



## Assessing the maturity level of stakeholder-oriented management strategies in tourism enterprises of Ukraine

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**Abstract.** The study focused on assessing the maturity level of stakeholder-oriented management strategies in tourism enterprises in Ukraine under conditions of post-war recovery. The relevance of the research was determined by the transformation of the tourism market, the growing role of domestic tourism, and the need to balance the interests of tourists, local communities, public authorities, and business partners in order to ensure sustainable destination development. The aim of the study was to identify the maturity level of stakeholder interaction and to substantiate directions for its improvement. The methodological framework was based on a combination of statistical data analysis, expert surveys of tourism enterprises, and case studies of selected destinations. The assessment was conducted using a system of criteria that included communication transparency, stakeholder participation in decision-making, the development of partnership initiatives, the use of digital tools, and community orientation. The results revealed an uneven level of development of stakeholder-oriented strategies across different segments of the tourism market. Tour operators demonstrated a higher level of digital readiness and communication openness, whereas accommodation facilities and visitor attractions exhibited lower levels of systematic interaction. The study identified institutional, organisational, and digital barriers that limited effective stakeholder collaboration. The practical value of the research lies in the development of recommendations aimed at institutionalising stakeholder participation mechanisms, enhancing digital interaction infrastructure, and strengthening the role of local communities in tourism product development, thereby contributing to increased competitiveness and resilience of the tourism sector

**Keywords:** digitalisation; partnership models; destination recovery; post-crisis recovery; cross-border linkages

### INTRODUCTION

The development of the tourism sector at both global and national levels is increasingly shaped by uncertainty, crisis transformations, and structural shifts in demand. Tourism enterprises have faced the consequences of geopolitical instability, shifts in consumer behaviour, intensified competition, and accelerated digitalisation. In Ukraine, these

challenges have been significantly intensified by the effects of war, including infrastructure destruction, changes in tourist flows, declining investment activity, and the urgent need to restore destination attractiveness. Under such conditions, ensuring the resilience, adaptability, and competitiveness of tourism enterprises has become a strategic

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priority. At the same time, modern tourism is characterised by the growing importance of stakeholder interaction and collaborative governance. Since the tourism product is created through the coordinated participation of numerous actors, the effectiveness of enterprise development increasingly depends on the quality of relationships among businesses, tourists, local communities, public authorities, investors, and supporting organisations.

According to S. Maccioni *et al.* (2024), stakeholder relationships represent one of the key determinants of destination competitiveness, management efficiency, and sustainable tourism development. Their systematic review confirms that tourism enterprises with stronger partnership networks demonstrate higher adaptive capacity and more stable long-term performance. The practical significance of stakeholder-oriented approaches has also been confirmed in destination case studies. A. Salman *et al.* (2024) demonstrated that coordinated stakeholder management contributes to environmental sustainability, community support, and balanced development of ecotourism destinations. This is especially relevant for territories undergoing structural transformation or post-crisis recovery, where trust, coordination, and shared responsibility become essential managerial resources. Modern management theory increasingly emphasises that stakeholder interaction should be treated not as an auxiliary activity but as an integral component of enterprise strategy. R.V. Savkov & N.S. Karvatska (2024) argued that effective stakeholder coordination improves decision-making quality, reduces organisational conflicts, and increases the overall efficiency of project and business management systems. In tourism, where enterprises operate in open and dynamic environments, such coordination becomes particularly important.

For Ukraine, stakeholder-oriented management has gained additional relevance in the context of territorial recovery and regional development. O. Albeshchenko *et al.* (2025) noted that territorial communities are becoming key platforms for tourism and hospitality development, while cooperation between local authorities and business entities directly affects the ability to attract visitors and investment. Similarly, O.I. Karyy *et al.* (2024) emphasised that the strategic development of tourism business in Ukraine requires stronger institutional cooperation, innovation activity, and flexible governance mechanisms. The role of strategic management instruments in enterprise development is also increasing. A.M. Ivanov (2025) substantiated that the stimulating impact of strategic management significantly influences enterprise growth, especially in sectors characterised by high market volatility. In parallel, Y. Xue *et al.* (2025) highlighted that under unstable conditions, management systems should integrate stakeholder interests with safety-oriented governance principles, which is highly relevant for Ukrainian tourism enterprises operating in wartime and post-war environments.

