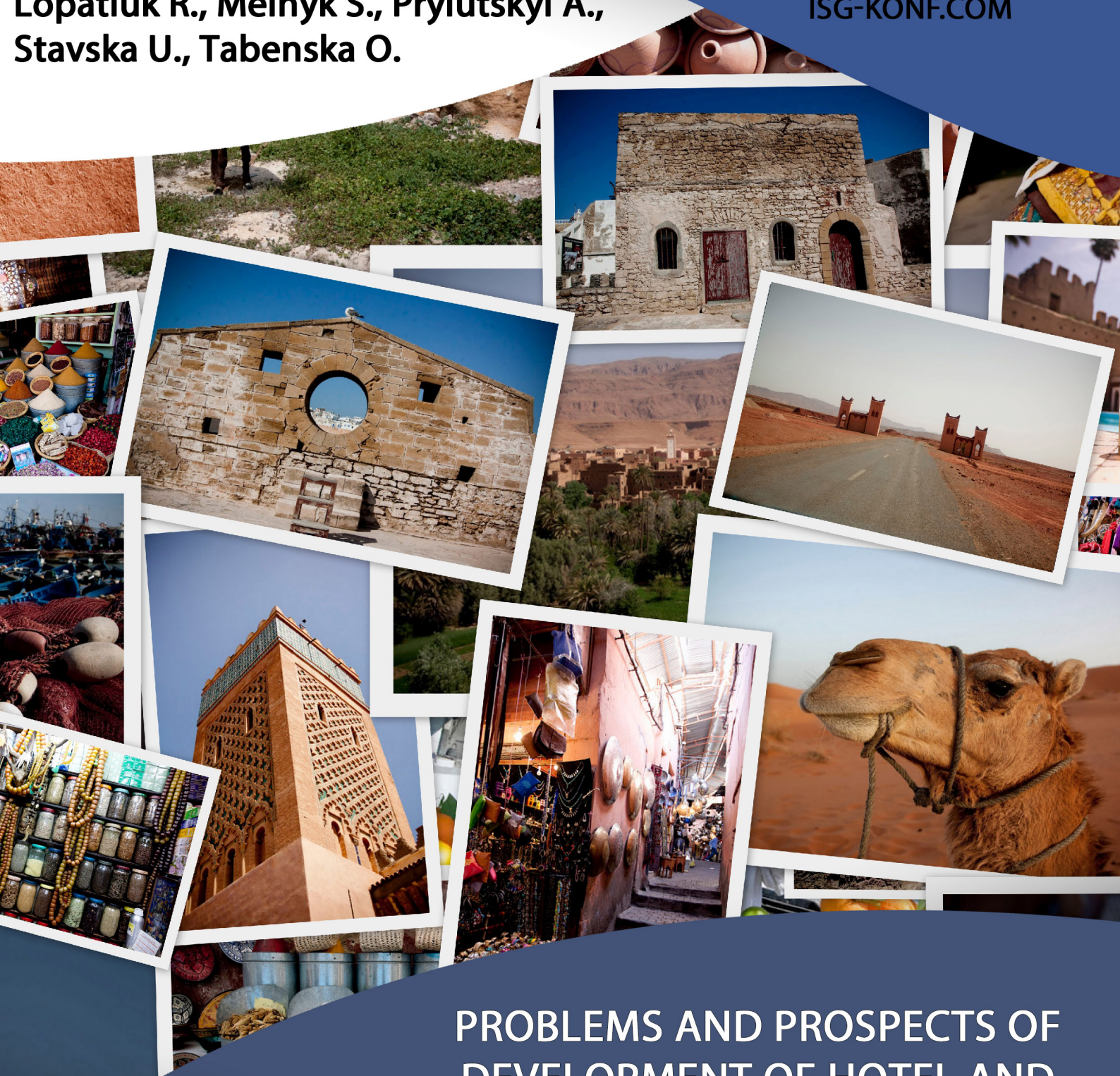




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Holovnia O., Zakharova T.,
Lopatiuk R., Melnyk S., Prylutskyi A.,
Stavska U., Tabenska O.



**PROBLEMS AND PROSPECTS OF
DEVELOPMENT OF HOTEL AND
RESTAURANT AND TOURIST
INDUSTRY IN THE CONDITIONS
OF INTEGRATION PROCESSES**

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CHAPTER 5. CURRENT TRENDS AND DIRECTIONS OF DEVELOPMENT OF THE TOURISM INDUSTRY

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5.1 BUSINESS TOURISM IN MODERN CONDITIONS OF THE INTEGRATION ENVIRONMENT

Business tourism is one of the most promising areas of modern travel. It is of great importance for the development of the economy and the entire national economy of the host country. An important factor is the fact that about 100 million business trips are made annually in the world [74]. According to WTO experts, the share of business tourism in the world is already almost 20%.

In particular, almost 50% of the revenue of aviation companies and about 60% of the revenue of accommodation companies is the service of tourists of this category [75]. It should be noted that the sphere of business tourism accounts for about 400 billion dollars. USA with almost 6.5 trillion. dollars USA worldwide turnover of tourist business. It is worth noting that, according to the forecast of the World Tourism Organization, in the next ten years, the turnover of business tourism will increase almost fivefold - from 400 billion dollars. USA up to 2 trillion dollars USA, and the number of business tours will triple - from 560 million dollars. USA up to 1.6 billion dollars. USA. [76].

