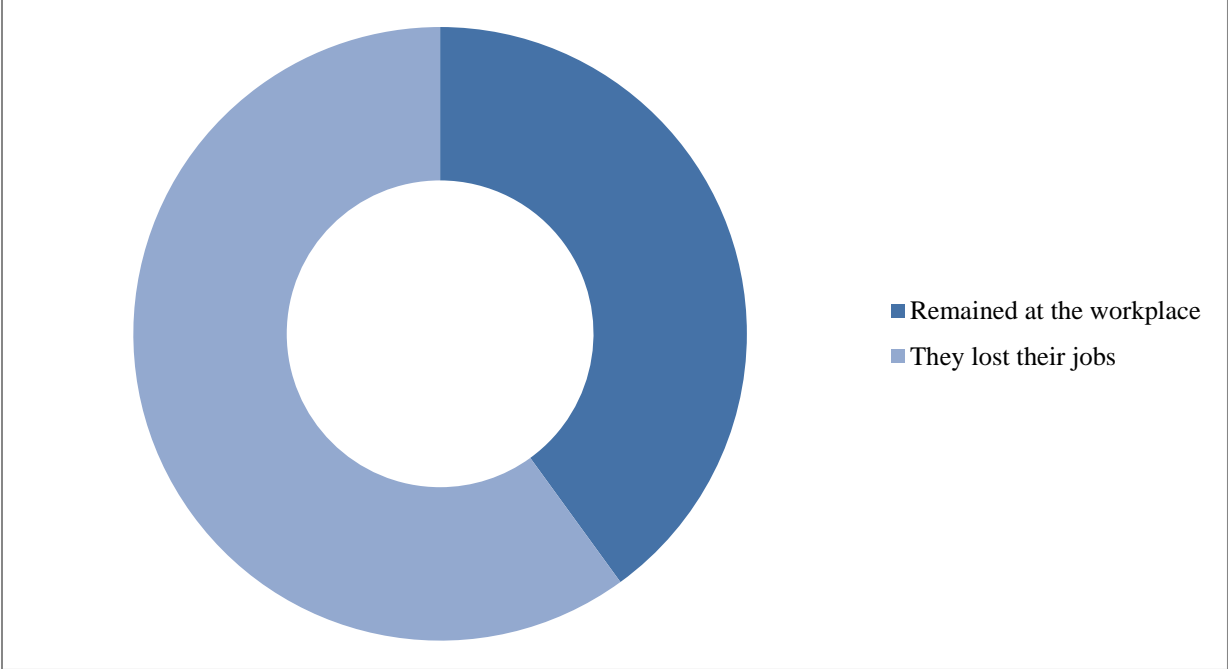
Source: compiled by the authors based on [3, 1]

Rice. 1.1. Dynamics of changes in the number of restaurant establishments in the period 2022-2023.

The financial losses incurred by Ukraine in the first 6 months of the full-scale war, based on information provided by leading industry analysts [3, 1], are estimated at 127 billion US dollars due to damaged or completely destroyed infrastructure.

At that time, the Kyiv School of Economics cited a figure of 2 billion US dollars as a loss of the tourism sector. Compared to February 2023, the profits of this industry decreased by 25%. In regions such as Kharkiv, Zaporizhzhya, Luhansk and Mykolaiv, 50% of the market was destroyed, and in Kyiv,

Dnipropetrovsk and Odesa - 30%. However, the food industry continued its movement in June 2022, thus 500 establishments appeared in Lviv. The average check changed significantly from 2022 to 2023, namely, it rose by 38%, while the turnover of enterprises reached 40%.



Source: compiled by the authors based on [3, 1]

Rice. 1.2 Dynamics of changes in the number of employees in the hotel and restaurant industry in the period 2022-2023.

Based on the data of fig. 1.3, we can confidently state that the military operations have an uneven impact on the hotel and restaurant industry of Ukraine. Thus, in the Kharkiv, Mykolaiv, and Zaporizhzhia regions, we observe a decrease in the number of working catering establishments by 45%, 27%, and 30%, respectively, and in the Lviv, Zakarpattia, and Chernivtsi regions, an increase in their number by 25%, 17%, and 14%, respectively.

Therefore, based on the data of the Poster service [19] and personal observations, we consider it necessary to implement a policy of balancing the market of restaurant services, by opening a global network of restaurant kitchen establishments in shelters, with additional services and attractions, in the eastern and central regions of the country with the involvement of qualified personnel and

money capital from western Ukraine. In order to implement this plan, the state authorities should use all types of financial influence on the internal market of social services, including the improvement of fiscal and monetary policy.

Special attention should be paid to the volunteer activities of catering establishments, because despite the difficulties and efforts of the establishments to hold on to the market with their last strength, some entrepreneurs put the main priority of helping the victims, in this way, everyone who cared joined in and volunteering flourished.

Certain establishments provided free food to both military and civilians, while others at the time used the maximum capacity of kitchens and people to prepare thousands of meals a day. An example can be the activities of the Restaron company, which in March 2022 provided 100,000 meals to the military. The number of portions prepared by the Ukrainian Restaurant Association is also impressive - it is 15,000 pieces, the chain of establishments "Family of Dmytro Borysov restaurants" - 3,000-3,500 pieces, Yevgeny Klopotenko's restaurant "One Hundred Years Ahead" provided more than 1,000 pieces., First Line Group restaurant family - 120,000 units, Hector Jimenez-Bravo BAO and NĀM establishments - 125,000 units. The data is taken from the source [6].

Large food corporations, such as McDonald's, were not left out either. Despite the cessation of its activities, food stocks from warehouses were given to humanitarian headquarters. It is also worth mentioning the activities of the Ronald McDonald House Foundation, which donated medicine to Ukrainian hospitals.

The "hanging coffee" service has become popular, the principle of which is that people pre-pay the cost of a drink, after which a military man who enters the establishment can get his glass of coffee for free. The same initiative was active in Dmytro Borysov's establishments, but already with shawarma, donuts and cheesecakes, which could be "hung" through a mobile application or on the website.

The restaurant industry of Ukraine during the war

General characteristics

February 2022 - May 2023 - the number of restaurant establishments decreased from 36,500 to 32,000. 37% closed; 60% of workers lost their jobs.

Decrease in earnings:

- Kharkiv, Zaporizhzhya, Luhansk and Mykolaiv regions. - 50%.
- Kyiv, Odesa, Dnipropetrovsk regions. - 30%.

Volunteering

Restaron - 100,000 meals for the military.
Ukrainian Restaurant Association - 15,000 pcs.
"Family of restaurants of Dmytro Borisov" - 3,000-3,500 pcs.
"One hundred years ago forward" - 1,000 pcs.
First Line Group - 120,000 pcs.
BAO and NĀM - 125,000 pcs.
McDonald's - food for humanitarian headquarters.
The Ronald McDonald House Foundation - medicines for Ukrainian patients.

The most popular establishments

- Cafes
- Bakeries
- Expensive restaurants

Як просунути заклад?

- Social position
- Cost reduction
- Regular customers
- Adaptability and flexibility
- The atmosphere
- Automation

Problems

- Supply of products
- Lack of food
- Lack of personnel
- Self-sufficiency
- Customer requirements

Передбачення

In 2023, economic growth will be 0.5%, and in 2024 - 4.1%.
The revenue of the delivery market by the end of 2023 will be 7.43 million USD.
The annual growth rate until 2027 will reach 11.12%.

Source: compiled by the author

Rice. 1.3 Categorical analysis of the effectiveness of public catering establishments during the war

Patriotic menu item names such as "victory-flavored dumplings" became common. Sometimes, based on open sources [4, 5, 6], visitors were offered 2 types of menu - regular and free, for example, in Yevhen Klopotenko's "Others" establishment, a free order could be made from 10:00 a.m. to 1:00 p.m. and from 5:00 p.m. until 19:00. Such institutions continued to work thanks to gratitude and the absence of abuse, because everyone was a volunteer during the war: the state, entrepreneurs and consumers.

The analysis of the market of restaurant services during the war made it possible to determine the main problems and functioning, and determined that it was necessary for establishments to reformat and change their own strategy in order to conduct full-fledged activities. A number of difficult questions were posed to restaurants located in the war zone. First of all, it was almost impossible for these institutions to simply move. The next issue was logistics, namely the delivery of products, which was interrupted due to the impossibility of its implementation, since it was impossible to guarantee the integrity of the delivered products or even their sale. This problem affected not only the Ukrainian food industry, but also the foreign one. In the period from 2019 to 2020, Ukraine ranked second in the world in terms of grain exports after the United States. The data are taken from the source [7].

The main way of its supply was access to the sea, the closure of which by the Russian troops made export impossible, which led to colossal losses of the state economy and damage to foreign importing countries and not only.

Let's consider a graphic installation of a categorical analysis of the effectiveness of the functioning of public catering establishments during the war with the help of fig. 1.4. It is also worth noting the factor of short supply of provisions and their production. Many transport routes have undergone changes or ceased to exist.

Let's note the losses in industry - these are destroyed factories and enterprises, mined fields, the impossibility of farming in the most fertile territories, etc.

The loss of working hours can be explained by the departure of people outside their place of residence and the complexity of the work process, which could not take place as it was before and was often interrupted. Recently, the situation has stabilized to some extent, although not completely.

Curfews and power outages became a significant obstacle to the efficient operation of enterprises. At that time, enterprises could barely collect 30-50% of the pre-war profit. The data are taken from the source [3]. Unfortunately, those who volunteered lost the most due to non-reimbursement of expenses.

Regarding consumer demand, it can be pointed out that the solvency of customers has fallen compared to 2019, this is due to higher prices and unchanged or reduced wages.

Establishments must constantly develop their brand and generate new, unexpected ideas in order to attract the attention of the discerning consumer in the competitive restaurant market. They must be flexible and adapt to any conditions that are constantly changing in our country. New technologies should be used for the comfort of guests. These are the same QR codes that are convenient for adjusting item prices and placing orders; chatbots for continuous communication between the consumer and the restaurant, which helps to get quick answers to frequent questions... The restaurant should become a safe and comfortable place to which you want to return again [9].

That is why opening a restaurant in a shelter is a necessity in the conditions of active military operations. Its opening will make it possible to balance the internal market of restaurant services, guarantee an increase in jobs, increase state revenues and optimize the level of social protection of the population in the front-line zone.

2. Illustration of a high-class restaurant kitchen in a shelter in the front-line zone during the war

The full-scale invasion of Russia into Ukraine provoked the need to modernize and change the specifications of all restaurant kitchens in Ukraine, but the front-line and front-line areas of active hostilities were hit the hardest. That is why the opening of an establishment of fine restaurant cuisine in these territories became the object of our interest. The institution must meet the following requirements:

1. Safety. While in the restaurant in the shelter, the visitor should immerse himself in a state of calm and rest, and distract himself from the air alarm signals that sound in the designated areas up to 10 times a day, and the consequences of rocket hits.

2. Lighting. The priority when choosing a form of lighting will be LED light sources, guaranteeing a welcoming atmosphere and home comfort. The active areas of the restaurant will be in the area of greater lighting, 150-200 lux, the dining tables will be in partial shade with 100 lux lighting, and the light consumption in the kitchen will be 500 lux.

3. Ventilation. In each of the main areas of the facility (guest and banquet hall, hot shop and laundry room, premises for domestic purposes, kitchen, bathrooms and showers, refrigerating chambers for the waste chamber) an individual ventilation system must function.

4. Sanitary and hygienic requirements. During the arrangement of the establishment, it is necessary to be guided by the legislative regulations for the activity of restaurant establishments, namely the Order of the Ministry of Economy and European Integration of Ukraine dated 24.07.2002 No. 219 "On the approval of the Rules of operation of establishments (enterprises) of the restaurant industry" and the Law "On the basic principles and requirements" to the safety and quality of food products".

5. The scene. The designated institution will host speakers, singers, actors and craftsmen from various fields to raise the patriotic spirit, conduct volunteer activities and provide a light, relaxed atmosphere.

6. Modern heating and cooling kitchen equipment. Its presence will allow you to prepare high-quality final products with minimal expenditure on light and gas supply.

7. Generators. Their quality and optimal quantity are a guarantee of business profitability in a given area.

8. Children's play areas. Having a separate, isolated room for children's entertainment will allow you to spend long hours in shelters fun and relaxed.

9. Atmosphere. Emotions from the time spent in this establishment of fine restaurant cuisine should give a feeling of good peace and home. Therefore, a banquet hall for celebrating weddings, graduation parties, christenings and birthdays will operate on the basis of the institution, which will allow sharing family joy in the circle of loved ones, even in the front-line territory of active hostilities.

In order to realize the above-mentioned goal and main tasks, the establishment of fine restaurant cuisine must contain a banquet hall, a guest hall, a perfectly balanced menu, a large selection of alcoholic beverages (the sale of which will be allowed only outside curfew hours), an area for hairdressing and make-up services (to fulfill the wishes of the most demanding visitors), a children's room, with a study and play space. The highlight of the institution should be evenings of Ukrainian cinema and meetings with star guests, whose life and creativity will motivate to remain indomitable in their own will to victory. And also, a weekly master class from the leading masters of the region, the country, and the world on various topics. Such attractions will allow you to learn something new, get to know yourself better, and distract yourself from the difficult everyday life of the war.

So, not far from the entrance, there is an elegant banquet hall designed for various events: weddings, anniversaries, birthdays and other holidays. The interior of the hall is made in a loft style with the addition of festive elements. The loft style is manifested in stone walls with exposed brick structures, which add aesthetic roughness and authenticity to the hall. Instead of windows, stained glass windows with lighting will be installed on the walls, creating an impression of spaciousness and providing natural light. It will also allow you to control the atmosphere of the room and create lighting effects.

Greenery occupies a central place in the decor, creating an impression of natural harmony. Potted plants are located around the room, adding freshness and vital energy. Special attention was paid to lighting - elegant chandeliers and small lamps and carefully placed point light sources that create an atmosphere of warmth and coziness. They emphasize decorative elements and add a feature of mystery and romance to the room.

The banquet menu will be quite diverse and in the future will have several options that will change depending on the season and the wishes of the customers. The dishes on the menu are the creations of our chefs, who were able to harmoniously combine Ukrainian and French cuisine. The list of dishes will include: meat and cheese assortment, turkey fillet salad, Caesar salad with chicken/shrimp, celery soup, ratatouille, rabbit stewed with wild mushrooms, duck stuffed with apples, salmon with Bernardin sauce, cake Napoleon" Mousse with White Chocolate and Raspberries, Appendix A shows the appearance of several dishes on the haute cuisine menu.

