

## SUSTAINABLE DEVELOPMENT OF ENTERPRISES OF THE TOURIST AND RECREATIONAL COMPLEX AND ITS IMPACT ON SOCIO-ECONOMIC PROCESSES IN UKRAINE

### *DESENVOLVIMENTO SUSTENTÁVEL DE EMPRESAS DO COMPLEXO TURÍSTICO E RECREATIVO E SEU IMPACTO NOS PROCESSOS SÓCIO-ECONÔMICOS NA UCRÂNIA*

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**Abstract.** The article examines the specifics of ensuring the sustainable development of enterprises of the tourist and recreational complex in Ukraine as a critical factor contributing to the formation of a balance between the state's economic, social and ecological interests. It was determined that the development of this sector of the economy increases the level of employment and contributes to the growth of incomes of local communities and the expansion of infrastructure, which positively affects the socio-economic processes in the country. Strategies that ensure the long-term competitiveness of tourism enterprises are studied, particularly implementing environmental standards, optimising resources and integrating digital technologies into business processes. The importance of innovations in the tourism sector, which contribute to minimising the negative impact on the environment and increasing the efficiency of tourism and recreation enterprises, has been proven. The problems and challenges faced by the industry's enterprises in conditions of economic instability, as well as their potential contribution to sustainable economic growth and social cohesion, are considered. The need to develop effective management solutions has been proven to ensure the sustainable development of Ukraine's tourist and recreational complex.

**Keywords:** tourism, tourist and recreational complex, enterprise management, socio-economic development, digital technologies.

**Resumo.** O artigo examina as especificidades de garantir o desenvolvimento sustentável das empresas do complexo turístico e recreativo na Ucrânia como um fator crítico que contribui para a formação de um equilíbrio entre os interesses econômicos, sociais e ecológicos do Estado. Foi determinado que o desenvolvimento deste sector da economia aumenta o nível de emprego e contribui para o crescimento dos rendimentos das comunidades locais e a expansão das infra-estruturas, o que afecta positivamente os processos socioeconómicos no país. São estudadas estratégias que garantam a competitividade a longo prazo das empresas turísticas, nomeadamente a implementação de normas ambientais, a optimização de recursos e a integração de tecnologias digitais nos processos de negócio. Está comprovada a importância das inovações no sector do turismo, que contribuem para minimizar o impacto negativo no ambiente e aumentar a eficiência dos empreendimentos turísticos e recreativos. São considerados os problemas e desafios enfrentados pelas empresas do sector em condições de instabilidade económica, bem como a sua contribuição potencial para o crescimento económico sustentável e a coesão social. Foi comprovada a necessidade de desenvolver soluções de gestão eficazes para garantir o desenvolvimento sustentável do complexo turístico e recreativo da Ucrânia.

**Palavras-chave:** turismo, complexo turístico e recreativo, gestão empresarial, desenvolvimento socioeconómico, tecnologias digitais.



## 1. INTRODUCTION

The sustainable development of enterprises of the tourism and recreation complex in Ukraine becomes especially relevant in the context of modern socio-economic and environmental challenges associated with economic instability and the destructive impact of war. In addition, considering society's growing need for environmentally responsible business, tourism development becomes an essential mechanism for stimulating the economy, especially in regions with high recreational potential. However, several problems related to limited resources, the unsatisfactory state of infrastructure and insufficient implementation of innovative solutions make it difficult to realise the potential of this sector.

In modern conditions, tourism and recreation enterprises must simultaneously ensure economic growth, meet local communities' needs and minimise their activities' environmental impact. However, the lack of straightforward managerial approaches to sustainable development and support at the state level limits their ability to adapt to market environment effectively changes and ensure their competitiveness. In addition, intensive tourism development without proper environmental regulation often leads to the degradation of natural resources, which reduces the attractiveness of investments in territories and disrupts the balance between the economic, society, and ecology interests.

Such a situation requires a systematic approach to managing the development of enterprises of the tourist and recreational complex aimed at achieving sustainability. Special attention in this aspect needs the introduction of modern techniques to environmental management, digital technologies to improve the tourist experience and investment strategies that support the economic growth of regions without harming the environment. Thus, the main problem is the need to develop and implement effective management solutions that can ensure the sustainable development of tourism and recreation enterprises, promote the preservation of ecosystems, and have a positive socio-economic impact on the regions of Ukraine.

