

Olga Korniienko

PhD in Economics, Associate Professor of the Department of Tourism,
National University Zaporizhzhia Polytechnic
ORCID: <https://orcid.org/0000-0002-7056-1079>

Daria Mamotenko

PhD in Economics, Associate Professor of the Department of Tourism,
National University Zaporizhzhia Polytechnic
ORCID: <https://orcid.org/0000-0001-7945-8628>

Svitlana Hres-Yevreinova

PhD in Economics, Associate Professor of the Department of Tourism,
National University Zaporizhzhia Polytechnic
ORCID: <https://orcid.org/0000-0003-3913-2396>

Tetiana But

PhD in Economics, Scientific researcher, Department of Tourism,
Pan-European University, Czech Republic
ORCID: <https://orcid.org/0000-0001-9403-4698>

FORMATION OF RESILIENCE OF TOURISM BUSINESS IN UKRAINE: ECONOMIC INDICATORS OF SUSTAINABILITY, ADAPTABILITY AND ANTI-CRISIS MANAGEMENT

The article examines the theoretical, methodological, and applied aspects of building resilience in the tourism business in Ukraine under conditions of a highly turbulent external environment driven by wartime disruptions, macroeconomic instability, and global crisis processes. The relevance of the study is substantiated through the need to ensure stability, adaptability, and competitiveness of tourism enterprises amid continuous environmental changes. The concept of “tourism business resilience” is clarified as an integral characteristic that combines the ability of an enterprise to withstand crisis impacts, adapt to environmental changes, and effectively recover after destabilizing shocks. Contemporary scientific approaches to the interpretation of the categories “economic stability,” “adaptability,” and “crisis management” in tourism are systematized, and their interrelationships and roles in shaping resilience are identified. An original approach to the quantitative assessment of resilience of tourism enterprises is developed, based on a system of indicators grouped into financial, operational, digital, and institutional dimensions. A methodology for calculating an integral resilience index is proposed, enabling a comprehensive evaluation of enterprise stability and supporting comparative analysis. It is demonstrated that enterprises with higher levels of resilience achieve better financial and economic performance, including higher profitability, income stability, and faster recovery from crisis shocks. A comparative analysis with practices in European Union countries reveals gaps in digital integration and the development of crisis management systems, which define key directions for improving the performance of Ukrainian enterprises. A mechanism for enhancing tourism business resilience is substantiated, including the implementation of risk monitoring systems, diversification of tourism products, digitalization of sales channels, cost optimization, and the formation of financial reserves. It is determined that adaptive business models constitute the core element of this mechanism, ensuring flexibility and rapid response to changes in the external environment. The practical significance of the results lies in their applicability for improving management efficiency in tourism enterprises and for developing strategies for sustainable development.

Keywords: resilience, tourism business, economic stability, adaptability, crisis management, digitalization, integral index.

Statement of the problem and its relevance. The current stage of development of the tourism industry in Ukraine is characterized by profound transformational processes driven by systemic crisis factors, among which the most decisive are full-scale military actions, macroeconomic instability, disruption of logistics chains, a decline in effective demand, and the escalation of security risks. Under such conditions, traditional models of tourism business operations are losing their effectiveness,

necessitating a reconsideration of management approaches to ensure enterprises' resilience to external shocks. The situation is further complicated by the impact of global challenges, including post-pandemic recovery, climate change, and shifts in consumer behavior, which intensify uncertainty and increase the dynamism of the market environment.

In this context, the concept of resilience becomes of paramount importance, as it reflects the ability of tourism



enterprises not only to withstand crisis phenomena but also to adapt to new operating conditions, maintain operational efficiency, and ensure recovery after destabilizing impacts. The resilience of tourism businesses is transforming into a strategic resource that determines their long-term competitiveness and capacity to operate under elevated levels of risk. At the same time, unlike traditional approaches to performance evaluation, which are primarily based on financial indicators, resilience requires a comprehensive consideration of economic, organizational, institutional, and behavioral characteristics.

