

УДК 338.4

JEL classification L83

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Study of the Way to Overcome the Crisis by Development of International Tourism Business in Ukraine in Cooperation with Poland

Crisis trends in the economies of eastern Europe from time to time make themselves felt, touching many sectors of the economy at once. In the conditions of the Ukrainian crisis, as well as a number of economic shocks affecting Poland, the development of the tourism business seems very promising. Quantitative and qualitative indicators of the success of the economy of Eastern Europe indicate the need to give a tangible and non-standard impetus to the development of the economy. The article traces the importance of developing the international tourism business as a link capable of ensuring an influx of investments and economic growth in Ukraine and Poland, as well as improving their international image and investment attractiveness, becoming a prologue to the further development of their economic situation. The most urgent necessary steps for the development of tourism industries in the considered countries, as well as ways to enhance tourist flows in the region, are noted. The Polish and Ukrainian experience in the field of international tourism business is compared and recommendations for organizing public-private partnerships and international cooperation are formulated.

Keywords: international tourism business in Ukraine, Ukrainian-Polish cooperation, anti-crisis strategy, development of tourism, innovations.

10.37659/2663-5070-2020-4-33-39

The Main Part

Nowadays, in Ukraine, the dynamics of international travel and the degree of profitability from their organization decreased in many areas of tourist flows. A number of hotels are closing. The remaining accommodation facilities

in the struggle for customers are forced to change pricing policies or optimize costs. Only a small segment of the market succeeds in successfully developing the international tourism business.

The number of international tourist arrivals is at the level of tens and hundreds of times lower than in tourist countries, as well as in any highly developed country.

In Poland, the situation on the tourism market is not so deplorable now, however, the level of tourist attractiveness of the country and the share of the tourism industry in its GDP leave a significant field for improving this industry.

At the same time, the development of the tourism industry in the future can be seen as an attempt to give an impetus to the development of the economy.

Traveling and vacationing within their own state for the Ukrainians so far remain predominantly a budget way of conducting various vacation periods. Obviously, the desire to see the world beyond the borders of own country is having an effect. This is considered a more fashionable and expensive form of travel. Nevertheless, several million Ukrainians have never been abroad before.

In the case of Poland, the entry into the EU affected the removal of travel restrictions (Marketingowa strategia Polski w sektorze turystyki na lata 2012–2020), at least within Europe, and gave a significant impetus to the development of the Polish economy. However, for the Polish population, the tradition of resting inside their own country at different calendar periods has quite deep traditions (Zdon-Korzeniowska, Rachwał 2011).

Domestic tourism is a full-fledged component of the general tourism and recreation sector of any country, which also requires attention.

Hypothesis

Among the main activities that it makes sense to undertake to improve the Ukrainian economy, we consider those that relate to the tourism industry. One of them is the development of measures to promote the development of sectors that are most promising in relation to import substitution and increasing domestic demand. The second event is the development of the concept of a program for the development of domestic and inbound tourism. The main goal of such actions

is to create favorable conditions for the sustainable development of tourism in the countries of Eastern Europe, suggesting the development of public-private partnerships in tourism, that is, active and mutually beneficial relations between government agencies, the international tourism business, foundations, international organizations, as well as domestic and foreign investors taking into account the interests of the consumer.

A number of other causes of modern trends in Ukraine and Poland are identified, their experience is compared.

Basic possibilities

The role of tourism in the economy is largely underestimated (Gotowt-Jeziorska et al. 2011). The development of tourism and related business with proper and effective organization does not require extensive consumption of natural resources (most of the resources used by the tourism business are renewable) (Pułaska-Turyna 2005), does not require a significant upfront capital investments, and it allows expanding capacities gradually; there are no strict quotas, how many tourists have the right to cross the border in one calendar period (while in the case of international trade in food and manufactured goods there are not only quotas, but also complete bans).

Many areas of activity, starting from serious investments, take part in creating a tourism product: take at least capital investments in the hotel sector (Sullivan 2003). It constantly goes to the whole infrastructure: hotel equipment, food, tourist facilities, transport, logistics – everything relates to tourism, and this money remains in Poland.

The development of domestic tourism within the country is important because of the need to popularize folk culture, historical heritage, natural wealth (Степанов et al. 2018). Traveling during the Easter, Christmas, New Year and May holidays, the holiday season contribute to the knowledge of

the population of their own or a foreign country, as well as inter-regional and international cultural exchange.

