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TRANSFORMATION OF COMPETITIVE RELATIONS IN THE RESORT AND RECREATIONAL SERVICES MARKET

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Gogunsk O. A., Humeniuk V. V. Transformation of Competitive Relations in the Resort and Recreational Services Market

The relevance of the study is driven by the need to analyze the processes of the transformation of competitive relations in the resort and recreational services market under conditions of the digital transformation of the economy, Ukraine's European integration, the spread of sustainable development principles, the intensification of economic concentration processes, and the structural changes caused by the full-scale war. Contemporary transformational processes substantially change the nature of the competitive interaction of economic entities, the sources of the formation of competitive advantages, the mechanisms of State regulation, and the conditions of the functioning of the sectoral market, which necessitates the improvement of existing approaches to the study of competitive relations. The aim of the article is to substantiate the conceptual foundations of the transformation of competitive relations in the resort and recreational services market amid the contemporary challenges of national economic development. The study employs the methods of scientific abstraction, analysis and synthesis, the systemic approach, structural and logical generalization, comparative analysis, graphical modeling, and functional formalization. The information basis of the study comprises the propositions of the contemporary theory of competition and institutional economics, regulatory legal acts, the results of the research of domestic and foreign scholars, and the materials of international organizations. The specifics of the transformation of competitive relations in the resort and recreational services market are examined under the influence of institutional changes, economic concentration, digital transformation, State competition policy, security challenges, and the implementation of sustainable development principles. As a result of the study, an authors' structural and logical model of competitive relations, a conceptual model of the strategic competitive choice of enterprises, and a functional model of the transformation of competitive relations have been developed. It is found that the contemporary transformation of competitive relations is characterized by a change in the sources of competitive advantages and a strengthening of the role of digital technologies, innovation, partner interaction, institutional capacity, the security of functioning, and the integration of sustainable development principles. A conception for studying the transformation of competitive relations is substantiated by combining the institutional approach, contemporary competition policy, and the functional modeling of the processes of the development of the competitive environment. The obtained scholarly results can be used in forming State competition policy, developing development strategies for resort-recreational enterprises, preparing regional tourism development programs, and substantiating managerial decisions in the process of Ukraine's postwar recovery.

Keywords: antimonopoly regulation; concentration; sectoral market; competition; competitiveness; resort and recreational industry; sustainable development.

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Гогунська О. А., Гуменюк В. В. Трансформація конкурентних відносин на ринку курортно-рекреаційних послуг

Актуальність дослідження зумовлена необхідністю аналізу процесів трансформації конкурентних відносин на ринку курортно-рекреаційних послуг в умовах цифрової трансформації економіки, європейської інтеграції України, поширення принципів сталого розвитку, посилення процесів економічної концентрації і структурних змін, спричинених повномасштабною війною. Сучасні трансформаційні процеси істотно змінюють характер конкурентної взаємодії суб'єктів господарювання, джерела формування конкурентних переваг, механізми державного регулювання та умови функціонування галузевого ринку, що зумовлює необхідність удосконалення наявних підходів до дослідження конкурентних відносин. Мета статті полягає в обґрунтуванні концептуальних засад трансформації конкурентних відносин на ринку курортно-рекреаційних послуг в умовах сучасних викликів розвитку національної економіки. У дослідженні використано методи наукової абстракції, аналізу і синтезу, системного підходу, структурно-логічного узагальнення, порівняльного аналізу, графічного моделювання та функціональної формалізації. Інформаційну основу дослідження становлять положення сучасної теорії конкуренції, інституціональної економіки, нормативно-правові акти, результати наукових досліджень вітчизняних і зарубіжних учених, а також матеріали міжнародних організацій. Досліджено особливості трансформації конкурентних відносин на ринку курортно-рекреаційних послуг під впливом інституційних змін, економічної концентрації, цифрової трансформації, державної конкурентної політики, безпекових викликів та імплементації принципів сталого розвитку. За результатами дослідження розроблено авторську структурно-логічну модель конкурентних відносин, концептуальну модель стратегічного конкурентного вибору підприємств і функціональну модель трансформації конкурентних відносин. Встановлено, що сучасна трансформація конкурентних відносин характеризується зміною джерел конкурентних переваг, посиленням ролі цифрових технологій, інновацій, партнерської взаємодії, інституційної спроможності, безпеки функціонування та інтеграцією принципів сталого розвитку. Обґрунтовано концепцію дослідження трансформації

конкурентних відносин шляхом поєднання інституційного підходу, сучасної конкурентної політики та функціонального моделювання процесів розвитку конкурентного середовища. Отримані наукові результати можуть бути використані під час формування державної конкурентної політики, розроблення стратегій розвитку підприємств курортно-рекреаційної сфери, підготовки регіональних програм розвитку туризму та обґрунтування управлінських рішень у процесі післявоєнного відновлення України.