The relevance of this study is further reinforced by Ukraine's European integration trajectory, which involves aligning the national tourism industry with European Union standards in the areas of sustainable development, risk management, and business continuity. In this context, the formation of resilience is viewed not only as an internal characteristic of enterprises but also as a component of the systemic transformation of the industry aimed at enhancing its competitiveness in the international tourism market.

At the same time, despite the growing scientific interest in the issue of resilience, domestic economic research still lacks a unified approach to its economic measurement in the context of the tourism business. Existing studies are generally focused on individual aspects of stability or risk management, while a comprehensive system of economic indicators enabling a quantitative assessment of enterprise resilience remains insufficiently developed. This determines the existence of a research gap associated with the need to develop methodological approaches to evaluating stability, adaptability, and the effectiveness of crisis management in tourism enterprises.

Analysis of recent research and publications. The issue of tourism business resilience has gained significant attention in contemporary scientific research, particularly in the context of global crisis transformations. In academic literature, resilience is interpreted as a complex capability of tourism enterprises to withstand external shocks, adapt to changing conditions, and recover their operations without losing strategic potential. This multi-level approach is presented in the fundamental work of C. M. Hall, G. Prayag, and A. Amore, where resilience is examined at the individual, organizational, and destination levels [7]. The further development of this concept is associated with a shift from understanding resilience as mere "survival" to its interpretation as the capacity for business model transformation under crisis conditions [6; 11].

Research also reveals a clear distinction between the concepts of "economic stability" and "resilience." While economic stability reflects an enterprise's ability to maintain financial performance, resilience encompasses a broader range of characteristics, including organizational flexibility, innovativeness, and learning capacity. In this context, dynamic capabilities play a crucial role, as they determine an enterprise's ability to reconfigure resources and business processes in response to crisis conditions [8; 10].

Considerable attention in recent studies has been devoted to adaptability as a key component of resilience [5]. It is defined as the ability of tourism enterprises to modify management structures, interaction channels with consumers, and market behavior in response to external challenges. At the same time, crisis management has evolved from reactive measures to comprehensive systems encompassing prevention, response, recovery, and organizational learning [1; 2; 15].

A distinct line of research focuses on risk management and the digital adaptation of tourism businesses [9; 12]. Contemporary studies emphasize the need to integrate risk management into the strategic management of enterprises and identify digital transformation as a key driver of resilience enhancement. In particular, the development of digital competencies, online services, and customer experience management contributes to improved operational efficiency and reduces business vulnerability to crisis shocks [3; 14].

At the same time, despite the substantial body of research, issues related to the economic measurement of resilience at the enterprise level remain insufficiently developed. In particular, there is a lack of comprehensive systems of indicators for assessing stability, adaptability, and the effectiveness of crisis management under current challenges, which determines the need for further scientific research in this area.

The purpose of the article is to provide a scientific substantiation of the theoretical and methodological foundations for the formation of resilience in the tourism business in Ukraine through the development of a system of economic indicators of stability, adaptability, and crisis management, as well as to assess their impact on the performance efficiency of enterprises under wartime and post-crisis conditions.

Summary of the main research material. The formation of resilience in the tourism business in Ukraine is considered in this study as a purposeful process aimed at enhancing the ability of enterprises to operate under conditions of high uncertainty. This is achieved through the optimization of resource structures, the implementation of adaptive business models, and the improvement of crisis management systems [4; 10]. The author's approach is based on the premise that resilience is not a static characteristic but a dynamic function of the interaction between the internal capabilities of an enterprise and external challenges determined by macroeconomic, institutional, and security-related factors.

For the purpose of quantitatively measuring resilience, a system of indicators has been developed, grouped into four key dimensions: financial (liquidity ratios, profitability, financial autonomy), operational (occupancy rate, asset turnover, service diversification), digital (share of online bookings, level of automation, use of CRM systems), and institutional (availability of crisis management strategies, managerial flexibility, adaptability of the organizational structure) (Table 1).