Ukraine as a country located in a territory with a temperate climate, beautiful landscapes and a variety of sceneries, having a fairly large territory by European standards, having an average population density indicator, having access to two seas and through which other types of transport corridors also run, thanks to its convenient and advantageous geographical position is initially a rather favorable territory for the development of international tourism business.

With its beautiful nature, magnificent historical sites, ample space and communications, many regions have not been able to wait for a significant flow of foreign tourists. This is due to the inertia of the information space, as well as the need for a high-quality and well-thought-out strategy for training personnel and infrastructure, as well as objects of tourist interest in new cross-border flows. At the same time, it is important to understand such a strategy both at the level of state leadership, and at the regional and grassroots level, and on the part of the international tourism business in various forms.

All this makes it possible to create a clear tourism development system, develop tourism products, and commercialize them.

Regional tourism organizations in Poland are clearly defined legal entities that can apply for various financing programs in the field of tourism and infrastructure development from the EU and raise grant money, both Polish and foreign, or contribute to this process. Another objective is to extend the tourist season and promote weekend tourism among the Poles in the low season.

With the right approach, the international tourism business in any country increases employment, reviving the regions where a new tourism program starts. The demand for such recreational resources as pure nature, protected areas, natural tracts and other elements of modern recreation is being actualized.

Another thing that attracts external and internal tourists is the events taking place in different parts of the country. Festivals that offer different genres of arts and crafts, thematic contests, local cuisine festivals, fairs throughout the different seasons add color to the country and make it recognizable and beloved among foreign tourists.

Considering Poland as a country that at one time gained EU membership as a result of the enlargement of the European Union, and also taking into account the economic processes associated with Brexit and various internal crises, as well as a significant amount of Polish credit debt, this country, like Ukraine, is interested in increasing the volume of tourist flows, cross-border cooperation and improving the international tourist image.

It is worth noting the increase in the number of overnight stays of foreign tourists since 2015, which coincided with the phenomenon of deflation in Poland. At the same time, among other reasons for the growth of inbound tourism during this period, one has to note that instability in Ukraine overshadowed the image effect of Euro 2012, allowing them to take advantage of Poland to a greater extent, and also reoriented some tourists who want to visit eastern Europe instead of Ukraine, including to Poland. Also, the development trends of Ukraine, Belarus and the European part of Russia predetermine the use of Poland as a transit point when traveling to Europe (often with an overnight stay), as well as the implementation by citizens of these countries of tourist trips with an overnight stay in Poland, as preceding future trips to work or study. The increase in the number of tourists from EU countries who spent vacation in Poland is due to the assignment of the "blue flag of UNESCO" to the Baltic beaches, an increase in sanitary standards and the inclusion of Polish holiday destinations, as well as the introduction of multilingual services. An important role is played by improving infrastructure, increasing the operational speed of bus and rail transport and increasing the intensity of passenger aviation.

The increase in domestic tourism activity is due, among other things, to a decrease in the number of low-income people and the emergence of funds from the population that are free from "maintaining health and providing basic vital functions", which are used, including for tourism. So, the minimum wage in the country rises annually, and always from January 1 with the beginning of a new reporting period. If in 2007 the minimum wage was 936 zlotys, in 2017–2000 zlotys, and in 2019–2250 zlotys, then in 2020 it will amount to 2600 zlotys, showing a record increase. Moreover, from January 1, 2017, the right of the employer to pay only 80% of the pay to employees working for the first year is canceled.

At the same time, Ukraine needs to get rid of the stereotypes about itself as a poor and dangerous country in various respects for foreigners. Very true is the proposal of President of Ukraine Volodymyr Zelensky, proposing, in the wake of Brexit, to strengthen economic cooperation with European countries. Including this may be relevant in tourism.

Financial and Social Impact

The tourism and hospitality industry, as well as the economy as a whole, cannot avoid a certain kind of negative consequences of the impact of crisis periods (Павлов et al. 2016). At the same time, the construction of new hotels, the resumption of activities of temporarily closed establishments, and the invitation to visit new travelers to the country can provide a sufficiently significant influx of financial resources.

The connection of the first priority of the Anti-Crisis Measures Program with the development of the tourism industry is that one of the main social functions of tourism is the restoration of the health and working ability of citizens. As part of the second priority, one can consider the reorientation of the flow of domestic tourists from outbound tourism to domestic tourism, which will help support tourism and service enterprises during the eco-

nomical downturn and reduce the outflow of funds abroad. The third priority includes the development of aircraft and shipbuilding, financing of transport infrastructure and updating the passenger transport fleet. Transport and infrastructure problems are one of the main ones on the path of tourism development in Ukraine and Poland.