It is important to note that business tourism is complex and multifaceted. About 73% of its volumes are corporate travel (corporate travel) - these are individual business trips for participation in the events of industrial and trade corporations. Business tourism also includes incentive tourism (the so-called MICE tourism, where Meetings are meetings, Incentives are incentive events, Conventions are conferences, Exhibitions are exhibitions), which is designed to "dilute the routine" of business communication, combining business with entertainment , and can be a motivation-reward for employees. In particular, MICE events consist in serving the business activities of enterprises (advertisement of goods and services, exchange of experience, preparation of contracts, etc.), i.e., these are steps towards the future, or the performance of auxiliary functions (encouraging the best employees). Tours for the

purpose of participation in conferences, seminars, congresses, under the auspices of economic, scientific, political, cultural and other organizations, make up more than 16% of the market of business tours. Also, about 11% of the volume of business tourism is travel for the purpose of visiting specialized industrial fairs and exhibitions [77].

It is worth noting that at the moment, Europe occupies a leading position in terms of visiting business tours from all over the world, and also spends and receives the most funds from this field of tourism [78]. However, in terms of growth rates of business tourism, it is inferior to other tourist macro-regions of the world. The most popular are business trips to various congresses, exhibitions, conferences. European countries are the largest producers of business tours, in particular: Germany, France, the Netherlands, Italy, Great Britain, Spain, Sweden, Switzerland. A large number of official trips are made to Belgium and especially to Brussels - the capital of the European Union and the headquarters of NATO.

The main field of business tourism is the organization of conferences, seminars, symposia, exhibitions and fairs. Some researchers include the so-called "shuttle" tourism in this direction, which is engaged in by small wholesalers for the purpose of purchasing or selling popular goods. Such short-term trips can be made within the country or outside its borders. Experts also include intensive tours in business tourism. By the term "intensive" we mean stimulating, encouraging or motivational trips, that is, trips in the form of incentives that can be obtained as a result of achieving success at work are considered intensive tours [79]. Such tours were started in the USA in the 1960s, after 15-20 years they gained popularity in Europe, and soon in some Asian countries.

In the field of business tourism, two segments can be distinguished: business trips of a classical nature (KDP) and the segment (MICE). The abbreviation MICE stands for: Meetings - M (meetings), Incentives - I (incentive events), Conventions - C (conferences), Exhibitions - E (exhibitions) [80].

The main functions of MICE events are to serve the organization's business activities, in particular, there is an exchange of experience, a presentation of goods and

services, and the preparation of future contracts. Auxiliary functions - motivation and encouragement of employees.

The concept of MICE travel is much more complex than organizing classic business trips. Special organizing companies are invited to plan MICE events. The main difference between MICE events is a large number of participants, while classic business events are characterized by a small number of participants. Therefore, sometimes classic business tours are individual and usually their organization is much easier.

Business tourism is a business system that includes:

- ❖ client companies that send their employees to various business events;
- ❖ organizations in the field of MICE;
- ❖ companies that provide separate services (airlines, hotels, car rental companies, etc.);
- ❖ tour operators in the field of business events.

The multi-vector nature and belonging to different spheres determine the classification of business tourism in accordance with individual areas of its planning.

Scientific direction	Political direction	Commercial direction	Professional direction	Social direction
<ul style="list-style-type: none"> • conferences • congresses • seminars • symposia • forums 	<ul style="list-style-type: none"> • congresses • visits 	<ul style="list-style-type: none"> • fairs • exhibitions 	<ul style="list-style-type: none"> • business trip for the purpose of professional development • intensive tours 	<ul style="list-style-type: none"> • meetings • meeting

Figure 1. Classification of business tourism,

**Source: created by the author based on [81].*

The implementation of business tourism can be implemented in such directions as scientific, political, commercial, professional and social. Depending on the target interest of the participants, the direction of conducting business activities, the programs

for the formation of business tours will be different and must take into account the specifics of the implementation of the planned business tasks.

The main element of any business trip is meetings and activities according to the formed program, which must be planned in advance. Business tours should be organized in such a way that elements of cultural and excursion programs are combined, which would, in turn, interest a specific client. Therefore, the purpose of business tourism is to combine the implementation of business tasks with rest. Accordingly, travel agencies form and offer their programs to solve the client's business affairs and complete his rest.

Companies that develop congress tourism consider the development of international cooperation necessary, consider interesting formats for organizing conferences, carefully prepare for receiving delegations from different countries of the world, plan seminars, take care of effective planning and organization of corporate events, conduct various congress tours.

In today's conditions, the significant dynamism of the business travel market is marked by congress and exhibition tourism. Interest in symposia, conferences, seminars, as well as exhibitions and fairs is noticeably growing in the world. The main participants of business events take an active part in the forums in order to obtain relevant information, meet with colleagues and exchange their thoughts or opinions, conduct business negotiations or simply change the usual situation and participate in the proposed cultural events of the program.

The peculiarity of business tourism is the relationship between tourists and professionals - organizers of business trips. The main groups of business tourism participants include:

- ❖ tourists;
- ❖ providers of tourist services (accommodation and food establishments, transport companies, facilities for holding events, entertainment);
- ❖ meeting managers who must carefully plan business events and solve organizational issues.

They determine the content and goals of meetings, conduct negotiations, provide financial control, and also make decisions about unforeseen expenses.

