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STRATEGIC MEASURES FOR DEVELOPMENT OF THE UKRAINIAN TOURISM INDUSTRY IN THE CONTEXT OF STRENGTHENING COUNTRY'S ECONOMIC SECURITY

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СТРАТЕГІЧНІ ЗАХОДИ РОЗВИТКУ ТУРИСТИЧНОЇ ГАЛУЗІ УКРАЇНИ У КОНТЕКСТІ ЗМІЦНЕННЯ ЇЇ ЕКОНОМІЧНОЇ БЕЗПЕКИ

Objective. The objective of the article is to substantiate strategic measures for development of the Ukrainian tourism industry in the context of strengthening country's economic security.

Methods. The research is based on the dialectical method of scientific knowledge, methods of scientific abstraction, analysis and synthesis (while studying the relationship between the Ukrainian tourism industry development and its economic security; while summarizing the factors that form the negative image of Ukraine and reduce its economic security) ; systematic generalization (while determining strategic measures for the Ukrainian tourism industry development for the formation of country's positive image) ; comparative analysis (while identifying the trends of tourism activity development in Ukraine during 2011–2017); statistical analysis (while studying the dynamics of the tourism industry in Ukraine during 2014–2017).

Results. As a result of the study, the trends of tourism activity development in Ukraine during 2011–2017 are determined. The factors that form the negative image of Ukraine and reduce its economic security are pointed out. The direct and indirect strategic measures for development of the Ukrainian tourism industry for formation of country's image and ensuring the country's economic security are substantiated. The implementation of strategic measures for development of the Ukrainian tourism industry will create a positive image of the country, stimulate the development of tourism in Ukraine, increase of GDP, formation of attractive investment environment and strengthening of country's economic security.

Key words: economic security, image, tourism, tourist activity, factors.

Introduction. Economic security of the country is the condition of providing the opportunity to create and develop environment for

the productive life of its population, the future economic development and the welfare of its inhabitants [1, p.18].

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Among the main external factors the economic security depends on there are the following: the level of development of the national structure of country's foreign economic relations, the state's economy attractiveness for foreign investment, the state of the off-the-books economy in the country, the transnational crime activity in the state, the international image of the state, etc. [2, p. 6]. Herewith the image of the country as a multi-faceted concept is a combination of emotional and rational views arising from the comparison of all the country's features, own experience and rumors that influence the creation of a certain image, and is intended to exert emotional and psychological effects on certain individuals for the purpose of promotion and advertising [1, p. 19].

Thus, the tourism industry makes a special contribution to the country's economic security. For example, in the USA tourism industry contribution to GDP in 2017 amounted to USD 210.7 million, in Spain it amounted to USD 68 million, in France to USD 60.7 million, in the UK to USD 51.2 million, in Poland to USD 12.8 million. Despite Ukrainian natural, recreational and cultural potential, its GDP increased by only USD 1.3 million at the expense of tourism industry enterprises activity in 2017. The tourism industry barely contributes to increasing the competitiveness of Ukraine in the world market. Hence, in order to ensure economic security it is important to create the positive image of the country by means of tourism activity development, since traditionally the countries that successfully develop tourism, have the highest rates of investment inflows.

Analysis of recent research and publications. Problems of the Ukrainian tourism industry's impact on its economic security have been studied by many Ukrainian scientists, in particular: Khomyn O. I. and Teodorovych L. M. have analyzed the problems hampering the development of tourism, that often prompted travelers not to include Ukraine in their tourist routes and to choose other places of rest outside our country, while the authors have concluded that both international (inbound and outbound) and domestic tourism in Ukraine are to be developed by means of both creating tourism development

programs in Ukraine and also supporting their implementation with decent state aid backed up by the necessary regulatory framework [4].

Ievtushenko V. A., Rakhman M. S., Manhushev D. V. have studied the dynamics of economic indicators of international tourism, have identified the main problems, trends and prospects of the industry both in the world market and particularly in Ukraine, have determined the role of the country's image and its impact on the creation of a competitive national tourism product [5].

