

Strategies for managing foreign economic activity of tourism enterprises in the Lviv Region as a factor in shaping their competitiveness

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Abstract. The study was conducted to assess the competitiveness of the tourism industry in the Lviv Region at the international level and to develop strategies for its development in the current political and economic context. For this purpose, a comprehensive approach was employed, including a SWOT analysis of competitiveness and comparisons with other tourist regions. The study also developed strategies for entering new markets for tourism enterprises in the Lviv Region, particularly through international partnerships, the creation of joint tourism programmes, and infrastructure development. The study analysed the dynamics of the development of the tourism industry in the Lviv Region during 2022-2024, in particular the net income of tourism companies in 2024, which in the first half of the year amounted to UAH 1.1 billion (19.1% of the total income of the industry in Ukraine), tax revenues of UAH 314.9 million (+27% compared to 2023), and a record tourist fee of UAH 47 million. These figures reflect trends in domestic and international tourism, the growth of the average length of stay of tourists, and the region's adaptation to economic and security challenges. The main results of the study included the identification of the strengths of the Lviv Region, such as its rich cultural heritage, natural resources, developed infrastructure, and favourable geographical location. The Lviv Region was found to be promising for the development of cultural tourism, gastronomic tourism, and ecological recreation. It was established that the Lviv Region has significant potential to improve its position in the international market but requires additional investment in the development of marketing strategies, infrastructure, and digital technologies. A comparison with other tourist regions, such as the Tatra Mountains in Poland and the Karlovy Vary Region in the Czech Republic, showed that the Lviv Region possesses competitive advantages in terms of cultural heritage and natural resources but lags behind in infrastructure and the development of sustainable tourism. The strategies of these other regions focus on improving infrastructure, developing integrated tourism products, and intensifying international marketing, which represent important directions for the Lviv Region as well. This highlights the need for investment in infrastructure development, the expansion of tourist routes, the improvement of transport accessibility, and the enhancement of service quality

Keywords: evolutionary-historical analysis; digitalisation; intangible assets; IT industry; Schumpeter's innovation theory

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● INTRODUCTION

The tourism sector is one of the key drivers of regional economic development, contributing to the attraction of foreign investment, the creation of new jobs, and the improvement of a country's image on the international stage. With its rich cultural and historical potential, convenient geographical location, and developed infrastructure, the Lviv Region has significant opportunities for integration into the international tourism market. However, tourism enterprises are facing new challenges in maintaining competitiveness. These challenges include globalisation, economic instability, political restrictions, and competition from other countries in Europe and within Ukraine. The need for effective management is increasing as a result of the intensification of foreign economic activity among tourism companies. Such management can optimise resource use, foster profitable partnerships with foreign companies, and facilitate the creation of unique tourism products for international markets. Overcoming external obstacles, such as currency fluctuations and visa restrictions that influence tourist flows, is also of crucial importance.

The development of tourism enterprises is significantly influenced by external economic factors, including investment, regional institutions, and access to markets. Y. Wu *et al.* (2022) examined the impact of regional institutions and foreign direct investment on the performance of tourism companies in China, finding that institutional quality enhances profitability, while foreign direct investment has a limited effect in the absence of appropriate regulation. However, the influence of these factors on social efficiency remains insufficiently explored, necessitating further research. The issue of enhancing the competitiveness of tourism enterprises remains highly relevant. N. Malyarchuk (2021) analysed the impact of marketing tools, concluding that the efficient use of resources and the development of strategies based on marketing approaches contribute to the formation of competitive advantages. Nevertheless, the interaction between internal and external factors, as well as the influence of the socio-cultural environment, has not been sufficiently studied and thus requires additional scholarly attention.

Under modern conditions, the management of foreign economic activities of tourism enterprises requires consideration of numerous external and internal factors that affect their effectiveness. A. Melnik & A. Mamchur (2020) investigated the main factors influencing the functioning of tourism enterprises in the context of foreign economic activity. In their study, the authors identified demographic, social, economic, scientific and technical, and international factors as having a crucial impact on the competitiveness of enterprises in the global market. However, the integration of innovation strategies into foreign economic activities and their influence on long-term competitiveness remain insufficiently explored, highlighting the need for further research in this area. The contemporary development of sustainable tourism necessitates the consideration of social, economic, and environmental aspects to enhance competitiveness. D. Streimikiene *et al.* (2020) conducted a literature review and concluded that innovations aimed at environmentally responsible consumption reduce the negative impact of tourism and improve the quality of life in local communities. Nonetheless, there remains a lack of

trust among consumers regarding environmental initiatives, as well as insufficient attention to the needs of elderly individuals and people with disabilities – issues that require additional scholarly inquiry.

In the field of managing foreign economic activities of enterprises, there is a growing need to improve strategies for adaptation to the conditions of globalisation and integration. V. Lagodiienko *et al.* (2022) examined the characteristics of managing foreign economic activities within the context of sustainable development. The authors found that the effectiveness of foreign economic activities of enterprises is influenced by a range of external and internal factors, including integration processes, structural transformations within the international division of labour, and the increasing role of the state in integrating into the global economic system. Nevertheless, insufficient attention has been paid to mechanisms for reducing regional asymmetry in foreign economic activities, which underscores the need for further research aimed at developing tools to harmonise regional development.

In the context of integration into the global economic space, an important task for enterprises is to increase the efficiency of foreign economic activity management. O. Kryvda *et al.* (2024) studied the mechanisms for managing the foreign economic activities of enterprises, particularly the implementation of modern information systems. The authors noted that the use of such systems enables prompt assessment of enterprise performance and contributes to the growth of profitability and competitiveness. However, the integration of innovative management approaches under conditions of external environmental instability remains insufficiently explored, which requires further research aimed at developing adaptive management strategies.

The growing interest in the relationship between knowledge management and the competitiveness of tourism enterprises highlights the need to study the integration of theoretical approaches. H. Ogutu *et al.* (2023) examined the relationship between knowledge, organisational culture, and competitiveness, based on resource-based, knowledge-based, dynamic capabilities, and institutional theories. Their findings indicate that competitive advantages are formed through unique knowledge, adaptability, and innovation. Nevertheless, the integration of these theories into a holistic approach to competitiveness management remains underexplored, necessitating further research, particularly regarding the influence of regional and sectoral characteristics on enterprise performance.

In the field of tourism, considerable attention has been given to examining the relationship between competitiveness and sustainability. V.T. Díaz-Padilla *et al.* (2023) investigated the impact of sustainability on the competitiveness of tourism destinations, using the Rasch methodology to assess progress towards the Sustainable Development Goals (SDGs). The authors confirmed that countries with higher levels of socio-economic development exhibit stronger competitiveness indicators, and that the most significant SDGs for tourism are those related to prosperity and social guarantees. However, the study also revealed a lack of attention to the assessment of SDGs concerning marine resources and the effectiveness of international

partnerships, highlighting gaps in measuring the impact of sustainability on global competitiveness.

The purpose of this study was to examine the impact of effective management of foreign economic activity on the competitiveness of tourism enterprises in the Lviv Region within the context of globalisation and integration. The objectives of the study were to analyse external and internal factors that determine the competitive advantages of tourism enterprises in the Lviv Region, as well as to develop strategies for optimising foreign economic activity to improve the efficiency of these enterprises' operations in the international environment.