Despite growing academic interest in stakeholder management, several important issues remain insufficiently explored. First, there is no unified methodological

approach to assessing the maturity level of stakeholder-oriented strategies in tourism enterprises. Second, empirical evidence regarding the actual level of stakeholder interaction in Ukrainian tourism enterprises remains fragmented. Third, the combined influence of institutional, organisational, and digital factors on stakeholder cooperation has not been sufficiently measured. As a result, managerial practice still lacks practical diagnostic tools for evaluating the effectiveness of stakeholder-oriented strategies. Thus, there is a need for a comprehensive assessment of the current state of stakeholder-oriented management strategies in tourism enterprises of Ukraine, taking into account stakeholder involvement, organisational readiness, partnership mechanisms, and digital capacity. Addressing this issue has both theoretical significance, as it contributes to the development of stakeholder management concepts, and practical value, as it supports the formation of effective partnership models for tourism recovery. The aim of the article was to assess the maturity level of stakeholder-oriented management strategies in tourism enterprises of Ukraine and to identify the key factors influencing the effectiveness of stakeholder interaction. To achieve this aim, the following tasks were defined: to analyse contemporary approaches to stakeholder-oriented tourism management; to examine the current state of stakeholder interaction in tourism enterprises; to assess the maturity level of stakeholder-oriented strategies based on empirical data.

## MATERIALS AND METHODS

The methodological framework of the study was based on a combination of theoretical generalisation, empirical analysis, and quantitative assessment of stakeholder-oriented strategies in tourism enterprises. The research design relied on a mixed-methods approach, which integrated statistical analysis, expert evaluation, and case study analysis, ensuring the triangulation of data sources and increasing the reliability of the results. The research was conducted in several consecutive stages. At the first stage, a theoretical analysis of stakeholder-oriented management concepts in tourism was carried out, including the systematisation of existing approaches to stakeholder interaction, governance models, and strategic management practices. At the second stage, a system of criteria for assessing the maturity level of stakeholder-oriented strategies was developed, based on contemporary approaches to stakeholder governance, partnership models, and digital coordination mechanisms. The source database included the works of L. Bezghinova (2022), L. Hopkalo *et al.* (2024) and L. Lisovska & V. Mykhailyshyn (2025), which provided the theoretical foundation for analysing stakeholder-oriented management in tourism. The study also incorporated official statistical data and analytical materials from the tourism sector, including reports of the Tourism and the sustainable development goals... (2021) and The State Agency for Tourism Development of Ukraine (2024).

The empirical sample consisted of 62 tourism enterprises operating in different segments of the tourism

market, including tour operators and travel agencies ( $n = 28$ ), accommodation facilities ( $n = 22$ ), and visitor attractions and recreation facilities ( $n = 12$ ). The sample size was considered sufficient to reflect the principal segments of the tourism market and to enable comparative assessment between enterprises with different business models and stakeholder practices under wartime conditions. The sample included enterprises of different sizes, including micro and small businesses (local travel agencies, guest houses, family hotels, and local attractions), medium-sized enterprises (regional tour operators, hotels, and recreation complexes), and several large enterprises operating multi-regional tourism services or high-capacity accommodation facilities. This approach allowed the study to capture the heterogeneity of stakeholder practices across different segments of the tourism industry. Empirical data were collected during January-March 2025 through structured questionnaires, expert surveys, and follow-up interviews with enterprise representatives, while additional analytical and statistical materials covered the period 2023-2025. The expert survey and interview procedures were conducted in accordance with the ethical principles of Declaration of Helsinki of the World Medical Association (WMA, 2024). The selection of enterprises was carried out using a purposive sampling strategy, taking into account their active participation in tourism activities, geographic diversity, and involvement in stakeholder interaction processes. The sample included enterprises of different sizes, ranging from local travel agencies and family hotels to regional tour operators and large multi-regional tourism enterprises, which allowed for capturing the heterogeneity of stakeholder practices across different segments of the tourism industry under wartime conditions.

In addition, a case study method was applied to analyse three tourism destinations in Ukraine (Lviv, Vinnytsia and Zakarpattia) which differ in terms of institutional development, stakeholder coordination mechanisms, tourism specialisation, and levels of digitalisation. The case selection was based on the principle of contrasting cases, enabling the identification of both best practices and existing limitations in stakeholder interaction. The level of development of stakeholder-oriented strategies was assessed according to five criteria reflecting key dimensions of stakeholder interaction and managerial institutionalisation:

- ♦  $C_1$  – transparency and openness of communication;
- ♦  $C_2$  – involvement of stakeholders in decision-making processes;
- ♦  $C_3$  – existence and maturity of partnership and cooperation projects;
- ♦  $C_4$  – use of digital tools and data-driven interaction mechanisms;
- ♦  $C_5$  – orientation toward community interests and social sustainability.