Bila S. O. has reviewed the strategic priorities of the tourist services development in Ukraine and the prospects for increasing their competitiveness in the world market, while identifying the essence of the European principles of tourism and recreation sustainable development, identifying the priorities of their implementation in Ukraine in the context of increasing the competitiveness of the national tourist product in the world market [6].

Matichyn Yu. M. has studied the formation and promotion of positive image of Ukraine as a country attractive to tourism, the ensuring the tourists' safety and protecting their rights and legitimate interests, and improving the system of professional training of specialists in the field of tourism. The scholar has also defined the prospects for tourism development in Ukraine at the level of state programs and non-governmental organizations [7].

Ivanova N. S. has developed the clustering of the regions by the level of socio-economic development and has identified three statuses of economic security in the region: «good», «sufficient» and «satisfactory». By means of discriminatory analysis she has developed the classification functions of the authentication of the region as of the object of crisis management in order to ensure economic security of the region for the specified classes [8, p.115–116]. Despite the considerable achievements of scientists, the problem of the tourism industry development in Ukraine in the context of ensuring economic security of the country remains uncovered at an adequate level and requires in-depth study in order to develop strategic measures for the development of the tourism industry in Ukraine to

shape its positive image and ensure economic security.

Purpose. The purpose of the article is to substantiate strategic measures for development of the Ukrainian tourism industry in the context of strengthening country's economic security.

Findings. While analyzing the indicators characterizing the development of the tourism industry of Ukraine during 2014–2017 (Table 1), it should be noted that the income from

tourist services increased by 240.6 %, but the number of tour operators and travel agents in 2017 decreased respectively by 25.3 % and 20.4 %.

The reducing of the number of participants of tourism activity is a negative phenomenon for the Ukrainian economy caused by the growing uncertainty while doing tourism business connected with currency, political and economic risks, and other factors over the years

Table 1

The main indicators of the tourism industry development in Ukraine¹

Index	2014	2015	Growth rate, % 2015 relative to 2014	2016	Growth rate, % 2016 relative to 2015	2017	Growth rate, % 2017 relative to 2016	Growth rate, % 2017 relative to 2014
The number of participants of tourism activity, measured in unites including	2198	1785	–18,8	1838	3	1743	–5,2	–20,7
Tour operators	667	500	–25	552	10,4	498	–9,8	–25,3
Travel agent	1473	1228	–16,6	1222	–0,5	1172	–4,1	–20,4
Average number of staff members, people	9834	8086	–17,8	8545	5,7	8190	–4,2	–16,7
Tourism services income, UAH mln.	5432,7	4797,7	–11,7	11522,5	140,2	18503,0	60,6	240,6
The number of tourists who have been provided with services by legal entities, people								
Citizens of Ukraine	2200339	1800277	–18,2	2216323	23,1	2365424	6,7	7,5
Foreigners	16618	14550	–12,4	33784	132,2	38563	14,1	132,1

¹ Note. Compiled by authors based on “The main indicators of the tourism industry development in Ukraine”.

2014–2017 (Fig. 1). It leads to loss of jobs and aggravating of unemployment problem (according to Table 1 the number of staff members in the tourism industry declined by 16.7 % during the years 2014–2017) not only at the enterprises of tourist business but in related areas also. For instance, the same happens in the areas of hospitality and transportation. Also it leads to reducing government and local budgets revenue in the form of taxes and fees and to slowing the development of tourism in Ukraine, although this industry could form a significant part of GDP.

The income from tourism activity in Ukraine in 2017 is 3.4 times higher than in 2014

primarily because of the growth of the exchange rate. Thus, as of January 1, 2014, the euro/hryvnia NBU rate was UAH 11.04 per euro [9], and at the beginning of 2017 the euro/hryvnia rate was UAH 28.42 per euro. Therefore, the growth of income from tourism activity through this extensive factor shouldn't be considered as a positive phenomenon.