Ключові слова: антимонопольне регулювання; концентрація; галузевий ринок; конкуренція; конкурентоспроможність; курортно-рекреаційна індустрія; сталий розвиток.

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INTRODUCTION

The current stage of world economic development is characterized by a structural and institutional transformation of competitive relations under the influence of globalization, digitalization, the concentration of capital, the spread of sustainable development principles, and changes in the mechanisms of state regulation of markets. Under these conditions, competition ceases to be solely an instrument of market rivalry between business entities, acquiring the features of a complex institutional system, within whose coordinate system competitive advantages are formed thanks to the economic efficiency of enterprises, through the quality of the institutional environment, the level of digital maturity of the economy, innovation potential, the environmental responsibility of business, and the effectiveness of competition policy.

For Ukraine, these processes are unfolding amid Russia's full-scale military aggression, which has become a powerful catalyst of the structural and institutional transformation of the national economy. The war has substantially altered the configuration of sectoral and regional markets, caused the destruction of production, transport, and tourism infrastructure, the loss of part of the natural and recreational potential, and the relocation of enterprises. Alongside this, martial law has accelerated the digital transformation of the economy, activated the development of new management models, heightened the need to ensure the economic resilience of business entities, and brought to the fore a rethinking of approaches to the state regulation of competitive relations. Under such conditions, the formation of an effective competitive environment becomes one of the defining factors of the state's economic security, post-war recovery, and the long-term competitiveness of the national economy.

These processes acquire particular relevance in the resort and recreational services market, which is

characterized by a high dependence on the state of natural and recreational resources, infrastructure development, investment activity, digital technologies, environmental standards, and the effectiveness of state regulation. The resort and recreational services market was among the first to feel the consequences of military aggression through the loss of a significant part of the recreational territories of the Autonomous Republic of Crimea, the reduction of tourist flows, changes in consumer priorities, growing entrepreneurial risks, and the need to adapt to functioning under martial law. At the same time, even under martial law, the development of the resort and recreational industry in Ukraine is accompanied by the intensification of economic concentration processes, the consolidation of capital, the enlargement of business entities, the spread of digital platforms, changes in service delivery models, and the introduction of innovative management technologies, which substantially transforms the nature of competitive relations.

Concentration is an objective consequence of market evolution and one of the key factors of the structural transformation of a sectoral market, providing economies of scale, increasing the investment attractiveness of enterprises, promoting the modernization of the material and technical base, the digitalization of business processes, the introduction of innovations, and the strengthening of competitive positions in domestic and international markets. At the same time, excessive concentration may lead to a weakening of the competitive environment, an increase in the market power of individual entities, restricted access of new participants to the market, and a deterioration of the conditions for the development of small and medium-sized enterprises.

Under such conditions, a key prerequisite for the effective development of the market becomes the formation of an institutional mechanism that ensures a balance between the economic efficiency of concen-

tration processes and the preservation of fair competition.

An important direction of the development of competitive relations is Ukraine's European integration, which envisages the harmonization of national competition legislation with the competition law of the European Union, the improvement of mechanisms for controlling economic concentration, the development of modern competition-policy institutions, and the implementation of sustainable development principles. At the same time, the digitalization of the economy, the spread of platform business models, the integration of the «Environmental – Social – Governance» (ESG) approaches, and the need to ensure the effective use of natural and recreational potential form fundamentally new requirements for the mechanisms of state regulation of the development of the resort and recreational services market. These processes drive a transition from the traditional model of analyzing and controlling the concentration of business entities to comprehensive institutional management of the development of competitive relations in the resort and recreational services market, with its entire multifaceted subject structure.

LITERATURE REVIEW AND ANALYSIS OF PREVIOUS STUDIES

The theoretical foundations of the study took shape in the context of new institutional economics, which regards institutions as a decisive factor in the functioning of markets and the provision of effective economic development. The fundamental propositions of institutional theory were formulated by D. North, who defined institutions as the “rules of the game” in society that shape the incentives of economic behavior, reduce the uncertainty of the economic environment, and affect the level of transaction costs [19].

The further development of the institutional approach is associated with the research of O. Williamson, who advanced the theory of transaction costs and proposed the concept of institutional governance mechanisms. The scholar argues that market efficiency depends not only on the competitive interaction of economic agents but also on the ability of institutions to ensure the minimization of transaction costs, the coordination of economic activity, and the formation of effective models of state regulation [24].

