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NGO European Scientific Platform (Vinnytsia, Ukraine)
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CONCEPTUAL MODELING OF THE PROFILE OF UKRAINE'S TOURIST DESTINATION UNDER CONDITIONS OF WAR AND POST-WAR RECOVERY: INSTITUTIONAL SUPPORT AND INVESTMENT ATTRACTORS

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Summary. *The relevance of this study stems from the critical destruction of tourism infrastructure, the disruption of logistics chains, and unprecedented security challenges in Ukraine, which require not merely a mechanical reconstruction of facilities but a qualitative revitalization of the industry based on the principles of sustainable development. The purpose of this article is to provide a theoretical foundation and develop a multilevel conceptual model for the recovery of a tourist destination as a fundamental element of the tourism industry. The research applies systemic and structural-functional approaches, PESTLE analysis, and comparative analysis to adapt international experience to post-conflict management. The results of the PESTLE analysis identified the key constraints, including landmine contamination and staff shortages, as well as the drivers of post-war recovery, namely European integration and grant support. An architecture for the conceptual revitalization model, based on the principles of integrated ecosystem management, has been developed. An important element of the model is the security framework, which includes humanitarian demining and mandatory certification of shelters. The model integrates three interconnected levels: the macro level—state tax incentives, mechanisms for insuring military risks, and public-private partnerships; the meso level—the formation of regional clusters, the development of medical and rehabilitation tourism, and the ethical commemoration of memorial sites through “soft marketing”; the micro level—the implementation of digital ecosystems, VR/AR technologies, and ensuring fully barrier-free accessibility for people with limited mobility and veterans. The practical and significance of the obtained results lies in the possibility of the Ministry for Communities and Territorial Development of Ukraine and local self-government bodies using the proposed model architecture to formulate destination recovery strategies under conditions of high uncertainty.*

Keywords: *tourism revitalization, post-war recovery, conceptual model, PESTLE analysis, accessibility, military tourism, digitalization, public-private partnership, commemoration.*

Problem Statement. The current state of geopolitical and security instability in Ukraine is leading to the collapse of traditional approaches to the development and



promotion of national tourism products, which requires a radical rethinking of the architecture of the domestic tourism sector. The main scientific and practical contradiction lies in the gap between the country's existing recreational and resource potential and the lack of a comprehensive conceptual basis for capitalizing on it, both in the current crisis and during the post-war recovery period. Existing destination management models do not account for the dynamic transformation of security, reputational, and infrastructure factors. This highlights the need to develop adaptive conceptual modeling of Ukraine's tourism destination profile. Such a model should be based on the synergy of effective institutional support tools and the systematic identification of new investment attractions to ensure the industry's long-term competitiveness in the global market.

The need to overcome the destructive consequences of military actions for the domestic tourism sector highlights the search for new paradigms for its recovery. Existing theoretical and methodological approaches do not provide a comprehensive assessment of the transformation of the tourism landscape within the "present-postwar" continuum. A scientific problem requiring a solution is the justification of a conceptual model for the profile of Ukraine's tourism destinations through the lens of institutional environment development and the formation of investment attractors as key drivers of sectoral revitalization.

Analysis of research and publications. In the scientific community, the revitalization of tourist destinations following military conflict is most often examined through the lens of crisis management theory, social integration, and the formation of sustainable ecosystems. It should be noted that there is a significant number of studies devoted to the theoretical justification of strategies for the post-conflict recovery of territories, which have been examined in various historical periods and from different methodological perspectives [8, 12, 17, 19, 20, 21,].

Of particular significance in the context of research on the post-conflict recovery of tourist destinations is the study [20], which proposes an integrated model for the recovery of tourism under "edge-of-chaos" conditions. The authors argue that classical crisis-response models, focused primarily on overcoming the consequences of natural disasters or pandemics, are insufficiently effective for post-conflict territories due to the breakdown of institutional trust, the instability of the security environment, and the nonlinear nature of recovery processes. At the same time, contemporary research on territorial revitalization devotes significant attention to issues of community resilience, social reintegration, and community-based tourism development. Contemporary scientific approaches shift the focus from macroeconomic indicators to the level of local communities in post-conflict destinations in the Global South, emphasizing mechanisms of social capital, inclusive governance, and peacebuilding through tourism, provided it is integrated into collective memory and promotes reconciliation rather than the commercialization of conflict [22].