Each criterion was evaluated using a four-point scale: 0 – no practices; 1 – occasional practices; 2 – partially systematic practices; 3 – systematic and formalised implementation. The weighting coefficients of the criteria

were determined through expert agreement and were set as follows:  $w = (0.20; 0.25; 0.20; 0.20; 0.15)$  for  $C_1$ - $C_5$  respectively. The expert panel consisted of 15 specialists, including representatives of tourism enterprises, academic researchers in tourism and management, and experts from regional tourism institutions and public authorities. A two-round Delphi procedure was applied to achieve consistency of expert assessments.

The aggregate index for enterprise  $j$  was calculated as:

$$I_{COC}^{(j)} = \frac{\sum_{k=1}^5 w_k \cdot C_k^{(j)}}{3} \cdot 100, \quad (1)$$

where  $C_k^{(j)}$  – is the score for criterion  $k$ , and  $w_k$  is the corresponding weight.

Thus, the integral index ranges from 0 to 100 points, where higher values indicate a more advanced and institutionalised level of stakeholder-oriented strategic management. To ensure methodological robustness, the index was additionally tested for validity and reliability. Content validity was confirmed through expert review of the selected criteria, while internal reliability was assessed using Cronbach's alpha coefficient ( $\alpha = 0.81$ ), indicating good consistency of indicators. Sensitivity analysis with a  $\pm 10\%$  variation of weights demonstrated only minor changes in enterprise rankings, confirming the stability of the index.