Representatives of the OECD have substantiated theoretical and empirical evidence of the impact of competition on the performance of economic systems. In particular, the work «Competition, Innovation and Productivity Growth» demonstrates that strengthening competition creates incentives for the innovative activity of enterprises, promotes labor-

productivity growth, and ensures long-term economic growth [14].

The further development of these propositions is reflected in the OECD's contemporary analytical documents, where competition policy is defined as one of the key instruments of economic governance. It is noted that effective competition is an important factor in increasing productivity, stimulating innovation, growing consumer welfare, and developing open, dynamic, and competitive markets. Contemporary challenges associated with the digitalization of the economy, the development of platform models, and increasing market concentration require the modernization of traditional approaches to the state regulation of competitive relations [20; 21; 22].

Investigating the mechanism of the influence of global supranational institutions on the transformation of national markets, A. Mazaraki, Yu. Umantsiv, and V. Humeniuk substantiate the role of the World Economic Forum as an institutional catalyst of macro-economic transformations. The authors argue that the normative influence of the WEF is realized through a triad of transformational vectors: competitiveness, digitalization, and the energy transition, and its effectiveness is substantially enhanced in the case of synergy with European integration processes [18].

An analysis of the specifics of the functioning of markets for medical services, the role of state regulation, certification mechanisms, and information asymmetry is presented in the work of D. D. Dranove. It is argued that medical services belong to the category of “trust goods” (*credence goods*), which the consumer is unable to objectively assess either before their purchase or after consumption. Since a significant part of resort-recreational and sanatorium-resort services belongs to the category of *credence goods*, state regulation, licensing, certification, and accreditation acquire particular importance, as they reduce information asymmetry, increase consumer trust, and form the prerequisites for fair competition [15, p. 639–650].

N. Vedmid substantiates the concept of the transformation of the sanatorium-resort sphere into the resort-recreational one, linking it to structural changes in demand and supply that manifest in a reduction of the treatment component, a strengthening of the role of wellness services, a decrease in social financing, and a growing influence of consumers on the formation of market supply [3, p. 18].

N. Vernihorova examines the economic and legal factors of sanatorium-resort treatment and rehabilitation [4, p. 127–130].

O. Babiak substantiates conceptual approaches to improving the state administration of the preven-

tive and rehabilitation activities of sanatorium-resort institutions [1, p. 76–78].

L. Bezruchko, S. Bilous, and M. Fil analyze the problems of the adaptability and recovery of the hotel industry under wartime challenges [2].

O. Marchenko and I. Kozin substantiate institutional mechanisms for ensuring the recovery, adaptability, and sustainable development of Ukraine's resort-recreational complex in the post-war period [9, p. 102–105].

Yu. Dziurakh and R. Huts examine the specifics of the state regulation and functioning of the tourism industry under the legal regime of martial law, focusing on the need to adapt state-policy mechanisms to contemporary security challenges [8, p. 78–82].

N. Niecheva, I. Davydenko, and O. Shykina substantiate directions for improving service quality and developing services in the resort hotel complexes of Ukraine under contemporary market transformations [10].

The monograph «The Tourist and Recreational Potential of the Azov Region: State, Challenges, Strategic Guidelines» examines the prospects for the post-war recovery of the Azov region, identifies the key factors of its development, and substantiates strategic guidelines for increasing the competitiveness of the tourist-recreational sphere [13].

The monograph «State Regulation of the Resort and Recreational Sphere» substantiates that the development of the resort-recreational sphere is accompanied by a transformation of its organizational and economic model, the reorientation of sanatorium-resort institutions toward a multifunctional format of activity, and a growing role of institutional mechanisms of state regulation and self-regulation in shaping the rules governing the market and the competitive environment [6, p. 152].

Despite the significant body of scholarship on competition policy and the development of the tourist-recreational sphere, the theoretical and methodological foundations of the transformation of competitive relations in the resort and recreational services market remain insufficiently developed. The analysis of scholarly sources revealed the absence of a holistic concept that would integrate the institutional approach, mechanisms for regulating concentration, digital transformation, sustainable development principles, European integration, and the challenges of Ukraine's post-war recovery, which determines the scholarly focus of this study.

AIM AND METHODS OF THE STUDY

The aim of the article is to substantiate the conceptual foundations of the transformation of competitive relations in the resort and recreational services

market amid the contemporary challenges of national economic development.

