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Strategic Priorities for the Recovery of Ukraine's Domestic Tourism Product in the Context of Digital Transformation and Smart Technologies Integration

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ABSTRACT

The article presents an applied model for the digital transformation of domestic tourism in Ukraine. The proposed framework takes into account spatial characteristics, technological capabilities, and the organizational and economic conditions of the industry. The main objective of the study is to develop mechanisms for integrating intelligent technologies into programs for restoring the national tourism product. The methodological basis relies on geospatial mapping and integrated assessment of regional potential. In addition, matrix and scenario analysis, as well as structural modeling of digital infrastructure, were employed. The empirical basis includes official data from the State Agency for Tourism Development of Ukraine and analytical reports of the National Tourism Organization. Based on the obtained indicators, geospatial zoning was carried out. Territories capable of receiving domestic tourists in 2026 were identified, and regions with the highest level of integrated readiness were determined. A matrix for the priority implementation of intelligent technologies was developed, making it possible to forecast the organizational and economic consequences of digitalization. An architectural model of a national intelligent platform was proposed. The system integrates tools for personalized route planning, electronic booking, route safety verification, and geonavigation. An important component is the analysis of large data sets. The architecture also предусматривает interaction with government digital services. A conceptual model of an intelligent tourism destination was developed. It is based on Internet of Things networks, artificial intelligence algorithms, and virtual and augmented reality technologies. An organizational and economic mechanism for implementing digital innovations was proposed. The obtained results have practical value. Public authorities and local governments can apply the proposed solutions to accelerate the recovery of domestic tourism. Tourism enterprises and investors will be able to use the findings to increase the economic returns of territorial communities.

KEYWORDS

domestic tourism, digital transformation, smart technologies, smart destination, tourism product, digital platform.

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СТРАТЕГІЧНІ ПРІОРИТЕТИ ВІДНОВЛЕННЯ ВНУТРІШНЬОГО ТУРПРОДУКТУ УКРАЇНИ В КОНТЕКСТІ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ ТА ІНТЕГРАЦІЇ SMART-ТЕХНОЛОГІЙ

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СТАТТЯ

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АНОТАЦІЯ

У статті представлено прикладну модель цифрової трансформації внутрішнього туризму України. Розробка враховує просторові особливості, технологічні можливості та організаційно-економічні умови функціонування галузі. Основне завдання дослідження полягає у створенні механізмів інтеграції інтелектуальних технологій у програми відновлення національного туристичного продукту. Методологічна база спирається на геопросторове картографування та інтегральне оцінювання регіонального потенціалу. Додатково застосовано матричний і сценарний аналіз, а також структурне моделювання цифрової інфраструктури. Емпіричну основу формують офіційні дані Державного агентства розвитку туризму України та аналітичні звіти Національної туристичної організації. На основі отриманих показників проведено геопросторове зонування. Було виокремлено території, спроможні приймати внутрішніх туристів у 2026 році, та визначено регіони з максимальним рівнем інтегральної готовності. Створено матрицю пріоритетного впровадження інтелектуальних технологій, що дає змогу прогнозувати організаційні та економічні наслідки цифровізації. Запропоновано архітектурну модель національної інтелектуальної платформи. Система інтегрує інструменти персоналізованого планування маршрутів, електронного бронювання, верифікації безпеки маршрутів і геонавігації. Важливим компонентом виступає аналіз великих масивів даних. Архітектура передбачає взаємодію з державними цифровими сервісами. Розроблено концептуальну модель інтелектуальної туристичної дестинації. Її основу складають мережі інтернету речей, алгоритми штучного інтелекту, технології віртуальної й доповненої реальності. Запропоновано організаційно-економічний механізм впровадження цифрових інновацій. Отримані результати мають практичну цінність. Органи державної влади та місцевого самоврядування можуть застосовувати розроблені рішення для прискорення відновлення внутрішнього туризму. Туристичні підприємства й інвестори зможуть використовувати матеріали для підвищення прибутковості територіальних громад.