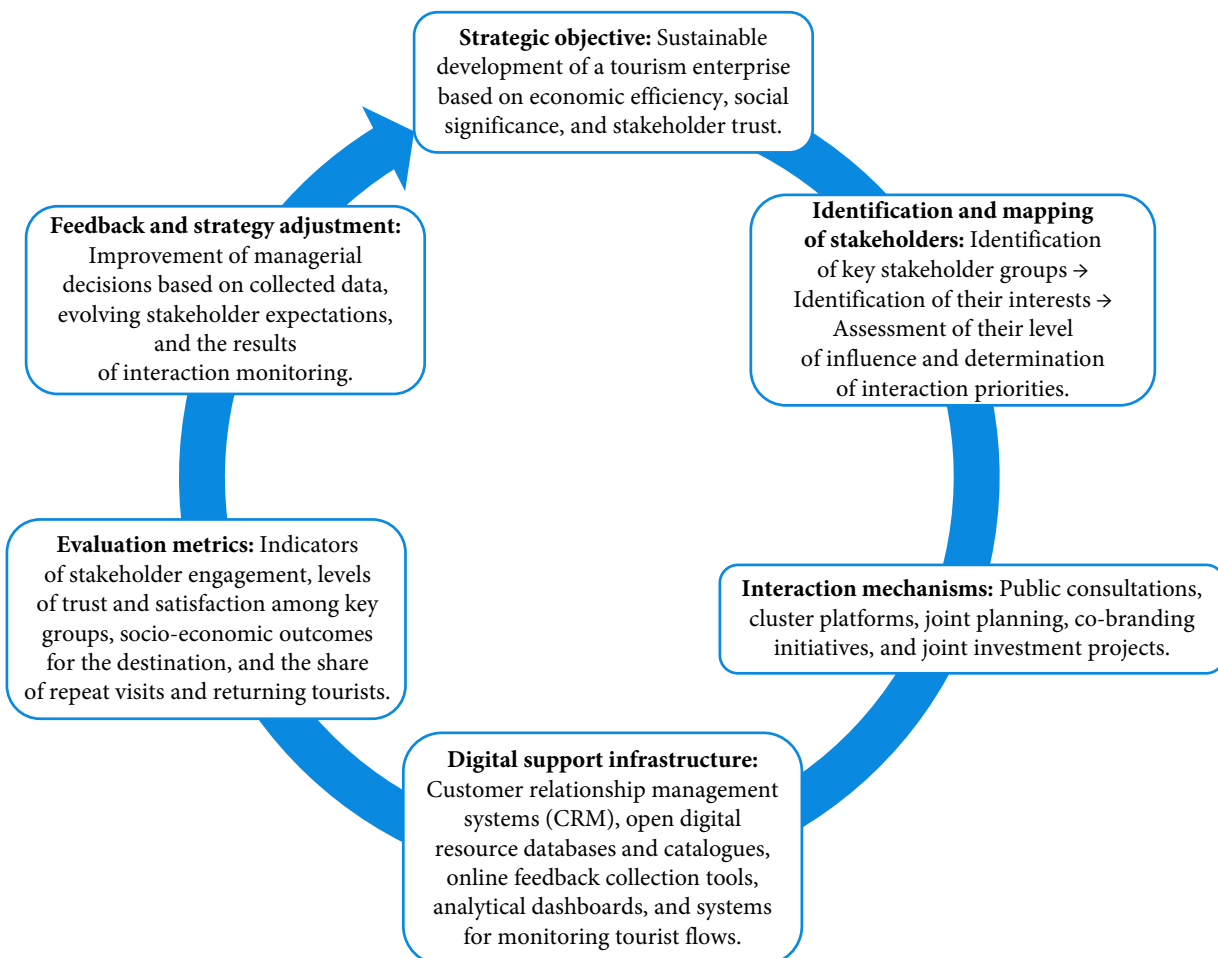
## RESULTS AND DISCUSSION

The formation of a stakeholder-oriented management strategy in tourism enterprises requires reliance both on the theoretical foundations of partnership interaction and on the practical experience of the tourism market functioning under conditions of transformation and post-war recovery (Sautter & Leisen, 1999). In this context, it is essential to clarify the core characteristics of such a strategy, to determine its structural components, and to outline the mechanisms for its implementation, taking into account the specific features of the Ukrainian tourism environment. In the academic literature, a stakeholder-oriented strategy in tourism was defined as a system of goals, principles, and governance mechanisms aimed at harmonising the interests of stakeholders and generating shared value for both the enterprise and the destination. I.M. Pysarevskyi *et al.* (2020) and A. Terebukh & O. Roik (2023) interpreted this strategy as a long-term managerial framework that enhances the reputational resilience, innovativeness, and competitive position of tourism enterprises through formalised cooperation with local communities, business partners, and public authorities. At the regional level, such a strategy is closely associated with the development of tourism clusters and network-based forms of collaboration, where coordinating roles are performed by local development institutions and destination management bodies (Herasymenko, 2019; Brych & Halysh, 2020). The effectiveness of tourism enterprises depends largely on their ability to negotiate and interact constructively with diverse stakeholder groups. Sustainable tourism development

was considered attainable only when decisions are made with regard to the interests of communities, business partners, governmental actors, and tourists, and when relationships among them are based on trust and transparent dialogue (Wang & Xu, 2021). The study by P. Panagiotopoulou & S. Skoultos (2025) also highlighted the importance of clear and transparent rules of interaction, shared planning frameworks, and collectively agreed indicators of success that enable coordinated action among actors in the tourism sector. Furthermore, J.C. Whitehead & P. Wicker (2020) underlined those conflicts of interest between stakeholders are a normal phenomenon and therefore require structured negotiation and conflict-resolution procedures. A stakeholder-oriented strategy of a tourism enterprise is grounded in the formulation of a shared strategic vision and value orientation that integrates economic performance with social responsibility and the reputational sustainability of the destination (Lisovska & Mykhailyshyn, 2025; Panagiotopoulou & Skoultos, 2025). Its development begins with systematic stakeholder mapping: identifying key stakeholder

groups, clarifying their interests and expectations, and assessing their influence on enterprise outcomes, which enables prioritisation of interaction efforts.

To ensure constructive cooperation, the strategy incorporates mechanisms for stakeholder engagement – consultative formats, cluster partnerships, participatory planning processes, joint marketing initiatives, and collaborative investment projects – which shift interaction from episodic to continuous and institutionalised patterns (Uhodnikova, 2020; Roik *et al.*, 2025). Successful implementation of these mechanisms requires an advanced digital infrastructure, including platforms for communication and coordination, tools for data collection and analysis, feedback systems, and digital instruments for monitoring tourism flows (Velychko *et al.*, 2020; Tourism and the sustainable development goals..., 2021; Hopkalo *et al.*, 2024). The proposed framework reflects the cyclical nature of stakeholder-oriented management, where the formulation of strategic objectives is aligned with stakeholder interests, providing the basis for partnership mechanisms (Fig. 1).



**Figure 1.** Structure of a stakeholder-oriented strategy of a tourism enterprise

**Source:** compiled by the authors based on O.I. Uhodnikova (2020), L. Bezghinova (2022), A. Terebukh & O. Roik (2023), L. Lisovska & V. Mykhailyshyn (2025), P. Panagiotopoulou & S. Skoultos (2025)

Digital platforms ensure transparency and operational coordination, while a system of indicators enables monitoring and adjustment of managerial decisions. Performance evaluation involves metrics such as the level of stakeholder participation, trust and satisfaction indices, and socio-economic outcomes for both the enterprise and the destination (Terebukh & Roik, 2023; Panagiotopoulou & Skoultos, 2025). An integral component of the framework includes conflict management procedures – negotiation

protocols, mediation formats, and decision-making rules – which minimise risks of misalignment and support the durability of partnership relations (Normelani, 2016). To systematise theoretical approaches and identify the key characteristics of stakeholder-oriented management in tourism enterprises, it is appropriate to conduct a comparative analysis of existing models of strategy formation and implementation. The results of such comparison are presented in Table 1.