Achieving this aim involves solving the following tasks:

- ✦ to examine the theoretical foundations of the transformation of competitive relations in the resort and recreational services market;
- ✦ to identify the structural elements of competitive relations and substantiate their conceptual model;
- ✦ to develop a conceptual model of the strategic competitive choice of resort-recreational enterprises;
- ✦ to determine the directions of the transformation of competitive relations under conditions of digitalization, sustainable development, European integration, and wartime challenges.

To achieve the stated aim, the methods of scientific abstraction, analysis and synthesis, comparative analysis, structural and logical generalization, and systemic and graphical modeling were used. The information base of the study comprises the scholarly works of domestic and foreign scholars on the problems of competition, institutional economics, and the functioning of sectoral markets, the regulatory legal acts of Ukraine, and international analytical materials.

RESULTS AND DISCUSSION

The transformation of competitive relations in the resort and recreational services market is a natural consequence of the profound structural changes taking place in the modern economy under the influence of globalization, digital transformation, the implementation of sustainable development principles, European integration, and the full-scale war in Ukraine. The comprehensive influence of these factors causes changes in the conditions of the functioning of the sectoral market, the behavioral models of its participants, the structure of competitive advantages, and the mechanisms of state regulation.

The Law of Ukraine «On the Protection of Economic Competition» does not contain a legal definition of the term «competitive relations». At the same time, an analysis of its provisions makes it possible to interpret competitive relations as a system of interaction among state authorities, local self-government bodies, bodies of administrative and economic management and control, business entities, consumers, and legal and natural persons that arises in the process of exercising economic competition [11].

Competitive relations in the resort and recreational services market are formed under the influence of the state policy for the protection of economic

competition implemented by the Antimonopoly Committee of Ukraine (AMCU). In accordance with Article 3 of the Law of Ukraine «On the Antimonopoly Committee of Ukraine», the main tasks of the regulator are to exercise state control over compliance with competition legislation, to prevent anti-competitive concerted actions and the abuse of a monopoly (dominant) position, to control economic concentration, to develop fair competition, to ensure a competitive environment in the sphere of public procurement, and to control the effectiveness of state aid. The performance of these functions contributes to the establishment of open and effective competitive relations in the resort and recreational services market [12].

Competitive relations in the resort and recreational services market are formed within a geospatial economic environment in which business entities compete for access to natural medicinal resources, the development of resort territories, the attraction of investment, the formation of tourist flows, and the strengthening of the competitive positions of individual resort destinations.

The competitive interaction of market participants takes place under conditions of specific state regulation, in which the mechanisms of licensing, certification, antimonopoly control, and the legislative provision of public procurement play an important role. The formation of an effective competitive environment requires not only ensuring fair access of business entities to resources but also creating conditions for the development of innovation, raising quality standards, and preventing the concentration of the market in the hands of individual entities. In order to systematize the structural elements of competitive relations, an author's structural and logical model of their functioning is proposed (Fig. 1).

The proposed concept for systematizing competitive relations makes it possible to comprehensively assess the resort and recreational services market through the interrelation of its subjects, objects, forms of competition, and instruments of state regulation. Amid contemporary challenges, the development of competitive relations in the resort and recreational services market requires the further improvement of the institutional environment, the assurance of the rule of law, the development of fair competition, and the minimization of corrupt practices.

Thus, by competitive relations in the resort and recreational services market we propose to understand the totality of economic interconnections among business entities, consumers, state authorities, local self-government bodies, and public organizations that arise in the process of exercising economic competition, are based on ordered legal norms, regulate the conditions

of access to resources, and determine market interaction.

The transformation of competitive relations in the resort and recreational services market is determined by a set of interrelated factors that form a new architecture of the competitive environment, change the mechanisms of state regulation, and influence the strategic choice of business entities. A systemic generalization of these processes made it possible to develop our authors' conceptual model of the transformation of competitive relations (Fig. 2).

The proposed conceptual model reflects the interrelation of the key factors of the transformation of competitive relations and the contemporary sources of the competitive advantages of resort-recreational enterprises. Its practical significance lies in the possibility of using it as a conceptual basis for developing enterprise development strategies and improving state competition policy.

Alongside the conceptual model, it is expedient to formalize the process of the transformation of competitive relations, which makes it possible to move from a qualitative description to their systemic analysis. To this end, a functional model for assessing the transformation of competitive relations in the resort and recreational services market is proposed (Formula 1).

$$ICR = f(INS, EC, DT, SD, GS, SEC), \quad (1)$$

where *ICR* – the integral level of the transformation of competitive relations in the resort and recreational services market;

INS – the level of institutional support of the competitive environment;

EC – the level of economic concentration of the market;

DT – the level of digital transformation of enterprises;

SD – the level of integration of sustainable development principles;

GS – the effectiveness of state regulation of competitive relations;

SEC – the level of security of the market's functioning.