Table 1 – System of Indicators for Assessing the Resilience of Tourism Business

Indicator Block	Indicator	Economic Content
Financial	Current liquidity ratio	Reflects the enterprise’s ability to meet short-term obligations
	Profitability of operations	Indicates the efficiency of resource utilization
	Financial autonomy ratio	Shows the degree of independence from external financing
	Cash flow stability	Characterizes the consistency of cash inflows
Operational	Occupancy rate	Reflects the efficiency of capacity utilization
	Asset turnover	Indicates the speed of resource utilization
	Service diversification	Characterizes the breadth of the product portfolio
	Flexibility of operational processes	Reflects the ability to quickly adapt operational formats
Digital	Share of online bookings	Indicates the level of digital interaction with customers
	Level of process automation	Reflects the extent of digital technology usage
	Use of CRM systems	Indicates the quality of customer relationship management
	Integration of digital channels	Reflects the omnichannel nature of sales and service
Institutional	Availability of a crisis management strategy	Indicates preparedness for crisis situations
	Managerial flexibility	Reflects the speed of managerial decision-making
	Adaptability of organizational structure	Indicates the ability to implement internal changes
	Stakeholder interaction	Reflects the level of partnership and external cooperation

Source: developed by the authors

All the above indicators are subject to normalization using the min–max method, which allows them to be transformed to a unified scale of [0;1] and ensures the correctness of their subsequent aggregation into an integral index. The application of such a system of indicators provides a comprehensive approach to assessing resilience, taking into account both financial and economic as well as organizational and technological aspects of the functioning of tourism enterprises.

The integral resilience index of an enterprise is defined as a weighted sum of the normalized indicators:

$$RI = \sum_{i=1}^n \omega_i \times x_i$$

де *RI* – Integral Resilience Index; *x_i* – Normalized value of the *i*-th indicator; *ω_i* – Weighting coefficient (determined using the expert method).

A comparative analysis (benchmarking) with the practices of European Union countries has shown that the key differences of Ukrainian enterprises lie in a lower level of digital integration and the insufficient development of crisis management systems (Table 2).

At the same time, enterprises that implement digital services (online booking, CRM systems, automated pricing) demonstrate resilience levels that are close to European benchmarks.

Based on the obtained results, a mechanism for enhancing the resilience of the tourism business has been developed, which includes the implementation of a risk monitoring system, diversification of the tourism product, digitalization of sales channels, cost optimization, and the formation of financial reserves (Figure 1). Particular attention is given to the development of adaptive business models that enable enterprises to respond rapidly to changes in demand and the external environment.

Thus, the results of the study confirm that resilience is a measurable economic characteristic that has a direct impact on the operational efficiency of tourism enterprises. The proposed integral approach not only allows for assessing the level of stability but also for identifying the key factors shaping it, thereby providing a foundation for informed managerial decision-making in conditions of high environmental turbulence.

Table 2 – Comparative Analysis of the Resilience Level of Tourism Enterprises in Ukraine and EU Countries (Benchmarking)

Indicator	Enterprises in Ukraine (average level)	Enterprises in the EU (average level)	Gap Characteristics
Level of digital integration (share of online bookings, %)	45–60%	75–90%	Significant lag
Use of CRM systems (%)	40–55%	70–85%	Substantial lag
Level of business process automation	Medium	High	Technological gap
Availability of crisis management strategies (%)	30–45%	65–80%	Insufficient development
Diversification of tourism services	Limited	High	Low flexibility
Average integral resilience index (RI)	0.45–0.55	0.65–0.80	Lag of 20–25%
Speed of demand recovery after crisis	4–6 months	2–3 months	Lower adaptability
Share of enterprises with digital services (%)	50–65%	80–95%	Significant gap

Source: developed by the authors based on the generalization of industry assessments and analytical studies

