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## Глобальні тренди управління розвитком туристичного ринку

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**Анотація:** У статті здійснено комплексний аналіз глобальних трендів розвитку туристичного ринку в умовах сучасних соціально-економічних, технологічних та геополітичних трансформацій. Метою дослідження є виявлення та наукове узагальнення сучасних глобальних трендів розвитку туристичного ринку в умовах трансформації світової економіки, а також визначення їх впливу на зміну моделей функціонування міжнародного туризму та формування нових підходів до розвитку туристичної діяльності. Методологічною основою дослідження є сукупність загальнонаукових і спеціальних методів пізнання, зокрема аналіз і синтез, індукція та дедукція, системний і структурно-функціональний підходи, методи узагальнення наукових джерел, порівняльного аналізу та логічного моделювання. Інформаційну базу дослідження становлять наукові праці вітчизняних і зарубіжних учених, аналітичні матеріали міжнародних організацій, а також результати наукових дискусій і експертних оцінок у сфері туризму. У процесі дослідження уточнено змістовну характеристику глобального туристичного ринку як складної багаторівневої системи економічних і соціальних відносин. Систематизовано ключові чинники його розвитку та ідентифіковано домінуючі глобальні тренди, серед яких цифровізація туристичних послуг,



індивідуалізація туристичного попиту, зростання ролі сталого та відповідального туризму, посилення безпекових вимог і трансформація бізнес-моделей у туристичній індустрії. Обґрунтовано, що сучасний туристичний ринок перебуває у фазі структурної перебудови, що супроводжується зміщенням акцентів від масового туризму до більш гнучких, інноваційних і клієнтоорієнтованих форм туристичної діяльності. Зроблено висновок, що глобальні тренди розвитку туристичного ринку формують нову парадигму міжнародного туризму, яка потребує адаптації державної туристичної політики, інституційних механізмів і стратегій розвитку суб'єктів туристичного бізнесу. Отримані результати можуть бути використані у процесі стратегічного планування розвитку туристичної галузі та в подальших наукових дослідженнях проблем глобального туризму.

**Ключові слова:** глобальний туристичний ринок, міжнародний туризм, глобалізація, сталий розвиток, цифровізація, туристичні тренди.

### **Global trends in tourism market development management**

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**Abstract:** The article provides a comprehensive analysis of global trends in the development of the tourism market under contemporary socio-economic, technological, and geopolitical transformations. The purpose of the study is to identify and scientifically generalize current global trends in the development of the tourism market in the context of the transformation of the world economy, as well as to determine their impact on changes in the functioning models of international tourism and the formation of new approaches to the development of tourism activities. The methodological framework of the research is based on a combination



of general scientific and special methods of cognition, including analysis and synthesis, induction and deduction, systemic and structural-functional approaches, methods of generalizing scientific sources, comparative analysis, and logical modeling. The information base of the study consists of scientific works by domestic and foreign scholars, analytical materials of international organizations, as well as the results of scientific discussions and expert assessments in the field of tourism. In the course of the research, the substantive characteristics of the global tourism market as a complex multilevel system of economic and social relations are clarified. Key factors influencing its development are systematized, and dominant global trends are identified, including the digitalization of tourism services, the individualization of tourism demand, the growing role of sustainable and responsible tourism, the strengthening of security requirements, and the transformation of business models in the tourism industry. It is substantiated that the modern tourism market is undergoing a phase of structural transformation, accompanied by a shift in emphasis from mass tourism to more flexible, innovative, and customer-oriented forms of tourism activity. The study concludes that global trends in the development of the tourism market are shaping a new paradigm of international tourism, which requires the adaptation of state tourism policy, institutional mechanisms, and development strategies of tourism business entities. The obtained results can be used in the process of strategic planning of tourism sector development and in further scientific research on global tourism issues.

**Keywords:** global tourism market, international tourism, globalization, sustainable development, digitalization, tourism trends.