The proposed functional model formalizes the influence of institutional, economic, digital, regulatory, security, and environmental factors on the transformation of competitive relations in the resort and recreational services market.

Resorts are strategic territorial complexes that represent the national wealth of the country and combine the economic, social, and environmental dimensions of the development of the national economic system. The resort-recreational sphere generates a sig-

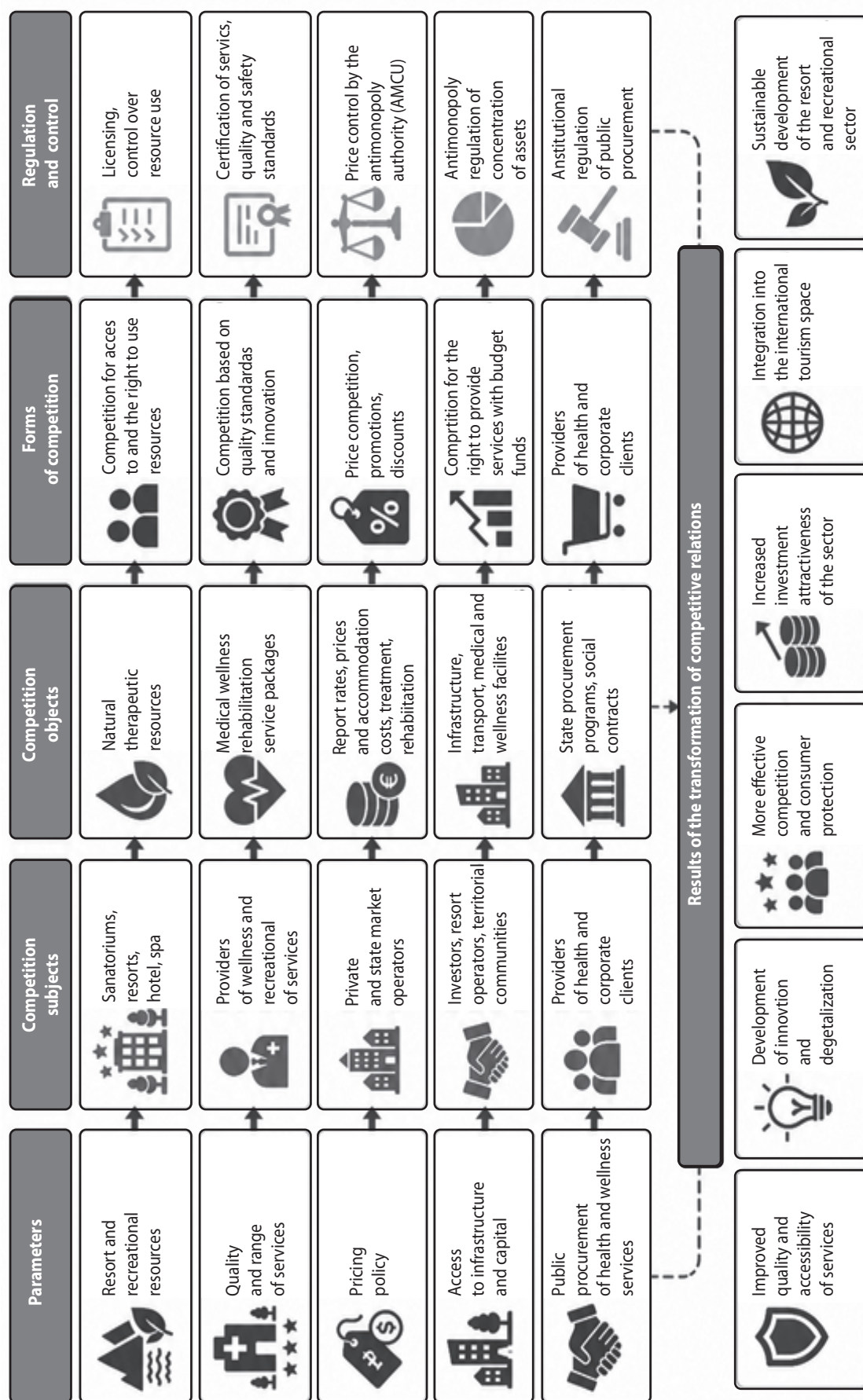


Fig. 1. Identification of the main parameters of competitive relations in the resort and recreational services market

Source: Authors' own elaboration based on [5, p. 182].