● MATERIALS AND METHODS

To conduct a study on the competitiveness of tourism enterprises in the Lviv Region, a comprehensive approach was employed, which included several methods for an in-depth analysis of the factors affecting the development of the industry. This approach considered both internal and external factors, such as the economic situation, political risks, and currency fluctuations, all of which have a direct impact on tourist flows. The analysis of these factors provided a theoretical basis for assessing competitiveness at the regional level. Statistical data from the literature were analysed, including data related to tourist flows, investment levels in tourism infrastructure, and economic indicators (Pavlish, 2013; Pankiv & Eliseeva, 2024). These data facilitated the identification of key challenges that hinder the attraction of more tourists, as well as opportunities to enhance competitiveness. Statistical analysis also enabled the assessment of the influence of factors such as infrastructure, tourist services, and cultural resources on the overall development of the tourism sector in the region.

The study utilised statistical data on the development of the tourism industry in the Lviv Region, focusing on indicators such as the net income of tourism companies, tax revenues, and tourist tax for the period 2022-2024 (Voloshchak, 2023; Lviv Region is second..., 2024; Pin-yazhko, 2025). An analysis of changes in tourist flows was also carried out, including the dynamics of domestic and international tourism, the average length of stay of visitors, and the geographical structure of tourist flows (Tourist tax..., 2024). A SWOT analysis was conducted to evaluate the internal factors influencing the competitiveness of enterprises. This method enabled the identification of the strengths and weaknesses of the tourism infrastructure in the Lviv Region, as well as the opportunities and threats faced by tourism enterprises. The SWOT analysis helped to define key areas for improving competitiveness, such as the development of infrastructure – particularly transport and communications – and the enhancement of the quality of tourist services.

To assess competitiveness at the international level, a comparison was made between the Lviv Region and other tourist regions, in particular the Tatra Mountains in Poland (Borkowski *et al.*, 2021) and the Karlovy Vary Region in the Czech Republic (Duraj *et al.*, 2023). The selection of these regions is based on their similarity to the Lviv Region in terms of tourist resources and areas of tourism development: the Tatra Mountains are a popular destination for ski and nature tourism, while the Karlovy Vary Region is renowned for its health resorts, making both regions

relevant for comparison with the tourism potential of the Lviv Region. The comparison was conducted according to the following criteria: natural and recreational potential; historical and cultural heritage; infrastructure (including transport accessibility, the development level of the hotel industry, sanatorium and resort infrastructure, and service quality); tourist products and their diversity (availability of tourist routes, excursion programmes, active, medical, gastronomic, and festival tourism); development opportunities (potential for attracting investment, use of digital technologies in the tourism sector, and prospects for international cooperation); challenges and limitations (factors affecting regional attractiveness, such as environmental threats, competition with other regions, seasonality of tourist flows, and economic risks). Additionally, to provide a more detailed assessment of competitiveness, a comparison was made between the Lviv Region and other tourist regions of Ukraine, specifically the Transcarpathia and Odesa regions. These regions were chosen due to their distinct tourism specialisations, allowing for an evaluation of the unique competitive advantages of the Lviv Region. This approach enabled the identification of both common and distinctive aspects of tourism market development in various regions of the country.

In the course of the research, strategies were developed for tourism enterprises in the Lviv Region to enter new markets, particularly aimed at attracting foreign tourists and expanding the geographical reach of tourist flows. A key focus of the strategy was on strengthening international cooperation with tour operators and travel agencies from other countries. Particular emphasis was placed on the creation of joint tourist programmes with European and international partners, enabling the Lviv Region to become part of global tourist routes and to promote its cultural, natural, and historical assets. The methods employed allowed for a comprehensive assessment of the competitiveness of tourism enterprises in the Lviv Region, identification of development opportunities, and determination of priorities for future improvement. The integration of findings from different methods provided a holistic analysis of the situation in the tourism sector and facilitated the development of practical recommendations for enhancing competitiveness.

● RESULTS

The management of foreign economic activity is a complex and multifaceted process that requires the integration of various approaches to achieve the strategic goals of an enterprise. Conceptual approaches to the management of foreign economic activity are aimed at creating conditions that ensure effective interaction between enterprises and international partners, the optimisation of resource use, and adaptation to changes in the external environment. A systemic approach to the management of foreign economic activity considers the enterprise's operations as a holistic system, in which all elements are interconnected and aligned towards achieving a common goal. This approach is grounded in the analysis of both internal and external factors that influence the enterprise's activities. In the context of the tourism industry, this implies that an enterprise must consider not only its own resources (material, financial, and human), but also external factors such

as international competition, legislative restrictions, and the economic policies of partner countries. The systemic approach also underscores the importance of integrating foreign economic activity strategies with the enterprise's overall strategic goals. For instance, if a company focuses on attracting foreign tourists, its marketing strategy should reflect the characteristics of target markets, including cultural preferences and purchasing power (Kuzmenko & Kostenko, 2018).

A strategic approach to the management of foreign economic activity focuses on long-term planning and determining development pathways that provide enterprises with competitive advantages in the international market. In the tourism industry, the strategic approach encompasses an analysis of promising markets, identification of key partners, and the development of new products and services that meet contemporary consumer demands. One example of the strategic approach in practice is market diversification, which mitigates risks associated with dependence on a single region or category of customers (Zhyhalkevych & Drahomoshchenko, 2021). The process approach involves dividing foreign economic activity into distinct stages, each aimed at achieving specific results. In the tourism industry, these stages may include planning international partnerships, implementing joint projects with foreign operators, monitoring the execution of agreements, and evaluating the effectiveness of cooperation. The process approach ensures flexibility in decision-making and enables enterprises to respond promptly to changes in the external environment. For example, if the economic situation in one of the partner countries shifts, an enterprise can swiftly adjust its plans and redirect resources to other markets (Kuzmenko & Kostenko, 2018).

The adaptive approach is essential in dynamic external environment. It focuses on the enterprise's ability to respond rapidly to changes in the economic, political, or social landscape of partner countries. Tourism enterprises that adopt this approach continuously monitor the external environment, analyse emerging trends, and promptly implement innovations to maintain competitive advantages. For instance, during the COVID-19 pandemic, many tourism companies were compelled to adjust their services to new realities by developing domestic tourism products or adopting digital solutions, such as virtual tours (Gerashenko, 2013). The integration approach aims to unite all components of foreign economic activity into a coherent strategy that ensures maximum operational efficiency. In the tourism sector, this approach entails close cooperation with international partners, the development of transnational projects, and the alignment of company activities with international standards. Integration enables tourism enterprises in the Lviv Region to attract additional resources, broaden the geographical reach of their services, and enhance brand trust at the international level (Kuzmenko & Kostenko, 2018). The application of conceptual approaches to managing foreign economic activity allows tourism enterprises to enhance their competitiveness, utilise resources more effectively, and adapt to the evolving international environment.

The implementation of strategies and methods that facilitate the integration of companies into the international environment forms the foundation for the practical

application of conceptual approaches to the management of foreign economic activities of tourism enterprises. The constantly evolving nature of the tourism industry requires the integration of multiple approaches to ensure effective performance. The ability of companies to adapt their strategies to diverse markets is crucial for the successful management of foreign economic activities. Target market analysis encompasses demographic, economic, and socio-cultural characteristics, as well as the application of digital technologies for the positioning of products and services. Global consumers can access information about tourism services through various digital communication channels, including web platforms, social networks, and contextual advertising. Furthermore, the effectiveness of the strategic approach largely depends on a company's ability to develop and adapt products that meet the specific demands of different markets (Cherchyk & Lazhnik, 2021).