The economic and social functions of international tourism are primarily the following:

- Development of infrastructure facilities: hotel and restaurant establishments, travel agencies, retail and recreational facilities, etc.
- Activity of enterprises of the tourism complex creates additional jobs, replenishes the budget by paying direct and indirect taxes.
- In the case of large international tourist flows due to an increase in solvent demand for goods and services, related sectors of the economy are also developing, food and light industry, transport, trade, and services.
- Provides ample opportunities to improve international business activity and, accordingly, the country's investment attractiveness at the international level, and makes it possible to attract investment.
- An increase in the well-being of the local population due to the creation of new jobs also in turn develops the economy, because the earned funds are spent and support domestic production.
- An indirect positive effect on the country's economy is also observed due to international cultural mutual enrichment and exchange of experience.

Currently, the role quickly grows of tourism programs and destinations, which are associated with comfort, outdoor activities, types of tourism such as green, urban, cheerleader and cultural exchange.

The whole complex of factors influencing the development of the international tourism business can be divided into the following groups:

- Not directly dependent on the activities of the links in the tourism

industry (motivational, economic, geographical, socio-political, environmental and others).

- Based on the scientific, technical, methodological, organizational and other similar progress of the international tourism business.

The investment attractiveness of tourism as an industry lies in the relatively quick return on investment (Soboń, Rogozińska-Mitrut 2005).

The global trends towards an increase in the degree of population mobility and the share of the service sector in the sectoral structure of the economy, increased openness of countries, their integration into the world economy and other globalization processes against the backdrop of very rapid scientific and technological progress testify to the promise of international tourism business.

In order to stimulate both entry and internal flows, the governments of the leading countries of the world tourism industry are adopting anti-crisis programs.

In particular, advertising funds should be spent on a more active campaign to advertise local boutique hotels and unique Eastern European cuisine; development of tourism programs for new types of recreation and extreme sports.

An advertising campaign of a country abroad should focus on the availability and convenience of leisure in the proposed country.

During our study, a Crisis Management Program was developed for the Ukrainian and Polish international tourism businesses. In our study, several priority areas of anti-crisis measures were identified. From the point of view of tourism development, the most important of them are:

- activation of domestic demand for domestic recreation as the basis for the restoration of economic growth.
- stimulating innovation and restructuring the economy of the tourism industry.
- full implementation of social obligations of the state to the population and the development of human potential.

In addition, several regulatory documents should be adopted to expand tourism opportunities and reduce the taxation of travel agencies.

The traditional problem of Ukraine as a country belonging, according to various estimates, to developing countries or to the so-called "countries with economies in transition" is that due to insufficient investment attractiveness, instability of both the socio-political and economic situation in the country, concerns both citizens and enterprises facing possible risks, the absence in the territory of the country of large capital suitable for investment in the international tourism industry, the presence of a large external debt, a massive outflow of scientific and generally qualified workers outside Ukraine – as before, failed to develop with sufficient efficiency a number of profitable sectors of the tourism industry.

Now this country mainly exports mineral resources, food and light industry products, but due to low profitability this is not enough, and an increase in production in these sectors will lead to the depletion of environmental resources, non-renewable minerals and other resources.

Given this circumstance, the international tourism business is by its nature a relatively "painless" and financially lifting way to begin to strengthen the country's position in international markets (Mantecón 2010).

Currently, the international tourism business is common and demonstrates trends for further development, and also provides a wide range of various services. This area of commercial activity consists in making a profit from the sale or resale of a tourist product and providing various services to travelers.

Based on these reasons, further competent and appropriate support for the development of the international tourism business, judging by the experience of Poland and other EU countries, can help diversify the Ukrainian economy and create new jobs, as well as give an impetus to other industries by increasing demand for their products.

In the structure of both inbound and outbound tourism in the current

difficult economic situation of Ukraine, a significant bias is observed. And if the structure of outbound tourism with all the efforts of travel agencies can be corrected only in conjunction with the overall growth and stabilization of the economy, then the service of inbound tourists can be organized at a relatively high level even in a country with an average level of development, since the low price level of such a region attracts potential visitors.

Experience of Poland and Ukrainian Issues

Many of these problems existed in Poland earlier, however, they were to some extent smoothed out or compensated for by the joint actions of the Polish authorities and business representatives; active and conscious position of society, as well as with the active support of international programs, including those operating in the European Union.