Thus, the relevance of the study of these issues is determined by the need to form innovative management tools that can be used to increase the sustainability and competitiveness of tourism enterprises and ensure the social stability and well-being of local communities.

## 2. LITERATURE REVIEW

The problem of sustainable development of enterprises of the tourist and recreational complex is a subject of active scientific interest, especially in the conditions of global economic, ecological and social changes. At the same time, according to the researchers, sustainable development in this area is determined by the need to combine economic efficiency, environmental safety and social responsibility.

In this aspect, it is necessary to note the research of V. Baranova (Baranova et al., 2021) and Y. Drobotya (Drobotya et al., 2021), O. Korkuna (Korkuna et al., 2020), O. Moskvichova (Moskvichova et al., 2021), N. Shpak (Shpak et al., 2022), which emphasises the importance of the socio-economic impact of the development of the tourist and recreational complex on local communities. The authors note that tourism contributes to creating new jobs, expanding access to infrastructure, and increasing the general income level in the regions. At the same time, it is emphasised that a significant part of economic benefits is often concentrated in individual hands or large centres, leaving smaller areas with limited development opportunities. Therefore, the issue of regional imbalance needs attention when planning the development of the tourist and recreational complex in the context of achieving sustainability.

An essential aspect of the sustainable development of the tourist and recreational complex is the introduction of innovative technologies and digital solutions. In particular, the studies of K. Dodilova (Dodilova et al., 2024), M. Dziamulych (Dziamulych et al., 2021; Dziamulych et

al., 2022), Y. Korobeinykova (Korobeinykova & Iuras, 2017), N. Shcherbakova (Shcherbakova, 2018) and I. Storonyanska (Storonyanska et al., 2021) proved that integrating digital technologies improves the quality of tourist services and minimises adverse environmental impacts due to the optimisation of resources. At the same time, the authors emphasise the need to use the latest technologies to develop ecological tourism, which ensures the attractiveness of tourist areas without harming ecosystems. However, their studies note that adapting such technologies requires significant investments, which are only sometimes available in an unstable economy.

In addition, the problem of normative and legal regulation is an essential component for achieving sustainability of the tourist and recreational complex. At the same time, in the works of I. Britchenko (Britchenko et al., 2022; Britchenko, 2023), S. Kalchenko (Kalchenko et al., 2021), I. Mazniev (Mazniev et al., 2024), H. Shevchenko (Shevchenko et al., 2021), and I. Taraniuk (Taraniuk et al., 2023), the necessity of reforming the legal framework to ensure the sustainable development of this sphere is determined, including the issue of environmental standards and support of small and medium-sized businesses in the field of tourism. Based on these studies, it becomes evident that the formation of favourable conditions for sustainable tourism development requires the active participation of both public authorities and the private sector.

The available scientific developments indicate a significant interest in the sustainable development of the tourist and recreational complex. However, there are several open problems related to the need for more resources to implement ecological and digital innovations, which requires further research into this issue to improve the efficiency of the functioning of tourism enterprises.

### 3. METHODOLOGY

In the research process, a complex of methods was used, which provided a systematic approach to studying the problems of the development of Ukraine's tourist and recreational complex. In particular, abstraction, formalisation, induction and logical generalisation methods were used. Each of the specified methods made it possible to consider the specifics of the development of the industry in the context of its social, economic and environmental sustainability.

Abstraction was applied to highlight key aspects of sustainable development of the tourism and recreation complex, such as economic efficiency, environmental responsibility and social support of communities. Thanks to the abstraction method, it was possible to single out individual factors of influence on sustainable development, separating them from specific market conditions. Also, the abstract approach made it possible to consider the environmental and social consequences of the industry's activities without reference to specific economic indicators, which helped to determine the universal principles of sustainable management. All this formed the basis for the analysis of general trends, independent of the specific features of each region, and made it possible to assess the potential effect of implementing sustainable development strategies in this area.