Cooperation with international partners represents a vital component of foreign economic activity management. This cooperation includes the creation of joint tourism products, exchange of expertise, infrastructure development, and participation in international events such as exhibitions and forums. Key advantages of such partnerships are the exchange of customer bases, enhanced brand credibility through association with recognised partners, and the adoption of best management practices. A critical aspect of modern partnership management is the introduction of innovative technologies, such as CRM systems for customer relationship management, online booking platforms, and analytics tools for monitoring market trends. The use of advanced technologies, including big data analysis, enables companies to better understand consumer needs, while artificial intelligence (AI) facilitates the personalisation of offers and services. However, enterprises face a range of challenges in the management of foreign economic activities. These challenges include cultural barriers related to differences in mentality and language, economic instability arising from currency fluctuations and political crises, and intense international competition, which necessitates the continuous improvement of service quality. Addressing these issues requires a systematic approach to managing foreign economic activities, incorporating innovative tools and adapting strategies to meet the contemporary challenges of globalisation.

The foreign economic activity of tourism enterprises in the Lviv Region is a key factor in the region's economic development, underpinned by its significant potential for tourism and recreation. The geographical location, rich historical heritage, and natural resources of the Lviv Region contribute to the growth of various forms of tourism, including cultural and educational, medical, ecological, gastronomic, and ski tourism. Nevertheless, the current state of the tourism industry in the Lviv Region requires thorough analysis, taking into account factors influencing both internal and external aspects, as well as the development of strategic directions aimed at enhancing the region's competitiveness.

In 2020, the Lviv Region was visited by more than 533,000 tourists, of whom approximately 118,000 were foreign visitors. The main countries of origin of these visitors were Poland, Turkey, Germany, the USA, the United

Kingdom, and Italy. The foreign economic activity of tourism enterprises in the region is focused on integration into the global tourism market, attracting foreign tourists, partners, and investments, and developing new tourism products. Currently, there are 106 hotels and similar accommodation facilities in the Lviv Region, offering a total of 5,677 rooms, which enables the simultaneous accommodation of a significant number of tourists. Additionally, the region hosts 81 sanatoriums and boarding houses, contributing to a total of 130 collective accommodation facilities. However, only 8% of the region's tourism potential is currently utilised, indicating substantial reserves for future growth (Pankiv & Eliseeva, 2024).

Key components of foreign economic activity in the tourism sector include participation in international tourism exhibitions, development of partnerships with foreign tour operators, and the implementation of digital platforms for regional promotion. In 2020, Danylo Halatskyi Lviv International Airport welcomed approximately 84,000 foreign tourists, serving as a critical gateway for increasing the influx of visitors. Furthermore, the region has launched a mobile application "Lviv Region&GO", designed to assist tourists in accessing information about routes, hotels, and attractions. In 2024, the tourism industry of the Lviv Region demonstrates stable development dynamics, despite challenging external conditions. The Lviv Region ranked second in Ukraine in terms of tourism revenues, reaching approximately UAH 1.1 billion in the first half of the year, which accounts for 19.1% of the total net income of all Ukrainian tourism companies. Tax revenues from tourism activities for January to September 2024 amounted to UAH 314.9 million, representing a 27% increase compared to the previous year. Nevertheless, the growth rate remains relatively moderate in comparison to other regions (Lviv Region is second..., 2024).

One of the key indicators of the financial efficiency of the tourism industry is the tourist fee, which set a new record in 2024, exceeding UAH 47 million (Pinyazhko, 2025). This reflects a gradual recovery of the tourism sector following the crisis years. For comparison, this figure was UAH 46 million in 2023, and UAH 41.4 million in 2022. It is also noteworthy that total revenues from the hospitality industry of the Lviv urban territorial community reached UAH 282 million in 2022, which marked a 15% increase compared to 2021, when profits amounted to UAH 245 million. The share of the tourist fee that contributed to the Lviv city budget in 2022 amounted to UAH 19.7 million (Voloshchak, 2023). Regarding tourist flows, there has been a significant shift in their structure. Domestic tourism has become the primary source of income for the region, as many Ukrainians now choose the Lviv Region as a safe destination for recreation, due to travel restrictions abroad and risks in other parts of the country. The share of Ukrainian tourists in Lviv has increased from 40% to nearly 89%, while the proportion of foreign tourists has substantially decreased to 11-15%. Among international visitors, the main countries of origin are Poland, Germany, the Czech Republic, and the United States (Kmetik, 2023).

Significant changes are also observed in the duration of tourists' stays. While previously short trips of 2-3 days

were typical, domestic tourists now stay in Lviv for an average of 3-7 days, and foreign tourists for 6-10 days. The main factors influencing these changes include military and security risks, economic restrictions on travelling abroad, and the development of tourism infrastructure in the region. The largest payers of the tourist tax in 2024 were Lviv (UAH 25.47 million), Truskavets (UAH 9.203 million), and the Skhidnytsia community (UAH 2.782 million) (Tourist tax..., 2024). These figures indicate that the traditional tourist locations of the region remain attractive to visitors and that local infrastructure continues to adapt to new conditions. Thus, the Lviv Region is undergoing a transformation of its tourism industry, adapting to internal and external challenges. The region not only maintains its tourism activity but also demonstrates significant potential for further growth, reinforcing its role as one of the key centres of tourism in Ukraine.

Despite these achievements, the tourism industry of the Lviv Region faces a number of challenges. Economic instability caused by the war has reduced tourist flows, and the uneven distribution of infrastructure complicates access to many attractions. Although there are more than 500 private estates in the region, a significant proportion require modernisation. Furthermore, the poor condition of roads and underdeveloped transport connections with remote areas limit the region's attractiveness to foreign tourists. To overcome these challenges, several measures must be implemented. First, the modernisation of infrastructure, including road repairs and the creation of new tourist routes, is essential. Second, the active use of digital technologies to promote the region in international markets is critical. For instance, 3D virtual tours, which gained popularity during the pandemic, can help attract more foreign tourists. The prospects for developing foreign economic activity of tourism enterprises in the Lviv Region are also connected with increasing the number of tourism products aimed at foreign visitors. Recent research has identified green tourism as a promising area for the development of the tourism business in Ukraine (Sevastyanov & Donchenko, 2023). For example, the development of rural green tourism in the Drohobych district, offering horse-riding routes, national cuisine, and recreation in traditional villages, has already attracted attention from tourists in Germany and Poland. Further expansion of such tourism could significantly increase local population incomes (Pankiv & Eliseeva, 2024).

Regarding foreign economic activity, it is important to emphasise that it encompasses aspects such as the export of tourism services, international financial transactions, participation in international exhibitions, partnerships with foreign companies, and the development of new tourism products. Effective management of foreign economic activity involves the integration of enterprises into the international environment, which requires a strategic approach to planning and implementation. To gain a deeper understanding of the current state of the industry and to formulate strategic development directions, a SWOT analysis was conducted. This analysis makes it possible to assess the key strengths, weaknesses, opportunities, and threats facing the tourism industry of the Lviv Region (Table 1).