### **Problem Statement.**

In the contemporary context of global economic development, the tourism market is undergoing profound structural and functional transformations driven by globalization and digitalization processes, the intensification of environmental and security challenges, and shifts in consumer behavior patterns. Tourism increasingly



functions not merely as a distinct sector of the economy, but as an integrated system of intersectoral linkages that influences the socio-economic development of countries and regions, the formation of human capital, and international competitiveness.

At the same time, the modern global tourism market is characterized by heightened instability, a high sensitivity to external shocks, and asymmetric development of individual tourist destinations. Existing models of tourism market functioning, formed under the dominance of mass tourism, are becoming progressively less consistent with new realities associated with the growing role of innovation, sustainable development, and the individualization of tourist demand. This necessitates a rethinking of theoretical approaches to tourism market analysis and a refinement of the content of key global trends shaping its development.

The core problem lies in the absence of a comprehensive scientific vision of contemporary global trends in the development of the tourism market and in the insufficient level of their systematization, taking into account the integrated impact of economic, social, technological, and political factors. The fragmented nature of existing research complicates the formation of effective mechanisms for adapting the tourism industry to conditions of continuous transformation and limits the possibilities for the practical application of scientific findings in the field of tourism governance.

The identified problem is directly related to important scientific objectives, in particular the development of the theory of international tourism, the improvement of methodological approaches to the study of global markets, and the formation of new concepts for the development of tourism activities under conditions of instability. Addressing this problem will contribute to deepening scientific understanding of the patterns governing the functioning of the tourism market and the mechanisms of its structural transformation.

At the same time, the problem has a pronounced practical dimension, as the research findings can be applied in the process of developing strategies for the tourism industry, shaping public tourism policy, enhancing the competitiveness of



tourist destinations and tourism business entities, and responding to contemporary societal demands related to ensuring sustainable economic development, the efficient use of tourism potential, and the adaptation of national tourism systems to global challenges.

### **Analysis of Recent Research and Publications.**

During 2021-2025, scholarly publications on tourism market issues demonstrate a shift in emphasis from a “crisis-oriented description” toward explaining the mechanisms of resilience, adaptation, and structural transformation of tourism. Syntheses of materials from international organizations indicate a recovery of international tourist flows to nearly pre-pandemic levels (in 2024 approximately 99% of the 2019 level), as well as further growth in 2025. Under these conditions, researchers increasingly view the tourism market as a system evolving under the simultaneous influence of technological, security-related, and socio-economic factors, which requires new approaches to governance and management.

A substantial body of recent research is devoted to the digital transformation of tourism and the innovative restructuring of organizations. The focus is on how digital solutions, innovation laboratories, and the management of digital competencies accelerate process renewal and transform the business models of tourism organizations [10]. In parallel, conceptual approaches are being developed that interpret digitalization as an evolutionary process with distinct stages and drivers, reshaping the competitive environment of the tourism market [11]. As a result, digitalization is no longer viewed merely as a “sales channel,” but as a factor that transforms value propositions, models of interaction with tourists, and the logic of tourism value creation.

At the same time, contemporary literature increasingly strengthens the link between digitalization and sustainable development. Studies show that digital platforms and solutions can simultaneously enhance the efficiency of managing tourist flows and support the achievement of sustainable development goals, while also generating new regulatory challenges [9]. At the policy level, the OECD



emphasizes the need for coordinated governance solutions to ensure more resilient, inclusive, and balanced tourism development, particularly in response to the “overtourism” of certain destinations and the environmental consequences of demand recovery [7]. A similar framework is outlined in strategic analytical reports, where tourism transformation is associated with the “principles of transformational growth” and the need to shift toward more regenerative practices [8].

A distinct segment of research conducted in 2023-2025 focuses on tourism in Ukraine under wartime conditions, where issues of security, consumer behavioral adaptation, and future recovery become central. In scholarly publications, domestic tourism is considered a promising direction for supporting regional development and maintaining economic activity [1], as well as a foundation for the subsequent post-war recovery of the tourism sector [2-3]. Studies adopting a cluster-based approach emphasize the potential of regional tourism clusters for territorial revitalization and the strengthening of local competitiveness [4]. Alongside this, conceptual interpretations of tourism development in Ukraine are emerging through the lens of “living systems” and regenerative transformation [5].