As for the interior of the guest hall, we suggest decorating it in the "loft" style. The loft is characterized by a large space filled with light. Since the facility is under cover, we will replace natural light with artificial light - lamps, lamps, lights, garlands and frosted glass with engraving, which will be illuminated and imitate windows, so that guests forget that they are underground.

Each area of the restaurant will smoothly flow into one another, without visual isolation, with the help of changing light, color, furniture, etc. We will create a pleasant space for staying around each table by decorating the walls with pictures, filled with shelves, plants, individual light sources, mirrors, and we will also select the most comfortable furniture materials (chairs, sofas).

French-Ukrainian cuisine will be served in the restaurant. Among them: fish soup with garlic and spices; borscht, which contains a large amount of vegetables, legumes, mushrooms (there is no meat here, so the dish can be considered vegetarian); a dish made of meat, sweet pepper, tomatoes, potatoes, carrots, spices, etc.; soup - a vegetarian version of the classic onion soup; quiche or the so-called Alsatian pizza with a thin crust, covered with bacon, onions and heather; a dish of tender young meat on the bone; cheese cake - a popular dessert, especially among Lviv residents, which goes well with a cup of aromatic coffee (we will add orange peel for taste); custard dessert with caramel crust; dessert in the form of a cone made of stuffed profiteroles bound with caramel, almonds, and fruits.

We will decorate the children's area in soft pastel colors, among which green and light brown will prevail. The furniture will be made of durable materials that do not require much care. There will always be several supervisors in the room, with whom the children will have fun. Sometimes animators will be invited for special events. There will often be exciting workshops and performances.

The beauty zone at the restaurant is a space where guests can take advantage of a variety of self-care services. In this area, there will be a small hair salon, a manicure and pedicure salon, and a skin care department.

Thanks to the beauty zone, we will give visitors the opportunity to "get yourself in order" in the midst of a festive event, consult or simply try our services and relax in a cozy atmosphere. The following services will be available at the facility: make-up and make-up, manicure and pedicure, haircuts and hairstyles, face and body masks, care consultations.

Based on the situation in the country, we singled out a separate category of special guests - military personnel. Military personnel risk their lives to protect our values and national security. With this in mind, it is important to create an environment that expresses appreciation and support for advocates. In order to thank our defenders, we will offer certain discounts, as well as the possibility of organizing an award ceremony and memorial dinners at the institution's expense.

It is worth noting that such events will have a positive impact on military personnel and their families. Discounts and the possibility of organizing various events will create an atmosphere of gratitude and support. This is not only material recognition, but also a demonstration that their work and personal sacrifices do not go unnoticed.

Another feature of the mentioned establishment will be the holding of Ukrainian film evenings in the restaurant, in order to offer visitors a quality rest in combination with national cinematography. Thus, our institution will hold movie nights every week, showing the next masterpieces of Ukrainian films of various genres.

Potential films to watch: "Forbidden" 2019 (Ukrainian feature-length film that tells about the life and mysterious death of the famous sixties poet, Hero of Ukraine - Vasyl Stus.), "YUKI" 2020 (a documentary film about outstanding stars of Ukrainian origin, who formed the most famous hockey league in the world - NHL.), "Dovbush" 2023 (this film became one of the most expensive Ukrainian cinematographic films in history.), "Schedryk" 2023 (The recreated story tells about three families of different nationalities who jointly tried to oppose totalitarian regimes), and others.

An integral part of the institution's work will be meetings with star guests who will give strength and faith in victory. Among the speakers, we would like to see the following people: Serhiy Prytula (Serhiy Prytula takes an active part in supporting the front. This person founded a charitable foundation that surpasses itself every time, collecting insane sums of money), Kateryna Osadcha (The host

helps families find their lost relatives , in 5 months it was possible to find about 2,000 people), the band "Antitila" (Musicians have been actively volunteering since the beginning of the war), Andriy Khlyvniuk (the lead singer of the Boombox band joined one of the patrol police units. Now he is an operator of a combat drone. Also created the Andrii Hlyvnyuk Foundation charitable organization).

3. The mechanism of state regulation of the market of restaurant and hotel services in the front-line territories

Today, the tourism industry is considered the largest industry in the world, currently this area provides about 3.8% of the world GDP and about 11% - taking into account the indirect impact. In total, in 2022, the contribution of travel and tourism to global GDP was 7.7 trillion US dollars [15]. It is also worth noting that the hospitality industry and the field of tourism are closely related to each other, and therefore the existence of only one sector would not be possible without the other.

The modern field of hospitality is a unique, independent part of the country's economy, consisting of various enterprises and sectors that satisfy a wide range of leisure and recreation needs. The hospitality industry also encompasses travel, hotel and restaurant businesses, leisure and entertainment [10, 11]. However, this industry has always been sensitive to general economic conditions and political instability.

The attractiveness of the country is the main factor for attracting tourists and increasing the demand for restaurants. This includes the natural resources of the country, the level of economic development, cultural and historical assets, etc. However, the factor that plays one of the key roles in the attractiveness of a country can be called political stability. It is political stability that has a great influence on the international and domestic tourism of the state.

Unfortunately, wars have been characteristic of mankind since the beginning of our existence, and therefore continue to this day. The war affects all spheres of the state, which further leads to the decline of the economy and inhibits the overall development of the country. The consequences of hostilities are also the destruction of infrastructure, pollution, reduced security and the threat of a possible re-attack.

Table 3.1

The share of the hospitality industry in GDP (%)

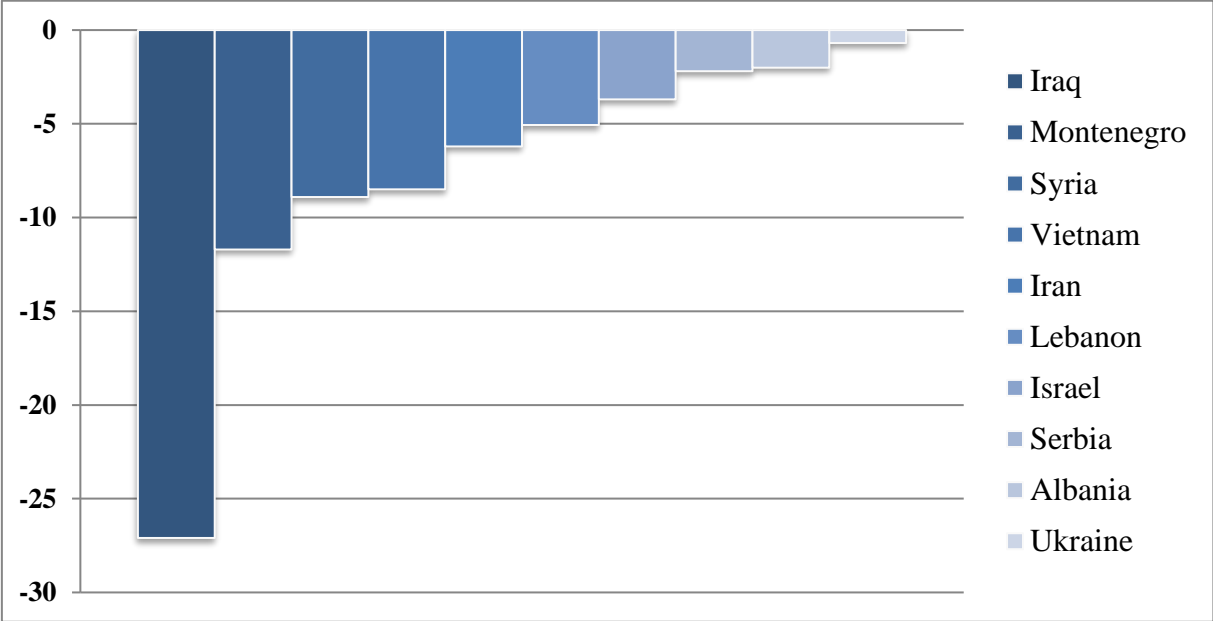
Country	The share of the hospitality industry in the country's GDP (%)		
	Before the war	After\During the war	Deviation
Ukraine	2%	1,3%	-0,7%
Lebanon	14,44%	9,35%	-5,07%
Syria	19,4%	10,5%	-8,9%
Serbia	4%	1,8%	-2,2%
Iraq	35,5%	8,4%	-27,1%
Iran	12,3%	6,1%	-6,2%
Israel	8,7%	5%	-3,7%
Montenegro	18,5%	6,8%	-11,7%
Vietnam	12,9%	4,4%	-8,5%
Albania	11,2%	9,2%	-2%

Source: compiled by the authors based on [14]

Based on the data in the table, it can be seen that in all the listed countries, the share of GDP from the hospitality industry showed quite positive dynamics. Among the best indicators of the pre-war period, we can highlight: Iraq - 35.5%, Syria -19.4%, Montenegro - 18.5% and Lebanon -14.44%, which indicated the sufficient attractiveness of the hospitality sector in the country [14]. Comparing the data of the pre-war and post-war periods, it can be concluded that for all countries the war had a negative impact on the development of the hospitality industry, which led to a decrease in the share of GDP. This is primarily due to the losses caused by hostilities in the countries. The percentage of deviation is

correspondingly higher in those states that have experienced larger wars that had a great impact on the country's economy. Among them: Iraq - -27.1%; Montenegro - -11.7%; Syria - -8.9%; Vietnam - -8.5%.

Many countries around the world rely on tourism as an important element of national economic development, and restaurant establishments bring considerable profits.



Source: compiled by the authors based on [14]

Rice. 3.1. The dynamics of changes in the share of hospitality industry revenues in GDP during the period of military conflicts (%)

Lebanon is one such country where the hospitality industry is still recovering from the war. The sad situation of political unrest in the country's history brought considerable losses to the restaurant industry. The title "Switzerland of the Middle East" came due to 30 years of prosperity and prosperity of the country before the civil war (1975–1992) [12]. Before the war, Lebanon was well known throughout the world as a business and financial center where tourists and businessmen from all over the world could enjoy dining or conduct business in a relatively peaceful and conducive environment.

Establishments of the restaurant industry in the regions of Lebanon have decreased by 10-15% per year. The high-end segment has been hit hardest by political and economic instability, resulting in lower demand. Only those restaurants that could build a loyal customer base, sufficient cash flow, and those that could offer reasonable prices and maintain affordability over the years managed to survive.

During the 2006 attacks, infrastructure worth billions of dollars was destroyed, and the country itself was cut off the world tourism map [13]. Tourists were afraid to visit Lebanon, and the hospitality sector itself suffered losses of about 100 million US dollars.

The history of Israel was also repeatedly associated with military conflicts. According to a survey published by the Central Bureau of Statistics, about half of the businesses in the restaurant industry in Israel noted a significant decrease in revenue during Israel's war with Hamas (2023). Some of the hardest hit industries include construction and food service, with over 70% of respondents reporting a drop in income of more than 70% [16]. Small enterprises of the restaurant industry were the most affected.

The proximity of Montenegro to the war zones of the 1990s in Croatia and Bosnia and Herzegovina became a critical threat, which led to the fact that thousands of tourists avoided this coastal destination [17].

In addition, the South Serbian conflict of 2000-2001 on the borders of Montenegro and Kosovo contributed to the formation of the "dangerous" image of the republic in the 21st century.

Eventually, as the war affected the republic, tourism was neglected. Because of the war, all efforts were directed to national defense, not to the development of restaurants and other forms of economic development. This led to a lack of support for tourist infrastructure, a reduction in public catering facilities, a decline in the quality of buildings, the environment, promotional

efforts and human resource development. The conflict was partly related to the presence of the Yugoslav military in tourist areas.

By now, wars have long been over for most countries, but despite this, some countries are still in the process of long and gradual post-war recovery. And although in some places it is possible to see the complete or partial reproduction of the infrastructure and the approach of the hotel and restaurant sector to the indicators of the war period, it is difficult for countries to gain the trust of tourists, due to possible threats of repeated attacks or ordinary fear.

Analyzing the data shown in Table 3.2 and Fig. 3.2. it can be concluded that among all the listed specialties of the restaurant industry, the chef receives the highest salary. If you compare the salary of these specialties in different countries, it differs somewhat between regions. This is mainly due to the economic development of the country, for example, the salary of such specialists as waiters, bartenders and chefs is much higher in Switzerland, USA, France and Germany, because these countries are highly developed. On the other hand, employees of the same specialties in Poland and Ukraine receive significantly less monetary remuneration, which indicates the average economic development of the countries.

Taking into account all of the above, we consider it necessary to fix the final wages of labor in the chain of high-end restaurants in shelters at the level of average European prices, i.e. the salary of a bartender should be UAH 50,000, an administrator – UAH 50,000, a chef cook - UAH 80,000, waiter - UAH 40,000, cleaner and security guard - UAH 25,000 each.

The change in the amount of wages in the front-line zone is explained by the high level of risk of staying in the specified territories, therefore, financial and patriotic factors will serve as the main motivators to encourage temporary relocation of professionals in the field of hospitality.