The formalisation method helped to present the qualitative indicators related to sustainable development in the form of quantitative indicators, which allowed the structuring of the data for further analysis. Several indicators reflecting various aspects of sustainability were formulated, including economic profitability, employment level, level of environmental costs and impact on natural resources. The use of the formalisation method made it possible to determine the potential impact of the tourist and recreational complex on the level of employment in the regions. This approach made it possible to form a more structured base for comparing tourist and recreational complex types and their impact on socio-economic processes.

The inductive method made it possible to move from specific observations of the activities of individual enterprises of the tourism and recreation complex to general conclusions regarding the sustainable development of the entire industry in Ukraine. An analysis of the activities of enterprises in this field was carried out to determine their impact on the regional economy and ecology. Based on this, a generalisation was made that introducing ecological innovations in the activities of industry enterprises contributes not only to reducing costs but also increases trust and attractiveness for customers.

The method of logical generalisation made it possible to form several recommendations on approaches to the sustainable development of the tourist and recreational complex based on the obtained results and analysis. After obtaining inductive conclusions and formalised indicators, general principles could be applied to industry enterprises regardless of their specifics. In particular, it was determined that using environmental standards, implementing social initiatives and integrating digital technologies are critical elements of sustainable development that increase competitiveness. Also, the method of logical generalisation made it possible to systematise the results and highlight critical areas for strategies for the development of the tourist and recreational complex, which can be adapted to the specifics of each region and contribute to a long-term positive impact on socio-economic processes.

In general, the methods used made it possible to analyse the current state and impact of the tourist and recreational complex on socio-economic processes and formulate comprehensive recommendations adapted to Ukrainian realities regarding their sustainable development.

#### 4. RESULTS

Sustainable development of enterprises of the tourism and recreation complex in Ukraine is an effective tool for economic stability and growth in the conditions of constant socio-economic challenges caused by the negative impact of the war. The main result of its influence is an increase in employment because the creation of new hotels, recreational facilities, and establishments in the hotel and restaurant industry requires the involvement of a significant number of workers.

In addition, the intensification of tourism is the consequence of the simultaneous development of small and medium-sized businesses that serve the needs of tourists, involve residents in work, and provide an economic basis for the growth and well-being of local communities. At the same time, increasing the income level of communities becomes possible thanks to tax revenues from tourist enterprises. It is connected with the direct consumption of goods and services by tourists on the ground, which stimulates the demand for local products and services (Kalchenko et al., 2021). Thus, enterprises in the tourism and recreation complex contribute to the region's economic development by investing in regional infrastructure, including the construction of roads, lighting, transport connections, water supply, and communications. This, in turn, increases residents' general quality of life and creates additional opportunities for the economic development of regions.

To ensure long-term competitiveness, tourism enterprises can use several strategies to adapt to market conditions, increase efficiency, and create unique advantages. One of the key strategies in this aspect is the diversification of services, which allows enterprises to attract different customer segments by offering a wide range of services - from classic recreation to specialised tourism programs, such as eco-tourism or business tourism. This approach reduces the dependence of business entities on seasonal demand and promotes income stability throughout the year.

Another critical strategy is an innovative approach to service related to introducing modern digital technologies. In particular, in this context, online booking systems, mobile applications for customers and automated service systems that ensure the convenience and availability of services can be noted. In addition, digitalisation makes it possible to reduce personnel costs