**Table 1.** Approaches to the formation and implementation of a stakeholder-oriented strategy: A comparative overview

| Approach   | Core idea   | Instruments  | Expected outcomes   |
|--|---|--|---|
| Normative-value (governance/corporate social responsibility) | Balancing economic, social, and environmental goals through stakeholder participation | Codes of conduct, charters, social contracts, public reporting           | Legitimacy, trust, sustainability                           |
| Network-cluster  | Co-governance within a destination cluster  | Destination councils, clusters, public-private partnership agreements    | Resource synergies, regional competitiveness                |
| Process-oriented   | Formalisation of stages and roles in stakeholder interaction                          | Stakeholder mapping, roadmaps, role matrices                             | Predictability, reduced coordination costs                  |
| Conflict-negotiation   | Managing divergent stakeholder interests  | Mediation, negotiation protocols, arbitration                            | Conflict mitigation, faster and more stable decision-making |
| Digital-platform   | Data as a shared asset for coordination   | CRM systems, open data platforms, online participation tools, dashboards | Transparency, scalability, inclusiveness                    |

**Source:** compiled by the authors based on O.I. Uhodnikova (2020), A. Terebukh & O. Roik (2023), L. Lisovska & V. Mykhailyshyn (2025), P. Panagiotopoulou & S. Skoultos (2025)

In comparative terms, the analysed approaches differ in their governance logic and level of coordination, with digital-platform and network-cluster models becoming particularly important under conditions of crisis and rapid transformation of tourism markets. Thus, a stakeholder-oriented strategy can be defined as an institutionally embedded system of strategic goals, interaction mechanisms, digital tools, and performance metrics aimed at balancing stakeholder interests and creating shared tourism value. Analysis of current practices of Ukrainian tourism enterprises demonstrates that the most developed dimension of stakeholder interaction remains engagement with consumers through digital channels, including online booking systems, review platforms, social media, and omnichannel communication. According to The State Agency for Tourism Development of Ukraine (2024), more than 78% of domestic travel in 2023-2024 was planned with the use of digital platforms. Interaction with local communities is more fragmented and is typically manifested in the support of local events, gastronomic routes, and cultural initiatives. At the same time, only around 42% of territorial communities have their own tourism development strategies or destination brand platforms, which indicates a significant disparity in the institutional engagement of communities in

destination planning (Tourism and the sustainable development goals..., 2021; Hopkalo *et al.*, 2024).

Cooperation with public authorities is largely focused on infrastructure restoration and the provision of safe travel conditions. However, as noted by J.C. Whitehead & P. Wicker (2020), mechanisms for long-term partnership-based co-governance remain insufficiently developed. In contrast, cooperation with business partners shows a gradual shift towards network-based and cluster forms of collaboration, although most clusters are still at early stages of formation and require institutional strengthening (Velychko *et al.*, 2020). In summary, tourism enterprises in Ukraine are gradually transitioning from transactional to partnership-based and network-oriented models of interaction. Nevertheless, this process is uneven and requires further enhancement of organisational mechanisms and digital coordination tools to achieve stable and integrated stakeholder collaboration. The identified features and disparities in stakeholder interaction emphasise the need for a quantitative assessment of the level of maturity of stakeholder-oriented strategies, which allows for the identification of key growth points and managerial priorities for Ukrainian tourism enterprises (Herasymenko, 2019; Roik *et al.*, 2025). The resulting average values by market segment are presented in Table 2.