Table 3.2

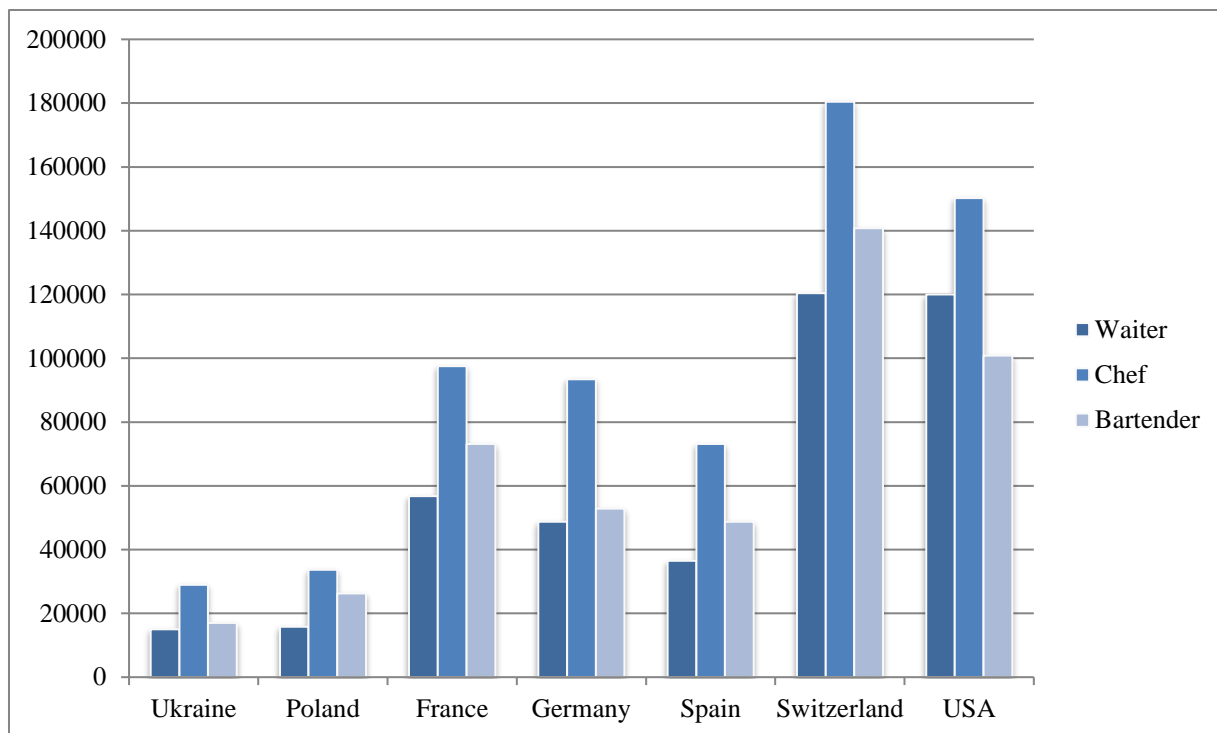
Average salary of restaurant industry workers in different countries of the world (UAH).

Country Specialty	Waiter	Chef	Bartender
Ukraine	15000 ₴	29000 ₴	17000 ₴
Poland	15800 ₴	33700 ₴	26200 ₴
France	56800 ₴	97500 ₴	73100 ₴
Germany	48700 ₴	93400 ₴	52800 ₴
Spain	36500 ₴	73100 ₴	48700 ₴
Switzerland	120400 ₴	180400 ₴	140800 ₴
USA	120000 ₴	150200 ₴	100800 ₴

Source: compiled by the authors based on [16]

The interest, instruments of influence, functions of the state, which will be implemented in this entrepreneurial project, are described in table 3.3. We note that this network of institutions in the post-war period can become a business card of Ukraine, visiting these restaurants will become the goal of an internal trip to the eastern and southern regions and an external one - abroad.

Because it is there that you will be able to feel the spirit of indomitability and indomitability of the Ukrainian people. It is important to gain a deeper understanding of the factors that contribute to the suboptimal operation of restaurants in the post-conflict environment, which will have a significant impact on the process of reconstruction and recovery of the economy, which creates challenges in all sectors of the country.



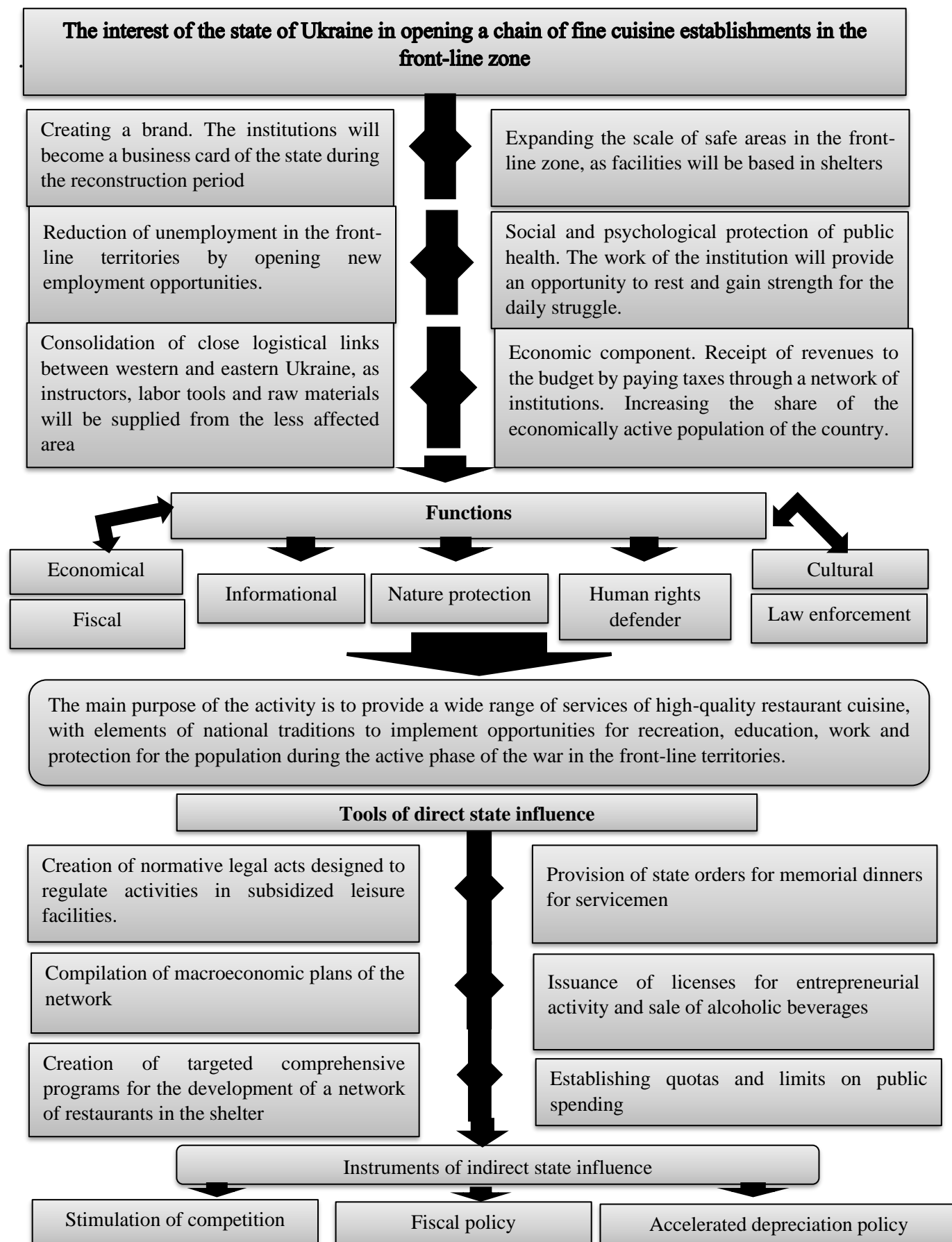
Source: compiled by the authors based on [16]

Rice. 3.2 Average salary of restaurant industry workers in different countries of the world (UAH)

It is clear that security and infrastructure issues are crucial to restoring visitor confidence, but for tourist areas, even more concrete measures need to be taken.

The reason for creating this institution is more than clear to all of us. The war really captured all spheres of Ukrainian life. Our restaurant will become a safe place, which is really lacking now. Here you can forget about air alarms, shelling and enter a comfortable bubble where there is no trouble.

The facility will provide an opportunity to hold various events: weddings, engagements, birthdays, etc. We plan to start weekly meetings for military personnel, psychologists and not only, so that everyone can share their own experiences and experiences, process them, in this way it will help to remove the accumulated spiritual burden, which sometimes prevents us from returning to our usual routine after the experience.



Source: compiled by the author

Rice. 3.3. The mechanism of regulation of the network restaurants in the shelter

The project was created with the belief in victory and quick post-war recovery of Ukraine. And if someone says that now is the wrong time to open such an institution, we boldly answer: "Our Victory Day is coming soon, and we need to create an opportunity to celebrate and raise a glass of champagne on the territory of all of Ukraine."

References

1. How the restaurant market of Ukraine changed in 2023, available at: <https://visitukraine.today/uk/blog/2869/yak-zminivsyia-restorannii-rinok-ukrainii-u-2023-hands>
2. How the Ukrainian restaurant business adapts to the challenges of war: research, available at: <https://business.rayon.in.ua/news/547964-yak-ukrainskiy-restoranniy-biznes-adaptuetsya-do-viklikiv-viyni-doslidzhennya>
3. Fedir Zhuravka, Natalia Nebaba, Olena Yudina, Svitlana Haponenko, Hanna Filatova The hospitality market in Ukraine: War challenges and restoration possibilities, available at: https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/17774/IM_2023_01_Zhuravka.pdf
4. Chorna Nataliya, Business and volunteering: the restaurant industry during the war, available at: <https://repository.ldufk.edu.ua/bitstream/34606048/33285/1/%D1%87%D0%BE%D1%80%D0%BD%D0%B0.pdf>
5. Gastronomic front of Ukraine, available at: <https://ukrainer.net/gastronomic-front>
6. Anna Volodavchyk, Kitchen troops in action: how the restaurant business supports Ukrainians during the war, available at: <https://insider.ua/kuhonni-viyska-u-dii-yak-restoranniy-biznes-pidtrimue-ukrainciv-pid-chas-viyni/>
7. Ukraine became the second grain exporter in the world, available at: <https://www.ukrinform.ua/rubric-economy/3176429-ukraina-stala-drugim-u-sviti-eksporterom-zerna.html>
8. Brytvenko A.S., Brygina S.I., World achievements and modern trends in the development of tourism and the hotel and restaurant industry, available at: https://tourlib.net/statti_ukr/brytvenko.htm

9. Stryzhak Olena, Pohuda Nataliia Restaurant brand management in wartime, available at: [http://repository.hneu.edu.ua/bitstream/123456789/30211/1/Stryzhak_Economic s%20of%20Development.pdf](http://repository.hneu.edu.ua/bitstream/123456789/30211/1/Stryzhak_Economic%20of%20Development.pdf)
10. Samoilenko A. O. The role of tourism in the world economy, available at: http://www.investplan.com.ua/pdf/20_2013/17.pdf
11. Kozachyna V., Tsviliy S. Analysis of problems and prospects of the post-war restoration of the hotel restaurant business and tourism, available at: https://elartu.tntu.edu.ua/bitstream/lib/39977/2/SRBD_2022_Kozachyna_V-Analysis_of_the_problems_50-51.pdf
12. Impact of War And Terrorism on Tourism and Hospitality Sector in Lebanon, available at: https://www.bing.com/22_Ann_Tom_109_geography_339-355.pdf
13. Restaurant failure in post-conflict Beirut: the macroenvironmental context and mismanagement, available at: Restaurant failure in post-conflict Beirut: the macroenvironmental context and mismanagement | Emerald Insight
14. Contribution of travel and tourism to GDP as a share of GDP, available at: <https://knoema.com/atlas>
15. Travel and tourism: contribution to global GDP 2023, available at: <https://www.statista.com/statistics/233223/travel-and-tourism--total-economic-contribution-worldwide>
16. Israeli businesses report steep sales declines during war survey, available at: <https://www.reuters.com/world/middle-east/israeli-businesses-report-steep-sales-declines-during-war-survey-2023-11-01>
17. THE ROLE OF MONTENEGRO IN THE WARS OF THE 1990s: “FROM A CONSISTENT WARRIOR TO AN (UN)WILLING ALLY”, available at: <https://www.hracion.org/2021/05/14/the-role-of-montenegro-in-the-wars-of-the-1990s-from-a-consistent-warrior-to-an-unwilling-ally>

18. Bilas M. The HoReCa market during the war: current state and key trends, available at: <https://voxukraine.org/rynok-horeca-pid-chas-vijny-potochnyj-stan-ta-klyuchovi-tendentsiyi/>
19. How attendance at Ukrainian institutions changed over the, available at: https://t.me/restorator_reve/1936.
20. How much does a Bartender make in Paris, France?, available at: https://www.glassdoor.com/Salaries/paris-bartender-salary-SRCH_IL.0,5_IM1080_KO6,15.htm

PART 3:

Factors of formation of the market of tourist services of
Ukraine and Israel in the conditions of war

1. Israel is a tourist phenomenon

Tourism is one of the main contributors to Israel's budget and one of the most promising sectors of the economy. The main types of tourism are gastronomic and religious, because it is on the territory of this country that the main Christian shrines are located, and the cuisine of Israel is one of the most recognizable in the world. The country's recreational opportunities are also invaluable, as its territory includes beaches of the Mediterranean and Red Seas, as well as medical sanatoriums of the Dead Sea. Israel is one of the most visited countries in the world, being in a state of cold war throughout its history. The work determined the dynamics of the development of the tourist services market in Israel, established that the number of foreign tourists in 2019 was equal to 440 thousand people, after which in 2020 the indicator continued to grow and stopped at the mark of 450 thousand foreign travelers. In the period of 2019-2020, the largest tourist boom in the entire history of keeping statistics of visits to Israel is observed. However, the coronavirus crisis caused global changes in market trends and provoked a drop in the number to 52.9 thousand people in 2021, but the industry gradually developed, already in 2022 334 thousand people visited Israel, and in 2023, due to military operations, the number of tourists decreased significantly and amounted to 304 thousand people.

The study is devoted to the analysis of the problems and peculiarities of the development of the tourist industry in Israel, in the context of the state of war and the unstable political situation, to outline the prospects for overcoming them and the sustainable development of the tourist market in the post-war period. The paper analyzed the theoretical prerequisites for the formation and development of the market of international tourist services, taking into account the socio-economic crisis.

The influence of the "war" factor and the international tourist market is simply global and under any conditions brings a fundamental change in its

functioning. These are, first of all, devastation and death, the decline of the economy and the devaluation of human life, the destruction of tourist infrastructure and the annexation of territories, the ecological and demographic crisis. But in the post-war period, this factor is capable of bringing about positive changes, including innovation and modernization of tourist products, increasing interest in the winning country among potential travelers, and rebuilding the infrastructure taking into account modern trends.

A large number of Ukrainian and foreign scientists focused a lot of attention on the peculiarities of the development of the Israeli tourist market in the conditions of war and uncertainty. Among the leading theoreticians of this direction are scientists: O. Korotaeva, G. Morton, I. Mandryk [1], Doroshka M. S. [2] who considered the prospects of improving the tourist environment in Israel, scientists V. Kiptenko and K. Kuzmenko [3], from analysis of state policy in the tourism sector, as well as researchers V. I. Stafiyuchuk [4], V. F. Semenova [5], O. Horobec [6], who in their works devoted to the study of international tourist markets and patterns within them. However, the relevance of further scientific works remains due to the volatility of consumer demand and the security situation in the market of tourist services in Israel. Characteristics of the dynamics of changes and main trends of the tourist services market of Israel in the period 2021-2023.