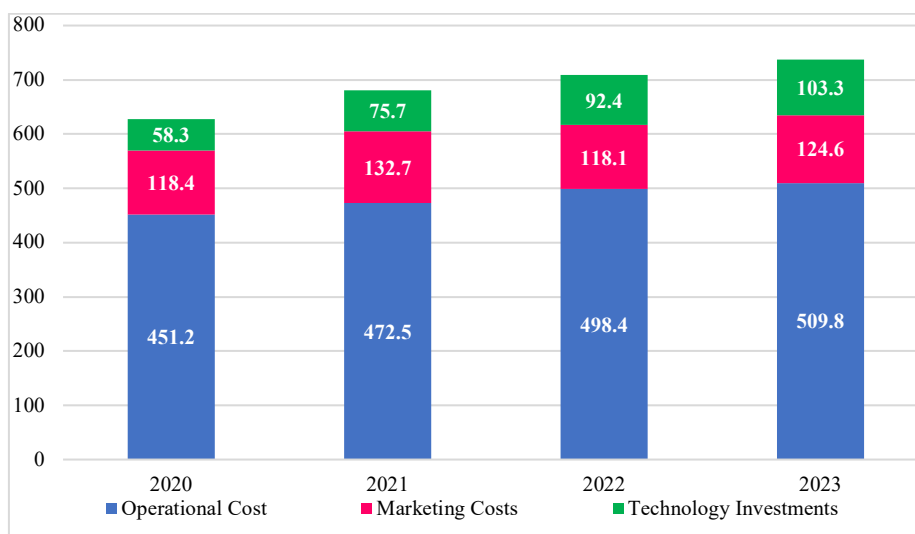
and optimise operational processes, positively affecting enterprises' financial stability. This approach makes it possible to understand customers' behaviour better and more effectively adapt services to their requests.

Another strategy that can be noted is focusing on sustainable development, which involves the implementation of ecological approaches in business processes and the support of local communities. At the same time, enterprises that use ecologically oriented approaches related to waste minimisation, energy saving, etc., show high attractiveness for customers who appreciate the social responsibility of business. This helps not only to neutralise the negative impact on the environment but also to ensure support from local communities.

After all, a typical strategy for developing the tourism sector is a target marketing strategy, which allows businesses to effectively use resources and attract precisely the audience most relevant to their products and services. Social media targeting tools, search engine optimisation, and implementing loyalty programs help retain customers and encourage repeat visits. At the same time, marketing activities aimed at the target audience reduce costs and increase the effectiveness of communications with customers.

In general, successful tourism enterprises strive for a combination of innovative technologies, sustainable development and customer orientation, which allows for a comprehensive approach to ensuring their long-term competitiveness in the market.

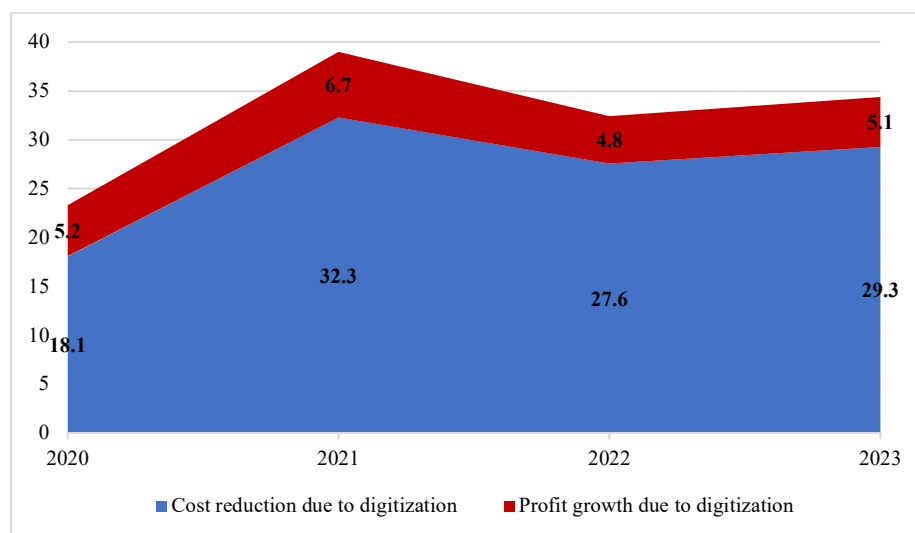
At the same time, it should be noted that one of the main criteria for the operational efficiency of tourism sector enterprises is cost reduction, which directly affects their profitability. At the same time, it is necessary to consider the general structure of costs, which is determined by the specifics of the activities of enterprises in this field (Figure 1).