Analytical and applied sources complement the academic foundation with specific observations on changes in the hospitality market and tourism infrastructure. In particular, analyses of the Ukrainian hotel market highlight technological adaptation and the search for new opportunities under crisis conditions [13]. News reports also document the intensification of domestic tourism as a driver of hotel and apartment project development in 2024-2026 [12]. At the same time, international information sources note Ukraine’s strategic steps toward preparing for post-war tourism recovery through partnerships with major travel companies [15].

Despite the broad representation of this topic, the literature review makes it possible to identify unresolved aspects of the problem that define the scientific niche of the article. First, a significant share of studies addresses trends in isolation (digitalization, sustainability, security) and provides insufficient explanation of their interaction and combined impact on the structure of the tourism market. Second,



there is a lack of a coherent analytical linkage between macro-level trends and changes at the meso- and micro-levels—specifically, how these trends transform institutional mechanisms (standards, stakeholder coordination, regulation) and business models (value propositions, channels, partnerships, monetization). Third, within the Ukrainian context, further research is needed on integrating the security dimension with the principles of sustainable development and innovation in destination and product management, ranging from domestic tourism to scenarios of post-war recovery. These gaps determine the logic of the subsequent analysis within the framework of this article.

### **Identifying Previously Unresolved Aspects of the Overall Problem.**

Despite the substantial number of academic studies devoted to the development of the tourism market, a range of key aspects of the overarching problem remains insufficiently explored or only fragmentarily addressed. First and foremost, this concerns a comprehensive interpretation of contemporary global trends in tourism market development under conditions of multifactor transformations of the world economy. The limited attention to these aspects can be explained by the interdisciplinary nature of tourism-related issues, the rapid pace of change in the global environment, and the predominance of applied research over conceptual inquiry. At the same time, these unresolved components are crucial for a deeper understanding of current patterns of tourism market development and for the design of adequate governance mechanisms.

The examination of these aspects is necessary to achieve the overall purpose of the article, as it enables a transition from a fragmented description of individual tendencies to a systemic analysis of global tourism market trends. Within the framework of this paper, the following specific issues are addressed: clarifying the substantive characteristics of global tourism trends; identifying their interrelationships and their impact on the transformation of the tourism market; and substantiating directions for adapting tourism activities to contemporary global challenges.



### **Formulation of the Article's Objectives (Statement of Purpose).**

The purpose of this article is to provide a scientific substantiation of contemporary global trends in the development of the tourism market under conditions of transformation of the world economy and to determine the directions of their influence on changes in the models of international tourism functioning.

Achieving this purpose necessitates the resolution of interrelated and logically consistent objectives that reflect the relevance of the study and the structure of the article, namely:

To identify and systematize the key factors driving tourism market development that emerge under the influence of economic, social, technological, and security-related transformations.

To identify contemporary global trends in tourism market development and to reveal their substantive characteristics from the perspective of scientific analysis.

To examine the relationship between global trends and the transformation of institutional and business models of tourism activity.

To substantiate prospective directions for adapting the tourism market to contemporary global challenges, taking into account the principles of sustainable development and innovation.

The formulated objectives are objective and scientifically grounded, as they are based on an analysis of the current state of tourism market development and the identified unresolved aspects of the overall problem. Their achievement will make it possible to form a comprehensive vision of trends in international tourism development and to provide a scientific contribution to the advancement of the theory and practice of tourism management.

### **Presentation of the Main Research Material.**

The development of the tourism market in contemporary conditions is determined by a set of interrelated factors shaped by profound transformations in the global economy and society. Tourism as a socio-economic phenomenon is increasingly dependent on changes in the global environment, which necessitates a



comprehensive analysis of the factors that influence its functioning and dynamics (Fig. 1).