Tourism is an important source of income for Israel, because a significant number of cultural and architectural monuments of the three Abrahamic religions become a place of pilgrimage for hundreds of thousands of tourists every year. The country with a total area of 20,770 km², located in seven climatic zones, is not inferior to any country in terms of the number of attractions per unit of area [7].

One of the most important parameters of the development of the international market of tourist services is the number of foreign tourists. Let's

consider the trend line of this indicator in the period 2019-2023 with the help of fig. 1.

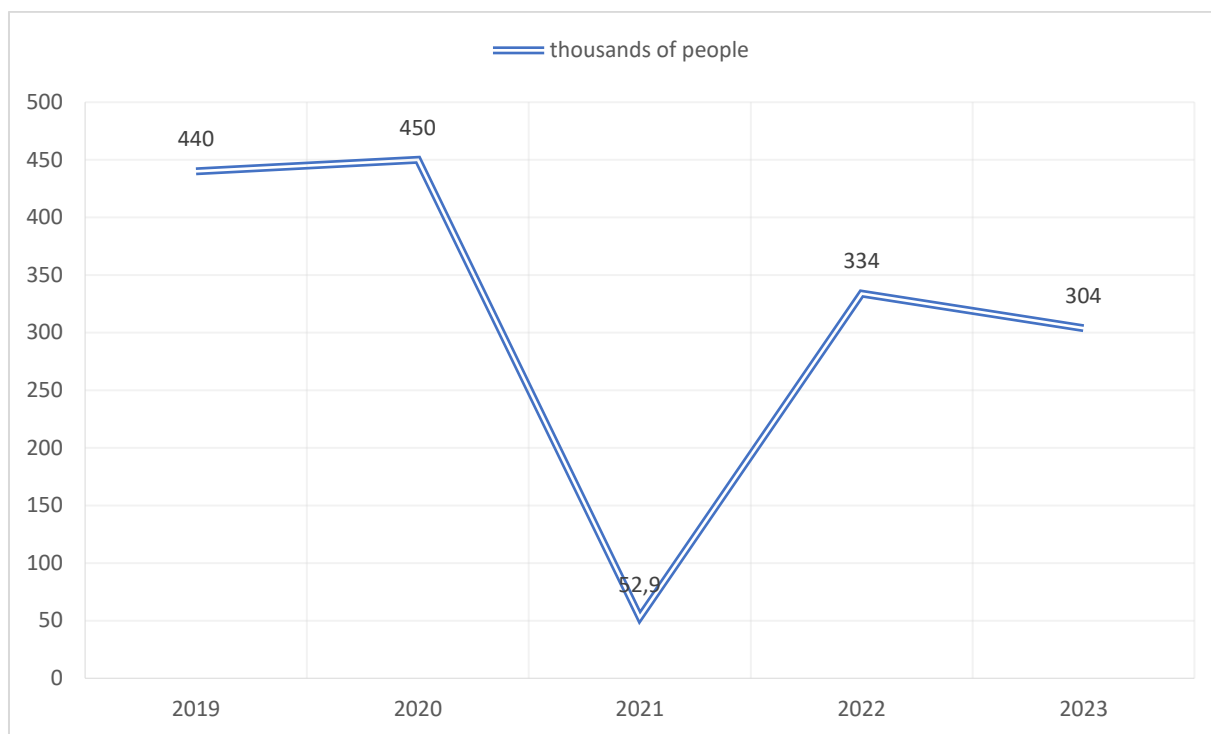


Fig. 1. Dynamics of changes in the number of foreign tourists to Israel in the period 2019-2020

**Developed on the basis of data [8].*

The number of foreign tourists in 2019 was equal to 440 thousand people, after which in 2020 the indicator continued to grow and stopped at the mark of 450 thousand foreign travelers. In the period of 2019-2020, the largest tourist boom was observed in the entire history of keeping statistics of visits to Israel. However, the coronavirus crisis brought global changes to the market and provoked a drop in the indicator to 52.9 thousand people in 2021, but the industry gradually recovered, and already in 2022 334 thousand people visited Israel, and in 2023, due to the military actions, the number of tourists was insignificant decreased to 304,000 people.

That is, we can confidently state that the epidemic has become a much bigger minus factor for the sustainable development of tourism in Israel than the military conflict in 2023.

With the help of Fig. 2., we will consider the rating of the most popular tourist destinations in Israel, according to a survey of travelers, when leaving the country of temporary stay.

On October 7, 2023, a new stage of the military conflict between Israel and the Gaza Strip began, the attack by Hamas became the most destructive in the entire history of confrontations.

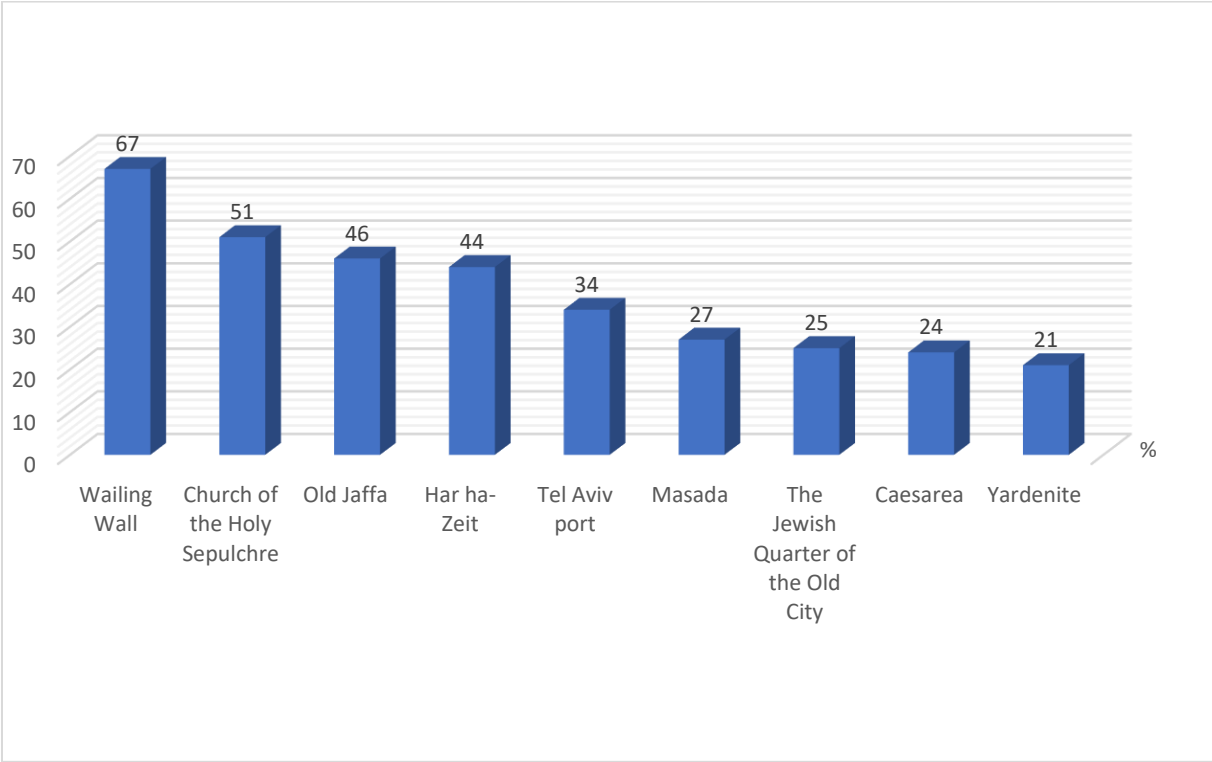


Fig. 2. The most popular tourist sites in Israel

**Developed on the basis of data [9].*

However, Israel quickly recovered and hit back hard, and declared readiness to wage war throughout 2024. This conflict affected the field of tourism, but did not bring it into crisis. With the help of fig. 3. we will consider the list of countries whose tourists most often visit Israel.

Based on the data of fig. 3, we can safely declare a significant advantage of interest in the tourist attractions of Israel from the USA, since 0.96 thousand Americans visit the country annually, the reason for this is the absence of visa formalities. The second place is occupied by France, where 0.4 thousand people visited the Holy Land in 2021, in the third place is Germany - 0.3 thousand people.

Great Britain follows - 0.3 thousand people, Italy - 0.2 thousand people, Poland, China, Ukraine and Romania close the top ten with the number of travelers 0.16 thousand people, 0.15 thousand people, 0.14 thousand people and 0.12 thousand persons, respectively. The clear predominance of the number of tourists from Europe is explained by highly developed pilgrimage tourism and the presence of the largest Christian shrines.

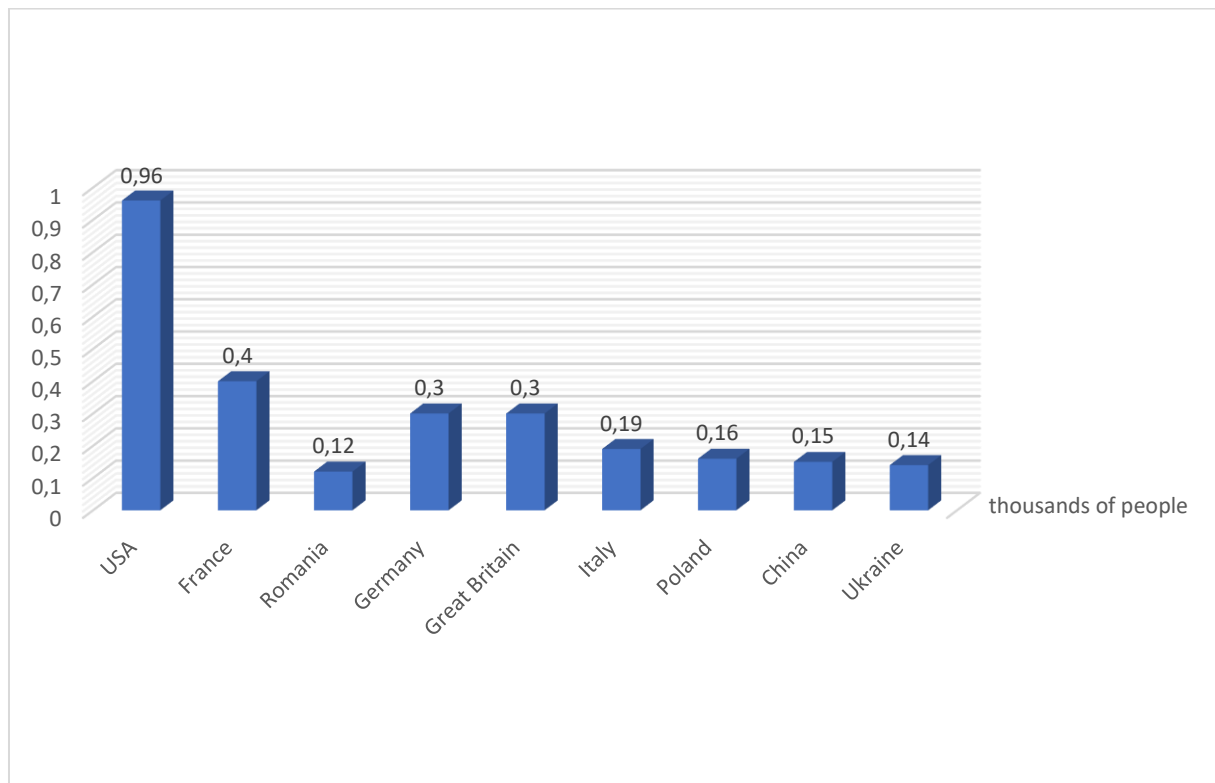


Fig. 3. The structure of foreign tourism in Israel, divided by supplier countries

**Developed on the basis of [10]*

Regarding the period of stay and the territory of Israel, the largest number of tourists (39%) stay in the country for 5-9 days, which is facilitated by the distance of road connections and the possibility of combining several types of recreation. 29% of tourists stay for 2-4 days, that is, often visiting Israel is part of combined tourist tours, and 18% of tourists stay in the country for 9-29 days, usually for the purpose of visiting relatives and friends.

Other tourists, according to the Ministry of Tourism of Israel, stay in the country for one day or more than a month.

The number of hotel rooms in Israel is quite large and consists of 56 thousand rooms, and 15 thousand rooms in hostels, apartments for rent and guest apartments, which in the high season are filled by 60-70% with a length of stay of 2.8 nights, which is the average European occupancy rate temporary means of accommodation.

The largest number of hotels are located in the leading tourist centers of Tel Aviv, Jerusalem, Eilat, Tiberias, on the coast of the Dead Sea, with a room base of 8.8 thousand rooms, 11 thousand rooms, 11 thousand rooms, 4 thousand rooms, 4 thousand rooms, respectively.

A feature of the Israeli hotel industry is the cancellation of the star grading of accommodation facilities, which glorified the country's room fund. Since even world-renowned hotel chains are subject to additional scrutiny by state review bodies, the quality of services impresses and surprises even well-known travelers. The price varies depending on the location of the hotel and the rating of the institution. But the means of temporary accommodation work both on the "all inclusive" and "bed and breakfast" systems, including.

Israel's restaurant industry is highly profitable and profitable because the country's cuisine is original and attractive to travelers. Chefs combine traditional dishes with modern interpretations of famous European dishes, inspiring domestic and foreign tourists.

Restaurants are divided into two types: kosher, for those who follow the traditions of Judaism, and non-kosher, without observing koshrut.

Gratuities, as a rule, are included in the check immediately, and are 10-20% of the cost of the order. The price policy is quite aggressive, Israel is the leader in the ranking of the most expensive vacations in the Middle Eastern region.

Table 1.

Israeli innovative projects in the market of tourist services during
covid-19 and after

The name of the tourist innovation	Program description
Whos Your Guest	It is a platform where accommodation providers rate their guests, as well as a Go-Travel direct booking club.
Aura Air	It measures air quality according to specified indicators inside and outside the premises, vehicle (bus), gives recommendations and also performs smart disinfection, ionization.
BriefCam	Collects and provides users with information about compliance with social distance, availability of masks and analyzes the admissibility of the number of people in the premises.
WishTrip	Travel experience management platform; shows how many visitors are in destinations and where they are, a density map for visitors to help them make decisions about visiting, digital site promotes less popular destinations
Routier	Contactless customer service at the hotel before arrival, during the stay and after departure, which makes the service process faster, more efficient and attractive for the customer.
Nanoscent	Unique rapid tests that determine suspicion of coronavirus disease by breathing in 30 seconds.
Better Air	Provides ecological restoration of air quality in the room, where most of the traveler's time is spent, with the help of unique automated systems.
EasyWay	With EasyWay, hotels can serve their guests in a fully digital environment, from online check-in to contactless communication throughout their stay.
Master Mind	The technology allows you to save money on reception services, reducing operating costs by 75%.