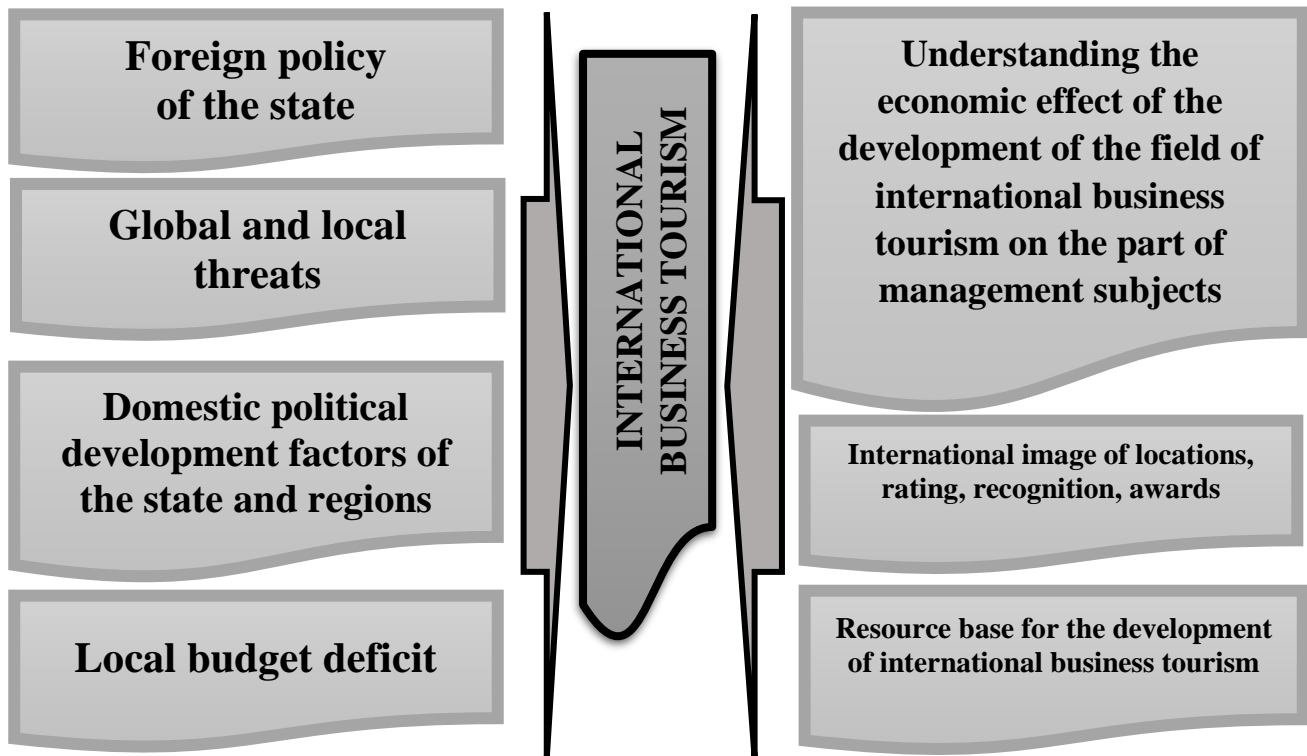


Figure. 2. Development factors of international business tourism

**Source: created by the author based on [82]*

Functions of organizers of business trips can be performed by internal departments of any corporation, independent specialized companies or travel firms. In recent years, there has been a trend in the USA and Canada to engage independent organizers or meeting planners (private companies) to organize business events. Therefore, many American firms changed their internal organizational structure, abandoning internal corporate departments for planning business meetings [83].

So, business tourism is a type of tourist activity, the purpose of which is the planning and organization of business events with a combination of elements of cultural and entertainment programs.

Business tourism is multifaceted and complex. Corporate travel in its structure occupies approximately 73%. Tours that take place for the purpose of participation in seminars, congresses, conferences under the auspices of various economic, scientific,

political, cultural and other organizations make up more than 16% of the market of business tours. Also, 11% of the volume of business tourism is accounted for by trips aimed at visiting specialized industrial fairs and exhibitions [84].

It should be noted that Europe, which spends and receives a lot of money in this field of tourism, is the leader today in terms of visiting business tours from all over the world [92]. The most popular business trips for the purpose of visiting various congresses, exhibitions, conferences. In this context, European countries implement the most business tours.

In modern conditions, congress and exhibition tourism demonstrates significant dynamics in its segment of business tourism. Interest in conferences and symposia is growing rapidly, which is of interest to both businessmen and scientists seeking new ideas.

Considering Ukraine in the field of business tourism, we note that international and regional fairs, exhibitions, etc. are also organized within the state. The most popular tourist centers are the International Tourist Salon "Ukraine" in the city of Kyiv, the international tourist fair-exhibition "Black Sea Odyssey" and the International Tourist Exhibition "TourExpo" in Lviv, which contribute to the development of business tourism not only within Ukraine, but also internationally levels [85].

Tab.1

Prospects for the recovery of tourism according to the data of specialized organizations

Organization	Criterion
Global tourism losses due to the COVID-19 pandemic	
UNWTO	The number of tourists arriving from international destinations: – 1.5 billion people in 2019; – 380 million people in 2020 (74% drop). Expenditures of foreign visitors: – 1,466 billion dollars. USA in 2019 - 536 billion dollars. USA in 2020 (a third of last year's figure). Income from international tourism: - approximately 1.5 trillion. dollars USA in 2019; - approximately 570 billion dollars. USA in 2020 (a drop of USD 930 billion, which is 36% of last year)
ETC	The number of tourists arriving in Europe: – 746 million in 2019; 236 million in 2020 (70% drop) Spending by foreign visitors in Europe: 572 billion dollars. USA in 2019; 236 billion dollars. USA in 2020 (down 60%)

Continuation of tab. 1

WTCF	The number of tourists arriving from international destinations: – 1.5 billion people in 2019; – 487 million in 2020 (a drop of 65.2%) Income from international tourism: – 1.79 trillion. dollars USA in 2019; - 0.56 trillion. dollars USA in 2020 (down 68.7%)
Development prospects after the pandemic	
UNWTO	60% of experts point to a recovery in 2022. The other 40% see a potential recovery in 2021, mostly during the second half of the year. The international tourism industry is expected to take 2.5 to 4 years to reach 2019 levels.
ETC	A gradual recovery in Europe is possible in the second half of 2021. The number of tourists arriving in Europe will reach the level of 2019 by 2023-2024. Travel within the host countries in Europe will reach the level of 2019 in 2022.
WTCF	The number of tourists arriving from international destinations will reach 968 million people in 2021 – an increase of 69.3% from the level of 2019 (1.5 billion people). Revenues from international tourism will reach 1.27 trillion dollars. USA in 2021, or 70.7% of the level in 2019 (1.79 trillion USD).