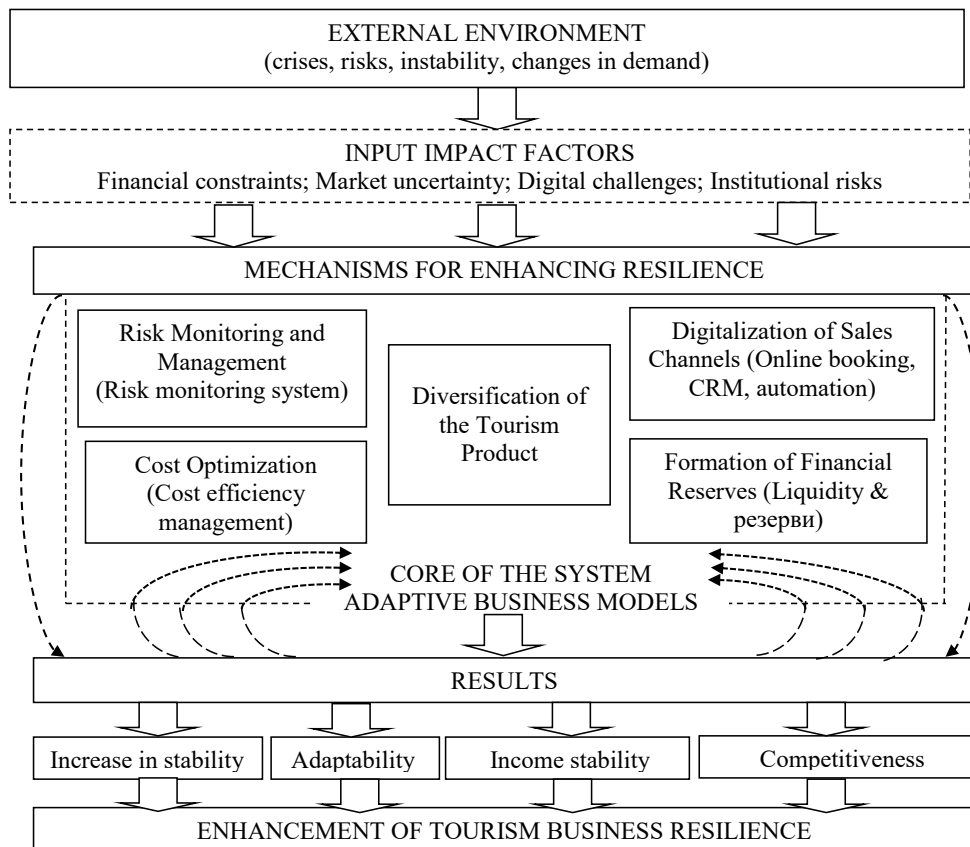


Figure 1 – Mechanism for Enhancing the Resilience of the Tourism Business

Source: developed by the authors

Conclusions. As a result of the conducted research, the theoretical and methodological foundations for the formation of resilience in the tourism business in Ukraine have been substantiated under conditions of high uncertainty in the external environment caused by wartime, economic, and global transformational processes. It has been proven that resilience should be considered as a comprehensive economic characteristic that combines the ability of enterprises to maintain functional stability, adapt to changes, and effectively recover after crisis shocks.

In the course of the study, scientific approaches to the interpretation of the categories “resilience,” “economic stability,” “adaptability,” and “crisis management” in the field of tourism were systematized, which made it possible to уточнити їх змістовне наповнення та взаємозв’язки. It was established that resilience is a broader concept compared to economic stability and includes the dynamic capabilities of an enterprise to transform its business model in a crisis environment.

An original approach to assessing the resilience of tourism enterprises has been developed, based on the use of a system of indicators grouped into financial, operational, digital, and institutional blocks. On this basis, an integral resilience index has been formed, which provides the possibility of a comprehensive assessment of the level of enterprise stability, their ranking, and the identification of critical areas of development.

The conducted comparative analysis with the practices of European Union countries has made it possible to determine that the key factors of lagging behind for Ukrainian enterprises are the insufficient level of digital integration and the limited development of crisis management systems. At the same time, enterprises that actively implement digital technologies and adaptive business models demonstrate resilience indicators close to European ones, which confirms the decisive role of digital transformation in ensuring the stability of the tourism business.