**Developed on the basis of data [11]*

After the epidemiological year 2021, the biggest crisis in the market of tourist services in Israel became, the country was unprepared for such a challenge and the entire tourism sector froze. However, Israeli hoteliers and restaurateurs turned out to be surprisingly creative and created a number of ideas that helped

the industry to get out of the economic and labor crisis, a brief description of which is presented in the table. 1.

The innovations described above are a powerful budget filler, as they are actively used in their own work by foreign hotel and restaurant establishments, and Israeli companies implement them effectively.

To understand the multifaceted and diverse services of the tourist market, it is necessary to analyze the structure of the country's international tourism in terms of the purpose of the trip (Fig. 3.).

According to the Ministry of Tourism of Israel, 19% of tourists come to the Holy Land for the purpose of pilgrimage.

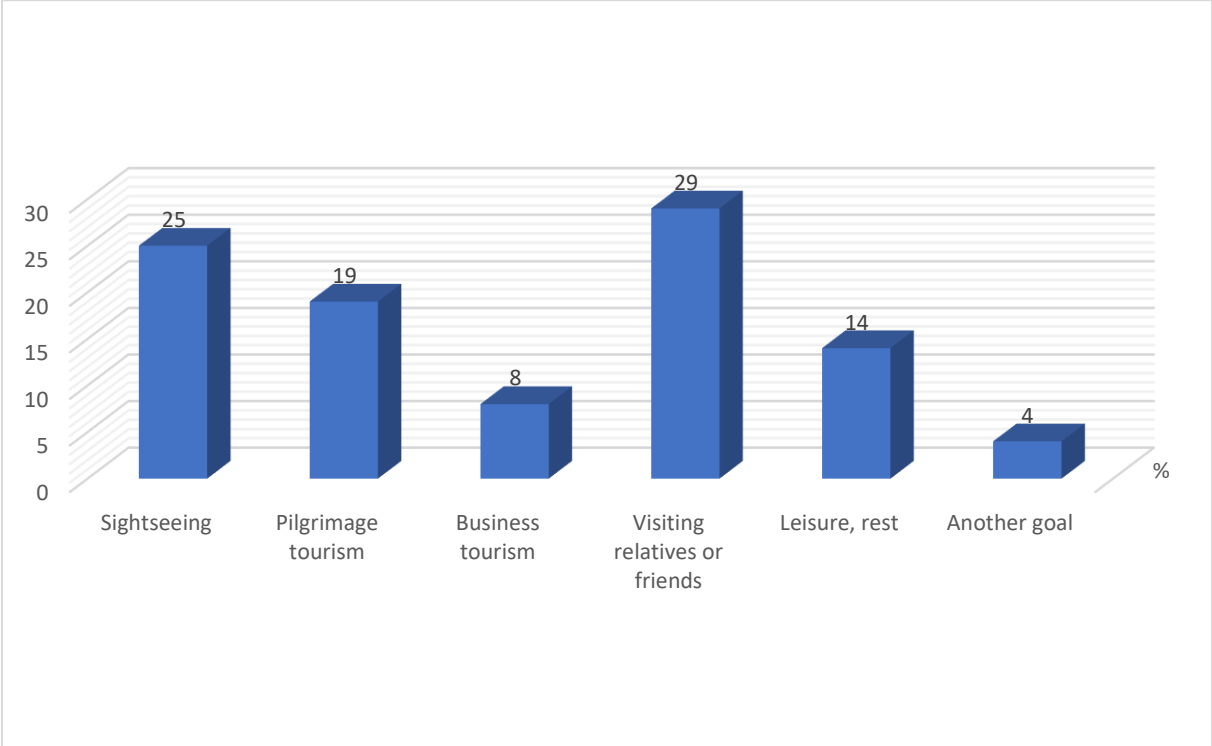


Fig. 4. Structure of the Israeli tourism market by purpose of travel

**Developed on the basis of data [10].*

Prices for tourist services in Israel continue to rise at a devastating rate. Considering the military conflict and the post-epidemiological recovery of the industry, funds withdrawn from tourism activities are urgently needed by the state and the private sector of the economy, however, experts note that such an aggressive pricing policy may negatively affect the number of potential tourists.

Let's consider the structure of the price policy of the main components of the tourist product in 2019-2022 with the help of table 2.

Table 2.

Dynamics of the average market growth of prices for the main components of the tourist product in 2019-2023

Name of the component/year	2019	2020	2021	2022	2023	Absolute deviation 2023/2019, USD USA	Growth rate 2023/2019, %
flight, USD USA	180	180	200	200	230	50	1,28
means of temporary accommodation, USD USA	20-25	30-35	30-35	40-50	45-60	25	2,25
public catering establishments, USD USA	15-25	20-25	20-30	30-35	35-40	20	2,33
travel package, USD USA	200	230	450	500	550	350	2,75

**Developed on the basis of data [10].*

After analyzing the price policy on the market of tourist services in Israel, we note a significant increase in the cost of a check per person in restaurants by \$20 or 2.33% for the period 2019-2023, and the price of a two-way flight to Tel Aviv from Kyiv and back, so in 2019 its price was 180 dollars, and in 2023 - 230 dollars, that is, the growth rate of the cost of transportation was 1.28%, or 50 US dollars. The number of rooms also became significantly more expensive, so in 2019 a night in a hotel cost an average of 20-25 dollars, in 2020 - 30-35 dollars, in 2021 - 30-35 dollars, in 2021 - 40-50 dollars, and in 2023 it increased to 45-60 dollars, in general, the growth rate of the indicator was 2.25%, which

demonstrates the aggressiveness of the price policy of the hotel and restaurant sector of the economy. The price increase of all the above-listed components of the tourist product collectively led to an increase in the cost of the tourist package by \$350 or 2.75%.

Conclusions. But the artificial increase in prices did not significantly affect the number of tourists in the country, as did the security situation associated with military aggression from the Gaza Strip. The main challenge for the market of tourist services in Israel was covid-19, which brought a lot of grief and death, challenged medicine and the state's economy. The outbreak has led to significant travel restrictions, border closures and the lowest number of tourists in the country's history. However, thanks to the ingenuity of innovators in the hotel and restaurant sector and the help of state authorities, international tourism continues to grow at a significant pace.

Israel is a tourist phenomenon, it is the only country in the world that has been in a state of armed conflict for more than 2000 years, and at the same time it is one of the largest tourist centers. Which is explained by the presence of religious shrines, exclusive nature, high quality of medicine, education and army, as well as the potential for the development of gastronomic and business tourism.

References:

1. Iryna Mandryk (2016) Turystychno-krainoznavchi aspekty rozvytku turyzmu v Izraili [Tourism policy and programs for the development of tourism in Israel] Available at: <https://evnuir.vnu.edu.ua/bitstream/123456789/15262/1/14.pdf>(in Ukrainian)
2. Doroshko M. S. (2012) Krainoznavstvo [Local studies] V. P. Krizhanivskiy, M. S. Doroshko (red.), V.I. Golovchenko. Kyiv: Znannya, 439 p. (in Ukrainian)
3. Kiptenko V. K., & Kuzmenko K. P. (2012) Turistichna politika ta programi rozvitku turizmu v Izraili [Turistichna politika ta programi rozvitku turizmu v Israel]. Geografiya ta turizm, 18, 85–91. Available at: http://www.geolgt.com.ua/index.php?option=com_content&view=article&id=54&Itemid=38&lang=uk/ (in Ukrainian)
4. Stafiyuchuk V., Malinovska O. (2021) Turistichne krainoznavstvo [Tourist country studies]: navch. posib. U 4-kh tomakh; T. 1. Yevropa. Kherson: OLDI-PLYuS, 282 p. (in Ukrainian)
5. Semenov V. F. (2013) Turistichne krainoznavstvo [Tourist country studies]. Kherson: Grin D.S., 392 p. (in Ukrainian)
6. Horobets O. (2012) Zemlia i Nebo [Earth and Sky]. Mizhnarodnyi turyzm, 5, 96–103. (in Ukrainian)
7. Izrail. [Israel]. Available at: <https://uk.wikipedia.org/wiki/%D0%86%D0%B7%D1%> (accessed 30 March 2024)
8. Ostanni dani, shchodo kilkosti turystiv v Izraili. [The latest data on the number of tourists in Israel.]. Available at: <https://take-profit.org/statistics/tourist-arrivals/israel/> (accessed 30 March 2024)
9. 20 naitsikavishykh mist v Izraili na dumku turistiv. [20 most interesting places in Israel according to tourists]. Available at: <https://www.forumdaily.com/uk/20-samyx-interesnyx-mest-v-izraile-po-mneniyu-turistov/> (accessed 30 March 2024)

10. Derzhavne ahentstvo rozvytku turyzmu. [State Tourism Development Agency]. Available at: <https://lowcost.ua/dart-tourism-statistics/> (accessed 30 March 2024)

11. Izrailski innovatsiini rishennia dlia turystychnoi industrii v period covid-19 ta nadali. [Israeli innovative solutions for the tourism industry in the period of covid-19 and beyond]. Available at: <https://itrade.gov.il/ukraine/2020/12/10/> (accessed 30 March 2024)

2. Organizational and economic mechanism of sustainable development of the tourism business of Ukraine and Israel during the active phase of the war

Israel is the absolute leader in the number of tourist flows among the countries that are in the status of warring territories. As you know, the natural resources of Ukraine and its tourist potential are in no way inferior to Israel, and the geographical parameters are many times higher than the market leader. But the biggest challenge for the market of tourist services of Ukraine was the military invasion of Russia, which caused the stoppage of development and the biggest economic crisis in the entire history of the market.

The work determined that the list of the main functions of the organizational and economic mechanism includes: economic, political, law enforcement, humanitarian, informational, international cooperation in the field of tourism, ecological and social. An important component of the organizational and economic mechanism of the functioning of the tourist services market in the conditions of war are the methods of sustainable development of tourism.

These include: fiscal, innovative, amortization, monetary, moral conviction, organizational and economic. On the basis of this, it was determined that the purpose of creating an organizational and economic mechanism for the sustainable development of tourism during the war is to create favorable conditions for conducting financial activities in the field of international tourism, with the implementation of programs to optimize a favorable security situation for providing tourist services to external and internal consumers and obtaining social economic benefits. And accordingly, a visualization of the specified organizational and economic mechanism is provided.

It is impossible to compare the level of development of the tourism industry, the interest of tourists in the state, and the material and technical condition of the hotel and restaurant industry of Ukraine and Israel. But the resource and socio-economic potentials are quite comparable in the two listed

countries. The high level of development of gastronomic, recreational and pilgrimage tourism led to the similarity of the characteristics of the markets of tourist services. However, the main difference in the reaction of the tourism industry to the military conflict was the historical component, namely the ability to conduct economic activity for thousands of years, despite the escalation of conflicts in Israel. The Ukrainian market of tourist services turned out to be unprepared for global upheavals, including the annexation of territories, armed terror, genocide of the population, and deliberate destruction of national authenticity and cultural heritage.

A large number of domestic and foreign scientists, during their research activities, analyzed the development of the Ukrainian tourist market, during the war and beyond.

Among the leading theoreticians of this direction are the following scientists: O. Bordun, V. Shevchuk, and V. Monastyrskyi [1], who in their own works analyze the losses and ways of saving the tourism business of Ukraine in war conditions, the researcher V. Rykhlitskyi [2], with a detailed analysis of modern trends in domestic tourism in Ukraine, as well as scientists Dvorska I [3] and V. Prysedska [4], with a description of the prospects for restoring the profitability of the tourism market in the post-war period, and other research internet publications [5, 6, 7].

However, the relevance of the research remains, due to the dynamism of economic and geographical processes in the market of tourist services of Ukraine.

The purpose of writing a work on the creation of an organizational and economic mechanism for the sustainable development of tourism during the war is to create favorable conditions for conducting financial activities in the field of international tourism, with the implementation of programs to optimize a favorable security situation for providing tourist services to external and internal consumers and obtaining socio-economic benefits.

The rise of industrial society has transformed tourism into a mass leisure activity, while globalization and post-modernisation have created an increasingly fragmented, individualized and diverse sphere of tourism supply and demand. The current growth of tourism is largely the result of the strengthening of globalization, which has increased the number of main drivers in international tourism due to the growth of incomes, the appearance of new and cheaper means of transport, the development of communications [8, p. 9].

Based on all of the above, and the urgent need to expand the tourism industry and its integration into the world tourism market, we consider it necessary to study and follow the main dogmas of the development of tourism in the Israeli form. Based on which, during the escalation of the conflict, the tourism sector does not stop its own functioning, but on the contrary, increases its potential.

The reason for this is the significant contribution of the tourism industry to the formation of the country's GDP, the provision of jobs for thousands of citizens, the realization of the opportunity for rest and rehabilitation of the citizens of Israel, and the glorification of the strength of spirit and indomitability inherent in the chosen nations.

The list of main functions of the specified organizational and economic mechanism includes: economic, political, law enforcement, humanitarian, informational, international cooperation in the field of tourism, ecological and social.

The economic function is implemented through the direct dependence of growth in the amount of consumer demand and tax revenues to the budget. Also, this function is realized by the availability of savings in the population, since tourist trips are not a necessity. Therefore, in countries with a higher standard of living and GDP per capita, citizens travel more often. An important secondary factor in the implementation of the economic function is the development of

tourist infrastructure, which includes, first of all, temporary accommodation facilities, catering establishments, and transport hubs.

The political function of the organizational and economic mechanism of international tourism is responsible for ensuring favorable legislative conditions for economic activity and providing grants and subsidies for certain types of tourism. The political situation in the state during the war should be stable, promote the expansion of economic activity of profitable industries, and also protect both providers and consumers of tourist services.

Law enforcement is an addition to the legal function, its implementation consists in observing the rights and rules of ethical behavior and international and state legislation, when providing and receiving services in the tourist market. Also, its responsibilities include the formation of institutions for monitoring compliance with legislation and establishing state standards in the field of tourism.

The humanitarian function of the organizational and economic mechanism is implemented by providing the world's population with the opportunity to rest, increasing days off, and reducing stressful situations. Also, this function is used during the protection of cultural and historical memory, providing education to the population (through the practical study of customs and traditions in the territories of temporary stay). This is also the development of self-acceptance and self-affirmation, the understanding of authenticity in the unusualness of one's own country, through the opportunity to travel through it and get to know new countries or cities.