КЛЮЧОВІ СЛОВА

внутрішній туризм, цифрова трансформація, Smart-технології, Smart-дестинація, туристичний продукт, цифрова платформа, конкурентоспроможність.

1. Introduction

The impact of digital technologies on the tourism industry of Ukraine is already noticeable not only at the level of individual services. It changes the very logic of the formation of the domestic tourist product. Modern tourists are increasingly making decisions using mobile applications, interactive maps, electronic booking platforms and digital recommendations. It follows that the competitiveness of destinations depends less and less on natural resources and more and more on the fact that how quickly the territory is able to process information, coordinate tourist flows, and provide a personalized user experience. For Ukraine, this transformation is of particular importance because the restoration of domestic tourism is directly related to the economic revival of the regions, the growth of local communities' incomes and the increase in the investment attractiveness of tourist territories [15]. Current digital solutions in tourism operate in fragments and do not create a single information environment. Some platforms allow you to book services, others perform navigation or help functions, but there is a lack of proper integration between them. The reason is that there are no coordinated mechanisms for data exchange, standards of digital interaction and organizational models of coordination between the state, business and territorial communities. As a result, the technological potential of the industry is not fully used, and the process of recovery of domestic tourism continues more slowly than the country's economy needs [12, p. 35].

2. Literature Review

The assessment of direct and indirect losses of the tourism industry from hostilities is presented in the analytical report of the National Tourism Organization of Ukraine [14]. It highlights the scale of the reduction in tourist flows, the fall in corporate incomes and the decrease in investment activity. At the same time, the authors of the report did not pay enough attention to the mechanisms of digital restart of domestic tourism. In their work, Mashuta Y. V. and Pletsan H. V. [13] focus on the analysis of innovative technologies and organizational tools necessary for the post-war recovery of the industry. They came to the conclusion that digital solutions should be integrated into the state tourism policy. However, the practical architecture of a single Smart platform has not yet been fully created. The concept of Tourism 4.0 and Smart destinations in the European integration space is covered by M. M. Salun and K. V. Tymoshenko [17]. In turn, Smirnova K. V. and Kolontai S. M. [20] develop the conceptual foundations of Smart tourism in Ukraine. However, applied issues, such as synchronization of these solutions with the Diia platform, geographic information systems, and mobile analytics, have not yet been finalized.

The impact of digitalization on the competitiveness of tourism enterprises is convincingly demonstrated in their works by Antonyuk K. G. [14], Horchak R. I. [7], Pustovit O. G. [16], Shynkarenko L. V., Voropai N. L., Shynkarenko A. V. [18], as well as Lomachynska I., Liventsov R. and Sargsyan M. [10]. However, the issues of geospatial zoning of territories, the creation of a map of target results, and the coordination of participants in digital transformation remain unresolved. The reason lies in the complexity of integrating heterogeneous data, the high cost of digital infrastructure, and the organizational disunity of market actors. The totality of these facts indicates the expediency of conducting a current study in the field of national tourism.

3. Problem Statement

The purpose of the article is to form a model for the integration of Smart technologies into the strategies for restoring the domestic tourist product of Ukraine.

4. Methods and Materials

The methodological basis of the work was formed by a combination of spatial-analytical, economic-statistical, matrix and project approaches. Geospatial analysis made it possible to perform zoning of the regions of Ukraine according to such criteria as the level of security, tourist attractiveness, digital accessibility and logistical readiness, to prioritize the implementation of Smart technologies and structure the expected results of digitalization. In turn, the method of structural modeling was used to

build the architecture of the national Smart platform and the regional model of the Smart destination. The information base of the study was made up of analytical materials of the National Tourism Organization of Ukraine, official data of the State Agency for Tourism Development of Ukraine, scientific publications on the problems of digital transformation of tourism, as well as the author's calculations and expert assessments.