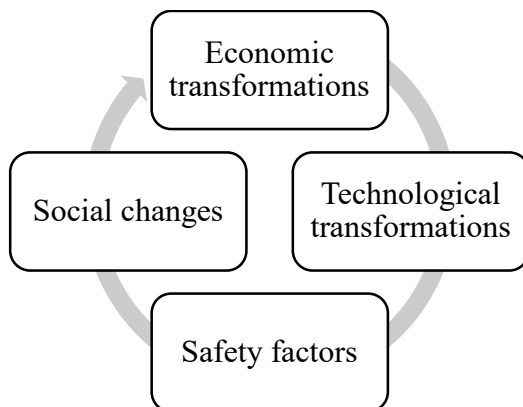


Fig. 1. A Set of Factors Shaping Tourism Market Development under the Transformation of the Global Economy

*Source: compiled by the author based on analysis[7]*

Economic transformations play a decisive role in shaping the tourism market, as population income levels, investment activity, the development of transport infrastructure, and fluctuations in the macroeconomic environment directly affect the volume of tourist flows and the structure of tourism consumption. Under conditions of global instability, economic factors gain particular significance and necessitate the adaptation of tourism activities to new realities.

Social changes associated with demographic processes, urbanization, lifestyle transformation, and increasing population mobility have a substantial impact on the formation of tourism demand. Shifts in consumers' value orientations contribute to growing demand for individualized and experience-oriented tourism products, which, in turn, stimulates the renewal of supply in the tourism market.

Technological transformations act as one of the key drivers of tourism market development, altering the ways in which tourism activities are organized and how participants interact. The active implementation of digital technologies, online



platforms, and information services enhances the accessibility of tourism services and transforms business models within the tourism sector.

Security-related factors, including medical, environmental, and geopolitical risks, exert a significant influence on tourism market development. Increased attention to tourist safety changes the directions of tourist flows and approaches to tourism planning, which necessitates the consideration of the security dimension when analyzing tourism market development.

The systematization of economic, social, technological, and security factors makes it possible to form a holistic understanding of the patterns governing tourism market development under contemporary conditions. Such an approach creates a scientific basis for further research into global trends and for substantiating the prospects for transforming tourism activities.

The modern tourism market is shaped by a number of global trends that reflect profound structural changes in the world economy, society, and the technological environment. These trends are systemic in nature and determine the directions of transformation of tourism activities, altering traditional approaches to the organization, consumption, and management of tourism services. One of the dominant global trends is the digitalization of the tourism market, which encompasses all stages of tourism consumption from travel planning to the post-travel experience. The development of digital platforms, online booking systems, and information services transforms interaction between consumers and providers of tourism services, increasing market transparency and reshaping the competitive environment.

An important trend in the development of the tourism market is the growing role of sustainable and responsible tourism, driven by the tightening of environmental constraints and shifts in tourists' value orientations. Tourist destinations increasingly focus on the preservation of natural resources and cultural heritage, as well as on supporting local communities, which shapes new approaches to the development of tourism infrastructure.



The trend toward the individualization of tourism demand is gaining significant importance, manifested in the growing demand for unique, personalized tourism products and authentic travel experiences. Changes in consumer preferences facilitate a transition from mass tourism to more flexible forms of tourism activity oriented toward the specific needs of tourists.

Particular attention should be paid to the strengthening of the security dimension in tourism market development, encompassing medical, environmental, and geopolitical aspects. Ensuring tourist safety becomes a key condition for the competitiveness of tourist destinations and determines the directions of tourism flow development.

The generalization of the substantive characteristics of contemporary global trends in tourism market development makes it possible to conclude that the market is transitioning to a new model of functioning based on innovation, sustainability, and customer orientation. The identification of these trends creates a theoretical foundation for further analysis of the prospects for international tourism development and for the formulation of effective strategies for tourism management.

Contemporary global trends in tourism market development lead to profound changes in the institutional environment and business models of tourism activities. This transformation occurs under the influence of digitalization, changes in consumer behavior, heightened security requirements, and a focus on sustainable development, which necessitates the adaptation of traditional mechanisms of tourism sector functioning (Table 1).

The digitalization of the tourism market contributes to a reassessment of the role of key institutions and actors in tourism activities. The proliferation of online platforms and digital services changes the structure of interaction between producers and consumers of tourism services, reducing the role of intermediaries and shaping new business models oriented toward direct communication channels and personalized services.