While analyzing the change in the number of participants of tourism activity and tourists dynamics by regions of the country (Table 2), it should be concluded that during the last five years the number of tour operators and travel agencies mainly declined in the area of hostilities — Donetsk region — by 89.7 % — and in

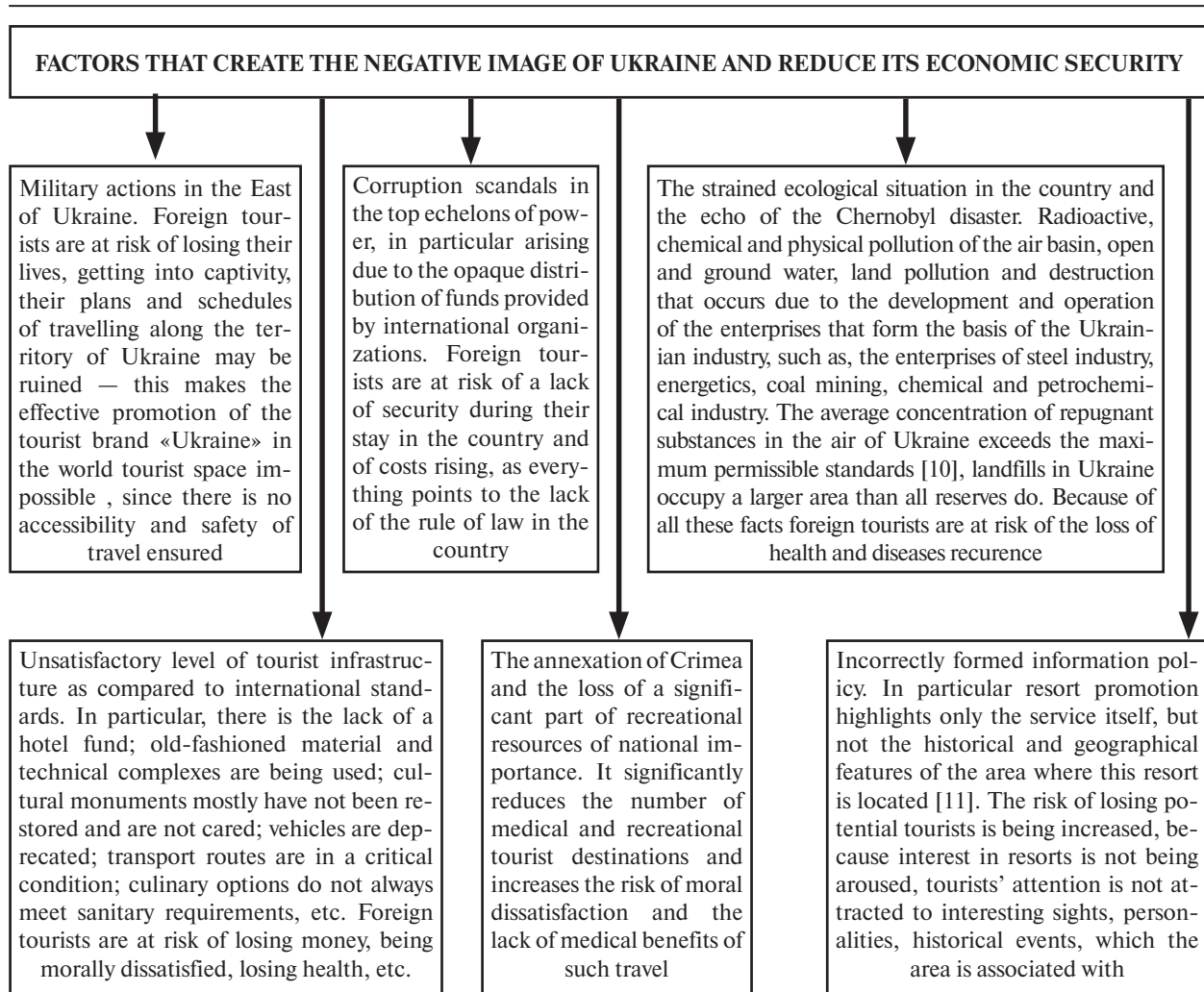


Fig. 1. Factors that create the negative image of Ukraine and reduce its economic security (compiled by authors)

Table 2

The number of tourists who have been provided with services by tour operators and travel agents by regions of Ukraine¹

Regions	2011	2014	2015	2016	2017	Growth rate (%) 2017 relative to 2011
Dnipropetrovs'k Region	397	118	294	322	325	–18
Donets'k Region	408	45	23	33	42	–89,7
Lviv Region	230	143	221	272	282	22,6
Odesa Region	261	172	245	268	264	1,1
Kharkiv Region	296	104	264	255	263	–11,1
Kyiv	885	1045	888	948	923	4,3

¹ Note. Compiled by authors based on “The main indicators of the tourism industry development in Ukraine”.

the front-line regions — Dnipropetrovs'k (by 18 %) and Kharkiv regions (by 11.1 %).