Source: cformed on the basis of [86]

The organization of business trips is actually marked by complexity, but some Ukrainian companies are mastering this direction of tourist activity and are starting to engage in business tourism. Every time their professionalism grows, competence develops and relevant experience is gained. Therefore, there are companies that are engaged only in business trips and holding exhibitions, seminars and conferences abroad, or specialize only in intensive programs.

Numerous exhibitions and various business events are held in individual regions of Ukraine every year. Among them, the most popular and largest are the Ukrainian Business Forum, Big Money Forum, and Business Concentrate. One of the most popular symposia in Kyiv is the International Symposium on Biological Threat Reduction (formerly known as the Regional Scientific Symposium within the One Health concept). Such events in the form of symposia, exhibitions and conferences create an opportunity for organizing business tours. Therefore, business tourism in Ukraine is a promising area of development of the tourism industry.

However, there are obstacles in Ukraine that hinder the rapid development of tourism in general and business tourism in particular. With regard to tourist facilities and tourist infrastructure facilities, we have not harmonized standards and technical

regulations with European standards; often the infrastructural and information arrangement of tourist facilities does not meet modern requirements. In Ukraine, there is not enough qualified personnel in the field of tourism.

Therefore, the main tasks of overcoming obstacles on the way to the development of business tourism in Ukraine should include:

- ensuring the effectiveness and effective implementation of tasks of the state standardization system in the field of tourist activity in accordance with Art. 18 of the Law of Ukraine "On Tourism";

- search for sources of investment for arranging tourist infrastructure;

- construction of modern hotels with conference halls and business class rooms.

Foreign businessmen consider the options of first-class hotels, the mandatory component of which is a diversified business center, which should provide many business services;

- creation of personnel training programs for the maintenance of congresses, conferences, forums or seminars;

- establishing partnerships with foreign business tourism entities and gaining experience in conducting business events.

The implementation of such tasks will enable our state to better position itself in the field of business tourism development, skillfully use the potential in order to take the position of a business country at the world level.

So, business tourism is one of the directions of tourist activity, which consists in organizing business events with a combination of leisure elements. In recent years, Ukraine has been strengthening its position in international business cooperation. A significant improvement in the tourist industry of MISE is observed. Studying the trend of business tourism development in certain regions of Ukraine, we see an increase in the total number of tourists who make business trips and use the services of tour operators and travel agents. The centers of business events, meetings and business interests of Ukraine are Odesa, Dnipropetrovsk regions and Kyiv. Symposia, exhibitions and conferences, international and regional fairs, which are periodically

held in certain regions of Ukraine, create prospects for the development of business tourism.

However, COVID-19 caused a reorientation of business tourism to the remote online format of business events, conferences, and symposia. The number of business tours is sharply decreasing, elements of leisure and well-being, which are a feature of business tourism, are being lost. In such conditions, the state should encourage safe travel, promote awareness among tourists, develop health insurance, and take care of the country's image both regionally and internationally. The ability to overcome obstacles, adapt to today's conditions and implement the main tasks will be able to restore the active growth rates of the industry and provide business tourism with key positions in the structure of the tourism industry.

5.2 TRENDS OF THE DEVELOPMENT OF MEDICAL TOURISM

A significant number of patients may face great difficulties in the process of receiving medical services, which are due to some negative aspects that are common to all health care systems. Representatives from developed countries, as well as countries whose economies are just beginning their development path, point to very low ratings of the health care sector.

Having analyzed the views of citizens living in English-speaking countries, such as Australia, Great Britain, Canada, the USA, it should be noted that the relatively equal level of dissatisfaction with health care, which is also noted in Ukraine, is despite the fact that the models of all the above countries have significant differences. This attitude of the population to the medical services offered to them leads to the emergence of a significant unrealized demand for health care services, which cannot be satisfied within the limits of the national health care system [87, p.81].

One of the main reasons for the population's dissatisfaction is the unavailability of medical services necessary for them, due to the high price policy. As you know, a significant number of countries that carry out their activities in the field of medical

tourism and implement similar medical services at a lower price compared to the USA and Great Britain.

The economic crisis in the world has strengthened the need to reduce household expenses in most countries of the world, and in this aspect, the opportunity to save on treatment from 20% to 80% looks attractive. It should be noted that the not very high cost of providing services is typical for a much greater part of the post-Soviet states, primarily Ukraine, on the basis of this, significant advantages in terms of price policy are obvious [88, p.39].

It is worth noting that currently there are other reasons that determine the increase in the number of medical tourists at the regional and international level. First of all, patients' medical needs may be based on procedures that have been included in their chosen health insurance programs in their states (eg, cardiac and neurosurgery, plastic surgery, dentistry, transplantation). In addition, in the US there are situations when medical professionals refuse to provide services due to religious beliefs (for example, to terminate an unplanned pregnancy), and in many other countries, such as Ireland, Egypt, the UAE, Chile, abortion is prohibited by law . Citizens living in Canada or Great Britain have insurance at the state level, but have to wait for a long time, which can be up to two years, for an operation or other intervention by medical specialists.

Therefore, at present there is a high potential of unfulfilled needs of citizens in the medical field due to restrictions in the religious, socio-economic and legislative spheres in the process of implementing medical procedures, which are aggravated by the influence of the time factor and lead to an increase in the demand for the services of tour operators in the medical tourism market, since an alternative to a medical service in one's own country is its targeted receipt outside one's country [89].

In connection with the processes of globalization, the share of obstacles in cross-border trade in services has decreased and ensured an increase in the market for medical services provided outside the borders where the patient lives. During the provision of the specified services, there is a demand for other similar services that fall into this tourism sphere, namely: transport services, accommodation and food establishments. In general, these services can be considered innovative forms of health tourism.