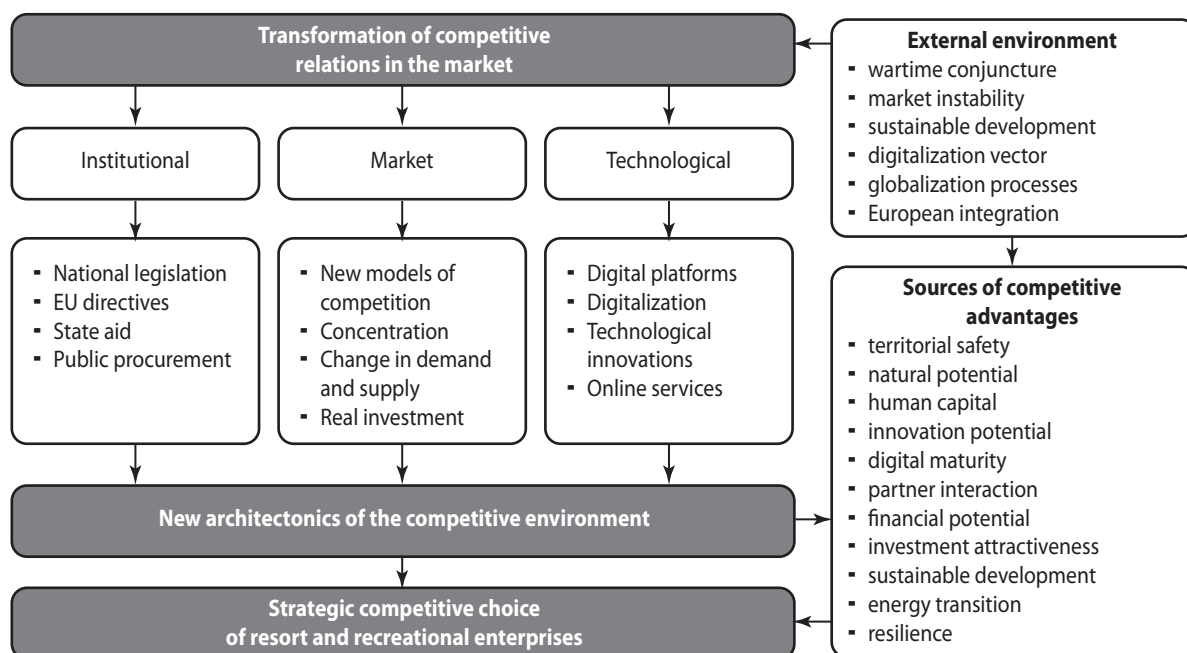


Fig. 2. Conceptual model of the transformation of competitive relations in the resort and recreational services market

Source: authors' own elaboration.

nificant multiplier effect, stimulating the development of transport, trade, construction, services, healthcare, and other related types of economic activity. However, amid macroeconomic instability and martial law in Ukraine, the competitiveness of resorts has come under pressure from external challenges that simultaneously affect the financial, institutional, social, and geo-spatial vectors of the development of regional markets of resort and recreational services [16].

Macroeconomic instability in Ukraine manifests through inflationary processes, devaluation fluctuations of the national currency, a rising cost of capital, and a decline in the purchasing power of the population. Under such conditions, domestic demand for resort and recreational services is substantially reduced, while their export potential is significantly constrained by wartime risks and a considerable decrease in international tourist flows. An additional deterrent to market development is the reduction in the volume of foreign investment, which limits the possibilities for modernizing resort-recreational infrastructure.

Martial law in Ukraine creates a qualitatively new situation: the territories are regarded by the international community as zones of heightened danger, which sharply limits tourist mobility. At the same time, it is precisely the security component that becomes a defining factor of the competitiveness of territories.

Classical approaches to determining the competitiveness of territories, in particular M. Porter's «dia-

mond of competitive advantage» model, make it possible to more clearly identify the vulnerable and strong aspects of Ukrainian resort-recreational regions. According to this model, success is formed under the influence of four groups of factors: the resource base, demand conditions, the presence of related and supporting industries, and the strategies and behavior of enterprises [23].

Under martial law, demand conditions have undergone the greatest transformation, which manifests in a decline in the population's purchasing power, a reduction in the duration of vacations, and a reorientation of consumers toward more affordable tourist-recreational products. At the same time, high wartime, investment, and regulatory risks substantially complicate the activity of business entities, affecting their strategic decisions and investment activity.