In this sense, the experience of Poland in recent decades can be considered as a positive example of the successful implementation of the anti-crisis strategy in the country of Eastern Europe from among the countries of the former "socialist camp" and to determine its advantages for Ukraine.

Taking into account also some difference between the Polish and Ukrainian realities (with the unconditional presence of similarities), it cannot be said that in Ukraine it is necessary to repeat the Polish path, especially since over the last 20–30 years, due to the sharp progress of digital technologies, huge changes in technical and technological aspects (Rudyk 2019), and some things are already outdated, but there is much to compare the current situation, the dynamics and characteristics of development in Ukraine and Poland as two neighboring countries with a mutual history and the source data are very visual.

If Ukraine succeeds in further resolving a number of problems that are important at the present stage and rehabilitating its international tourist

image as the territory where the zone of radiation pollution is located, and a country characterized by an insufficient level of medicine services and the law enforcement system; where there is a geopolitical conflict (which creates the impression of the danger of travel in Ukraine among potential foreign incoming tourists), then in this way the further development of the international management of the tourism business in Ukraine will be able to move from the "dead point".

The principles of the international management of the international tourism business in modern Ukrainian conditions should include:

- maximum compliance with hospitality for foreigners, political correctness and apoliticality; the formation of a culture of interethnic communication in society;
- taking into account local specifics, traditions and customs, geographical location, as well as the state and degree of popularity of attractions;
- the introduction of quantitative and integrated economic analysis methods;
- closer cooperation with authorities responsible for migration policy, security, education, medicine and infrastructure;
- the creation of new ones, as well as the arrangement, strengthening, repair and further maintenance of existing transport access roads to local attractions;
- a systematic search for insufficiently known historical or cultural figures, their popularization and the creation of new museum complexes, memorial structures, manor museums, literary and artistic events dedicated to these personalities, as well as the search for other, completely non-standard forms of perpetuating their memory;
- the creation of completely new modern attractions, such as advanced engineering and construction facilities, urban "know-how", etc.;
- international cooperation and attracting international tourists;
- state support for initiatives of small and medium-sized businesses in the field of international tourism business.

At the same time, the Ukrainian approach to the international management of the tourism business should be improved by not only resolving these problems, but also by creating infrastructure consistent with modern world standards (Sapun, Seleznova 2018) and developing the local population, as well as service personnel working in the service sector and international tourism business in particular, the formation of a sufficient level of culture of hospitality (Sapun et al. 2018), in which case the prospects of the international tourism business in Ukraine couldn't be big enough, because in the future the international travel business will somehow remain an important part of both the national and the global market in services in the global economy as a whole, serving a large number of customers.

So, in the international management of the tourism business of Ukraine, it is necessary to pay the greatest attention, including to several areas of improvement in the work of the international tourism business management in Ukraine that are relevant in a crisis situation:

1. To develop types of tourism that are affordable for the citizens with lower income: suburban and local tourism, tourism using hostels and tents; and also develop tourist routes where the move itself is positioned as one of the interesting aspects of the trip.
2. To popularize among foreign citizens who are interested in trips to eastern Europe, the opportunities for "green", informative, pilgrimage tourism in Ukraine and holidays in the Carpathian Mountains, as well as on the Black Sea and Azov sea coasts of Ukraine;
3. To expand cooperation with domestic and international charitable foundations, corporations interested in organizing programs for the rehabilitation and recreation of their employees in Ukraine.
4. To develop programs for the development of tourism and support for the international tourism business at the regional and state levels.
5. To deepen the analysis of tourism activities through the proposed methods.
6. Carry out short-term forecasts of possible changes in the number of inbound and outbound tourists, considering the phenomenon of seasonal fluctuations.
7. The correct positioning of tourism products using simulation.
8. Greater emphasis on intermodal transport and individual tour planning. So, the wishes of a particular person, family or group of friends can be specific, which can be done by connecting to different tourist groups at different stages of travel.
9. To take into account in management practice the positive and negative aspects of the influence of the facts of the business environment on the development of international tourism business.

Given the opportunities, as well as investment, resource, geographical and other potential, among the innovative areas of the international tourism business, the service of such tourist flows may become promising:

- Cruise trips along the Dnieper, Southern Bug, Dniester, Black and Azov Seas. Organization of inbound cruises in Ukraine for residents of countries adjacent to these bodies of water is possible. This direction is already being developed by the Nibulon company. In addition, the largest area in Europe (after Russia) in Ukraine allows you to organize the so-called "land cruises" and just informative tourism.
- Adventure tourism is possible in the Montenegro mountain range (in the vicinity of Goverla), in the caves of Western Podolia, on the Snake Island, in the depths of the Black Sea. Adventure tourism is possible through narrow gauge railways operating in the Vinnitsa, Rivne and Transcarpathian regions, through the forests of Polesye and Volyn and the like.
- The mountainous and coastal regions of Ukraine can become powerful exporters of services to residents of Belarus, Poland and the countries

of the eastern Baltic, because the Baltic Sea is cold, and in Belarus there are no mountains, no sea.