5. Results and Discussion

The existing processes of spatial changes in domestic tourism in Ukraine are clearly visible on digital mobility maps. Before the war, routes were formed, so to speak, around the usual "magnets of demand". The Carpathians, the Black Sea coast, and large cultural centers. Now the geography of solutions has become completely different. The tourist primarily reacts to safety, accessibility of transport corridors, the availability of digital information and the speed of booking confirmation. tourist product, where the territory is evaluated not only by recreational characteristics, but also by the degree of digital and organizational readiness. Geospatial zoning is gradually turning into an applied tool for strategic management. It is not about the formal delimitation of regions, but about the multi-criteria grouping of territories according to the level of security, logistical accessibility, tourist capacity and stability of local infrastructure [19, p. 221]. This means that the same area can contain several different zones. Part of the territory demonstrates a high readiness to receive tourists, another retains a limited mode of use, and another performs the function of a transit corridor.

Digital tools significantly change the quality of such zoning. Geographic information systems integrate data on transport, shelters, medical institutions, the load on natural resources, and user activity in mobile applications. The map, which only showed tourist attractions a few years ago, now displays risk layers, travel times, booking intensity and tourist return rates. To systematize spatial differences, an integral model of assessment of the regions of Ukraine was built according to several parameters that characterize their real readiness for the restoration of tourist flows in the post-war period (Figure 1) [22, c. 53].

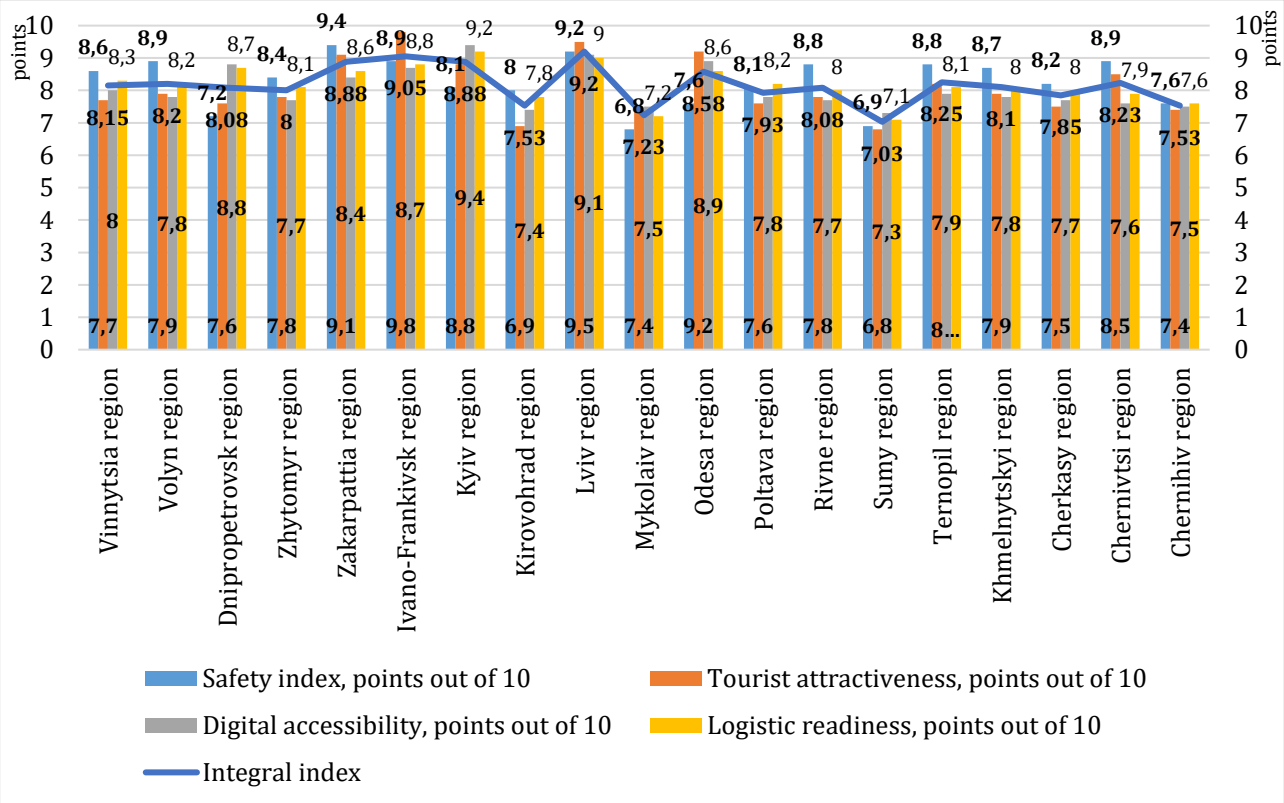

Figure 1. Geospatial map of the readiness of the regions of Ukraine for the resumption of domestic tourism (except for the occupied regions and territories of active hostilities at the beginning of 2026)

Source: Built by the authors based on [21].