Based on the generalization of the research results, a mechanism for enhancing the resilience of the tourism business has been developed, which includes the implementation of a risk monitoring system, diversification of the tourism product, digitalization of sales channels, cost optimization, the formation of financial reserves, and the development of adaptive business models as the core of the system. The proposed mechanism has a comprehensive nature and can be applied both at the level of individual enterprises and in the formation of sectoral policy for the development of the tourism industry.

Prospects for further research lie in improving economic and mathematical models for measuring the resilience of the tourism business, as well as in expanding the empirical research base, taking into account regional characteristics and European integration processes.

References:

1. Berbekova A., Uysal M., Assaf A. G. (2021) A thematic analysis of crisis management in tourism: A theoretical perspective. *Tourism Management Perspectives*, vol. 86, 100802. DOI: <https://doi.org/10.1016/j.tourman.2021.104342>
2. Biggs D., Hall C. M., Stoeckl N. (2012) The Resilience of Formal and Informal Tourism Enterprises to Disasters: Reef Tourism in Phuket, Thailand. *Journal of Sustainable Tourism*, vol. 20 (5), pp. 645–654. DOI: <https://doi.org/10.1080/09669582.2011.630080>
3. Busulwa R., Pickering C., Mao I. (2022) Digital transformation and hospitality management competencies: Toward an integrative framework. *International Journal of Hospitality Management*, vol. 102, 103132. DOI: <https://doi.org/10.1016/j.ijhm.2021.103132>
4. But, T., Mamotenko, D., Korniienko, O., Gubar, O. (2025). Financial Assurance for Tourism Development and Its Impact on the Economy of European Countries. In: Semenov, A., Yepifanova, I., Kajanová, J. (eds) *Data-Centric Business and Applications. Lecture Notes on Data Engineering and Communications Technologies*, vol. 240. Springer, Cham. DOI: https://doi.org/10.1007/978-3-031-81557-7_4
5. Filimonau V., De Coteau D. (2020) Tourism resilience in the context of integrated destination and disaster management (DM2). *International Journal of Tourism Research*, vol. 22 (2), pp. 202–222. DOI: <https://doi.org/10.1002/jtr.2329>
6. Gössling S., Scott D., Hall C. M. (2021) Pandemics, tourism and global change: A rapid assessment of COVID-19. *Journal of Sustainable Tourism*, vol. 29 (1), pp. 1–20. DOI: <https://doi.org/10.1080/09669582.2020.1758708>
7. Hall C. M., Prayag G., Amore A. (2017) Tourism and resilience: Individual, organisational and destination perspectives. Bristol: Channel View Publications, 208 p. DOI: <https://doi.org/10.21832/HALL6300>
8. Jiang Y., Ritchie B. W., Verreynne M.-L. (2021) Building tourism organizational resilience to crises and disasters: A dynamic capabilities view. *International Journal of Tourism Research*, vol. 21 (6), pp. 882–900. DOI: <https://doi.org/10.1002/jtr.2312>
9. Liu L. W., et al. (2024) Disaster, risk and crises in tourism and hospitality field: A pathway toward tourism and hospitality management framework for resilience and recovery process. *Natural Hazards Research*, vol. 4 (4), pp. 653–668. DOI: <https://doi.org/10.1016/j.nhres.2024.06.001>
10. Mamotenko, D., Korniienko, O., But, T., Gubar, O., Pavlenchuk, A. (2026) Conceptual Strategies for Managing Innovation Processes in the Life Cycle of the EU Tourism Industry. In: Semenov, A., Yepifanova, I., Kajanová, J. (eds) *Data-Centric Business and Applications. Lecture Notes on Data Engineering and Communications Technologies*, vol 272. Springer, Cham. DOI: https://doi.org/10.1007/978-3-032-06608-4_15
11. Prayag G. (2020) Time for reset? COVID-19 and tourism resilience. *Tourism Review International*, vol. 24 (2), pp. 179–184. DOI: <https://doi.org/10.3727/154427220X15926147793595>
12. Ritchie B. W., Jiang Y. A (2019) Review of Research on Tourism Risk, Crisis and Disaster Management: Launching the Annals of Tourism Research Curated Collection on Tourism Risk, Crisis and Disaster Management. *Annals of Tourism Research*, vol. 79, 102812. DOI: <https://doi.org/10.1016/j.annals.2019.102812>
13. Sigala M. Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*. 2020. Vol. 117 (C). P. 312–321. DOI: <https://doi.org/10.1016/j.jbusres.2020.06.015>
14. Tsviliy S., Korniienko O., Mamotenko D., Hres-Yevreinova S., Gurova D. (2024) Transformation of the tourism industry in the context of the development of digital technologies. *Green and digital economic transformation: a synthesis of the future: monograph*. Praha: Oktan print, pp. 172–187. DOI: <https://doi.org/10.46489/gadetas-24-47>
15. Wut T. M., Xu J., Wong S. K. (2021) Crisis management research (1985–2020) in the hospitality and tourism industry: A review and research agenda. *Tourism Management*, vol. 85, 104307. DOI: <https://doi.org/10.1016/j.tourman.2021.104307>