**Table 2.** Average scores by criteria and stakeholder-oriented strategy formation index, 2024

| Segment (n)  | C <sub>1</sub> | C <sub>2</sub> | C <sub>3</sub> | C <sub>4</sub> | C <sub>5</sub> | I <sub>COC</sub> |
|--|----------------|----------------|----------------|----------------|----------------|------------------|
| Tour operators/travel agents (n = 28)                  | 2.1            | 1.7            | 1.6            | 2.2            | 1.8            | 63               |
| Accommodation facilities (n = 22)                      | 2.0            | 1.5            | 1.7            | 1.9            | 1.7            | 59               |
| Visitor attractions and recreation facilities (n = 12) | 1.8            | 1.4            | 1.5            | 1.7            | 1.9            | 56               |

**Source:** compiled by the authors

Table 2 demonstrated notable differences in the institutional maturity of stakeholder interaction. Tour operators and travel agents show the highest results, which correlates with their more active use of digital communication and coordination tools ( $C_1$ - $C_4$ ). Accommodation facilities score lower in terms of stakeholder participation in

decision-making ( $C_2$ ), while visitor attractions show stronger performance in the dimension of community orientation ( $C_5$ ), yet remain weaker in the use of digital interaction tools. To clarify contextual differences, a case analysis of three destinations with varying coordination frameworks and levels of institutional development was conducted (Table 3).

**Table 3.** Destination case maturity (indicative)

| Destination | Type of interaction   | Strengths  | Limitations                               |
|-------------|---|--|---|
| Lviv        | Systematic consultative formats, digital event mapping, cluster initiatives | High maturity of $C_1$ - $C_4$ ; co-branding practices | Sensitivity to event-based seasonality    |
| Vynnytsia   | Participatory planning, tourism information centre as facilitator           | Increased community engagement ( $C_5$ )               | Fragmentation of digital data systems     |
| Zakarpattia | Partnerships among eco-lodges, local gastronomic brands                     | Strong local identity and authenticity ( $C_5$ )       | Uneven levels of digitalisation ( $C_4$ ) |

Source: compiled by the authors

The analysis of the research findings indicates that the level of maturity of stakeholder-oriented strategies in Ukrainian tourism enterprises remains uneven and requires further improvement. First, a shortage of systematic mechanisms for stakeholder participation has been revealed: cooperation is often episodic rather than institutionalised, which necessitates the establishment of stable communication formats, such as advisory councils, public consultations and formal interaction protocols (Terebukh & Roik, 2023). Second, the digital maturity of enterprises remains insufficient: fragmented data environments and differing levels of technological readiness across regions complicate transparent coordination and highlight the need to develop unified digital platforms and a national registry of tourism resources (The State Agency for Tourism Development of Ukraine, 2024; Panagiotopoulou & Skoultos, 2025). Furthermore, partnership models in the tourism sector require expansion, as cooperation most frequently occurs within the framework of short-term projects and seldom evolves into long-term cluster-based structures (Lisovska & Mykhailyshyn, 2025). At the same time, the importance of community orientation is growing, since the involvement of local residents in co-creation strengthens the authenticity and resilience of tourist destinations. Therefore, further progress depends on enhancing institutional coordination, digital integration, and the empowerment of local communities as full participants in strategic tourism governance.

In the context of post-war reconstruction, improving the effectiveness of stakeholder-oriented management should be based on a shift from situational collaboration to institutionally embedded and digitally supported partnership models. The primary task is to establish stable mechanisms for stakeholder participation in strategic planning at both the enterprise and destination levels. This involves the creation of permanent advisory councils, tourism clusters and destination coordination offices, which ensure continuous dialogue, transparency of decision-making and shared responsibility among participants (Uhodnikova, 2020; Panagiotopoulou & Skoultos, 2025). A second priority is

the development of an integrated digital infrastructure for interaction, which includes unified regional and national open-data platforms for tourism resources, CRM systems for managing relationships with clients and partners, interactive route mapping tools and analytical dashboards for monitoring tourist flows (Velychko *et al.*, 2020; The State Agency for Tourism Development of Ukraine, 2024). Such instruments reduce information asymmetry, enhance transparency and support broader civic engagement. A third strategic direction is the strengthening of the role of local communities as equal co-creators of tourism value. This may be achieved through the joint development of destination branding platforms, coordination of cultural and event initiatives, support for local creative industries and promotion of small-scale hospitality formats (such as guest houses, boutique hotels and gastronomic clusters), as emphasised by L. Hopkalo *et al.* (2024) and L. Lisovska & V. Mykhailyshyn (2025). Community involvement increases trust, reinforces the authenticity of the tourism offer and enhances the resilience of destinations in the face of external challenges. A fourth strategic priority involves the expansion of partnership models with private investors, tour operators, logistics providers and service companies. O.I. Uhodnikova (2020) and L. Bezghinova (2022) argued, that in the post-war period, particular emphasis is placed on joint investment projects in tourism and hospitality infrastructure, co-marketing programmes, as well as the development of interregional and cross-border tourist routes. The final component concerns the implementation of a performance evaluation system for stakeholder interaction, which should incorporate indicators of participation, trust, socio-economic impact, repeat visitation and user satisfaction (Herasymenko, 2019; Terebukh & Roik, 2023; Roik *et al.*, 2025). Such a system would enable continuous monitoring of strategic decision-making and timely adjustment of development priorities within tourism enterprises. To specify potential trajectories for enhancing stakeholder interaction in the post-war period, key directions and corresponding managerial actions are summarised in Table 4.