The reduction of the number of tour operators and travel agencies in Ukraine, and, consequently, reduction of the number of staff members in the tourism and related industries, reduction of revenues to the budgets in the form

of taxes and fees and of the revenue part of the country's GDP and the decline in the country's economic security are driven by the following factors: military actions in the East of Ukraine and constant provocations in the regions bordered by Russia in the Eastern Ukraine; corruption scandals in the top echelons of power;

the strained ecological situation in the country and the echo of the Chernobyl disaster; unsatisfactory level of tourism infrastructure; the annexation of Crimea and the loss of a significant part of recreational resources of national importance; incorrectly formed information policy (Fig. 1).

In addition, the factor of increased risk of tourists' life and health injury causes the slowdown in the tourism industry development in such promising area as Odesa region with its centuries-old historical, cultural and recreational traditions. The number of participants of tourism activity in this region increased only by 1.1 % during the last five

Table 3

The number of tourists who have been provided with services by tour operators and travel agents, by regions of Ukraine¹

Region	2011	2015	2016	2017	Growth rate, %
Dnipropetrovs'k Region	64462	46121	57770	75526	17,2
Donets'k Region	88461	3297	10874	9231	-89,6
Lviv Region	128709	112472	181827	175150	36,1
Odesa Region	76066	45809	59077	72302	-4,9
Kharkiv Region	74038	31233	40429	51929	-29,8
Kyiv	944917	1501985	1841021	2006088	112

¹ Note. Compiled by authors based on "The main indicators of the tourism industry development in Ukraine".

years, and the number of tourists who visited the region during 2011–2017 decreased by 4.9 % (Table 3). During 2011–2017 the redeployment of tourist traffic in Ukraine to Lviv and Dnipropetrovs'k regions and the city of Kyiv has been discernible; tourist traffic in these areas respectively increased by 36.1 %, 17.2 % and 112 %.

Thus, it is necessary to highlight the following trends in the tourism activities development in Ukraine during 2011–2017:

—aggravation of the risks of reducing competitiveness and economic security of the country as related to the tourist sphere of economic activity;

—growth of income from the provision of tourist services caused by the exchange rate fluctuations and the inflation growth in the country along with the reduction of the tour operators and travel agents number;

—slowing down the activity of the tourism industry development and reducing the number of tour operators and travel agencies in the areas that were among the leaders of the tourism industry — Dnipropetrovs'k and Kharkiv regions, along with almost complete closing up of tourism business in Donets'k region;

— redeployment of tourist traffic in the country from Donets'k and Odesa regions to Lviv, Dnipropetrovsk regions and the city of Kyiv.

It should be noted that in such conditions, the brand «Ukraine» in the world market has a negative impact on the perception of the country not only by tourists, but also by foreign investors, hosts of international forums, games, etc. In a situation where foreign investment is one of the keys to the transition to effective innovation-driven development and ensuring long-term economic security of Ukraine, the formation of Ukraine's tourism appeal is an issue of great importance. After all, the best advertisement of Ukraine for a foreign investor is the fact that it is a country of safe and high-quality tourism services.

Strategic measures for the development of the tourism industry in Ukraine in order to form the image of the country and ensure the country's economic security need to be divided into direct and indirect (Figure 2). Measures of direct impact intimately increase the number of travel agencies and tour operators, and also affect the level of services, provided by entities of the hospitality industry and transportation. Measures of indirect impact ensure the formation of general environment for the tourism industry development in Ukraine.