The main factor in the development of a promising specialized direction of the tourism industry is the high potential of unfulfilled needs in the medical field, difficulties that may occur during the recovery and maintenance of physical or mental health. The mentioned development caused the emergence of medical tourism as a new type of economic activity. Short- and medium-term migrations of people, as well as cross-border migrations, the main purpose of which is to improve or consolidate the state of health (trips to the sea, to healing springs, to healing religious relics) have been known since ancient times. But, for some reasons, until our time, this phenomenon has not received much attention. The main such reasons should include the following: - the commercial manifestation of these trips until our time was an insignificant part of the general distribution of goods and services; - in the previous century, there was a small number of people who made medical and health trips, and they included, first of all, only rich people from countries that are actively developing, who had significant finances to pay for medical services in different countries [90].

A direct form of influence medical tourism on the social and economic development of the region is first and foremost all, an action that is expressed in the direct economic and social effect of arrival of patients in the region. It was determined that the effects of the direct impact of development medical tourism can be determined by the level of expenses of medical tourists specific area. The specified direct economic effects include: - increasing profits of tourism and medical enterprises; - increasing the profitability of the work of tourist and medical institutions; - increasing the wages of medical specialists and travel agents as a result of the arrival of patients; - increase in revenues to budgets at the local level; - growth of GVA of a certain region and GRP. And to the direct social effects of the development of medical tourism refers to: - a decrease in the level of morbidity, disability and mortality; - growth of new jobs in a certain region; - increasing the level of employment of citizens of a specific region; - increasing the list of medical services; - improving the quality of medical services [91].

Table 2.

Development factors of medical tourism

1	Modern fashion for health and movement, health needs to the consumer sphere;
2	Erasing differences according to the level of development of national health care systems;
3	Health care policy of developed countries;
4	Commercialization of health care and price differentiation according to a certain territory;
5	Crisis in the financial and economic sphere;
6	Demographic feature of the population;
7	processes
8	Gained practical experience in the medical field of developed countries of the world.

Source: cformed on the basis of [91]

The market of medical tourism has a clearly defined feature to increase, due to the fact that it is a competitive and highly profitable segment of the global services market, the development of which is determined by a certain list of objective factors. Accordingly, the strategic integration of Ukrainian regions with a high potential for the development of medical tourism services into the global tourism system is an important necessity.

The direct form of the impact of medical tourism on the social and economic development of the region is, first of all, the action that is expressed in the direct economic and social effect of the arrival of patients in the region. It was determined that the effects of the direct impact of the development of medical tourism can be determined by the level of expenses of medical tourists in a specific area.

The specified direct economic effects include:

- increasing profits of tourism and medical enterprises;
- increasing the profitability of the work of tourist and medical institutions;
- increase in the wages of medical professionals and travel agents as a result of the arrival of patients;
- increase in revenues to budgets at the local level;
- growth of GVA of a certain region and GRP.

And the direct social effects of the development of medical tourism include:

- reduction of the level of morbidity, disability and mortality among patients;
- growth of new jobs in a certain region;
- increasing the level of employment of citizens of a specific region;
- increasing the list of medical services;
- improving the quality of medical services [91].

Analyzing the indirect impact of the development of medical tourism on the social and economic system, it should be noted that it is generated by stimulating the development of areas related to medical tourism. This impact can be short-term or long-term in nature. At the same time, the short-term nature of the impact occurs during the patient's stay in a certain region during his purchase of additional goods and services provided by the economy at the regional level. And the long-term impact is carried out after economic entities receive funds from medical tourism and spend them in other areas of the economy to realize their next needs.

The indirect economic effects include:

- payment of taxes on received income from medical tourism services will support other areas of the regional economy;
- the development of medical tourism will influence the development of other sectors of the economy and types of tourism.

Mediated social effects include:

- reduction of the share of the unemployed population;
- development of the medical sphere of the state;
- ensuring appropriate development of the social infrastructure of a certain region;
- increasing citizens' awareness of the provided medical services;
- promotion of the opportunity to improve the physical or psychological state of health of citizens;
- improvement of professional qualifications of doctors;
- modernization of technical support for the provision of medical services;
- improving the quality of life of the population [92, p. 81].

Additional services of medical tourism are provision of leisure time and visits to cultural institutions, which allow the medical tourist to have a comfortable rest, get a

good impression and satisfaction from staying in a certain region. These services are aimed at realizing the cognitive function of tourism, organizing excursion services, visiting various historical places, observing natural phenomena. Accordingly, the development of medical tourism ensures the proper development of other types of tourism in a certain region [92, p. 114].

Therefore, the development of medical tourism is affected by the action of market forces, which stimulate a solvent demand, which is simultaneously provided by higher quality tourist services. In accordance with this, the arrival of medical tourists in the region chosen by them is ensured due to proper conditions for the provision of high-quality services at a high level and with a normal price policy. So, we note that the development of medical tourism generates a multiplier effect for the state. These services help the patient to get detailed information about this region, about socio-historical resources, schemes and maps of the selected region, transport highways, norms and customs that are characteristic of the area where the medical tourist will be. The increase in demand for these services is due to the peculiarity of some reasons for the patient's stay, which is due to the need to receive support and advice from relatives during the course of treatment.

As a rule, catering services are already included in the price of tours. In addition, medical tourists want to get acquainted with the peculiarities of the cuisine of the respective area, and visit restaurants, which allows the region to get additional income.

It is with the help of the development of medical tourism that the development of trade in a certain area takes place, since medical tourists who come to the relevant area buy souvenirs in order to leave a memory of it, which in this way motivates the self-employment of artisans of the specified region. Also, medical tourists often use other commercial services, which also allows the region to receive additional income.