The information function provides reliable and timely information on all factors affecting the market of tourist services. During military operations in the territory of temporary stay of tourists, this function takes on an extremely important role, as it can save the life and health of travelers. During military tourism, it is necessary to have access to up-to-date information in order to understand the degree of risk of staying in a particular area.

The function of international cooperation in the field of tourism during the active phase of the war determines the degree of trust in the country and the possibility of helping tourists caught in unfavorable circumstances. International contracts make it possible to exchange experience, form the rules of behavior on the international tourist market in a balanced way, conduct correct pricing, fiscal and insurance activities. It is also an opportunity to train and reorientate personnel, monitor and follow global trends.

The ecological function is clearly one of the most important in the formation of the organizational and economic mechanism of sustainable development of the tourist business during the war, since the preservation of natural resources is the basis of the future of the Earth and the tourism industry on it.

The war destroys the natural and recreational potential of the state, adversely affects the quality of the soil and inland waters, flora and fauna. A significant number of territories will not be subject to restoration after the active phase of the war, so the task of the ecological function of international tourism is to protect nature and reduce the impact of the human factor on it.

The social function of tourism is responsible for creating conditions for recreation and recuperation of the socially vulnerable sections of the population. The question of tourism arises especially acutely during military aggression the issue of tourist support for military personnel and their families, as well as temporarily displaced persons, arises. The state, together with the private sector of the economy, should promote the possibility of recovery for war-affected citizens of the country.

An important component of the organizational and economic mechanism of the functioning of the tourist services market in the conditions of war are the methods of sustainable development of tourism. These include: fiscal, innovative, amortization, monetary, moral conviction, organizational and economic.

Fiscal methods are extremely important because they determine the macroeconomic importance of tourism. For example, in Ukraine, 1.4% of GDP consists of tourist receipts directly, or 9% indirectly, in Israel it is 6.5%, and in most countries of Europe and America it is 8-10%.

The global average contribution of tourism to GDP is 10%, and exceeding this indicator indicates the direct dependence of the state's economy on the market of tourist services, which is dynamic and unpredictable, failure to reach the specified level is evidence of underdevelopment of the ministries of tourism or culture of a specific country or region.

Innovative methods are based on implemented modern complex solutions for solving conflicts and failures in the tourism industry. The most popular innovative projects today are online booking and reservation, contactless tourism, chipping, development of web maps and new tourist routes. The introduction of innovations fulfills the following goals:

- 1) reducing the cost of production and providing tourist services;
- 2) access to the international tourist market;
- 3) increasing the profitability of the travel company;
- 4) expansion of the list of services of a specific organization or the market of tourist services of the entire country;
- 5) facilitating the performance of tasks by employees of the tourism industry.

Depreciation methods are based on the gradual transfer of the cost of fixed assets to manufactured goods and services. Since the tourism business is 60% services and only 40% products, the basis of depreciation deductions will be aimed at covering the cost of resources for the development and provision of tourist services to the population. The most expedient in tourism will be the use of a direct system of deducting amortization payments.

Monetary and credit methods are the basis of successful economic activity by tourist companies. They guarantee the profitability of the main types of tourism

in the case of the correct use of their influence tools. Thus, in the absence of stability in the market, credit methods help to reduce the negative impact on the activities of tourism companies by obtaining loan funds. And monetary ones are determined by the accumulation of profits in favorable periods (high season, tourist boom), and use in less profitable times.

Methods of moral persuasion are extremely important in certain types of tourism. These include religious tourism, game and health tourism, as well as military tourism.

It is important to note that when providing services from the listed types of tourism, it is necessary to comply with the current international legislation, so inciting conflicts in temples or behaving in a way that displeases the dogmas of a particular religion is strictly prohibited. The same applies to gaming tourism, as gambling should be conducted with the use of measures to prevent gambling addiction and contribute to the reduction of the criminogenic situation.

Health tourism should have a medical and recreational effect, with the use of medical prescriptions and recommendations of the tourist's family doctor. Military tourism, which is becoming especially important in Ukraine and Israel, must be safe and thought out down to the last detail, because the lives and health of tourists are more important than material rewards, or the possible expansion of services in the tourist services market.

Organizational and economic methods of the mechanism of sustainable development of the market of tourist services during martial law should ensure a high level of security situation, namely the organization of tourist tours in a relatively safe area with shelter systems, and the delivery of provisions if necessary.

Another component of the organizational and economic mechanism of sustainable development of the tourism business is the tools of influence on it. Basic influence tools include:

1) state orders - the work gave examples of new tourist destinations that can be implemented exclusively from budget funds, including nostalgic tourism for immigrants, adventure tourism for orphans, and health and recreation tourism for military personnel and their families;

2) target complex programs - a significant number of state-owned resorts and camps can cooperate with private tourism companies to increase recreation opportunities for socially vulnerable population groups;

3) standards, licenses, quotas - the state uses these tools to shape the offer of tourist services, influence the possibility of the state tourist market entering the international market of tourist services. Also, thanks to these tools, state authorities prevent the processes of monopolization and unfair competition.

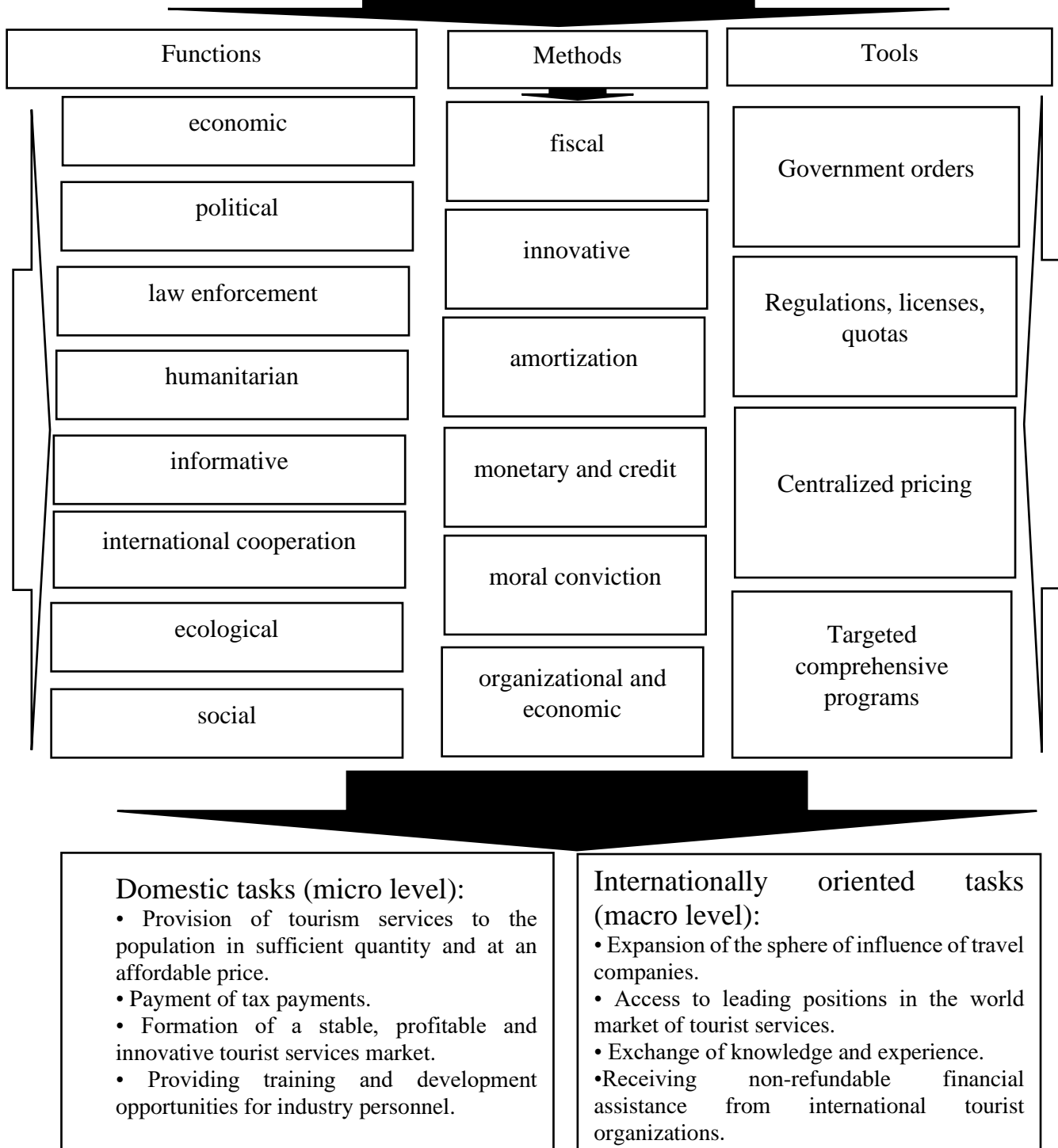
4) centralized price setting – this tool can be used in countries with limited opportunities to enter the international tourist market, since exclusively directive economies have an influence on the formation of prices in the private sector, Fig. 1 Organizational and economic mechanism of sustainable development of the tourism business of Ukraine and Israel during the active phase of the war

Based on the parameters of the organizational and economic mechanism of tourist activity during the war period, shown in fig. 1. we consider it expedient to divide its main tasks into two levels of execution: at the micro-level and at the macro-level.

The first type includes uninterrupted, safe and profitable operation of the industry, the main purpose of which is to support the national economy, while preserving the authenticity of the industry and its financial independence. An important factor in this case is the rejection of opportunities to work "in the shadows", since the tax burden of the state is directly related to the possibility of impossible in case of unfair play in the market of domestic tourism services.

Not the last role in the process of sustainable development of the tourist business during the war is the education and re-profiling of the personnel of tourist enterprises. Today, "personnel hunger" is a global problem of the market, and it

The purpose of creating an organizational and economic mechanism for the sustainable development of tourism during the war is to create favorable conditions for conducting financial activities in the field of international tourism, with the implementation of programs to optimize a favorable security situation for providing tourist services to external and internal consumers and obtaining socio-economic benefits.



Source: compiled by the author.

Fig. 1 Organizational and economic mechanism of sustainable development of the tourism business of Ukraine and Israel during the active phase of the war

is connected with the low level of government orders of tourism business workers, the limitation of practical education programs and the lack of desire of iconic top managers to come to war-torn countries.

Macroeconomic goals belong to the second group of fundamental tasks of creating an organizational and economic mechanism for the sustainable development of tourism. The main of which is access to the international tourist market. The field of tourism is multinational in nature, and accordingly, the opportunity to conclude international contracts, exchange experience, acquire knowledge and skills, and receive financial assistance is a completely natural process. However, it is worth remembering the monopolistic processes in the world tourist market and you should not count on quick leadership. The process of promotion and expansion of influence is quite long and complex and requires knowledge, efforts, government support and trust of consumers of tourism services.

References:

1. Bordun O., Shevchuk V., Monastyrskyj V. (2022) Vraty ta naprjamy porjatunku turystychnogho biznesu Ukrainy v umovakh vijny. [Losses and ways of saving the tourist business of Ukraine in the conditions of war]. *Visnyk Ljvivsjkogho universytetu. Serija ekonomichna*, vol. 62, pp. 178–196.
2. Rykhlicjkyj V. Vnutrishnij turyzm v Ukraini mav by rosty: jak zminylasj ghaluzj i kudy znyk «bjudzhetnyj» mandrivnyk. [Domestic tourism in Ukraine should grow: how the industry has changed and where the "budget" traveler has disappeared.] *Ekonomichna pravda (electronic journal)*. Available at: <https://www.epravda.com.ua/publications/2020/09/23/665405/> (accessed 3 March 2024)
3. Dvorska I. (2022) Turystychna haluz pislya viyny: chy mozhlyva reanimatsiya ta antykryzove upravlinnya? [Tourism industry after the war: is resuscitation and anti-crisis management possible?]. Available at: <https://blog.liga.net/user/idvorskaya/article/44952>. (accessed 10 March 2024)
4. Prysedska V. (2022) Yak perezhyvaye viynu turystychna haluz [How the tourist industry survives the war]. Available at: <https://www.bbc.com/ukrainian/features-62004034>. (accessed 10 March 2024)
5. Ostanni dani, shchodo kilkosti turystiv v Izraili. [The latest data on the number of tourists in Israel.]. Available at: <https://take-profit.org/statistics/tourist-arrivals/israel/> (accessed 30 March 2024)
6. 20 naitsikavishykh mist v Izraili na dumku turystiv. [20 most interesting places in Israel according to tourists]. Available at: <https://www.forumdaily.com/uk/20-samyx-interesnyx-mest-v-izraile-po-mneniyu-turistov/> (accessed 30 March 2024)
7. Derzhavne ahentstvo rozvytku turyzmu. [State Tourism Development Agency]. Available at: <https://lowcost.ua/dart-tourism-statistics/> (accessed 30 March 2024)

8. Shalaiev V.P. (2015). Turyzm yak novyi sotsialnyi instytut u hlobalnomu suspilstvi spozhyvannia. Turyzm yak faktor modernizatsii ekonomiky ta rozvytku rehioniv. [Tourism as a new social institution in the global consumer society. Tourism as a factor in the modernization of the economy and the development of regions].*PHTU*. pp. 9-27.

3. Factors forming the attractiveness of tourist regions of the world

The tourism industry is one of the most promising and economically balanced branches of the economy. Its dynamic development is the basis of the steady evolution of the national economy of states and the popularization of globalization processes on the international financial market. A feature of this industry is the use of all resources available to the state, including unprofitable or unprofitable objects. And the development of the tourist market often coincides with periods of economic decline in the basic performance indicators of national economies, times of disasters and cataclysms, wars and revolutions. Moreover, these processes often become catalysts for the birth or increase of the market potential of international tourist services. Therefore, studying the principles, features and regularities of the functioning of international tourism during the socio-economic and military-demographic crisis is extremely important.

It is determined in the work that international tourist services are a fundamental type of activity on the world tourist market in compliance with international legislation to obtain maximum socio-economic and cultural-demographic benefits. And these services are divided into those provided in the field of business, entertainment, adventure, scientific, cognitive, recreational, elite, health, green, nostalgic tourism.

The tourism industry, as one of the most profitable branches of the world economy, draws all its negative and positive trends, since the formation of the tourist services market and its sustainable development directly depend on the standard of living of the population and the financial income of citizens. Other state-building factors are also important, for example, a sharp demographic boom or industrial breakthrough of the state stimulates an increase in tourist flows and increases the number of domestic trips, while wars and natural disasters reduce interest in the affected territories. Therefore, the study of factors influencing the development of international tourism is an extremely important task today.