The first essential measure of direct impact is the state and local budgets aid to small business by means of providing preferential loans at



Fig. 2. Strategic measures for development of the Ukrainian tourism industry for ensuring the country's economic security

the expense of special funds, through targeted budget financing on the basis of non-repayable subsidization, celebration of contracts for the development of tourism projects, including green tourism, taking into account reconstruction of cultural and architectural monuments. This will bring the level of tourist infrastructure in line with international standards.

The second important measure in the tourism industry development designed to ensure the country's economic security over the long term is to attract and to create the environment for large-scale investment in infrastructure development. In virtually every region of the country all components of the infrastructure are in poor condition — low quality of pavement on the roads of different subordination; a high level of functional and moral depreciation of the material and technical base that does not meet current requirements; imperfect fee policy, in particular, lack of compensation for transportation of welfare beneficiaries; the impossibility to renew and improve the rolling stock (deterioration, lack of high-capacity and extra high-capacity buses); inability to care for people with disabilities [12].

It is also necessary to create the consumer's need to travel and get to know the country at

the state level. The development of domestic tourism is impossible without a thorough strategy intended to create the need to travel through our own country. A large number of people in Ukraine have no desire to go even beyond their own city to learn the world around them, to found out more about other customs and lifestyles. On the one hand, it inhibits the individual's process of knowledge acquisition, accepting the system of norms and values, that allows him to function as a full and equal member of the community, and, in its turn, spiritually destroys the Ukrainian society. On the other hand, it does not contribute to the development of the Ukrainian tourism industry, impedes the job creation in this sphere. To create the consumer's need to travel and get to know the country it is necessary to develop public service advertising and support program for cineastes and bloggers, through whose activity the average Ukrainians and foreign tourists will learn about the country. It is especially important at a time when the whole world is aware of recent events taking place in Ukraine. So today it is extremely important to satisfy the foreign tourists' interest in Ukrainian news with positive impressions of the country's natural, cultural and historical treasures.

One of the most important aspects of stimulating the Ukrainian tourism industry development is facilitating entry procedures, because today citizens of some particular countries need a visa to entry Ukraine. In some cases, it is warranted by security purposes, but in others it leads to a significant reduce of tourist traffic, reduces the income of the tourism industry and limits the dissemination of information about the country around the world. It would be appropriate to facilitate entry procedures to Ukraine, that is, to abolish a tourist visa, for citizens of the following countries: Australia, New Zealand, Singapore (tourists from these highly developed countries might be potential future investors), China, India (according to world statistics tourists from these developing countries form the most numerous tourist group). And it is expedient to reduce the visa fee for other countries, since today it amounts to USD 85. At the

same time, it is expedient to establish security cooperation based on bilateral and multilateral treaties with developing countries.

The measures of indirect impact on the tourism industry development for ensuring the country's economic security include the creation of an on-line database containing information on tourist and recreational resources of Ukraine, suitable for use in tourism and resorts area, including cultural heritage resources and nature reserve fund, recommended for visiting by tourists and forming a national network of tourist and sightseeing routes (The Cabinet of Ministers of Ukraine, 2017).

Such on-line database should be created in all EU languages and in languages of other foreign target customer segments of Ukrainian tourist services.

Also it is essential to promote and sell the brand «Ukraine» abroad. Tourist branding is an important aspect of the tourism brand «Ukraine» promotion. As V. Listkov notes, carrying out of effective advertising campaigns in Turkey and Egypt doubled the tourist traffic in these areas, while the low recognition of the national tourist logo of Ukraine is caused by its constant re-branding [13, p.69–72].

A good solution is to advertise facilities for holding conferences, meetings, symposiums, training and coaching sessions for foreign customers on the basis of the Ukrainian hotel fund, as well as providing the foreign organizers of international conferences and outreach events with relevant information. At the same time the process of information policy making should be focused on the historical and geographical features of the area where tourist attractions are situated. The promotion of the brand «Ukraine» should also include systematic and active presentations of tourist attractions that shape the tourism potential of Ukraine at national and international exhibitions and fairs, conferences, forums, etc. (International Travel Exhibition, World Travel Market, International Travel Fair, etc.)