Table 1. SWOT analysis of the tourism industry of Lviv Region

Strengths (S)	Weaknesses (W)
Favourable geographical location	Insufficient development of tourism and recreational infrastructure
Rich historical and cultural heritage	Low level of financing of the industry
Natural and recreational potential	Inconsistency of the quality of tourist services with international standards
Experience in recreational activities	Disadvantages of international marketing strategy
Developed sanatorium and resort sector	Weak cooperation between state and private structures
Opportunities (O)	Threats (T)
Development of international cooperation	Competition with other tourist regions
Growing demand for cultural, ecological and gastronomic tourism	Political instability and economic crises
Use of digital technologies	Decline of architectural monuments due to lack of funding
Attracting investment in tourism infrastructure	Deterioration of the environmental situation
Creating new tourism products	Fluctuations in demand due to changes in international trends

Source: created by the authors based on L.V. Pavlish (2013), N. Pankiv & T. Eliseeva (2024)

As the SWOT analysis has shown, the Lviv Region possesses significant potential for tourism development, but a systemic approach is required to address the existing challenges. Natural and recreational resources, historical heritage, and geographical location form a solid foundation for further growth. However, the industry's development opportunities are currently limited by issues such as underdeveloped infrastructure and insufficient marketing efforts. The modernisation of infrastructure, improvement of service quality, and strengthening of marketing strategies can open up new opportunities, including enhanced international cooperation, the adoption of innovative technologies, and growing demand for cultural tourism. At the same time, threats such as political instability and competition from other regions require continuous monitoring and effective management. A comprehensive approach to the development of the Lviv Region's tourism industry will enable it to become a leading tourist centre in Ukraine and Europe. This approach should involve the integration of modern technologies, enhancement of tourist service quality, promotion of cooperation between public and private entities, and active attraction of investments into the region's tourism infrastructure.

To increase the efficiency of foreign economic activity in the Lviv Region's tourism sector, it is necessary to implement a holistic strategy that includes infrastructure modernisation, service improvement, the creation of competitive tourism products, and targeted international marketing. The joint efforts of government bodies, commercial enterprises, research institutions, and civil society organisations are essential for this process. The introduction of digital technologies, such as CRM systems, online booking platforms, and market analysis tools, represents an important step forward. These technologies will enable tourism companies to analyse data more effectively, anticipate customer needs, and adjust offerings in line with market trends. In the strategic planning of the Lviv Region, it is essential to focus on increasing the region's attractiveness as a tourist destination at the international level, expanding its brand, and creating favourable conditions for attracting investment. The implementation of joint programmes with international partners will contribute to the integration of the region into the global tourism community, while also increasing revenues from tourism services.

Continuing the analysis, an important task is to identify the most promising areas of tourism development, such as ecotourism, gastronomic tourism, and the development of sanatorium and resort recreation. To achieve a balance between economic benefits and environmental sustainability, these areas should be incorporated into the region's overall sustainable development strategy. Thus, the Lviv Region possesses all the necessary preconditions to become a leading tourist centre both in Ukraine and in Europe. The development of the tourism industry requires a systematic approach, effective management of foreign economic activity, and innovative methods of marketing and service delivery. Only through such an integrated approach can the full potential of the region be realised. As the analysis has shown, achieving strategic goals necessitates the mobilisation of all available resources, strengthening cooperation among market participants, and the active application of modern technologies to promote the Lviv Region's tourism products at the international level.

Effective tourism industry development requires consideration of not only the region's internal resources, but also external factors, particularly the competitive advantages of other destinations. Competitor analysis in the tourism market allows for the identification of weaknesses, strengths, and opportunities to adopt successful practices. It is important to compare the tourism potential of the Lviv Region with that of other Ukrainian regions, such as Transcarpathia and the Odesa Region, as well as with foreign regions, notably Poland and the Czech Republic. Such a comparative analysis provides insights into the competitiveness of the Lviv Region, identifies promising directions for the development of tourism services, and highlights opportunities for diversification of the tourism product and infrastructure improvement. Moreover, incorporating the experience of foreign regions that have successfully developed their tourism sectors will contribute to enhancing the strategic framework for the sustainable development of the Lviv Region's hospitality industry.

The Lviv Region, Transcarpathia, and the Odesa Region are three of Ukraine's leading tourist destinations, each distinguished by unique characteristics, substantial potential, and a diverse range of tourism types. However, each of these regions also possesses specific advantages and challenges that shape their competitive positions. Table 2

presents a comparison of key aspects of the tourism potential of the Lviv Region, Transcarpathia, and the Odesa

Region, allowing for the assessment of their respective strengths and weaknesses, as well as development prospects.

Table 2. Comparison of the tourism potential of the Lviv, Transcarpathia and Odesa regions

Parameter	Lviv Region	Transcarpathia	Odesa Region
Natural and recreational potential	Health resorts (Truskavets, Morshyn, Skhidnytsia), picturesque landscapes of Carpathian Mountain tourism is less developed	Carpathian Mountains, thermal springs, mineral waters, national parks, dense forests. Popular ski tourism, hiking trails, river rafting	Access to the Black Sea, estuaries, Danube Biosphere Reserve, therapeutic mud. Main emphasis on beach holidays and ecotourism
Historical and cultural heritage	Lviv – the cultural capital of Ukraine (UNESCO heritage). A large number of museums, castles, architectural monuments. Popular gastronomic and festival tourism	Castles (Uzhhorod, Mukachevo), UNESCO wooden churches, ethnographic features. Authentic tourism with wine tastings	Rich cultural heritage, including Odesa - a pearl of architecture, unique festivals, Odesa Film Festival, cultural and artistic events
Infrastructure	International airport, developed road and railway network. Tourist infrastructure of Lviv, Truskavets and other resorts meets high standards	Problems of transport accessibility due to mountainous terrain. Development of hotels, thermal resorts, but overall infrastructure is less developed	Developed transport and beach infrastructure. Disadvantages include uneven development of tourist facilities in remote areas of the region
Tourism products	Cultural and educational tourism, gastronomic tours, festivals, medical and health tourism. Integration of historical monuments with modern services	Ski tourism, eco-tourism, thermal resorts, ethnotourism with an emphasis on tasting local wines and dishes	Beach vacation, gastronomic tourism, ecotourism. Holding international festivals and events, emphasis on Black Sea resort tourism
Opportunities for development	Development of cultural and gastronomic products, organisation of new festivals, creation of innovative tourist destinations (castle tourism, inclusive tourism)	Expansion of ski infrastructure, popularisation of thermal resorts, activation of cross-border cooperation for international tourism	Increasing environmental attractiveness, modernising beach infrastructure, developing ecotourism in combination with increasing international marketing
Challenges	Oversaturation of tourists in Lviv, insufficient promotion of other districts, modernisation of infrastructure in certain areas	Lack of developed transport infrastructure, limited access to investment, environmental risks due to intensive nature use	Problems of coastal ecology, uneven development of tourist facilities, seasonality of main tourist products

Source: created by the authors based on R. Slavik *et al.* (2020), O. Muzychenko-Kozlovska (2022), N. Pankiv & T. Eliseeva (2024)

The Lviv Region, Transcarpathia, and the Odesa Region each possess distinct tourism potentials, shaped by their unique natural, cultural, and infrastructural features. The Lviv Region focuses primarily on cultural-educational and medical-recreational tourism, while Transcarpathia offers a unique experience through mountain tourism and ethnographic tourism, and the Odesa region is renowned for its international beach tourism. Although each of these regions faces specific challenges, they also hold significant opportunities for development, which can contribute to increased tourist flows both from within Ukraine and internationally.