The war started by Russia on February 24, 2022 had a global impact on all sectors of the Ukrainian economy, including the market of tourist services. Thus, the military crisis became the biggest challenge for the tourism industry in the entire history, and led to uneven regional distribution of the industry, staff shortage, annexation of territories and tourist resources. The study of the regularities of the functioning of the tourist market and its changes, as a result of the influence of external and internal factors, will allow to create a mechanism of adaptation to the reorientation of tendencies and trends within the framework of the specified market.

A significant number of domestic and foreign scientists have studied the influence of external and internal factors on the formation, development and decline of the tourist services market. Yes, I would especially like to single out L.A. Bondarenko. [1] in his works notes that the development of international tourism in Ukraine and the world turns it into a source of significant revenues for the budget, M. Kastels, [2] notes that the development of tourism contributes to the intensification of foreign policy processes, Dovhal O.A. [3], believes that each direction of globalization affects the essence of international tourism in its own way, and Parfinenko A.Yu. [4], notes that modern international tourism business is an economic activity with significant political consequences.

Understanding the nature of the influence of external and internal factors on the development of the tourist services market will allow predicting and minimizing the consequences of their action.

The purpose of the work is to characterize the factors influencing the international tourist market.

Many domestic and foreign scientists have studied the specified factors of influence, therefore, in order to form our own opinion, we will consider some of them. So, Uncle L.P. when establishing the goals of state regulation of the tourist business, he cites "both positive and negative factors related to the political, legislative, legal, and socio-economic situation in the country and in the world"

[5]. This definition is valuable from the point of view of a comprehensive analysis of the impact of microeconomic factors on the state of the international tourism market, but it misses the effect of global crises and cataclysms.

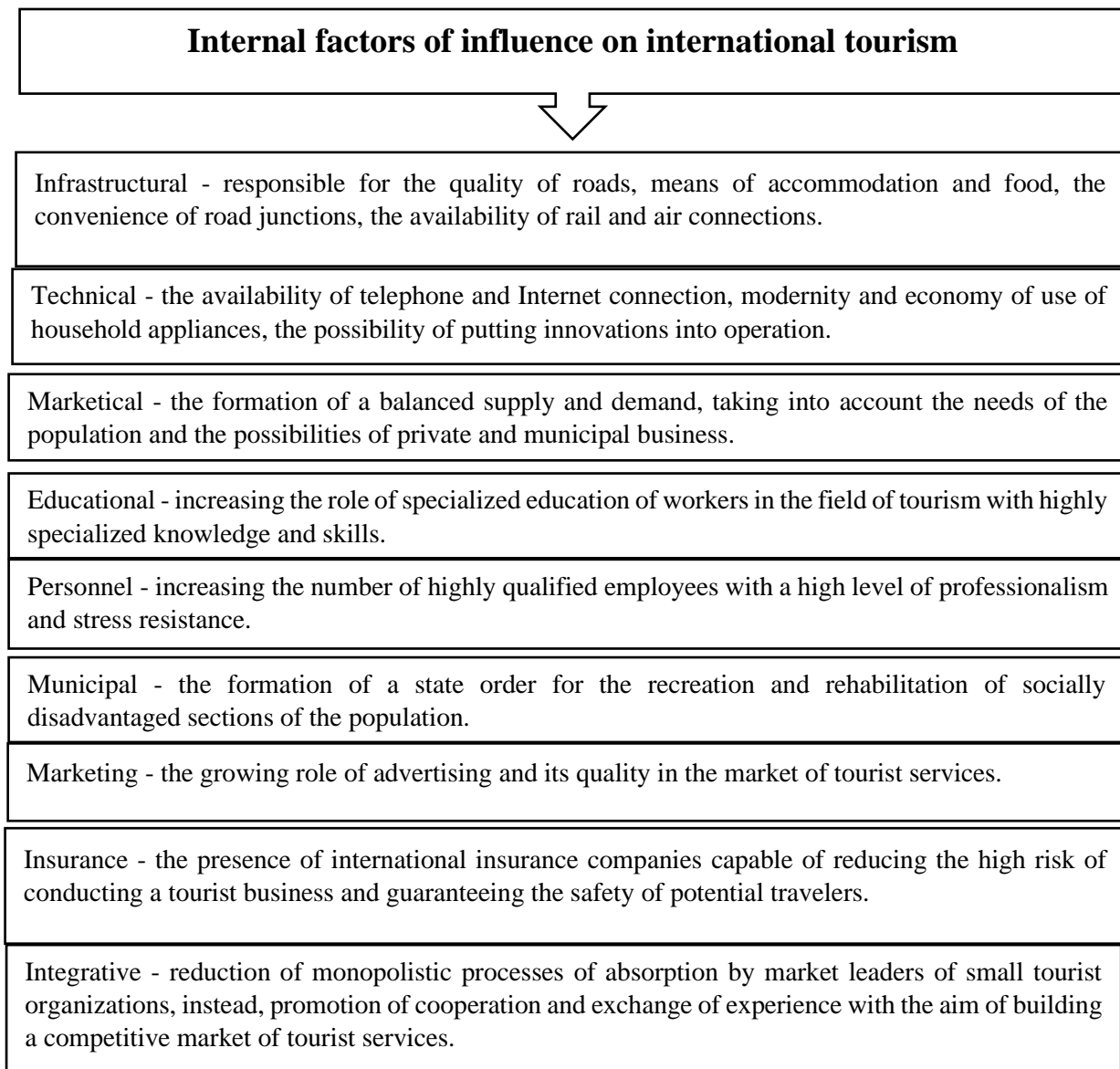
Instead, researchers A. Matzarakis and M. Loman consider the weather conditions and climate to be decisive, and are convinced that it is worth paying attention to climate changes and it is possible to predict what the weather will be like in currently hot countries and what it will be like in the North. At the same time, climate change is only one of the driving factors. This means that we are talking about many interrelated factors, a complex that needs to be controlled. The climate is of great social and economic importance. Current research projects investigate the issue of climate change and analyze the related tourist demand [6]. We agree with the importance of this tourist factor, but we believe that historical-social and economic-demographic factors also deserve to be included in the list of driving factors of the formation of the international tourist market.

Using the received information, we present our own list of factors influencing the international tourist market, dividing them into internal and external and shown in fig. 1. and 2., respectively.

Internal factors include those that directly shape the microclimate of the market of international tourist services and serve as guidelines for the material and technical base of effective economic activity on it. These include infrastructural, technical, market, educational, personnel, municipal, marketing, insurance, and integration factors. The weight of each of them is global, and the lack of positive influence from any direction leads to the deterioration of the activity of the entire milestone of market relations in the tourism industry.

External factors influencing international tourism include those factors that indirectly determine the state and conjuncture of the travel industry. They have a general impact on all branches of the global economy, including political, demographic, economic, historical-cultural, nature-protection, social-directed, climate-natural, ecological, resource, and legal factors. The presence of all these

factors will not guarantee the success of the sustainable development of the tourism industry, without the active development of internal factors. On the contrary, when internal factors are more favorable, and external factors are not critical, the development of international tourism is possible, but it will have a local character.

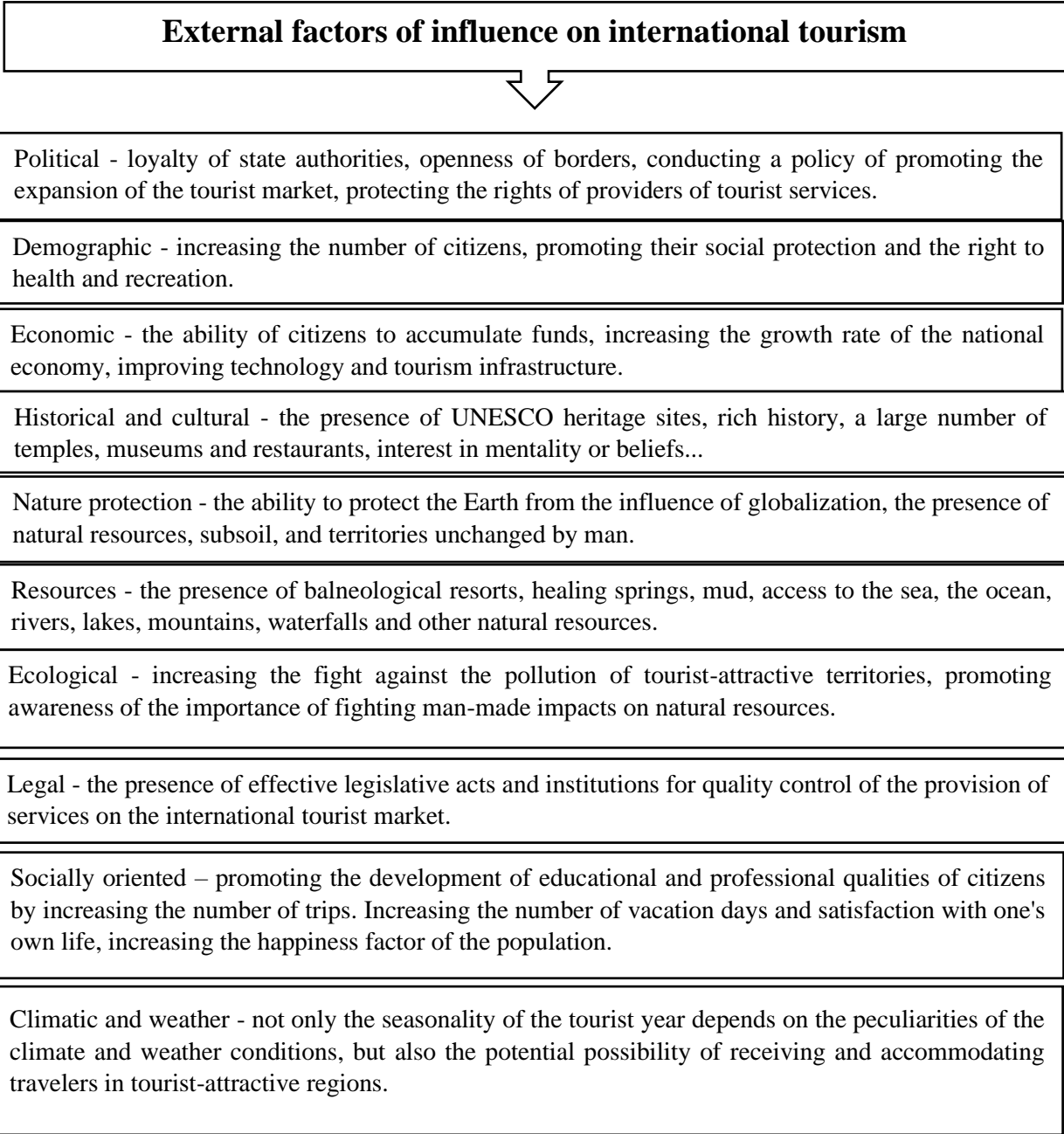


Source: compiled by the author

Fig. 1. Internal factors influencing the international market of tourist services

Therefore, the ideal combination is a set of positive results in two groups of factors. All these factors have a certain ramification and variation depending

on the tourist region, since each of these territories has its own cultural, historical and geographical memory of generations and socio-economic features.



Source: compiled by the author

Fig. 2. External factors influencing the international market of tourist services

Thus, the European tourist region, which accumulates about 55% of international tourist visits, is the most popular region of the world to visit and study. Which is explained by the high standard of living, education and medicine,

the internal openness of borders, the growing pace of the economy, social protection and others. The leaders are the countries of Western and Southern Europe, namely France, Italy, Germany, Austria and Switzerland. Eastern Europe is experiencing the fastest growing interest of travelers, where interest in Ukraine is growing, and knowledge of its history and customs is expanding.

East Asia and the Pacific region are visited by more and more tourists, but the low level of extra-regional visits (about 80-85% is domestic tourism) remains a negative trend, which is explained by the remoteness of the borders, the need for additional vaccinations, unfavorable natural conditions, the low level of tourism infrastructure development, demographic crisis and low economic growth rates. The most popular countries in the region are China, Taiwan, Japan, and Singapore.

The American tourist region closes the top three in terms of the number of international arrivals, and is clearly divided into the Southern and Northern microregions. The northern microregion accumulates 70% of the tourist market with centers in the USA, Canada and Mexico, which is explained by a significant number of natural and cultural resources, economic stability and a high level of security. The leaders of the Southern microregion are Argentina, Bolivia, Brazil, Venezuela, Colombia and Ecuador. The vast majority of countries are resource-poor, agrarian countries with a low standard of living and population impoverishment. The advantage of this region is its exotic nature with unique flora and fauna. Also rich in historical and cultural events is Latin America, which is the leader of the region.

The Middle Eastern tourist region is distinguished by the cultural, historical and demographic feature of the predominance of Arabs. The main market leader is Saudi Arabia, which is a center of religious tourism, as Muslims from all over the world visit its territory as the largest shrine. Also leading positions is occupied by Egypt, which attracts with a long holiday season, healing, warm sea and loose beaches. The advantages of vacationing in the Middle Eastern tourist region are

affordable prices and exclusive nature, the main disadvantage is closed borders and visa restrictions.

The African region attracts with a variety of landscapes, natural resources and climatic features. The leaders of the region are Mauritius, Tunisia, Morocco, Kenya and Zimbabwe. Health, recreational and adventure tourism are popular recreation areas. The main problems of African countries remain the unstable political and socio-economic situation, inter-ethnic confrontations, racial inequality, piracy and poverty. The exception is South Africa, whose pace of development is simply amazing. South Africa and Namibia can surprise the most demanding traveler, both with exotic nature and developed infrastructure.

The South Asian tourist region is attracted by the length of the high season, the variety of religious, gastronomic, hydro and air shows.