Among the measures of indirect impact strict state and local control over the priority strategic areas of the state environmental policy of Ukraine can be distinguished (for instance, energy security, development of the mineral re-

sources base of Ukraine, increasing of the level of environmental safety in the exclusion zone, preservation of the natural heritage, efficient and safe waste management, the new climate policy, the reform of the environmental governance system, the reform of the state environmental control system) [14, p.1–6]. Thus, we will have the negative image of Ukraine as an area of environmental disaster changed. In this regard, it is important to encourage the development of green or rural tourism (familiarization with rural living, its traditions and culture, folk crafts and rural crafts of authentic regions of Ukraine). The development of hotel business in the field of green tourism needs to be encouraged in the following areas: accommodation on farms and farmsteads in the same house or in the same territory owners do live in; accommodation in rooms of rural hotels specially equipped for visitors, accommodation in historical buildings (castles, palaces, monasteries), located in rural areas.

One of the ways of increasing the country's economic security with regard to fostering the development of the Ukrainian tourism industry is the development of a state program on stimulation of green and rural tourism. Thus, tourists will see the unique face of Ukraine, created in the imagination of many customers by works of well-known writers.

It is the creation of a national quality mark for travel agencies and transportation utilities dedicated to adopt higher service standards and coverage of such companies' activity on television that can encourage companies to provide tourism services of high quality and increase interest in the tourism business.

It should be noted that the strategic measures for the tourism industry development in Ukraine designed to ensure the country's economic security are to be implemented without waiting for the cessation of hostilities in the East of Ukraine.

Conclusions. The study has found the following trends in the tourism activities development in Ukraine during 2011–2017:

— extensive growth of income from the provision of tourist services caused by the exchange rate fluctuations and the inflation growth

in the country along with the reduction of the tour operators and travel agents number;

— slowing down the activity of the tourism industry development and reducing the number of tour operators and travel agencies in the areas that were among the leaders of the tourism industry — Dnipropetrovs'k and Kharkiv regions, along with almost complete closing up of tourism business in Donets'k region;

— redeployment of tourist traffic in the country from Donets'k and Odesa regions to Lviv, Dnipropetrovsk regions and the city of Kyiv.

The identification of trends has made it possible to determine the factors that shape the negative image of Ukraine and reduce its economic security. Thus, the reduction of the number of tour operators and travel agencies in Ukraine, and, consequently, reduction of the number of staff members in the tourism and related industries, of revenues to the budgets in the form of taxes and fees and of the revenue part of the country's GDP and the decline in the country's economic security are driven by the military actions in the East of Ukraine and constant provocations in the regions bordered by Russia in the Eastern Ukraine; corruption scandals in the top echelons of power; the strained ecological situation in the country and the echo of the Chernobyl disaster; unsatisfactory level of tourism infrastructure; the annexation of Crimea and the loss of a significant part of recreational resources of national importance; incorrectly formed information policy.

Strategic measures for Ukraine based on world experience in stimulating tourism development are the following: direct and indirect strategic measures for the development of the Ukrainian tourism industry designed to shape the image of the country and ensure the country's economic security.

It is essential to provide the state and local budgets aid to small business in the field of tourism by means of providing preferential loans at the expense of special funds, through targeted budget financing on the basis of non-repayable subsidization, celebration of contracts for the development of tourism projects, including green tourism, taking into account reconstruc-

tion of cultural and architectural monuments. In order to ensure the country's economic security over the long term, it is necessary to create environment for large-scale investment in infrastructure development, as well as to create the consumer's need to travel and learn more about Ukraine. It has been suggested to facilitate entry procedures for tourists from Australia, New Zealand, Singapore, China and India and to reduce the visa fee for tourists from other countries, along with establishing security cooperation based on bilateral and multilateral treaties.

Among the measures of indirect impact on the tourism industry development the creation of an on-line database, actions to promote and sell the brand "Ukraine" through the advertising of facilities for holding conferences, meetings, symposiums, training and coaching sessions for foreign customers on the basis of the Ukrainian hotel fund, providing the foreign organizers of international conferences and outreach events with relevant information, presentations of tourist facilities that form the tourism potential of Ukraine at national and international exhibitions and fairs, conferences, forums have been suggested. Among the measures of indirect impact strict state and local control over the following priority strategic areas of the state environmental policy of Ukraine has been distinguished: energy security, development of the mineral resources base of Ukraine, increasing of the level of environmental safety in the exclusion zone, preserving the natural heritage by means of encouraging the development of green or rural tourism, encouraging the development of a hotel business in the field of green tourism, etc. The creation of a national quality mark for travel agencies and transportation utilities dedicated to adopt higher service standards and coverage of such companies' activity on television have been suggested.