Comparing the tourism potential of the Lviv Region with the Tatra Mountains (Poland) and the Karlovy Vary Region (Czech Republic) is particularly relevant due to similarities in the focus and development of tourism services. The Tatra Mountains in Poland are well-known for

their ski infrastructure, national parks, and active tourism, which mirrors the natural and recreational potential of the Carpathians located in the Lviv Region. In turn, the Karlovy Vary Region serves as an exemplary model of health tourism development, leveraging thermal springs and modern tourist infrastructure, which presents useful insights for enhancing medical and wellness tourism in the Lviv Region. The analysis of these foreign regions offers an opportunity to identify the key elements of their success and compare them with the current state of tourism in the Lviv Region, thereby outlining concrete ways to improve local tourism products and services. To facilitate this comparison, Table 3 presents an overview of the tourism characteristics of the Lviv Region, the Tatra Mountains (Poland), and the Karlovy Vary Region (Czech Republic), highlighting their main features, competitive advantages, and key challenges.

Table 3. Comparison of aspects of the formation of the tourism potential of the Lviv Region, the Tatra Mountains and the Karlovy Vary Region

Aspect	Lviv Region	Tatra Mountains (Poland)	Karlovy Vary Region (Czech Republic)
Natural features	Carpathian Mountains, mineral springs (Truskavets, Skhidnytsia), temperate climate, proximity to the Carpathians	Mountain landscapes, glacial lakes, Tatra National Park with rich flora and fauna	Thermal springs, picturesque valleys, unique geomorphology associated with volcanic activity
Tourist focus	Medical tourism (mineral water resorts), cultural and historical excursions (Lviv – UNESCO heritage)	Active tourism: hiking, skiing, mountaineering, ecotourism in nature reserves	SPA tourism based on therapeutic mineral waters, cultural and geotourism routes
Infrastructure	Developed road and railway network, international airport, wide choice of accommodation in the city of Lviv	Seasonal peak loads on infrastructure, limited amenities in remote areas	Luxurious SPA complexes, historic hotels, modern public transport, international accessibility

Table 3, Continued

Aspect	Lviv Region	Tatra Mountains (Poland)	Karlovy Vary Region (Czech Republic)
Cultural features	Lviv city centre (UNESCO heritage), castles, temples, local gastronomy, festivals	Limited cultural infrastructure, focused mainly on natural attractions	Historical SPA architecture, cultural monuments, film tourism (the famous Grandhotel Pupp)
Challenges	Overcrowding with tourists in Lviv during the season, infrastructure gaps in rural areas	Seasonal congestion of tourist trails, environmental threats due to large number of visitors	Dependence on SPA tourism and the need for diversification, preserving the historical integrity of the region
Target audience	Domestic and international tourists interested in medical and cultural tourism	Nature lovers, active recreation and ecotourism, mostly domestic and partly international tourists	Visitors to spa resorts seeking wellness and international tourists interested in European traditions

Source: created by the authors based on K. Borkowski *et al.* (2021), M. Duraj *et al.* (2023)

The Lviv Region, the Tatra Mountains, and the Karlovy Vary Region offer tourists a wide variety of opportunities, each based on their distinct natural and cultural advantages. The Lviv Region specialises in medical and cultural tourism, actively leveraging its rich historical heritage. The Tatras attract enthusiasts of active and ecotourism, while the Karlovy Vary Region is recognised as a leader in spa tourism, owing to its unique mineral springs. Cooperation between these regions and the exchange of best practices could serve as an effective strategy to enhance their tourist appeal and competitiveness.

The development of the tourism industry in the Lviv Region is significantly influenced by a range of external economic factors that determine the region's competitiveness in the international tourism market. One of the most decisive factors is visa policy, which plays a crucial role in shaping international tourist flows. The visa-free regime between Ukraine and the European Union, introduced in 2017, has greatly simplified travel for citizens of EU member states and neighbouring countries. This policy has stimulated an increase in tourist arrivals from Europe, particularly from Poland, Germany, Hungary, and the Czech Republic. However, tourists from more distant regions, including Asia, North and South America, and the Middle East, continue to face visa barriers, limiting their access to Ukraine (What does Ukraine's..., 2019). This situation underscores the need for additional diplomatic efforts aimed at simplifying entry procedures and expanding tourism opportunities.

Furthermore, the political situation plays a critical role in shaping the image of the country and specific tourist regions. The ongoing war in Ukraine has negatively affected the overall perception of Ukraine as a safe tourist destination, deterring many potential visitors. Nevertheless, the Lviv Region, being geographically distant from active conflict zones, is widely regarded as a safe and attractive location for recreation. To mitigate the negative impact of political instability, it is essential to actively promote the Lviv Region as a safe and appealing tourist destination. This can be achieved through participation in international tourism exhibitions, forums, and targeted campaigns on social media, aimed at building a positive image and encouraging international tourist flows.

Cooperation with international tour operators, travel agencies, and transport companies plays a crucial role in integrating the Lviv Region into the global tourism market. The launch of low-cost airlines, such as Ryanair and Wizz Air, has significantly increased the number of

international flights to Lviv, greatly improving the region's transport accessibility (Wizz Air opened..., 2020). Travel companies in Lviv actively collaborate with European partners, creating combined tourism routes that include a stop in Lviv. Given the territorial proximity and historical ties with neighbouring countries such as Poland, Hungary, and Slovakia, special emphasis is placed on cross-border cooperation. Notable examples of such routes include the Lviv – Krakow – Prague – Wroclaw – Lviv bus tour, which offers visits to several royal cities of Europe, including sightseeing tours in Krakow (Market Square, Royal Castle), Prague, and Wroclaw. Another popular route, Lviv – Budapest – Hévíz – Lviv, is a four-day tour connecting Ukraine with Hungary, featuring overnight transfers between cities. These routes contribute to the development of international tourism and enhance the competitiveness of the Lviv Region within the European tourism market. Efforts to strengthen international cooperation and increase the region's tourist appeal are also facilitated through joint tourism projects, festivals, and thematic tours. However, during the period of full-scale war, the inflow of foreign tourists has significantly declined, with most international visitors arriving for work-related purposes, such as humanitarian aid, business engagements, or official tasks, rather than for leisure tourism.

To ensure the stable and sustainable development of the tourism industry in the Lviv Region, it is essential to implement modern strategies that address both current challenges and emerging opportunities in the external environment. The main strategic priorities include: infrastructure development, particularly through investment in modernising transport connections, as well as the construction of new hotels, recreational complexes, and tourist centres; the creation of innovative tourism products, such as interactive itineraries, mobile travel applications, and inclusive tourism offerings, which will attract new categories of visitors, including international and special-needs tourists.

Marketing and promotion, active participation in international tourism exhibitions, targeted advertising campaigns on social media, and the use of modern digital technologies are essential tools for enhancing the Lviv Region's brand visibility on the international market. Equally important is the improvement of service quality through staff training and the adoption of international service standards to meet the expectations of foreign visitors. Environmental sustainability is also a critical aspect of tourism industry development, ensuring the preservation of natural resources and the minimisation of negative environmental

impacts. As tourism grows, a balance between economic development and environmental protection must be maintained. External economic factors have a profound impact on the development of the Lviv Region's tourism sector, presenting both challenges and opportunities for its advancement. Adaptation to global changes, effective international cooperation, and the implementation of modern development strategies will ensure the sustainable growth of the region's tourism potential. A focus on service quality, innovation, and environmental sustainability will be crucial for the successful positioning of the Lviv Region on the global tourism map.