Корнієнко Ольга, Мамотенко Дар'я, Гресь-Євреїнова Світлана

Національний університет «Запорізька політехніка»

Бут Тетяна

Пан-Європейський університет, Чеська Республіка

ФОРМУВАННЯ СТІЙКОСТІ ТУРИСТИЧНОГО БІЗНЕСУ В УКРАЇНІ: ЕКОНОМІЧНІ ПОКАЗНИКИ СТІЙКОСТІ, АДАПТАЦІЙНОСТІ ТА АНТИКРИЗОВОГО УПРАВЛІННЯ

У статті досліджено теоретико-методичні та прикладні аспекти формування резильєнтності туристичного бізнесу в Україні в умовах високої турбулентності зовнішнього середовища, зумовленої воєнними діями, макроекономічною нестабільністю та глобальними кризовими процесами. Обґрунтовано актуальність дослідження через призму необхідності забезпечення стійкості, адаптивності та конкурентоспроможності підприємств туристичної галузі в умовах постійних змін. Уточнено сутність категорії «резильєнтність туристичного бізнесу» як інтегральної характеристики, що поєднує здатність підприємства до протидії кризовим впливам, адаптації до змін середовища та ефективного відновлення діяльності після дестабілізуючих факторів. Систематизовано сучасні наукові підходи до трактування понять «економічна стійкість», «адаптивність» та «антикризове управління» у сфері туризму, визначено їх взаємозв'язок і роль у формуванні резильєнтності. Розроблено авторський підхід до кількісного оцінювання резильєнтності туристичних підприємств на основі системи індикаторів, згрупованих за фінансовим, операційним, цифровим та інституційним блоками. Запропоновано методичку розрахунку інтегрального індексу резильєнтності, що забезпечує комплексну оцінку рівня стійкості підприємств та дозволяє здійснювати їх порівняльний аналіз. Доведено, що підприємства з вищим рівнем резильєнтності демонструють

кращі фінансово-економічні результати, зокрема вищу рентабельність, стабільність доходів та швидше відновлення після кризових шоків. Проведений порівняльний аналіз із практиками країн Європейського Союзу засвідчив наявність розривів у рівні цифрової інтеграції та розвитку антикризового управління, що визначає напрями підвищення ефективності функціонування українських підприємств. Обґрунтовано механізм підвищення резильєнтності туристичного бізнесу, який включає впровадження системи моніторингу ризиків, диверсифікацію туристичного продукту, цифровізацію каналів продажу, оптимізацію витрат та формування фінансових резервів. Визначено, що ключовим елементом цього механізму виступають адаптивні бізнес-моделі, які забезпечують гнучкість і швидкість реагування підприємств на зміни зовнішнього середовища. Практичне значення отриманих результатів полягає у можливості їх використання для підвищення ефективності управління підприємствами туристичної галузі та формування стратегій їх сталого розвитку.

Ключові слова: резильєнтність, туристичний бізнес, економічна стійкість, адаптивність, антикризове управління, цифровізація, інтегральний індекс.

Дата надходження статті: 19.03.2026

Дата прийняття статті: 09.04.2026

Дата публікації статті: 25.06.2026