Contemporary research on post-conflict tourism emphasizes that externally controlled models of destination management can undermine local social capital and limit community participation in recovery processes. In this context, the revitalization of territories is increasingly viewed through "bottom-up" approaches aimed at strengthening the internal resilience of communities, developing local

governance, and mechanisms for local residents' participation in shaping the tourism product. Contemporary research places particular emphasis on harmonizing the interests of local communities, businesses, and governing bodies as the foundation for the sustainable revitalization of tourist destinations [18, 16, 21].

In recent studies on post-war tourism recovery, significant attention has been paid to the cases of Croatia and Israel, where public-private partnerships, infrastructure investments, digitalization, and international support have been identified as key drivers of the industry's revitalization. [13].

Many researchers focus on assessing critical damage to tourism infrastructure and identifying adaptation tools during wartime and the post-war period. Issues of adaptability and resilience of the tourism industry in the face of military challenges are actively addressed in contemporary studies of Ukraine's tourism sector [4,8,14]. Researchers emphasize the high mobility, flexibility, and ability of the domestic tourism industry to adapt to crisis conditions through digitalization, a shift toward domestic tourism, and the implementation of innovative management solutions. They note that despite a decline in social resilience (due to forced workforce transformations and migration), the sector's economic resilience proved to be higher than expected. The authors emphasize the need for a SWOT analysis of barriers to develop strategic prospects for recovery [3].

The researchers' studies also address issues of the regional and cluster dimensions of sustainable development. An important conceptual contribution to the development of models for the recovery of local communities has been made in these works [17, 19, 21]. The authors demonstrated that sustainable tourism development is a key driver of community evolution during wartime and the post-war period. They proposed a matrix approach that divides communities into four clusters based on the scale of destruction and justified a "win-win" strategy between local businesses and local government.

In the absence of foreign leisure tourism flows, researchers are exploring new niches, including those related to the diversification of tourism products. For instance, in [15], the high potential of the international business tourism (MICE) sector is substantiated as a tool for attracting investment and stimulating business activity during the economic revitalization phase.

Scientific discourse confirms that the revitalization of tourism in post-war conditions cannot follow a linear or standard anti-crisis scenario. There is a clear scientific need for the synthesis of systemic and cluster approaches, which is achieved through the development of flexible conceptual models. It is precisely conceptual modeling that allows for the integration of security audits, digitalization, the interests of local communities (including inclusivity and military memory), and Public-Private Partnership (PPP) mechanisms into a single effective recovery system.

Purpose of the study. The purpose of this article is to establish theoretical and methodological foundations and to develop a multi-level conceptual model for the revitalization of Ukraine's tourist destinations in the context of wartime and post-war transformations.

Presentation of the main material. In this study, to construct an adequate conceptual model for the revitalization of domestic tourism, a decomposition of macroenvironmental factors was conducted using the PESTLE method. This made it possible to systematize critical challenges and drivers of recovery (Table 1).



Table 1

PESTLE Matrix of Factors Influencing the Revitalization of Ukraine's Tourism Industry

Factor	Key Destructors (Challenges)	Promising Drivers (Opportunities)
<i>Political</i>	Political instability in the region; a lengthy process of harmonizing national legislation with EU standards.	European integration course; strong state support for Ukraine's brand on the global stage.
<i>Economic</i>	Critical budget deficit; destruction of infrastructure; decline in purchasing power.	Donor assistance; investment grants; public-private partnership (PPP) mechanisms.
<i>Social</i>	Psychological trauma in society; mass migration; labor shortage (shortage of specialists).	Demand for psychological rehabilitation; development of domestic inclusive and patriotic tourism.
<i>Technological</i>	Destruction of communication networks and digital infrastructure in combat zones.	Digitalization of services (Diya, VR/AR); implementation of smart destination safety monitoring systems.
<i>Environmental</i>	Landmines in territories; pollution of national parks; environmental consequences of man-made disasters.	Priority given to "green" recovery; eco-development; development of rural ecotourism.
<i>Legal</i>	The lack of clear legal mechanisms for insuring military risks for investors.	Creation of special economic zones (SEZs); simplification of regulatory procedures for the tourism industry.