The development of strategies for entering new markets is a key task to secure the sustainable growth of the tourism industry in the Lviv Region and to enhance its competitiveness internationally. The Lviv Region possesses unique potential owing to its rich historical and cultural heritage, developed infrastructure, and geographical proximity to European countries. This potential can be effectively realised through strategically designed initiatives that align with global tourism trends, target market characteristics, and foreign economic influences. Diversification of tourism products must be tailored to the interests of various visitor categories and global industry trends. For instance, special thematic tours can be designed for European tourists interested in historical monuments, including visits to medieval castles in the Lviv Region, participation in historical festivals, and excursions through Lviv's old quarters. Additionally, gastronomic tours – featuring local cuisine tastings, cooking masterclasses for traditional dishes, and visits to regional wineries – may appeal to tourists from Asia and the Middle East, where culinary experiences are gaining popularity as a form of cultural tourism. By diversifying tourism offerings and targeting specific international markets, the Lviv Region can strengthen its position as a competitive and attractive tourist destination, contributing to both regional economic growth and international cultural exchange.

Especially during times of war, when air travel is limited, the creation of international rail connections is of strategic importance for attracting tourists to the Lviv Region. Cooperation with international rail operators, such as PKP Intercity (Poland), MÁV (Hungary), and RegioJet (Czech Republic), contributes to the launch of new international routes, making it possible for tourists from various countries to travel directly to the region. For instance, direct trains from Poland, Hungary, or Slovakia to Lviv could significantly enhance tourist flows to the city by offering convenient and safe travel options. In modern tourism, digitalisation plays a crucial role in business development. Travel companies in the Lviv Region should invest in online platforms and services that enable tourists to book tours, accommodation, and other services via the Internet. The tourist experience can be significantly improved through mobile applications that feature interactive maps, personalised routes, and practical tips for visitors. Additionally, virtual museum tours and online excursions would help attract remote audiences who are unable to visit the region in person but are interested in its cultural heritage.

A powerful tool for promoting the tourism potential of the Lviv Region is the use of social media platforms. Targeted advertising campaigns on platforms such as Facebook,

Instagram, and TikTok enable precise targeting of potential customers and help reach a broad international audience. For example, advertising campaigns that showcase unique festivals, traditional cuisine, and cultural events of the Lviv Region can successfully capture the attention of tourists from the EU, the USA, and Asia. Moreover, collaborating with well-known tourism experts and influencers can further contribute to shaping a positive image of the region and attracting new visitors. Strengthening the position of the Lviv Region in the international tourism market also depends on compliance with international standards. The implementation of high standards in areas such as hospitality, catering, and excursion services enhances tourist trust and contributes to building a positive reputation for the region. For example, the certification of tourism services in accordance with international ISO standards or the adoption of environmentally sustainable practices in hotel operations would increase the region's appeal to European and international travellers.

The expansion of the business tourism segment represents an important direction for the development of the hospitality industry in the Lviv Region. The organisation of international business forums, conferences, and exhibitions will contribute to attracting business tourists, who, alongside participating in professional events, may also take interest in the region's cultural and gastronomic offerings. For example, the establishment of modern congress centres in Lviv and the hosting of international exhibitions would not only attract investors but also foster the development of local infrastructure, including hotels, transport, and event services.

To enter new markets, cooperation with leading international tour operators is a crucial strategy. Establishing agreements with major global companies such as TUI Group, CWT (Carlson Wagonlit Travel), Expedia Group, Booking Holdings, as well as regional leaders like Polrail Service (Poland), Čedok (Czech Republic), and American Express Global Business Travel (USA), would enable the integration of Lviv Region's tourism products into global travel networks. Joint programmes with prominent European tour operators, including TUI and Čedok, could focus on cultural and educational tourism, positioning Lviv as an essential stop in itineraries for visitors from Germany, the UK, and France. Additionally, partnerships with American Express Global Business Travel could facilitate the customisation of tourism packages to meet the expectations of American travellers, thereby broadening the region's reach into North American markets. By establishing such international collaborations, the Lviv Region can significantly enhance its global visibility, diversify its tourist offerings, and increase competitiveness in the international tourism market. Such partnerships will contribute to forming a stable flow of tourists, expanding the geographical diversity of visitors, and increasing the international recognition of the Lviv Region within the global tourism market.

The implementation of international tourism programmes creates broad opportunities for establishing partnerships with other countries. For example, joint tourist routes connecting Poland, Hungary, Slovakia, and the Lviv Region would attract foreign visitors by offering multinational cultural experiences. Additionally, the organisation of joint sports and cultural events between these

countries could serve as a powerful tool to stimulate the development of international tourism. Participation in international tourism festivals is another effective method for promoting the Lviv Region. Inviting renowned artists, chefs, and designers to participate in such events will draw public attention and ensure international media coverage. For instance, European star chefs could lead a gastronomic festival, attracting professional culinary communities and gastronomy enthusiasts.

The development of thematic tours represents a promising avenue for attracting tourists from various countries. Specialised routes designed for history lovers, cultural exchange participants, and gastronomy enthusiasts will appeal to a wider international audience seeking unique and immersive experiences. The Lviv Region can offer diverse thematic programmes, allowing visitors to engage deeply with the region's cultural, historical, and gastronomic heritage. The implementation of these measures, including the integration of digital technologies, collaboration with international tour operators, the creation of unique tourism products, and adaptation to international quality standards, will enable the Lviv Region to strengthen its position in the global tourism market. These efforts will support the region's sustainable development, attract new categories of tourists, and enhance overall competitiveness.

Developing strategies for entering new markets should become a priority area for ensuring the long-term, sustainable growth of the tourism industry in the Lviv Region. The region's extensive tourism resources, particularly its historical and cultural heritage, medical and wellness tourism potential, and geographical proximity to European countries, provide strong prerequisites for establishing a competitive advantage in the international tourism market. However, to effectively realise this potential, it is necessary to consider the influence of external economic factors, such as visa barriers, currency fluctuations, and global tourism trends. Addressing these challenges will require coordinated efforts and adaptive strategies to ensure that the Lviv Region can fully leverage its opportunities for international tourism development.

● DISCUSSION

The competitiveness of tourist destinations is a crucial factor in the development of the hospitality industry, as it determines the ability of regions to attract visitors, stimulate economic growth, and create new jobs. To ensure the sustainable development of tourism, it is essential to consider not only internal factors, such as infrastructure, cultural resources, and service quality, but also external factors, including global economic conditions, political situations, and evolving tourist behaviour. The ability to adapt to external factors is critical for maintaining and enhancing the competitiveness of tourist destinations, as well as ensuring their economic resilience in a context of constant change.