The assessment data from Figure 1 show one interesting thing. Areas with the best natural resources do not always have an absolute advantage. The Kyiv region, for example, compensates for a slightly lower security index with a much higher level of digital infrastructure. This means that in the post-war model of competitiveness, software solutions, speed of access to services, and completeness of online communication partially replace traditional resource advantages.

The next level of analysis is related to the digital maturity of destinations. It is not the number of websites that is evaluated here, but the ability of the region to work as a holistic digital ecosystem. If a tourist books accommodation, gets a route, checks security messages, buys tickets, and leaves a review within one digital circuit, then the destination actually switches to the Smart Tourism format. Digital maturity encompasses several dimensions. The first concerns online booking. The second is related to mobile services and navigation. The third reflects integration with government platforms, including digital identification, payments, and help services. The fourth dimension characterizes the use of VR/AR content, which forms the previous tourist experience even before the start of the trip [6, p. 70]. But the problem is that technological availability does not guarantee an economic result. A destination may have a modern web portal, but not convert interest into real trips. Therefore, the analysis of tourist behavior becomes a central part of management analytics. Big Data from bank transactions, mobile signals, search queries and digital bookings allow you to track the actual route of a tourist, length of stay, cost structure and seasonal changes in demand [9 p. 22].

There is a fairly stable pattern. Tourists are increasingly choosing short trips lasting two to three days. The distance from the place of residence to the destination is reduced. The share of spontaneous decisions is growing, especially in cases where the mobile application instantly shows available routes and safe locations [11]. This appears to change the structure of marketing budgets. Companies invest not so much in mass advertising as in targeted digital recommendations. To translate these observations into a practical plane, it is advisable to form a matrix of managerial decisions, where each territory correlates with the predicted economic effect of digitalization (Table 1).

Table 1. Matrix of priority implementation of Smart technologies in the strategy for the recovery of domestic tourism

Digital Implementation Direction	Current Readiness Level, %	Expected growth of tourist flow, %	Forecast of community income growth, UAH million	Implementation period, months	Priority level
A single platform for booking regional tours	72	14,5	118,0	6	Very high
Interactive Route Safety Maps	68	12,8	96,4	4	Very high
Mobile applications of Smart destinations	61	11,9	84,7	8	High
Big Data Systems for Flow Monitoring	54	10,6	79,3	9	High
VR/AR presentation of tourist sites	47	8,9	63,5	7	Medium-high
Contactless payment and registration services	74	9,7	71,2	3	High
Integration with the Diia platform	66	11,3	88,1	5	Very high
Personalized recommendations analytics	49	13,1	101,5	10	High

Source: Built by the authors based on [2, 14].

Table 2 shows that the greatest effect is generated not by the most expensive technologies. The highest projected revenue growth is provided by an integrated booking platform and a system of personalized recommendations. This is due to the fact that tourism decisions are increasingly being made in the digital environment. Whoever controls this moment of contact essentially controls demand. In practical terms, the recovery priority matrix combines four indicators. The safety index reflects the risk to the environment. Digital accessibility characterizes technological readiness. Recreational potential shows the resource base. The multiplier effect assesses the impact on related industries, transport, food, retail, and local services [5].