Source: [author's own work]

Building a conceptual model of revitalization requires a detailed breakdown of external factors using the PESTLE analysis methodology. This allows for the differentiation of destructive factors and potential growth drivers.

The political-legal vector (P/L) is characterized by a high level of institutional pressure. The main challenge is the incomplete adaptation of national legislation to EU directives on tourism safety and the absence of long-term intergovernmental agreements on the safety of civilian travel. At the same time, Ukraine's European integration status opens a window of opportunity for attracting EU structural funds and large-scale international technical assistance. The legal dimension requires immediate resolution of issues regarding military risk insurance for foreign developers; without this, the launch of major infrastructure projects will be blocked.

The economic segment (E) reflects the most critical damage. Direct losses in the hotel and recreation sector and to transportation arteries require colossal capital investments against the backdrop of a decline in effective demand from domestic tourists. However, the macroeconomic driver of revitalization should be the public-private partnership (PPP) model and the creation of special economic zones (SEZs) in de-occupied and border regions, which provides for fiscal incentives (income tax exemptions and reduced VAT for revitalization startups).

Sociocultural and technological factors (S/T) are closely linked to demographic changes and digitalization. The acute labor shortage caused by the migration of specialists is offset by a high level of social cohesion and the emergence of new

domestic demand—a demand for inclusive rehabilitation and national self-identification (patriotic tourism). The technological breakthrough driven by military digitalization enables the development of tourism platforms based on AI and VR/AR technologies. This will allow for the virtualization of destroyed heritage sites and the automation of security alerts.

The environmental dimension (E) is the most inert and dangerous. Landmines, water pollution, and the destruction of nature reserves are blocking traditional recreational routes. At the same time, post-war revitalization has a unique opportunity to proceed exclusively according to the principles of “Green Reconstruction,” the development of eco-settlements, and the sustainable use of surviving biosphere resources.

Based on the results of a PESTLE analysis, a three-level conceptual model for the revitalization of the tourism industry has been developed, which operates on the principle of integrated ecosystem management. The model combines regulatory and legal frameworks, regional clustering, and the digital adaptation of businesses based on sustainable development (Fig. 1).

Interaction among all levels of the model ensures a revitalization effect (transition from a state of decline to sustainable development). State guarantees attract international capital, regional clusters create a unique and safe product, and local businesses and communities gain jobs and tools for social integration[9]. The ultimate result of implementing the model is the creation of a qualitatively new, inclusive, digital, and safe tourism destination.

Given the high degree of volatility in the macroenvironment, the proposed conceptual model for revitalizing the tourism industry was verified through a scenario-based approach. Let us consider two polar trajectories of development:

1. Pessimistic scenario (“Prolonged crisis and localized revitalization”). This scenario is based on the conflict transitioning into a prolonged phase of low intensity or the persistence of a constant threat of rocket attacks. Funding for demining proceeds slowly, and foreign investors refrain from capital investments due to high insurance premiums. Under these conditions, the nationwide model fragments into “pockets of resilience.” Revitalization is confined exclusively to the micro-level (individual safe communities in Western and Central Ukraine) and the meso-level (the development of purely domestic medical-rehabilitation and volunteer tourism). The main source of funding remains limited local budget funds and small grants. The recovery process drags on for years and is distinctly local in nature, with a focus on survival rather than global competition.

2. Optimistic scenario (“Innovation Leap and Global Integration”). This scenario envisages a rapid end to active hostilities and the provision of clear security guarantees to Ukraine. Under such conditions, the security zone is established in a short timeframe through large-scale international funding for humanitarian demining. The state promptly launches a Special Economic Zone (SEZ) and a military risk insurance system. This triggers an investment boom: foreign hotel chains enter the de-occupied regions. Military remembrance tourism is integrated into global itineraries (similar to Holocaust memorials), and digitalization enables the creation of barrier-free “Smart Destinations.” The industry is fully revitalized within 3–5 years, doubling its pre-war contribution to the country's GDP.