The study by C. Camisón (2020) focused on analysing the competitiveness of enterprises and regions, particularly in the context of sustainable tourism development. One of the core aspects of their research is the importance of adapting tourism enterprises to external factors, such as economic, social, and environmental changes, to maintain competitiveness in a dynamic environment. This approach aligns with the framework of the present study, which also

emphasised the role of external economic factors, including the political situation, currency fluctuations, and visa barriers, all of which directly affect tourist flows. A common element identified in both studies is the emphasis on international partnerships. Both this and the current research highlighted that cooperation with international partners, particularly with tour operators and transport companies, is a key mechanism for boosting tourist flows and enhancing regional competitiveness. Nevertheless, there are notable differences between the two studies. C. Camisón (2020) work focused more on the internal organisational aspects of tourism enterprises, particularly their capacity for adaptation and innovation, as well as the development of new products and services that meet the modern needs of tourists. In contrast, the current study concentrated more on external factors, especially the impact of the war on tourist flows and the need for tourism enterprises and regions to adapt to new geopolitical and economic conditions, reflecting the unique and challenging context of Ukraine.

The study by D.A. Gárdan *et al.* (2020) focused on how enterprises can adapt their strategies to maintain or enhance competitiveness during crisis situations. At the same time, this study also highlighted the importance of effective interaction between enterprises and other market participants, including suppliers, partners, and government agencies, as a critical factor for successful adaptation to new conditions. The authors emphasised the role of organic enterprise growth and adaptation to external changes, including the use of digital technologies to improve customer service and attract new consumer segments. Both D.A. Gárdan *et al.* (2020) study and the present research agree that a key component of competitiveness is the ability of enterprises to swiftly adapt to market changes and identify new opportunities for development.

N.V. Kuzmynchuk *et al.* (2023) examined the management of foreign economic activities, focusing on the necessity for enterprises to adapt to the challenges of globalisation and international market demands, particularly through the creation of a favourable business environment, modernisation, and innovative development. They underscored the importance of developing new management strategies that incorporate effective legal and regulatory mechanisms to support enterprises in navigating international markets. N.V. Kuzmynchuk *et al.* (2023) focused on the systematic management of foreign economic activities, with particular attention to infrastructure and financial challenges in the context of international markets. In contrast, the present study emphasised innovation and scientific-technological advancement as primary drivers of competitiveness, especially in the tourism sector.

The study by A.H. Tran (2022) focused on the concept of dynamic competitiveness of enterprises in the tourism sector, highlighting the importance of adapting to a changing external environment and effectively utilising resources to achieve sustainable competitive advantage. A.H. Tran (2022) research also explored various aspects of dynamic capabilities within enterprises, including the capacity for creativity, innovation, and the integration of external and internal resources. These ideas conceptually align with the approaches presented in this study, which also emphasised adaptability and the ability to integrate diverse resources as key components of competitiveness.

A.H. Tran (2022) examined the notion of dynamic capability in depth, identifying five main components: creative, adaptive, absorptive, cohesive, and market-oriented capabilities, all of which enable enterprises to remain flexible and respond effectively to market changes. In contrast, while this study addressed specific strategies for integrating competitive aspects of enterprises, it placed greater emphasis on strategic pathways for entering international markets, without delving as deeply into the practical elements of dynamic capabilities that underpin competitiveness in operational contexts. Moreover, A.H. Tran (2022) study adopted an empirical approach based on enterprise surveys, providing a quantitative basis for analysis and a deeper examination of the interrelationships between various dynamic capabilities and enterprise competitiveness. By contrast, this study is primarily theoretical, focusing on the development of strategic directions, particularly in relation to international market integration, and less on empirical assessment of dynamic capabilities.

In addition, the study by N.S. Shariffuddin *et al.* (2022) aimed to review the competitiveness of tourism destinations through a systematic literature review. Their work identified key factors influencing the competitiveness of tourism destinations and highlighted the importance of understanding this concept from both visitor and service provider perspectives. The authors concluded that there is no universal set of indicators for measuring competitiveness, as it is a complex and multifaceted phenomenon encompassing both internal and external factors. Compared to this study, N.S. Shariffuddin *et al.* (2022) focused more on systematising the existing literature regarding key attributes of competitiveness, including an analysis of established models such as the Ritchie and Crouch model, and pointed out the absence of a single standardised framework for assessment. Nevertheless, both studies underscored the importance of integrating demand-side (tourist) and supply-side (service provider) factors to develop effective tourism development strategies. While N.S. Shariffuddin *et al.* (2022) study is more focused on theoretical and literature-based approaches to understanding the competitiveness of tourism destinations, this study placed greater emphasis on practical applications, including specific models and strategies aimed at enhancing competitiveness in the real tourism sector.

The study by X. Wang & D. Liu (2020) focused on the relationship between tourism competitiveness and economic growth in developing countries. The authors employed the linkage ratio model and the information entropy weight method to analyse this relationship across 56 countries. Their findings indicated that, in many of these countries, there is an inconsistent relationship between tourism competitiveness and economic growth, with imbalanced development particularly notable in several countries in Latin America, East Asia, and the Pacific. However, X. Wang & D. Liu (2020) focused primarily on quantitative analysis, using statistical models to explore the connection between economic growth and tourism competitiveness in the specific context of developing countries. The present study is centred on formulating strategies for tourism development, with a particular focus on integrating into international markets and promoting the use of innovative technologies to enhance competitiveness in the tourism sector. Similarly,

the study by R. Purwono *et al.* (2023) examined the competitiveness of tourism destinations, focusing on the roles of infrastructure, sustainable development, connectivity, and demand drivers in tourism sector growth. A central component of their work is the analysis of the economic impact of tourism through the Travel and Tourism Development Index (TTDI), with a specific emphasis on the developing economic contexts of Asian countries. While R. Purwono *et al.* (2023) applied a structural equation modelling (SEM) approach to investigate the relationship between tourism performance and competitiveness specifically within Asian countries, the present study adopted a broader perspective, analysing a wider set of developing countries and focusing on macroeconomic factors influencing tourism competitiveness, rather than limiting the analysis to specific regions or tourism development indices.

The study by A.S. Saleh *et al.* (2022) focused on assessing foreign tourists' perceptions of Qatar's competitiveness as a tourist destination. Using visitor survey data, the authors identified key factors that influence Qatar's attractiveness, including natural and cultural resources, infrastructure, accessibility, and service quality. Similarly, the study by A. Salman & M.S. Hasim (2024) examined the factors influencing Malaysia's competitiveness as a tourist destination, focusing particularly on the motivations of Middle Eastern visitors and their perceptions of Malaysia as a destination. Their research highlighted the importance of security and the provision of high-quality hospitality services, which are crucial for attracting tourists from the Middle East. Both A.S. Saleh *et al.* (2022) study and the present research emphasised the importance of infrastructure, security, and accessibility as critical elements in determining the competitiveness of tourist destinations. In contrast, A. Salman & M.S. Hasim (2024) study placed greater emphasis on socio-cultural and security factors, which are particularly significant for visitors from the Middle East, and on evaluating destination image and service quality. Thus, while they focused on visitor perceptions, cultural sensitivities, and safety concerns, this study is more concerned with the economic dimension of tourism competitiveness, particularly regarding how tourism development contributes to broader economic growth and stability through enhanced competitiveness.

In the study by I. Mustetsa & S. Luchik (2023), particular attention was given to the management of tourism enterprises in Ukraine under martial law, focusing on specific changes that have occurred as a result of the aggression by the Russian Federation, and recommendations for management practices in such extreme conditions. For instance, the authors highlighted the importance of addressing the psycho-emotional state of employees and entrepreneurs, as well as the significant transformations in both external and internal business environments, which strongly influence decision-making processes within the tourism sector. Both I. Mustetsa & S. Luchik (2023) study and the present research analysed the impact of external factors, such as war, on the tourism industry, and underscore the necessity for tourism enterprises to adapt to new realities. Furthermore, both studies examined strategies that enable tourism enterprises to maintain competitiveness and stability during times of crisis.