Factor preconditions remain one of Ukraine's key competitive advantages. Significant natural and recreational potential, the diversity of climatic zones, and the presence of mineral waters, therapeutic muds, and mountain and coastal territories form the basis of the industry's long-term competitiveness. At the same time, the effective use of this potential requires the modernization of infrastructure, the attraction of investment, and the introduction of modern management models.

An important element of M. Porter's model is related and supporting industries, whose development directly affects the competitiveness of the resort-recreational sphere. Transport infrastructure, medical

institutions, catering establishments, digital booking platforms, and cultural and sports facilities create a comprehensive tourist product and determine the level of competitive advantages of individual territories.

No less important a determinant is the strategy, structure, and nature of enterprise competition. The current conditions of the functioning of the resort and recreational services market encourage enterprises to diversify services, undergo digital transformation, develop partner networks, introduce innovative rehabilitation programs, and raise service standards. It is precisely the ability of enterprises to adapt quickly to changes in the external environment that increasingly determines the level of their competitiveness.

The temporary occupation of part of Ukraine's territories caused the loss of a significant part of the state's resort-recreational potential, which substantially changed the territorial structure of the sectoral market, the spatial concentration of business entities, and the modification of the competitive environment [17]. Under these conditions, the restoration of the competitiveness of de-occupied territories must be based not only on the reconstruction of infrastructure but also on the formation of a new model of competitive advantages, institutional security guarantees, and the integration of sustainable development principles.

An important strategic vector for the development of competitive relations is the formation of an effective domestic market of recreational services, an orientation toward affordable and short-term vacation formats, and the development of therapeutic-rehabilitation tourism. No less significant is the digitalization of the industry: the use of online-booking platforms, integrated marketing services, and systems for managing tourist flows increases efficiency and builds trust in territories. At the same time, it is expedient to form the brands of resort-recreational regions with clear security positioning.

The institutional dimension has particular strategic importance, since the coherence of the actions of the state, local self-government, and business determines the possibility of implementing anti-crisis strategies. The development of public-private partnership, the diversification of financing sources, and the introduction of programs to stimulate small and medium-sized business in the tourism sector will make it possible to reduce the level of risks and ensure the resilience of the system. At the same time, the formation of the concept of «sustainable competitiveness» means a transition from short-term decisions to long-term strategies capable of withstanding repeated shocks. The practical implementation of this approach

envisages the development of niche competitive advantages: from green and cultural tourism to specialized rehabilitation programs.

Thus, the competitiveness of resorts amid macro-economic instability and martial law is determined by multidimensional factors. Its basis is formed not only by the resource base but also by the effectiveness of managerial decisions, institutional coherence, service innovativeness, and the capacity to adapt. A promising model is one of resort-industry development that integrates domestic demand, digital technologies, security guarantees, and international experience. It is precisely such a model that can ensure the long-term recovery and enhancement of Ukraine's international competitiveness in the global market of resort and recreational services.

The resort-recreational industry performs an important socio-economic function, contributing to the preservation of the population's health, the creation of jobs, the development of infrastructure, and the formation of a positive image of regions. In the context of the post-war recovery of Ukraine's economy, the importance of the resort-recreational industry will grow. Growing consumer requirements, the digitalization of business processes, and intensifying competition necessitate the constant updating of the development strategies of resort-recreational enterprises.

The resort and recreational services market of Ukraine functions under the influence of a set of internal and external factors, among which the defining ones are military-political challenges, structural changes in the economy, the transformation of tourist flows, and growing consumer requirements for the quality, safety, and diversity of services. The conducted study demonstrated that the current stage of the industry's development is accompanied by a substantial change in the nature of competitive relations and the sources of the formation of enterprises' competitive advantages. Under these conditions, competitiveness is increasingly determined by the ability of business entities to adapt to digital transformation, European integration processes, the implementation of sustainable development principles, and dynamic changes in consumer priorities. In response to these challenges, we have developed a conceptual model of the strategic competitive choice of enterprises in the resort and recreational services market of Ukraine, which systematizes the key directions for forming competitive advantages (Fig. 3).