According to studies conducted by experts, the share of costs for trade services is on average up to 20% of the cost of the tour.

In addition, the services provided by accommodation facilities are the most important component of medical tourism, because due to the treatment, which can last for a long time, determines the stay of the medical tourist for many days or even weeks.

The main condition for the formation of successful medical tourism is the creation of favorable conditions for accommodation and service, under which the medical tourist feels like a welcome guest and, it should be noted, is the main component for increasing the competitiveness of medical tourism.

The peculiarities of medical tourism include accommodation of a tourist in a medical institution in an inpatient department and with appropriate comfort, as well as the possibility of inpatient accommodation of a medical tourist in accommodation facilities of a certain region. According to the level of development of the hotel sector, you can get a clear understanding of the development of tourism in a certain region. The number and quality of accommodation for tourists indicates the tourist capacity of various medical institutions and the region as a whole.

First of all, it is necessary to note the presence of certain global information resources of a coordinating nature, which enable the development and effective cooperation of medical tourism entities on the world market. In particular, looking at the demand from consumers of health insurance services, the Global Agency INTMEDTOURISM as part of VERDYS Group International (London, Great Britain) has developed a simple and easy way of presenting information - the information and advertising portal of medical tourism intmedtourism.com [95].

The macro level determines the effectiveness of the state management system, as it affects and manifests itself in tourism and the health sector. The situation with reforms, the political and macroeconomic situation - all this will have a complex impact on the development of the medical tourism market in Ukraine. How the state forms its relationship to recreation facilities, historical and cultural facilities of state importance, and legal protection and provision of the rights and interests of citizens and foreigners, regulation of tourist destinations also become factors of influence. The main regulatory bodies of state power in the field of medical tourism are: Verkhovna Rada of Ukraine; Cabinet of Ministers of Ukraine; Ministry of Economic Development, Trade and Agriculture; Ministry of Culture, Youth and Sports of Ukraine; Ministry of Health of Ukraine.

At the meso-level in Ukraine, the activities of local self-government bodies, associative structures, citizen associations, cultural, educational and health care institutions are of great importance for the development of the medical tourism market. Thus, in Ukraine, in 2012, the "International Association of Doctors of Medical Tourism" (MALMT) was created - English. (International Association of Physicians in Medical Tourism), as a voluntary, open, independent, non-commercial association of doctors involved in the field of medical tourism and interested in improving public awareness of the possibilities of medical tourism [96]. At the beginning of 2020, the members of MALMT were doctors of various specialties, health care organizers, representatives of tour operators, insurance and auxiliary companies (total number of about 3 thousand members). In 2013, the Ukrainian Association of Medical Tourism (UAMT) was established in Ukraine, which in 2020 includes more than 100 domestic member organizations and 15 from other countries working on the national of the medical tourism market [97]. At the micro level, the resource capabilities of enterprises participating in the medical tourism market of Ukraine are of great importance. HR potential, financial resources, technologies and technical equipment, the quality of infrastructural support, innovativeness of entrepreneurial activity, marketing policy, informatization of activity - become the main factors of competitiveness and dynamic capabilities of companies and, accordingly, the power of the market as a whole [98]. At the personal level, the financial capabilities of Ukrainian citizens, as well as the culture of their work and recreation, which will be manifested in the spheres of tourism and consumption of medical services, are of primary importance. In accordance. taking into account the above factors, which in the future will shape the state of development of the medical tourism market in Ukraine, allows us to develop certain measures for its optimization (Table 2).

Tab. 2.

Measures to optimize the development of the medical tourism market in Ukraine

Administrative level of measures	Subject of execution	Content of events
Global	International organizations, regional associations, associative structures and other global entities	Popularization of the development of medical tourism in the world. Strengthening of forms of international economic integration. Protection of the development of medical tourism in Ukraine.
Macro level	Bodies of state power (state bodies of legislative, executive and judicial power)	Liberalization of visa and border procedures. Formation of the system of information and marketing support of the market medical tourism. Promotion of the protection and development of recreational, historical and cultural objects of state importance (legal, financial and information support).
Mesolevel	Local self-government bodies, local communities, associative structures, centers regional development	Adaptation of the information and marketing support system for the medical tourism market. Service recreational historical and cultural objects of regional significance.
Micro level	Companies, firms, enterprises, associations of enterprises, trade industrial groups, TNCs, organizations	Administration of the market information and marketing support system medical tourism. Attraction of tourists in destinations for the placement of recreational, historical and cultural objects of regional importance.
Personal level	Tourists, escorts persons, local population	Informing and carrying out tours, communication processes, calculations.

Source: cformed on the basis of [94]

At the basis of measures to optimize the development of the medical tourism market in Ukraine, the main direction of action should be the design and implementation of a new service system for medical tourists.

The proposed service system for medical tourists in Ukraine can unite and coordinate the activities of all participants in the medical tourism market based on the application of positivist principles: scientificity, rationality, voluntariness, systematicity, integration, cooperation, specialization, delegation, etc. In Ukraine, the need to develop such a system has already matured, which would comprehensively activate the development of the domestic medical tourism market [99]. The initiative for its creation has already been formed at the micro level (enterprises) and is communicated by meso-level subjects (heads of associative structures and local self-

government bodies) to the macro-level (in particular, government officials and the President of Ukraine).

In our opinion, the main structure-forming subject of this system should be the national information and marketing center (a commercial structure that should be formed on the basis of a mixed form of ownership - state and private). The information and marketing center should infrastructurally ensure the positive development of the national medical tourism market in Ukraine, thanks to: software development, site (portal) administration, information, communication, document management, coordination of the work of all other structural elements, promotion of medical tourism services in the mass media and Internet spaces, accompanying medical tourists, etc. Information and marketing centers should become market representatives of recreational enterprises of Ukraine, which are the main providers of medical services.