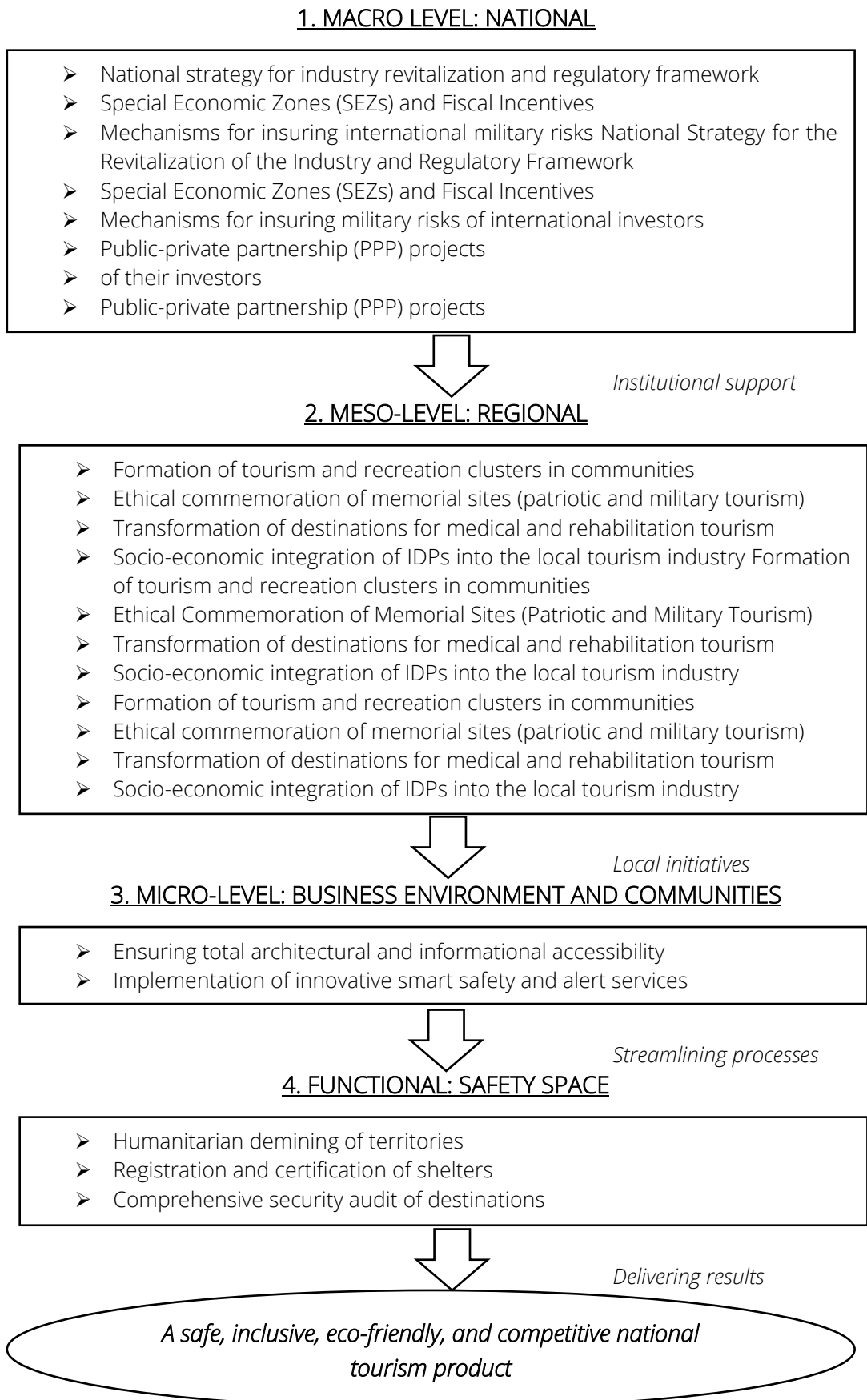


Fig. 1. Block diagram of the conceptual model for revitalizing the tourism industry [author's development]

The empirical justification and conceptual modeling of a promising profile for Ukraine's tourism industry in de-occupied and revitalized regions are based on a fundamental shift in conceptual approaches. Instead of passively replicating pre-war recreational patterns or focusing on the destructive consequences of aggression, we propose diversifying the tourism offering based on the paradigm: *Ukraine—a land of resilience and success!* The focus of scientific research is shifting toward the development of high-tech, inclusive, and impact-oriented destinations capable of serving as drivers of macroeconomic growth [1,2,10]. An analysis of the dynamics of fiscal indicators has revealed a qualitative transformation in the structure of the tourism sector and identified certain trends. Thanks to the return of de-occupied territories to full economic circulation, macroeconomic indicators demonstrate a steady upward trend, which helps offset the deep spatial asymmetry recorded during the 2022–2023 period [6]