**Table 4.** Directions for improving stakeholder interaction mechanisms in tourism enterprises in the post-war period

| Direction of improvement                          | Content/managerial actions  | Expected effect  | Key stakeholders   |
|---|---|--|--|
| Institutionalisation of stakeholder participation | Establishment of advisory councils, cluster councils, participatory planning platforms; formalisation of cooperation regulations and memoranda  | Reduced conflicts of interest; enhanced transparency and trust among market actors                     | Public authorities, local communities, tour operators, professional associations |
| Development of digital interaction infrastructure | Implementation of CRM systems, open-data portals, interactive event and route maps, dashboards for monitoring tourist flows                     | Transparent communication; timely managerial decisions; analytical support for destination development | Tourism enterprises, IT companies, local communities, tourists                   |
| Strengthening the role of local communities       | Co-creation of the tourist product; support of local cultural and gastronomic initiatives; participation of communities in destination branding | Increased authenticity of the tourism offers and stronger social support for tourism development       | Local communities, small businesses, destination management organisations        |
| Expansion of partnership models                   | Co-branding, joint event programmes, PPP initiatives, co-investment in infrastructure   | Increased investment activity; higher financial flows; market expansion                                | Private investors, accommodation providers, transport operators, tour operators  |
| Monitoring and evaluation system                  | Introduction of stakeholder engagement KPIs: participation level, trust, socio-economic impact, repeat visitation                               | Improved justification of strategic decisions; continuous enhancement of management practices          | Enterprise management, local government bodies                                   |

**Source:** compiled by the authors based on O.I. Uhodnikova (2020), V.A. Velychko *et al.* (2020), A. Terebukh & O. Roik (2023), The State Agency for Tourism Development of Ukraine (2024), L. Lisovska & V. Mykhailyshyn (2025), P. Panagiotopoulou & S. Skoultos (2025)

The proposed directions demonstrate that effective post-war recovery of tourism destinations requires not only technological modernisation and investment expansion, but also the creation of stable institutional mechanisms that ensure long-term coordination between public authorities, businesses, and local communities. Thus, enhancing the effectiveness of stakeholder interaction in Ukrainian tourism enterprises should be grounded in the institutionalisation of partnership, digital transparency, community participation and the co-creation of value, which collectively form the foundation for sustainable and competitive post-war recovery of tourism destinations. The findings of this study confirmed that stakeholder-oriented management is becoming an essential prerequisite for the resilience and competitiveness of tourism enterprises, particularly under crisis and post-war recovery conditions. This conclusion is consistent with the results of L. Kvasnii *et al.* (2023), who developed scenarios for the development of tourism enterprises in Ukraine during wartime and the post-war period. Their study emphasises adaptive management, diversification, and institutional flexibility as key survival factors. The present findings complement this approach by demonstrating that such adaptability largely depends on the maturity of stakeholder cooperation mechanisms and the ability of enterprises to build stable partnership networks.

The importance of evidence-based planning and stakeholder participation identified in this research corresponds with the conclusions of K. Pham *et al.* (2025). These authors showed that sustainable tourism planning is more effective when stakeholders are actively involved in data-driven decision-making processes. Similarly, the study found that stakeholder participation in managerial decisions (criterion  $C_2$ ) remains one of the weakest dimensions for Ukrainian enterprises, indicating substantial room for

improvement in participatory governance practices. A similar theoretical perspective is proposed by K.L. Andereck *et al.* (2025), who analysed community stakeholders' perceptions of tourism impacts and sustainability initiatives. They demonstrated that local residents support tourism development when they perceive clear socio-economic benefits and transparent governance. Consistency with this finding is also reflected in the higher overall maturity scores and greater resilience potential observed among enterprises and destinations characterised by stronger community orientation (criterion  $C_3$ ). The case of ecotourism destinations examined by M.R. Basyar *et al.* (2025) also supports these conclusions, demonstrating that systematic stakeholder management improves sustainability outcomes and destination coordination. Higher integral maturity levels were observed among enterprises characterised by stronger partnership initiatives and communication transparency, confirming the universal managerial value of coordinated stakeholder engagement. A theoretical explanation is provided by B.F. Bichler & M. Lösch (2019), who reviewed multi-stakeholder frameworks in destination management. The findings indicated that episodic cooperation is insufficient, whereas formalised advisory councils, clusters, and coordination offices represent more sustainable mechanisms for tourism governance. The role of territorial communities and governance structures is further confirmed by D. Jani (2023), who found that residents' perceptions of tourism development improve when governance models are inclusive and locally embedded. This supports the argument that post-war tourism recovery in Ukraine should rely on community co-creation and participatory destination planning. Overall, comparison with recent studies confirmed the validity of results and demonstrated that stakeholder-oriented strategies represent a practical