Recreational enterprises include such entities as: bases and other recreation facilities, rest houses, boarding houses, boarding houses, children's health and recreation facilities, children's camps, clinics, hospital facilities (hospitals), medical (outpatient-polyclinic) institutions, medical centers, sanatoriums or boarding houses with treatment, preventive sanatoriums, hospitals, research institutes, private doctors.

In the 21st century measures to form the entrepreneurial potential of enterprises operating in the field of tourism and hospitality should be innovative in nature and take into account not only existing local examples of innovative developments in Ukraine, but also scientific and technical achievements and forms of their implementation in the international environment [100].

At the same time, it is necessary to take into account the peculiarities of the activities of enterprises in the market of medical tourism: subjective: consumers of recreational services are only certain segments of the population, there is no system for evaluating the quality of recreational facilities and provided recreational services; resource: recreational enterprises are concentrated near certain centers of gravity on the basis of unique natural resources; process: enterprises are very dependent on the image of destinations and the recreational brand; binding: the implementation of this type of economic activity has sufficiently strict legal regulation and entails a certain

responsibility in the medical field, but there are significant gaps in classification of sanatorium-resort organizations, a weak associative and infrastructural connection is observed.

For enterprises that operate on the medical tourism market in Ukraine, in the field of management and development, it is advisable to pay attention to such issues as: expansion of business forms, transformation of the corporate concept of business, transition to effective business models and business platforms taking into account global factors of social development, which have a significant impact on the medical and tourism industries. .

Complex solutions of enterprises in the medical tourism market of Ukraine may include the following measures:

- location of new enterprises near historical and cultural tourist destinations visited by tourists;
- active use of marketing communications (advertising, public relations, sales promotion and personal actions of personnel) in the locations of historical and cultural tourist destinations, which are actively attracted by tourists;
- placement of enterprises within new natural, anthropogenic and man-made objects;
- activation of the creation of specialized medical centers capable of providing both comprehensive and specialized medical services along with preventive, recreational, rehabilitation and related services in the field of tourist services;
- expanding the range of medical services for domestic and foreign tourists (including palliative care);
- informatization of the system of promotion of medical tourism services using Internet technologies;
- application of SMART-learning technology in personnel management;
- application of the potential of prosumerism to intensify the marketing activities of enterprises;
- spread of new forms of cooperation between domestic and foreign medical and recreational enterprises and tourist companies in the field of service promotion;

- formation of a system of cooperation between state authorities, local governments, scientific institutions, educational institutions, enterprises and associative structures in Ukraine and abroad in order to stabilize the flow of human and financial resources;
- development of social entrepreneurship (as an economic activity that combines a specific economic, social and management feature) to solve local problems and projects.

5.3 TOURISM INDUSTRY IN THE AGE OF DIGITALIZATION

Among the market risk factors, the following can be distinguished: a decrease in the domestic market, a drop in market demand, an increase in the supply of substitute goods, instability of the financial and currency markets, insufficient liquidity of the stock market [93].

Digital transformation trends are now seen in abundance in various industries such as healthcare, banking, media and entertainment. However, the field of activity that has definitely been turned on its head is the hospitality and tourism industry. The reasons for this are not hard to explain, as the travel and tourism industry was one of the earliest adopters of digital transformation. It is no coincidence that tourism has become the type of business activity in which e-commerce has achieved impressive success.

Tourism is a complex of services required by tourists away from home, and is considered as an information-intensive sector. Formation of decisions in the tourism industry is associated with an extensive dynamic search for information. Customers not only collect information to make a choice, but also compare the choices they have already made. Thus, the relationship between information and communication with tourism has been very close since the dissemination of information in the tourism sector. Since the introduction of computerized booking systems in the early 1960s, information and computer technology has become a fundamental part of the tourism industry. Nowadays, with the dominance of Internet-enabled devices, they form a significant part of the decision-making process of tourists.

The tourism sector is highly fragmented and components such as transportation, accommodation, restaurants and catering, and personal services face many challenges and opportunities when it comes to digitalization. There are differences in human resource capabilities, unequal levels of access to financial and non-financial resources, different levels of awareness and digital skills. Digitalization provides the tools, frameworks and technologies to create or add value to tourism products and experiences, but the success of this undertaking depends on the ability of the tourism sector to share, learn and collaborate.

The tourist destination today has a high digital potential. Digital capability is the excellence in processes, practices, and customer relationships enabled by digital media and infrastructure. Digital technologies can be used as the ability to provide destination information, share information, be aware of context, and be able to share experiences. The exchange of information opportunities should be carried out in two ways: from the destination and its stakeholders as suppliers and from tourists as customers. Context-awareness capabilities are the provision of attractiveness or proximity to objects, the ability to provide travel information directly (in real time), and the ability to determine the user's travel itineraries. While the latter feature allows you to record information for travelers for future use .

Digitalization offers tools and technologies to create and add value to tourism products and visitor experiences, but these can only be successful if they are based on a strong tourism sector. These fundamentals include an industry that is well connected, that shares similar strategic values with the ability to share information, create and maintain favorable mentoring and partnership opportunities, and create opportunities for learning, reflection and growth.

Tourism is one of the industries that is most dependent on digital development. Hotel complexes are among the first to use digital tools in their practice to engage their consumers and ensure that their customers have the opportunity to get the best choice away from home. In order to operate successfully and stand out from the rest of the tourism market, players in the tourism industry are always looking for the latest and

greatest ways to be customer-centric to satisfy their target audience. Digitization is one way to gain these competitive advantages.