Territories that quickly digitize tourist content, integrate navigation and provide prompt communication reduce the time for making a travel decision. A tourist hesitates less, books faster, stays

longer and spends more money. This is where the real economic effect is formed. In our opinion, the restoration of domestic tourism in Ukraine should not be reduced to the reconstruction of material objects. Hotels, roads and recreational complexes, of course, remain necessary. However, competitive advantage arises where physical infrastructure is combined with digital services, behavioral analytics, and spatial demand modeling [8]. The national Smart platform for domestic tourism seems to be a central element of this transformation. We are talking about digital infrastructure that unites tourism enterprises, local governments, transport operators, accommodation establishments and public services. This is due to the fact that separate information resources already exist, but fragmentation remains between them. A tourist is forced to switch between dozens of sites and applications. Some of the data are duplicated, some are not updated at all [3, p. 31]. And this, in fact, reduces trust and reduces the conversion of bookings. The architecture of the platform should work on a modular principle. One module is responsible for digital booking. The other provides a check on the safety of routes. A separate circuit forms recommendations based on behavioral data. Another unit is synchronized with electronic maps, transport and government digital services. As a result, we get a single information space in which the tourist goes through the full cycle of trip planning without wasting time and information. The practical configuration of such a platform requires detail (Table 2).

Table 2. Architectural Configuration of the National Smart Platform for Domestic Tourism of Ukraine

Functional module	The main content of the work	Data source	Expected applied result	Implementation period, months.	Level of technological complexity
Personalized travel planning	Generation of routes according to the preferences of the tourist	User behavioral profiles	Increase in booking conversion	6	High
Unified booking system	Combining housing, transport and excursions	Partner API	Reduction of checkout time	5	High
Route security verification	Real-time risk assessment	State Emergency Service, local administrations	Increase user trust	4	Medium-high
Geonavigation module	Building digital routes	GIS and satellite maps	Optimization of movement	3	Medium
Payment gateway	Contactless and multi-currency settlements	Banking systems	Increased financial convenience	2	Medium
Reviews and rating module	Automated accumulation of grades	User-generated content	Building the reputation of destinations	3	Low-medium
Big Data Analytics Dashboard	Demand and Load Monitoring	Transactions and mobile signals	Support for management decisions	8	High
Integration with Diia	Electronic identification and documents	State registers	Simplify access to services	4	Medium-high

Source: Built by the authors.

Table 2 shows that Big Data personalization and analytics modules have the highest technological complexity. But they have the greatest effect on demand management. This means that the digitalization strategy should not start with a decorative redesign of sites, but with the construction of data processing systems and automated recommendations.

The regional level of implementation requires a different view. If the national platform acts as the central digital core, then the Smart destination is a territorial environment in which technology directly interacts with the tourist. The way sensors, artificial intelligence and electronic maps enter everyday practice is changing the very logic of service consumption. The tourist does not search for information randomly. He receives it automatically, at the right time and at a specific point along the route. The Smart destination model encompasses several interrelated components. IoT sensors record the loading of locations. Artificial intelligence systems predict demand. VR/AR content showcases cultural heritage sites. Digital cadasters reflect the state of natural resources. Contactless services speed up registration

and payment. It is advisable to present the practical content of the Smart destination in the form of an author's model of technological components and their regional application (Table 3).

Table 3 Authors' model of Smart destinations for the regions of Ukraine

Smart Destination Component	Application example	Managerial effect	Economic result	Ecological result	Priority level
IoT Attendance Sensors	Route load control	Flow regulation	Bandwidth growth	Congestion reduction	Very high
Artificial intelligence	Seasonal demand forecast	Resource optimization	Reduced operating costs	Indirect effect	Very high
VR/AR content	Virtual tours	Increase Engagement	Increase in bookings	Reducing physical pressure	High
Digital cadastres	Monitoring of the state of territories	Resource Usage Control	Better Investment Allocation	Maintaining sustainability	Very high
Electronic cards	Navigation and infrastructure data	Reduce search time	Increased satisfaction	Route rationalization	High
Contactless check-in	Check in at accommodation establishments	Service acceleration	Productivity growth	Reducing paper workflow	High
Reasonable pricing	Dynamic tariffication	Balancing demand	Revenue growth	Neutral effect	Medium-high
Mobile Travel Assistant	Round-the-clock support	Consultation automation	Reduction of personnel costs	Neutral effect	High

Source: Built by the authors.