Table 2

Dynamics of Post-War Recovery and Fiscal Revenue in Ukraine's Tourism Sector

Market Success Indicator	Pre-war status (2021)	2024	Baseline scenario (2025)	Projected trend for the postwar period	Dynamics of the target model through 2021 (%)
Total tax revenues (billion UAH)	2,232	2,938	3,620	4,850	+117.3%
Tourism tax revenue (million UAH)	244.0	271.2	359.0	490.0	+100.8%
Share of restored areas in the total (%)	3.1%	4.8%	8.2%	18.5%	+496.7%

Source: compiled by the author based on reporting data from DART Ukraine [5,7].

The presented statistical matrix illustrates that the integration of revitalized communities into nationwide recreational chains enables a sharp increase in their share of domestic tourism revenue, from an initial 3.1% to a projected 18.5% [5]. This confirms the scientific hypothesis that post-war destinations are capable of transforming from recipients of state subsidies into autonomous donor regions, provided that competitive innovative products are developed.

In the context of the academic debate regarding the essence of the post-war tourism offering, the architecture of new products completely rejects the destructive foundations of classical “dark tourism,” as the latter is capable of provoking ethical distortions and social rejection within communities. In justifying an alternative Model of Transformation Impact Tourism, we consider it appropriate to diversify Ukraine's tourism product map across three complementary clusters, each of which embodies the nation's vitality, resilience, and global success.

1. The territorially inclusive cluster “Genesis of National Resilience.”

Within this direction, traditional guided tours evolve into interactive commemorative and solidarity spaces. The key scientific idea lies in integrating augmented (AR) and virtual (VR) reality technologies into the architectural landscape of restored cities in the immediate rear (specifically, the Kyiv, Kharkiv, and Chernihiv tourism hubs). Instead of major interventions in the urban environment, travelers



are offered a digital narrative that, through the screens of mobile devices or VR headsets, recreates the chronicle of the defense and the subsequent innovative revival of these locations. The product transforms into an open platform for cultural diplomacy, where foreign and domestic tourists act not as passive observers, but as active participants in the process of verifying historical truth.

2. Post-Industrial and Business Cluster “Urban and Innovative Success” (MICE.)

We view the development of this segment as a direct response to the demand of the global business community participating in Ukraine’s recovery and modernization programs. The model envisions the deployment of multifunctional convention and exhibition hubs based on revitalized industrial and logistics complexes in the Kharkiv, Sumy, and Dnipro regions. The cutting-edge “ ” tourism product in this niche combines classic MICE sector events (international investment summits, economic forums, architectural design hackathons) with elements of science, technology, and industrial tourism. This synthesis allows us to demonstrate to the global community the potential of Ukraine’s post-industrial breakthrough, transforming derelict industrial sites into showcases of a high-tech future.

3. The “Ecological Revival and Eco-Success” recreational and agricultural cluster.

The academic debate surrounding the revitalization of rural areas underscores the need to create self-sustaining agritourism ecosystems on reclaimed lands. The product designed within the scope of this research involves the formation of a branched network of craft production facilities (green estates, cheese dairies, wine-making clusters, beekeeping farms), integrated with quick-assembly architectural structures offering enhanced comfort (glamping sites and landscape eco-hotels). The approach under study is based on the principles of sustainable development: the product demonstrates the full restoration of the biological potential of Ukrainian soils and the ecological purity of Free Ukraine, attracting high-margin segments of travelers and ensuring sustainable self-employment for the local population, including veterans and internally displaced persons.

The effective rollout and infrastructure development of the products described above are impossible without targeted institutional support from the state. In this context, we propose the implementation of a legal regime for Priority Development Territories (PDTs) within the framework of restored communities [10,11]. In contrast to proponents of the classical liberal approach, who deny the need for artificially creating preferential conditions, we argue that attracting private capital to post-conflict zones requires aggressive regulatory incentives, as confirmed by global practice.