Table 1

The relationship between global trends in the development of the tourism market and the transformation of institutional and business models of tourism activities

Global trend in tourism market development	Nature of impact on the institutional environment	Transformation of tourism business models
Digitalization of tourism	Formation of new regulatory approaches to digital platforms, strengthening the role of information infrastructure	Transition to platform, customer-oriented and digital business models
Sustainable and responsible tourism	Integration of environmental and social standards into tourism policy and regulation	Focus on long-term value, greening of services and social responsibility
Individualization of tourism demand	Adaptation of institutional norms to flexible formats of tourism activities	Development of personalized, modular and niche tourism products
Strengthening security requirements	Introducing new security standards and risk management mechanisms	Modifying operational processes and increasing security and control costs
Development of the sharing economy	The need for institutional regulation of new forms of tourism activities	The emergence of hybrid business models and new formats of tourism services
Regionalization of tourist flows	Strengthening the role of local and regional tourism management institutions	Business orientation towards domestic and regional markets

Source: authors' own development

The global trend toward sustainable development drives the transformation of institutional approaches to regulating tourism activities. Public authorities and international institutions increasingly integrate principles of environmental responsibility, social inclusiveness, and long-term economic efficiency into tourism development strategies, which affects the structure of the tourism business and the requirements for its operation. Changes in tourism demand models stimulate the adaptation of business models to individualized consumer needs.

Tourism enterprises are shifting from standardized package offers to flexible service formats that involve modularity, customization, and the use of innovative technologies for managing the customer experience.

The strengthening of security-related factors influences the formation of new institutional norms and standards for tourism activities. The introduction of safety



protocols, certification requirements, and risk management mechanisms alters the organizational structures of tourism enterprises and approaches to managing tourist flows.

Adapting the tourism market to contemporary global challenges requires a rethinking of development approaches, taking into account long-term economic, social, and environmental priorities. The instability of the global environment necessitates a transition from extensive models of tourism growth to balanced forms of development oriented toward enhancing the resilience of tourism systems.

One of the promising directions for adapting the tourism market is the integration of sustainable development principles into tourism policy formulation and the management of tourist destinations. This involves the rational use of natural resources, the preservation of cultural heritage, and the engagement of local communities in tourism development processes, thereby contributing to increased socio-economic efficiency of tourism.

Another important direction of adaptation is the active implementation of innovative technologies in tourism activities, particularly digital solutions that enhance the quality of tourism services and optimize management processes. The use of innovations facilitates the formation of flexible business models and strengthens the competitiveness of tourism enterprises under conditions of global competition.

Special attention should be given to the development of adaptive mechanisms for tourism market governance that are capable of responding promptly to external challenges and risks. This includes improving institutional regulatory instruments, enhancing the level of safety in tourism activities, and establishing a system for monitoring changes in the global tourism environment. Identifying prospective directions for tourism market adaptation allows for the conclusion that the combination of sustainable development principles and innovation is a key condition for ensuring its long-term stability. The implementation of these directions creates the prerequisites for the effective functioning of the tourism market and its successful integration into the global economic space.



## Conclusions.

The study has established that the contemporary tourism market operates under conditions of profound economic, social, technological, and security-related transformations that drive changes in its traditional development models. Tourism increasingly exhibits the characteristics of a complex dynamic system that is sensitive to global challenges and external shocks, which underscores the need for a systemic scientific analysis of the patterns governing its functioning.

The generalization of key factors influencing tourism market development has made it possible to identify their integrated nature and interdependence, which determine the directions of transformation of tourism demand, supply, and the institutional environment. It has been demonstrated that the combined impact of economic, social, technological, and security factors creates new conditions for the development of tourism activities and necessitates the adaptation of the tourism market to a changing global environment.

It has been determined that adaptation of the tourism market to contemporary global challenges should be based on the integration of sustainable development principles and innovation into its operational strategies. The obtained results can be used in the formulation of public tourism policy, the development of strategies for tourist destination development, and in further scientific research on issues of global tourism development.

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