Also, in the case of developing a positive image of the state and the domestic system of international tourism business, the role of Ukraine as a third country in the international management of the tourism business (Soboń 2005), which would sell packages of tourism services or provide transport and other services for those tourists whose route is not Ukraine, is possible (one more type of export of touring services).

There are already some successes in this direction (for example, some Ukrainian airlines, using the example of Ukraine's International Airlines, offer flights from one foreign country to another with an organized transfer in Kiev, some of the Ukrainian tourist operators already provide services to citizens of neighboring Moldova with a start in Odessa or in other Ukrainian cities, etc.), but so far this segment is still underdeveloped.

At the same time, there is a need to take into account the potential risks that international tourism may pose for the environment (including a variety of garbage, exhaust emissions, physical deterioration of inventory and plantings on the territory of tourist sites, as well as monuments of nature and art, etc.). In view of this, it is important to use safe technology, waste sorting or reuse whenever possible.

There is also the possibility of epidemiological threats (both in the form of severe or endemic human infectious diseases, and the likely spread of quarantine weeds, agricultural pests, animal pathogens, etc.) (Sapun et al. 2018). However, in the future tourism (including the international tourism) should become more environmentally friendly, since the ecology of the planet is in danger and has no boundaries (Sanchez 2013).

The risk of dishonesty of international tourists or enterprises that work in the international tourism business, which can manifest itself both during the travel process itself and about

making payments or making the required documentary formalities, is also becoming acute.

So, under the guise of international tourist travel by unscrupulous persons, visa documents may be misused, smuggled and otherwise violated while crossing the border, illegal employment of citizens in another country with various consequences, labor exploitation and trafficking in persons, misuse of stay in the country and tourist visas etc.

The development of Ukraine's international tourism business along with the development of other sectors of the economy can contribute to the economic growth of Ukraine and its way out of the crisis, is a promising sector of the international economy that requires a competent management approach, in particular, using management tools, and the economy and international management are unique as the basis of research in the field of international tourism business and a link that provides system approach to research.

Conclusions

In this paper was discussed the strengthening of cooperation between Ukraine and Poland in the field of international tourism business. The study identified the important advantages and disadvantages of the Ukrainian and Polish models, as well as an anti-crisis strategy for further action in this area. The conditions for the development of the international tourism business and its impact on the economic activity of this industry are determined.

The prospects for the development of the international tourism business are formulated. A strategy for the development is proposed with the aim of increasing its financial and economic independence, as well as its stability. In particular, the authors proposed the development of a number of tourism programs and the implementation of a number of changes in positioning, development of unused opportunities and reserves, as well as innovative and highly profitable new types of tourism.

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Йоанна Рогозінська-Мітрут, Сапун К. В., Януш Собонь, Селезньова Р. В.

Шляхи подолання кризових явищ шляхом розвитку міжнародного туристичного бізнесу в Україні в співпраці з Польщею

Кризові тенденції в економіках Східної Європи час від часу дають про себе знати, торкаючись багатьох галузей економіки одночасно. В умовах української кризи, а також низки економічних потрясінь, що впливають на Польщу, розвиток туристичного бізнесу видається дуже перспективним. Кількісні та якісні показники успіху економіки Східної Європи свідчать про необхідність надати відчутний та нестандартний поштовх розвитку економіки. У статті простежується важливість розвитку міжнародного туристичного бізнесу як ланки, здатної забезпечити приплив інвестицій та економічне зростання в Україну та Польщу, а також поліпшити їх міжнародний імідж та інвестиційну привабливість, ставши прологом для подальшого розвитку їх економічної діяльності. Відзначено найбільш невідкладні кроки для розвитку туристичної галузі в розглянутих країнах, а також шляхи посилення туристичних потоків у регіоні. Порівнюється польський та український досвід у галузі міжнародного туристичного бізнесу та формулюються рекомендації щодо організації державно-приватного партнерства та міжнародної співпраці.

Ключові слова: міжнародний туристичний бізнес в Україні, українсько-польська співпраця, антикризова стратегія, розвиток туризму, інновації.