Table 3

Comparative Matrix of International Experience in Institutional Stimulation

International precedent / Model	Functional regulatory instrument	Outcome of implementation	Adaptability in Ukraine
Croatian model (Područja posebne državne skrbi)	Preferential lending through the state-owned bank HBOR at 1-2% per annum for de-occupied communities.	Rapid infrastructure stabilization of depressed inland regions.	High, due to the involvement of state banks and grant programs for solidarity-based financing.

Continuation of table 1

International precedent / Model	Functional regulatory instrument	Outcome of implementation	Adaptability in Ukraine
The Irish Model (West Coast Cluster)	State subsidies for marketing local destinations and brands on the global stage.	Transformation of peripheral territories into global tourism hubs.	Full integration through a modernized State Tourism Dashboard.

Source: compiled by the author based on a synthesis of international experience.[12,13,14]

Based on the results presented in Tabl.3 the regulatory framework for Ukrainian tourism TPRs should be based on the implementation of a tax franchising instrument. This entails setting a zero VAT rate on the import of technological equipment for innovation parks, sustainability parks, and eco-hotels, as well as exempting corporations from corporate income tax for the first 5 years of operations [6]. At the same time, to address the labor shortage and encourage the return of human capital, the government is proposing to cover up to 50% of businesses' costs for the certification and professional development of tour guides and service managers, which will facilitate the rapid legalization and formalization of the market.

Conclusions and Recommendations. The study demonstrates that the post-war recovery of tourism cannot be linear. It requires revitalization—a qualitative renewal of the industry based on the principles of sustainable development, inclusivity, and digitalization. A multi-level conceptual model has been developed that integrates the functional security framework, the state's macroeconomic instruments, regional clustering, and digital business micro-solutions into a unified system. The proposed PESTLE matrix and model architecture can be used by the Ministry of Community, Territorial, and Infrastructure Development of Ukraine, as well as by local governments, to develop regional destination revitalization programs. Further actions should be aimed at developing a methodology for assessing the social impact of implementing medical rehabilitation and patriotic tourism.

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КОНЦЕПТУАЛЬНЕ МОДЕЛЮВАННЯ ПРОФІЛЮ ТУРИСТИЧНОЇ ДЕСТИНАЦІЇ УКРАЇНИ В УМОВАХ ВІЙНИ ТА ПОВОЄННОГО ВІДНОВЛЕННЯ: ІНСТИТУЦІОНАЛЬНА ПІДТРИМКА ТА ІНВЕСТИЦІЙНІ АТТРАКТОРИ

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Анотація. Актуальність дослідження зумовлена критичними руйнуваннями туристичної інфраструктури, деформацією логістичних ланцюгів та безпрецедентними безпековими викликами в Україні, що потребує не механічної відбудови об'єктів, а якісної ревіталізації галузі на засадах сталого розвитку. Метою статті є теоретичне обґрунтування та побудова багаторівневої концептуальної моделі відновлення туристичної дестинації як базового елемента туристичної індустрії. У процесі дослідження використано системний та структурно-функціональний підходи, PESTLE-аналіз і компаративний аналіз для адаптації міжнародного досвіду постконфліктного менеджменту. За результатами PESTLE-аналізу систематизовано ключові деструктори, зокрема замінування й кадровий дефіцит, та драйвери повоєнного відродження - євроінтеграцію і грантову підтримку. Розроблено архітектуру концептуальної моделі ревіталізації, що функціонує за принципом інтегрованого екосистемного управління. Важливим елементом моделі визначено безпековий контур, який включає гуманітарне розмінування та обов'язкову сертифікацію укриттів. Модель інтегрує три взаємопов'язані рівні: макrorівень - державні податкові преференції; механізми страхування військових ризиків і державно-приватне партнерство; мезорівень - формування регіональних кластерів, розвиток медико-реабілітаційного туризму та етичну комеморацію місць пам'яті через «лагідний маркетинг»; мікрорівень - впровадження цифрових екосистем, VR/AR-технологій і забезпечення тотальної безбар'єрності для маломобільних груп суспільства та ветеранів. Практичне значення результатів полягає у можливості використання запропонованої архітектури моделі Міністерством розвитку громад та територій України та органами місцевого самоврядування для формування стратегій відродження дестинацій в умовах високої невизначеності.

Ключові слова: ревіталізація туризму; повоєнне відновлення; PESTLE-аналіз; мілітарний туризм; цифровізація, державно-приватне партнерство, комеморація.

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