**Figure 1.** The cost structure of enterprises in Ukraine's tourism and recreation industry for 2020-2023 is UAH million. Source: (State Tourism Development Agency of Ukraine, 2024)

Analysis of the cost structure shows that operating costs remained the most significant cost item during the analysed period. However, their growth is not substantial due to the widespread adoption of digital innovations, which have contributed to their reduction through customer service automation and digital loyalty programs. In addition, after the beginning of the Russian aggression in 2022, businesses that actively use online advertising and social networks have significantly reduced marketing costs due to the direction of these activities focused exclusively on the target audience, which ensured effective promotion with lower financial costs ((Dziamulych et al., 2021). This approach substantially reduces the need for physical marketing resources. It allows you to adapt to market demands in real time, which contributes to increasing customer attractiveness and revenues without additional capital investments.

At the same time, we can see that during the analysed period, the tourism and recreation sector enterprises constantly increased the volume of technological investments, a significant part of which was aimed at implementing digital technologies in business processes. At the same time, the rate of such growth was ahead of the rate of growth of operating costs. This is explained by the increase in the efficiency of such investments, manifested in the rise in the profitability of enterprises in the tourism sector (Figure 2).



**Figure 2.** Dynamics of increase in profitability of enterprises in Ukraine's tourism and recreation industry as a result of the introduction of technological innovations for 2020-2023, UAH million.

Source: calculated by the author based on data (State Tourism Development Agency of Ukraine, 2024)

At the same time, it should be noted that the projected growth of investments in digital technologies for the coming years reflects the desire of enterprises to reduce costs and ensure competitiveness in the market. Forecast data show that under the conditions of further digitalisation, the efficiency of tourism and recreation enterprises may increase, allowing them to keep costs at a stable level even with an increase in demand for services. At the same time, businesses that invest in digitalisation reduce the impact of seasonal fluctuations and increase their resilience to market changes through better demand management.

It should be noted that innovations in the tourism sector also significantly increase the financial efficiency of enterprises in the tourism and recreation sphere due to the optimization of their operating costs and increase in income. In particular, the introduction of digital technologies, such as online booking, automated management systems and mobile applications for customers, leads to a significant reduction in the costs of processing orders and allows better planning of resource provision, the consequence of which is the minimization of enterprise costs (Moskvichova et al., 2021). In addition, modern digital marketing through social media and search engine optimization allows you to attract customers with lower advertising costs compared to traditional approaches. At the same time, wide access to the target audience is provided with a concomitant reduction in marketing costs.

In addition, the automation of customer service with the help of specialized chatbots and electronic loyalty programs contributes to the improvement of interaction with customers and stimulates their repeat visits, which increases the income of tourism enterprises without additional costs for attracting new customers. Thus, innovations contribute to increased efficiency by reducing operating costs and increasing the volume of revenues of enterprises, which improves the overall financial stability of enterprises in a competitive business environment.

Therefore, enterprises that implement digital solutions to optimise costs have a clear positive trend regarding their profitability. At the same time, tourism businesses that have yet to adapt to digital technologies face more significant challenges, as their operational and marketing costs remain high, and revenues are often dependent on seasonal demand. These trends are further strengthened under the influence of economic instability in Ukraine. Accordingly, unlike traditional approaches, digitalisation allows for stable operation of the industry even in periods of low tourist season, which significantly increases the resilience of enterprises to external economic influences.

## 5. CONCLUSION

Thus, we conclude that digitisation is critical in reducing costs and increasing the efficiency of Ukraine's tourism and recreation complex enterprises. The transition to digital platforms allows business entities to optimise costs, increase productivity, and adapt to market changes. This becomes especially relevant in economic uncertainty, as digital innovation reduces dependence on seasonal demand and increases customer trust through improved service, providing businesses new opportunities for sustainable development and economic growth.

At the same time, the development of the tourist and recreational complex has a positive effect on socio-economic processes, contributing to the growth of employment and income of local communities, which is especially important for regions with high recreational potential. Investments in infrastructure, involvement of local businesses and support of entrepreneurship create new economic opportunities for the development of local communities. Accordingly, sustainable growth in this area allows for the harmonious integration of economic, social and environmental interests, ensuring a balance between economic benefit and social responsibility.

Thus, to achieve sustainable development of the tourism and recreation complex in Ukraine, a comprehensive approach is required, which involves a combination of innovative technologies, management strategies and social support at the local level. This will make it possible to increase the competitiveness of enterprises, increase their contribution to regional development, and create prerequisites for further economic growth in the regions.

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