The modern tourism market cannot be imagined without the concept of e-commerce, which is defined as the activity of selling and marketing goods and services through an electronic system, such as, for example, the Internet. It includes electronic data transmission, distribution management, internet marketing, online transactions, data changes, online inventory of control systems in use, and automated data collection. E-tourism is a part of e-commerce and integrates fast-growing areas such as telecommunications and information technology into the hospitality and management industries. The specificity of e-tourism activities implies the presence in the virtual space through a specialized portal of tour operators, travel agencies and other entities with interests in the field of tourism. The phenomenon itself has implications for both the travel consumer and travel agents. E-tourism offers the end user timely access to information, online booking (hotels, transport, etc.) and cashless payments.

In order to book an air ticket back in the 1950s, it would have taken 90 minutes to manually process the booking, and the ticket would have cost more than today in real terms. In today's IT age, where bookings are confirmed in a fraction of a second and an entire trip can be planned with a few taps of a finger, travel can be more accessible and convenient than ever before. Online sales now account for 40% of total travel product sales, up from 28% in 2012. Mobile travel sales have shown phenomenal growth from 2% of total travel sales in 2012 to 12% today. People are increasingly interested in booking hotel rooms, renting cars or buying tickets, tours and other products through their phones.

But the expanding information technology in the tourism industry is not limited to just planning a tourist trip with a few clicks on the screen of our smartphones or tablets. Digitization goes a long way in making travel more accessible and convenient than ever. For example, online travel portals allow you to compare and book hotels and plane tickets at prices that fit your budget.

Another excellent example in this regard is hotel reviews posted on travel portals by fellow travelers. These reviews are genuine and unbiased. They are crucial in

determining the popularity of a hotel. In fact, a survey conducted by the American travel booking website TripAdvisor showed that the average traveler reads 6-12 reviews before booking a hotel online.

Tourists around the world now have many localized and personalized options for where to stay, what to do and how to get around. One of the big advantages of digitalization of the considered sector of the economy is the possibility of data collection and analytics. Consumers want to feel special and expect personalization of service and experience. By collecting customer personal data and learning more about their behavior patterns, companies are increasingly optimizing services throughout the customer journey.

In order to improve the quality of service and customer loyalty, the Australian airline Qantas, in partnership with the unified customer data platform Umbel, has created a data center focused on customer preferences. Entertainment and services on board, as well as the booking and ticketing process in real time, are personalized. The smartphone app acts as a full-service travel companion that anticipates customer needs.

Social media, mobile devices allow marketers to interact with consumers and stakeholders on a larger scale than ever before. To remain relevant, it is necessary to move from the consumer model to the hosting model, from broadcast to engagement, and from marketing to management. Mobile platforms allow marketing organizations to interact with the visitor at all stages: from awareness to interest to booking. Digital social networks also allow you to reach a large audience. This social shift has turned content consumers into content producers, making the individual the backbone of any destination marketing strategy.

One of the main transformational forces in the tourism sector is the digital economy, which is driving a new phase of growth and development in tourism regions. Tourism is a key component of many countries and will continue to be so in the future. For example, there are more than 2.3 million tourism small and medium-sized enterprises (SMEs) in Europe, directly employing about 12 million people. A significant proportion of these businesses are relatively conservative in their business approach, and there are a wide variety of challenges associated with the introduction

of information technology into travel companies. The difficulties and obstacles faced by SMEs are largely related to their individual business circumstances. The cost, lack or unavailability of knowledge are key concerns. SMEs can see opportunities, especially in terms of better business practices and market expansion, and they are motivated to adopt digital solutions to improve their competitiveness, grow and expand their networks.

Digitalization creates many challenges for small and medium businesses, especially in terms of their practical potential. The companies themselves noted the problems associated with their lack of time, skills, trained personnel and knowledge. They note both the strategic and operational challenges associated with the choice and implementation of technologies, as well as the complexity of decision-making and how to navigate the digitalization space, which is of concern to them, especially given their tendency to conservative business practices. Participation in digital tourism is especially important in sparsely populated areas with tourism potential, where SMEs often face additional challenges. The diversity and complexity of tourism sub-sectors, the different challenges in urban, rural and insular areas, as well as the challenges that manifest themselves in different institutional systems throughout the tourism network, represent the challenges of capacity building and regulation of digital tourism.

Changes in the provision of tourism services are noticeable every year more and more. Some hotels have implemented a fully automated check-in process, ditching face-to-face contact and relying on an electronic process to meet customer needs. Until recently, hotels had clumsy welcome folders on tables describing where to eat, what to see and what to do in the area. Today, hotels can provide all this information via applications and technologies. Guests can access information anytime they need it right from their phone in the form of an e-concierge. They can even access voice chatbots to open curtains, set an alarm, or order breakfast without even talking to a person.

Now guests can get a glimpse of a hotel, museum or tourist destination without even leaving their living room through virtual reality. The goal is to offer a preview of what guests will experience. It's not happening on a massive scale yet, but some major companies are offering guests the opportunity to experience at least a snippet of their

travel experience for those planning to visit a distant destination. Other destinations, such as the Museum of Modern Art in New York, already offer VR installations as part of their exhibits.

Automation and the widespread use of electronic technologies are becoming one of the most pressing challenges in the tourism industry. The creation of powerful computer systems for booking hotels and transport, excursion and cultural services, the introduction of new technologies in the field of tourism, information on the availability of trips, routes, the tourism potential of countries and regions - all these issues are very important for the current and future activities of tourism organizations.

The advantages of e-tourism can be considered the most effective way to communicate with target markets and disseminate information, a quick and easy way for consumers to buy a tourism product, as well as improving services for consumers, taking into account individual wishes. The service provider can offer a wider range of information about tourism products, while the user has direct access to information and the ability to purchase on the Internet.

It is important to take into account that digitalization in other sectors can indirectly contribute to the development of tourism and have a significant impact on its development. Creating and maintaining ongoing opportunities for hands-on learning, exchanges of experience and spaces of cross-sectoral creativity for tourism is just as important as the focus on digitalization.

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