mechanism for strengthening tourism enterprise resilience, improving destination governance, and supporting sustainable post-war recovery.

### CONCLUSIONS

The conducted research has confirmed that the level of maturity of stakeholder-oriented management strategies in Ukrainian tourism enterprises is uneven and varies depending on the type of enterprise, destination, and institutional context. The most structured and regularised interaction is observed in relations with consumers of tourism services, supported by the extensive use of digital communication channels. In contrast, cooperation with local communities, public authorities and partner organisations often remains episodic and insufficiently formalised, indicating a low level of development of mechanisms for joint decision-making. The assessment of strategy maturity across the criteria of communication openness, stakeholder participation in planning, development of partnership networks, application of digital tools and community orientation demonstrated that tour operators and travel agencies are the most advanced in stakeholder-oriented management, whereas accommodation providers and visitor attractions exhibit lower levels of systematic interaction. The destination-based case analysis revealed that institutional maturity and the presence of coordination structures (such as tourism councils, cluster platforms, and tourist information centres) significantly enhance the effectiveness of stakeholder collaboration. In destinations where

such mechanisms are established, higher levels of trust, community engagement and co-creation of the tourism product are observed. In the context of post-war recovery, the key directions for strengthening stakeholder-oriented management include: institutionalising participation formats (advisory councils, cluster structures, cooperation memoranda); digitalisation of communication and analytical processes; strengthening the role of local communities in shaping the tourism offer; and developing long-term partnership models and co-investment initiatives. Thus, the stakeholder-oriented strategy should be considered a fundamental mechanism for ensuring sustainable, inclusive and competitive development of tourism enterprises and destinations in Ukraine as the sector undergoes reconstruction and transformation. Further research should focus on longitudinal assessment of stakeholder-oriented management practices in the post-war period, particularly regarding the impact of digital governance tools and intersectoral partnerships on the resilience and competitiveness of tourism destinations.

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# Оцінювання рівня сформованості стейкхолдер-орієнтованої стратегії управління туристичними підприємствами України

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**Анотація.** Дослідження присвячене оцінюванню рівня зрілості стейкхолдер-орієнтованих стратегій управління туристичними підприємствами України в умовах повоєнного відновлення. Актуальність дослідження зумовлена трансформацією туристичного ринку, зростанням ролі внутрішнього туризму та необхідністю збалансування інтересів туристів, місцевих громад, органів державної влади та бізнес-партнерів для забезпечення сталого розвитку туристичних дестинацій. Метою дослідження було визначення рівня зрілості взаємодії зі стейкхолдерами та обґрунтування напрямів її вдосконалення. Методологічна основа дослідження базувалася на поєднанні аналізу статистичних даних, експертних опитувань представників туристичних підприємств і кейс-аналізу окремих дестинацій. Оцінювання проводилося за системою критеріїв, що включала прозорість комунікації, участь стейкхолдерів у процесах прийняття рішень, розвиток партнерських ініціатив, використання цифрових інструментів та орієнтацію на потреби громади. Результати дослідження засвідчили нерівномірний рівень розвитку стейкхолдер-орієнтованих стратегій у різних сегментах туристичного ринку. Туроператори продемонстрували вищий рівень цифрової готовності та відкритості комунікації, тоді як заклади розміщення та туристичні атракції характеризувалися нижчим рівнем системності взаємодії. У дослідженні виявлено інституційні, організаційні та цифрові бар'єри, що обмежують ефективну співпрацю зі стейкхолдерами. Практична цінність дослідження полягає у розробленні рекомендацій, спрямованих на інституціоналізацію механізмів участі стейкхолдерів, розвиток цифрової інфраструктури взаємодії та посилення ролі місцевих громад у формуванні туристичного продукту, що сприятиме підвищенню конкурентоспроможності та стійкості туристичної сфери

**Ключові слова:** цифровізація; партнерські моделі; відновлення дестинацій; посткризове відновлення; транскордонні зв'язки