Thus, strategic measures for the development of the Ukrainian tourism industry will contribute to the dissemination of the positive image of the country, GDP growth, the formation of an attractive investment climate and to the ensuring economic security of the country.

In further research, it is planned to analyze other aspects of forming the international im-

age of the state, which determine the country's economic security.

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Мета — обґрунтування стратегічних заходів розвитку туристичної галузі України в контексті зміцнення її економічної безпеки.

Методи. В основі дослідження покладено діалектичний метод наукового пізнання, методи наукової абстракції, аналізу і синтезу (під час вивчення взаємозв'язку розвитку туристичної галузі України та її економічної безпеки; при узагальненні чинників, що формують негативний імідж України та знижують її економічну безпеку), системного узагальнення (при визначенні стратегічних заходів розвитку туристичної галузі України для формування позитивного іміджу країни), порівняльного аналізу (під час виділення тенденцій розвитку туристичної діяльності України протягом 2011–2017 рр.); статистичного аналізу (під час вивчення динаміки розвитку туристичної галузі України протягом 2014–2017 рр.).

Результати. Визначено, що туристична галузь здійснює особливий внесок у формування економічної безпеки країни, але в Україні, незважаючи на її природний, рекреаційний та

культурний потенціал, в 2017 р. ВВП за рахунок діяльності підприємств туристичної галузі збільшився лише на 1,3 млн дол. США. У результаті проведеного дослідження встановлені тенденції розвитку туристичної діяльності України протягом 2011–2017 рр. Визначено фактори, які формують негативний імідж України та знижують її економічну безпеку. Обґрунтовано прямі та непрямі стратегічні заходи розвитку туристичної галузі України для формування іміджу країни та забезпечення економічної безпеки країни. Втілення стратегічних заходів розвитку туристичної галузі України дозволить сформувати позитивний імідж країни, стимулюватиме розвиток туризму в Україні, зростання ВВП, формування привабливого інвестиційного клімату та зміцнення економічної безпеки країни.

Ключові слова: економічна безпека, імідж, туризм, туристична діяльність, фактори.

Цель — обоснование стратегических мероприятий развития туристической отрасли Украины в контексте укрепления ее экономической безопасности.

Методы. В основе исследования лежат диалектический метод научного познания, методы научной абстракции, анализа и синтеза (при изучении взаимосвязи развития туристической отрасли Украины и ее экономической безопасности, при обобщении факторов, формирующих негативный имидж Украины и снижающих ее экономическую безопасность), системного обобщения (при определении стратегических мероприятий развития туристической отрасли Украины для формирования позитивного имиджа страны), сравнительного анализа (при выделении тенденций развития туристической деятельности Украины в течение 2011–2017 гг.), статистического анализа (при изучении динамики развития туристической отрасли Украины в течение 2014–2017 гг.).

Результаты. Определено, что туристическая отрасль осуществляет особый вклад в формирование экономической безопасности страны, но в Украине, несмотря на природный, рекреационный и культурный потенциал, в 2017 г. ВВП за счет деятельности предприятий туристической отрасли увеличился лишь на 1,3 млн дол. США. В результате проведенного исследования установлены тенденции развития туризма в Украине в течение 2011–2017 гг. Определены факторы, которые формируют негативный имидж Украины и снижают ее экономическую безопасность. Обоснованы прямые и косвенные стратегические меры развития туристической отрасли Украины для формирования имиджа страны и обеспечения ее экономической безопасности. Воплощение стратегических мероприятий развития туристической отрасли Украины позволит сформировать положительный имидж страны, стимулировать развитие туризма в Украине, рост ВВП, формирование привлекательного инвестиционного климата и укрепление экономической безопасности страны.

Ключевые слова: имидж, маркетинг, национальный туристический продукт, продвижение, мировой рынок.

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