But the problem is that technology alone does not move the system anywhere. An organizational and economic mechanism is needed that provides financing, coordination and distribution of responsibility. Here, the public-private partnership occupies a central place. The state forms standards and infrastructure. Businesses invest in their digital services. Municipalities provide local data and operational support. Tourism clusters act as focal points. They bring together hotels, carriers, catering establishments, museums, environmental institutions and digital companies [23, p. 273]. Grant programs compensate for part of the investment. Digital accelerators accompany the launch of startups. As a result, there is a reduction in the barrier to entry for small businesses, which, of course, do not have sufficient equity.

The economic effect of digitalization, in fact, is not reduced to a mechanical increase in the number of tourists. Much more interesting is something else. Smart technologies are changing the way the entire domestic tourism management system is organized. Authorities receive structured data for decision-making. The business reduces the cost of communication and order processing. Territorial communities better control the recreational load and respond faster to changes in demand. For the practical implementation of Smart solutions, you need not an abstract system of indicators, but a clear map of the results that should be achieved at the level of a tourist destination. This is due to the fact that each technological module creates a specific organizational effect. One reduces booking time. The other increases the accuracy of managerial decisions. The third improves interaction between businesses and local communities. Such logic, in our opinion, is the thing necessary for the practical management of the process of digital transformation (Table 4) [4, p. 196–197].

Table 4 shows that each technological solution has a clearly defined result and a specific performer. This probably means that the digital transformation of domestic tourism should be managed as a system of interconnected projects, rather than as a set of isolated initiatives. When such a scorecard is put into practice, the digitalization process becomes transparent, manageable, and much more predictable for the state, business, and territorial communities.

6. Conclusions

The study proves that the recovery of domestic tourism in Ukraine requires the coordinated application of geospatial analysis, digital infrastructure and analytics of tourist flows. Regions with an acceptable level of security, transport accessibility and sufficient digital readiness have objective advantages for the early resumption of tourist activity. the level of trust in digital tools. Therefore,

priority in recovery is given not only to resource-rich regions but also to those destinations that are able to combine bookings, security monitoring, and personalized recommendations into a single managed system.

Table 4. Map of target results of the introduction of Smart technologies in the domestic tourism system of Ukraine

Digital Implementation Direction	Organizational result	Economic result	Social result	Management Control Indicator	Responsible entity
National booking platform	Centralization of tourist services	Increase sales profitability	Simplifying access to travel	Share of connected operators	National Tourism Organization
Route Security Checker Module	Prompt data update	Reduction of losses from cancellations	Growing tourist confidence	Information update time	The State Emergency Service and local communities
Big Data Analytics System	Automation of demand monitoring	Optimization of marketing costs	Better flow planning	Regularity of analytical reports	Regional DMOs
Smart Navigation and Electronic Maps	Coordination of the movement of tourists	Increase the use of objects	Reducing information barriers	Number of active routes	Local self-government bodies
VR/AR content of destinations	Digital presentation of locations	Growth of pre-demand	Expanding the accessibility of cultural heritage	Number of Digital Tours	Museums and tour operators
Contactless check-in services	Reduced service time	Reduced operating costs	Increasing the comfort of tourists	Average duration of check-in	Accommodation facilities
Integration with government platforms	Unified digital identity	Reduction of administrative costs	Simplifying the use of services	Proportion of automated operations	Ministries and digital agencies
Digital accelerators for startups	Accelerating innovative projects	Formation of new sources of income	Development of local entrepreneurship	Number of supported projects	Incubators and donor programs

Source: Built by the authors.

The paper develops a model for the integration of Smart technologies, which covers the national digital platform, regional Smart destinations and the organizational and economic mechanism of interaction between the state, business and territorial communities. The proposed model ensures the coordination of information flows, helps to accelerate the introduction of innovations and increases the transparency of management decisions. At the same time, practice shows that without a clear distribution of powers, even technologically mature solutions are implemented in fragments. The application of the model creates the basis for the growth of revenues of territorial communities, strengthening the digital competitiveness of destinations and the formation of a flexible structure of the domestic tourism market of Ukraine.

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