The study of tourism destination competitiveness consistently shows that the key factors for maintaining competitiveness include effective infrastructure management, the development and promotion of cultural and natural resources, and the capacity to quickly adapt to changing external environments. Numerous studies emphasised the critical role of cooperation between public and private sectors, as well as collaboration with international partners, to stimulate tourist flows and ensure sector resilience. Despite these commonalities, research also highlighted differences in emphasis on particular aspects, such as the use of economic models, visa policy barriers, and strategies for enterprise adaptation in crisis situations. Therefore, to ensure the competitiveness of tourist destinations, it is necessary to integrate a variety of development strategies, carefully balancing local characteristics with global trends. This integrated approach allows regions to respond effectively to challenges and leverage their unique assets to sustain and grow their tourism sectors.

● CONCLUSIONS

The study of the management of foreign economic activity of tourism enterprises in the Lviv Region highlighted several critical aspects that directly influence the competitiveness of these enterprises in the international market. Taking into account the realities of globalisation, the need for innovative management approaches, and the importance of regional integration, the tourism sector of the Lviv Region demonstrates significant potential for continued development. One of the key factors determining the competitiveness of tourism enterprises in the Lviv Region is the effective management of foreign economic activity. The conceptual management approaches examined in this study facilitate both the sustainable operation of enterprises and their adaptation to changes in the external environment. Through the application of strategic, process, and adaptive management approaches, tourism companies can mitigate risks associated with global economic fluctuations and strengthen cooperation with international partners. In analysing external factors influencing the activities of tourism enterprises, the study underscores the importance of elements such as political dynamics, international crises, and economic volatility. Nevertheless, despite these challenges, the Lviv Region possesses unique opportunities for tourism development, including its favourable geographical location, well-developed infrastructure, and rich cultural heritage. Strategic management of foreign economic activity allows tourism enterprises to leverage these advantages, fostering their integration into international tourism markets.

A crucial aspect addressed in the study is the implementation of innovative technologies to enhance both management processes and the provision of tourism services. Digitalisation, particularly through the use of CRM systems and online platforms, can significantly improve customer engagement and increase the competitiveness of tourism businesses. Moreover, the development of new tourism products targeted at foreign visitors plays a vital role in expanding the geographical reach of the region's tourism offerings. The findings of the study demonstrated that, in 2024, the tourism industry of the Lviv Region continues to show stable growth, despite facing

economic and security challenges. In the first half of the year, the net income of tourism companies reached UAH 1.1 billion (representing 19.1% of Ukraine's total tourism sector income), while tax revenues increased by 27%, totalling UAH 314.9 million. Additionally, a record UAH 47 million was collected from the tourist tax, reflecting the ongoing activity and resilience of the industry. The structure of tourist flows has also undergone notable changes: the share of domestic tourists rose to 89%, while the proportion of foreign tourists declined to 11-15%. Moreover, the average length of stay increased, now ranging from 3-7 days for domestic tourists and 6-10 days for foreign visitors. The primary factors contributing to these shifts include the ongoing war, currency fluctuations, restrictions on international travel, and the development of regional infrastructure. These findings highlighted the critical importance of adapting tourism strategies in the Lviv Region to address contemporary challenges and ensure sustained competitiveness in the evolving global tourism landscape.

The SWOT analysis of the tourism industry in the Lviv Region identified a range of strengths, weaknesses, opportunities, and threats that influence the performance and development prospects of enterprises in this sector. Among the key strengths are the region's natural and recreational resources, access to international markets, and a well-developed transport infrastructure. However, several weaknesses remain, including insufficient infrastructure in certain areas, a low level of financial investment, and a weak marketing strategy, particularly for international promotion. To address these weaknesses, it is essential to implement an integrated approach to development, which should focus on the modernisation of tourism infrastructure, enhancing the quality of tourism services, and intensifying marketing efforts at the international level.

Among the threats faced by the tourism industry are the high level of competition in the global tourism market, political instability, and the risks associated with economic crises. Nonetheless, effective strategic management can mitigate the impact of these threats. This can be achieved through the development of innovative tourism products, optimisation of marketing strategies, and the strengthening of cooperation with international partners. In conclusion, to ensure the sustainable development of the tourism industry in the Lviv Region, a series of targeted measures is required. These should focus on improving the management of foreign economic activities, intensifying international marketing campaigns, investing in infrastructure modernisation, and introducing innovations that meet contemporary market demands. Focusing on these priorities will enable the Lviv Region to enhance the competitiveness of its tourism enterprises, attract new investments, and increase the flow of international visitors. Ultimately, this will contribute to the economic development of the region and strengthen the position of the Lviv Region as one of the leading tourist destinations in Ukraine and Europe.

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● CONFLICT OF INTEREST

None.

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Стратегії менеджменту зовнішньоекономічної діяльності підприємств сфери туризму Львівщини, як чинник формування їх конкурентоспроможності

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Анотація. Дослідження було проведено з метою оцінки конкурентоспроможності туристичної галузі Львівщини на міжнародному рівні та розробки стратегій для її розвитку в умовах поточної політичної та економічної ситуації. Для цього було використано комплексний підхід, що включає SWOT-аналіз конкурентоспроможності та порівняння з іншими туристичними регіонами. У дослідженні також було розроблено стратегії виходу на нові ринки для підприємств туристичної сфери Львівщини, зокрема через міжнародне партнерство, створення спільних туристичних програм та розвиток інфраструктури. У дослідженні проаналізовано динаміку розвитку туристичної галузі Львівщини у 2022-2024 роках, зокрема чистий дохід у 2024 році туристичних компаній, який у першому півріччі склав 1,1 млрд грн (19,1 % від загального доходу галузі в Україні), податкові надходження на рівні 314,9 млн грн (+27 % порівняно з 2023 роком) та рекордний туристичний збір у 47 млн грн, що відображає тенденції змін у внутрішньому та іноземному туризмі, зростання середньої тривалості перебування туристів і адаптацію регіону до економічних і безпекових викликів. Основними результатами дослідження стали визначення сильних сторін Львівщини, таких як багата культурна спадщина, природні ресурси, розвинена інфраструктура та сприятливе географічне положення. Львівщина виявилася перспективною для розвитку культурного туризму, гастрономічного туризму та екологічного відпочинку. Виявлено, що Львівщина має великий потенціал для покращення своєї позиції на міжнародному ринку, проте потребує додаткових інвестицій у розвиток маркетингових стратегій, інфраструктури та цифрових технологій. Порівняння з іншими туристичними регіонами, такими як Татри в Польщі та Карловарський край у Чехії, показало, що Львівщина має конкурентні переваги завдяки культурній спадщині та природним ресурсам, але поступається в плані інфраструктури та розвитку сталого туризму. Стратегії інших регіонів фокусуються на покращенні інфраструктури, розвитку інтегрованих туристичних продуктів та активізації міжнародного маркетингу, що є важливим напрямком для Львівщини. Це свідчить про необхідність інвестування в розвиток інфраструктури, розширення туристичних маршрутів, розвиток транспортної доступності та покращення якості обслуговування.

Ключові слова: стратегії; менеджмент; інноваційні підходи; міжнародне середовище; географічна близькість; розвиток інфраструктури