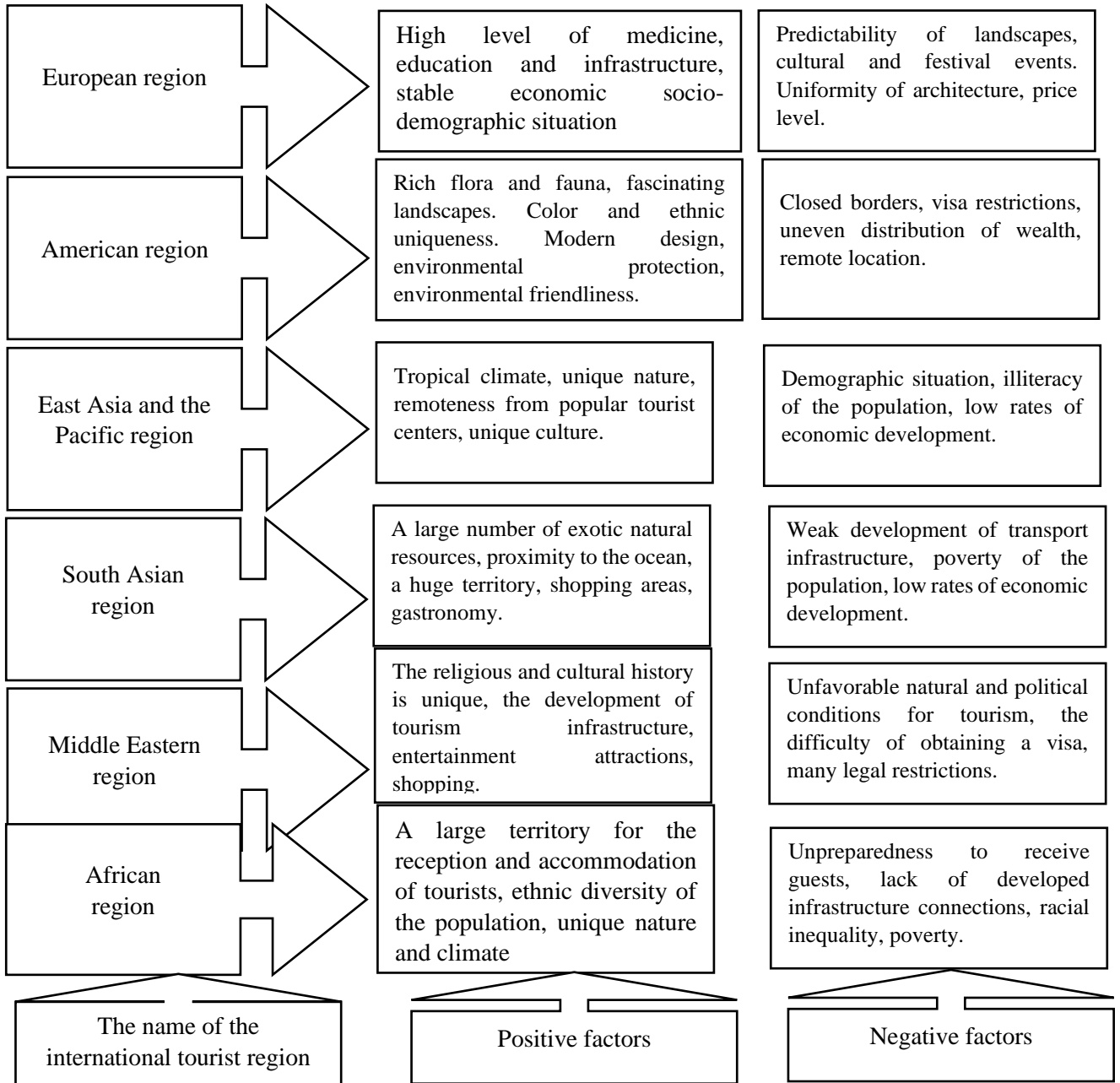
The leaders of the region are Sri Lanka, India, Nepal, Pakistan, Afghanistan and Bangladesh. The entire region is located in the sub-equatorial belt, characterized by the presence of tropical monsoons, high humidity and unique flora and fauna.

The main problems of the region are uneven settlement, impoverishment and illiteracy of the indigenous population, difficult working conditions, and the low level of development of the protection of the rights and freedoms of the residents of South Asia. The advantages of this tourist region include extraordinary nature, development of tourist infrastructure and exotic cuisine.

With the help of Fig. 3, we will consider the specifics of the factors of formation of tourist regions of the world and the positive and negative factors of influence on their functioning.

It is important to study the possibilities of developing tourist-attractive territories during military aggression, since the funds withdrawn from tourism can be directed to:

- 1) reconstruction of the tourist infrastructure destroyed during the war, or construction of completely new transport links, means of accommodation and food;



Source: compiled by the author

Fig. 3. Factors forming the attractiveness of tourist regions of the world

- 2) a marketing company promoting the brand of the affected territories and the state in general;

- 3) education in the field of tourism, since in the post-war period there was a shortage of personnel in absolutely all fields;
- 4) development of private corporate and legal institutions that will stimulate international demand for products of the state tourism market.

A significant negative factor during the active phase of the war is the difficult security situation. State authorities and insurance companies cannot guarantee the absolute safety of the country's residents, let alone tourists. Therefore, when entering a warring country, it is important for a traveler to register at the consulate of his own country, carefully follow the outbreak of conflict in the territory he is visiting, observe the laws and customs of the country, and choose the safest possible routes. Tourists must always carry identity documents, emergency services and consulate numbers. And all this should be accompanied by an understanding of the danger to one's own life and health, and, accordingly, drawing up an alternative option for returning home.

Another negative factor in increasing the specific weight of the tourist services market of the warring country is the destruction of the natural environment, balneological resorts and recreational areas. The biggest environmental problems include the destruction of flora and fauna, burning of forests, alteration of the nature reserve fund, damage to the soil cover, the threat of destruction of territories and global damage to the ecosystem. The problem of clogging of water bodies and land areas with the remains of heavy equipment, fortification structures and household waste remains open. The war leaves behind many mines, which leads to the need to limit tourist visits. Solving all the above-mentioned problems is a long-term process, and requires an annual diagnosis of the state of the environment.

There is another side of the coin, often military actions bring popularity to unconquered countries. In this case, tourist interest in the country grows

exponentially, and the marketing company is based not on changing the theme of the war, but on its coverage.

Natural disasters, natural disasters and wars are often a trigger for the development of tourism, which in turn stimulates an increase in the pace of economic recovery in general. But this becomes possible only in case of innovative and technological reconstruction of the industry.

The list of possible innovations includes:

1. digitalization - in order to immerse travelers in military operations, or to depict the territory of the country before the war, it is necessary to create the illusion of travel during this period, while eliminating security risks. Important in this direction of transformation is also the use of various tourist applications with maps, routes and exciting stories. This innovation will allow to stay in the trend of development of the market of tourist services of the world;

2. environmentalism - another challenge of modern times is the global pollution of the Earth, which is especially evident in the post-war period. "Eco-tourism - on the contrary" could become a feature of any affected area, since its feature is not the enjoyment of natural resources, but their construction, arrangement and cleaning.

3. virtual tourism – creation of interactive tour programs that involve learning about the country's culture, architecture, and ethnicity remotely. Virtual tours of museums, airports and galleries are interesting. Excursions to destroyed architectural monuments and manufactories will also be invaluable, as this may be the only opportunity to visit previously valuable tourist sites.

4. state cooperation - the development of the tourist services market cannot be entrusted exclusively to the private sector of the economy, since today tourism is one of the main contributors to the world's GDP. The state should provide orders to support private entrepreneurs and provide the opportunity to rest for free or at a reduced cost to the population tired of military operations, military personnel should be a particularly privileged group in such programs.

5. mobile tourism - mobile programs, applications on smartphones simplify the work in the market of international tourism, add novelty to it and stimulate demand among young people;

6. international cooperation - in order to implement programs for the international development of tourism and to bring the tourism market to the world level, it is necessary to exchange experience and learn from leaders whose task is to stimulate the creation of a competitive environment, therefore, bilateral agreements of this format are a necessity for the modernization of the outdated monopolized market of international tourism;

7. marketing in the social space - we are talking about active advertising companies with the involvement of popular bloggers and media resources in the form of photos and videos. The main goal of their work is to actively promote tourist products in the global virtual network to capture the largest possible segment of the international tourist market;

8. gamerization - creation of computer games with visual reproduction of parallel reality in a country undergoing reconstruction. This type of tourist services attracts a large number of tourists with limited financial or physical capabilities. Promoting the development of new computer games using territories destroyed or damaged by war will help to rebuild them faster, since the money collected from their rental can be directed to a useful cause.

An important prerequisite for the country's post-war recovery is the development of tourist accommodation facilities. Since, in addition to fundamental changes in infrastructure, states are often faced with the loss of the resource potential of the region, in this case, it is necessary to change the direction of tourism. Accommodation and catering facilities are already being built taking into account the new trends of the domestic market and international tourism in general. Thus, repurposing is carried out in the following stages:

1. determining the impossibility of returning previous tourist resources or objects, or establishing the unprofitability of these processes and actions;

2. establishing a source of funding for the process of planning and implementation of projects that will change the tourist direction;
3. diagnosis of interests and wishes of potential visitors;
4. construction and commissioning of new tourist facilities;
5. profit from bringing a new tourist product to the market of tourist services of the state;
6. access to the international tourist market.

The described system of reorientation of the region is used only in a small number of cases, because, as a rule, the reconstruction of lost or damaged objects is carried out. In such cases, the war often becomes a trigger for changes in the direction of improving material and technical qualities, introducing innovations and increasing the number of professionals and tourists, in the end. So, let's consider the positive and negative factors of the influence of the "war" factor on the domestic tourist market with the help of Figs. 4.

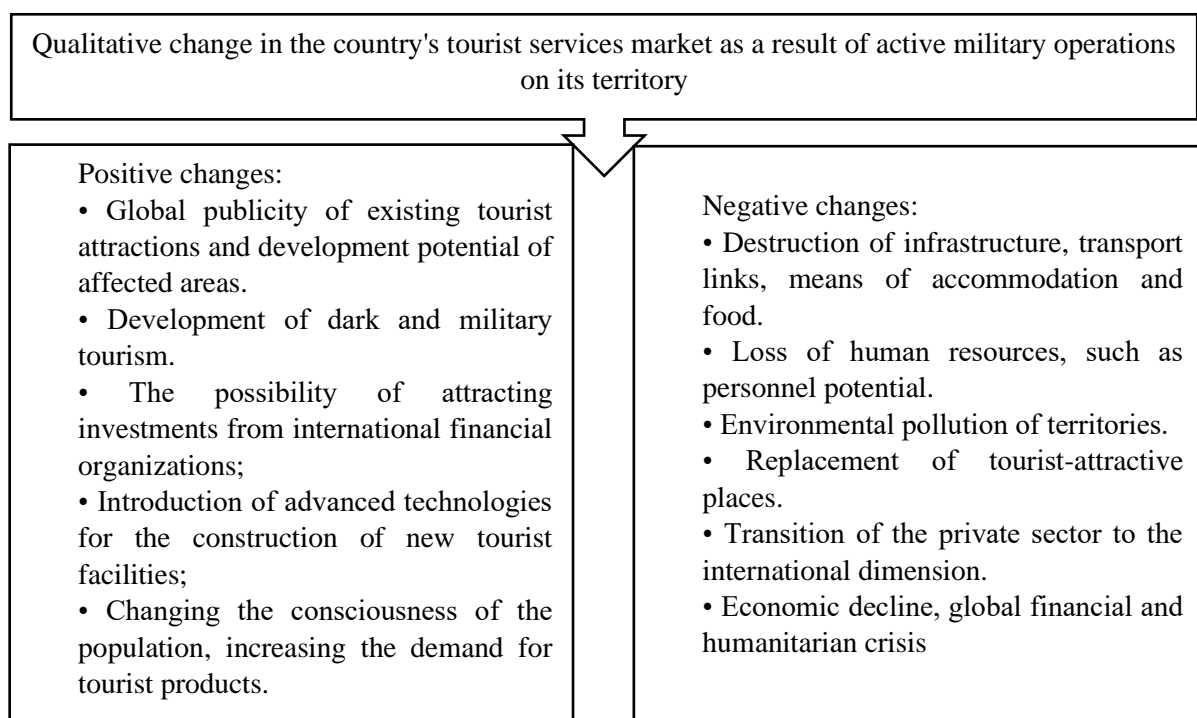


Fig. 4 Factors influencing the "war" factor on domestic tourism

An important milestone in the development of the tourism sector after the war is social tourism, i.e. the purposeful construction of an industry designed to

make life easier for the population by making tours cheaper for socially vulnerable sections of the population and families of ex-servicemen. Social tourism can undergo active development only in the case of significant state patronage and assistance from international economic organizations. The functioning of social tourism should be combined with commercial tourism in a balanced way, since the tourism industry is one of the largest contributors to the state GDP and, becoming a subsidized industry, will reduce the state's chances of getting out of the post-war socio-economic crisis.

So, the influence of the "war" factor and the international tourist market is simply global and under any conditions brings a fundamental change in its functioning. These are, first of all, devastation and death, the decline of the economy and the devaluation of human life, the destruction of tourist infrastructure and the annexation of territories, the ecological and demographic crisis. But in the post-war period, this factor is capable of bringing about positive changes, including innovation and modernization of tourist products, increasing interest in the winning country among potential travelers, and rebuilding the infrastructure taking into account modern trends. Therefore, victory on the battlefield is the driving force behind changing the trends of sustainable development of the international tourism industry.

References:

1. Bondarenko L.A. (2017) Mizhnarodnyi turizm v Ukraini: problemy ta perspektyvy podalshoho rozvytku [International tourism in Ukraine: problems and prospects for further development]. *Efektyvna ekonomika*. Available at: <http://www.economy.nayka.com.ua/?Op=1&z=5289> (accessed May 14, 2024).

2. Komlichenko O.O. (2014) Faktory rozvytku turystychnoi haluzi [Development factors of the tourist industry] *Naukovyi visnyk Khersonskoho derzhavnoho universytetu*. pp. 75-79.

3. Dovhal O.A. (2016) Osoblyvosti zmistu y form mizhnarodnoho biznesu v umovakh hlobalizatsii [Peculiarities of content and forms of international business in conditions of globalization]. *Biznesinform*. pp. 25-30.

4. Shein E. (2012) Orhanizatsiina kultura i liderstvo [Organizational culture and leadership]. 352 p.

5. Diadechko L.P. (2007) Ekonomika turystychnoho biznesu [Economics of tourism business]. navchalnyi posibnyk [a study guide]. K.: Tsentr uchbovoi literatury. 224 p. (in Ukrainian)

6. Temnyk O.I. (2011) Umovy ta chynnyky rozvytku mizhnarodnoho turyzmu [Conditions and factors of development of international tourism]. *Efektyvna ekonomika*. Available at: <http://www.economy.nayka.com.ua/?op=1&z=499> (accessed May 14, 2024).