The developed conceptual model integrates regional diversification, innovative specialization, digital transformation, partner interaction, service management, sustainable development principles, and the financial potential of territories; it reflects the cause-and-

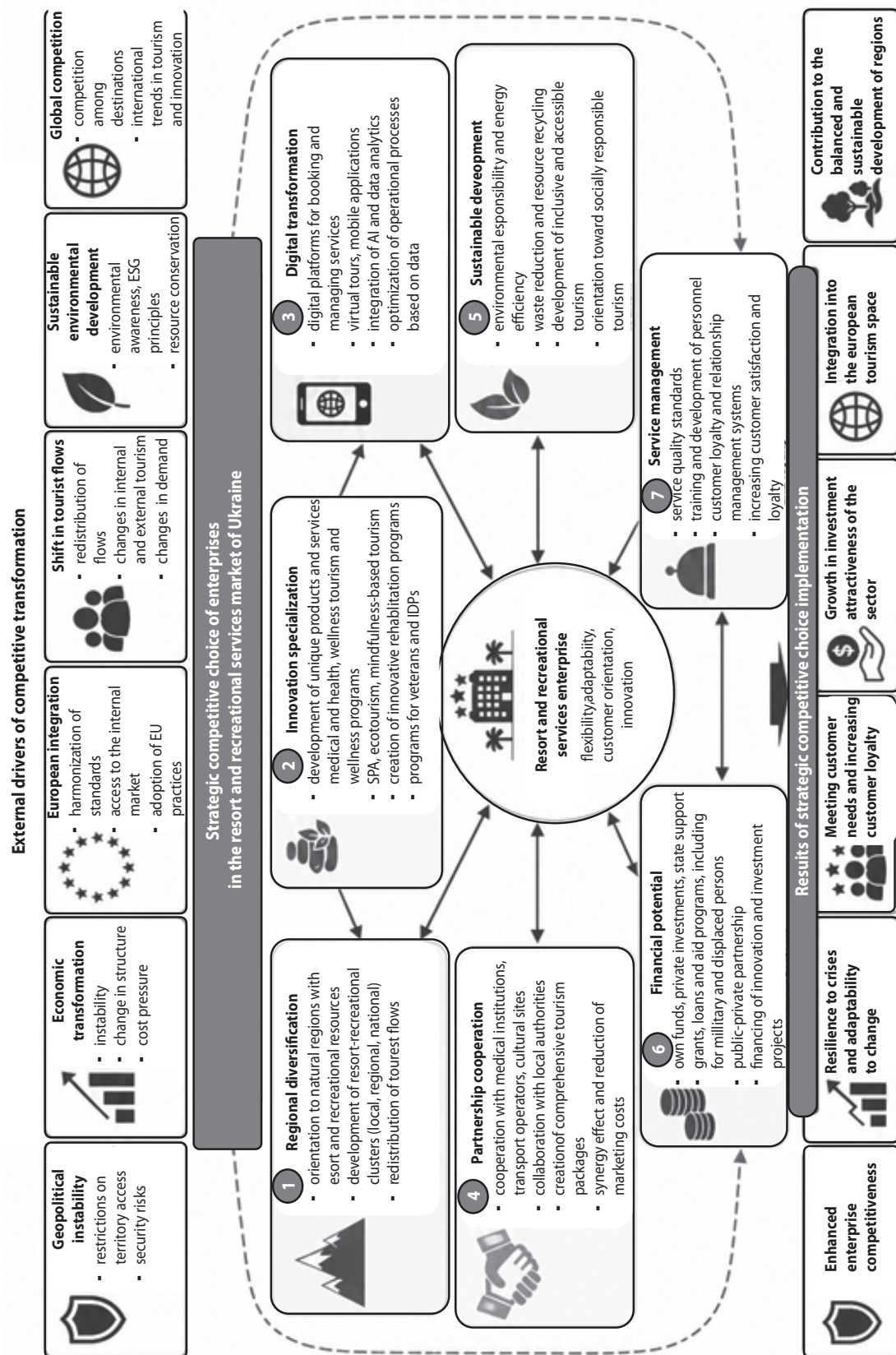


Fig. 3. Conceptual model of the strategic competitive choice of enterprises under the transformation of competitive relations in the resort and recreational services market

Source: Authors' own elaboration based on [7, p. 22–23].

effect relationships among the factors of the transformation of the competitive environment, the strategic choice of enterprises, and the results of their activity; and it can be used as a methodological basis for forming competitive strategies for the development of the resort industry and improving the state's competition policy. The practical implementation of the proposed conceptual model will contribute to increasing the adaptability of enterprises to contemporary challenges and to strengthening their competitive positions in the resort and recreational services market.

To formalize the process of the strategic competitive choice of resort-recreational enterprises, it is proposed to use the *Strategic Competitive Choice Index (SCCI)*, which summarizes the combined influence of the key strategic directions of the enterprise's development (Formula 2).

$$SCCI = \sum_{i=1}^n w_i \&_i, \quad (2)$$

where *SCCI* – the integral index of the strategic competitive choice of the enterprise;

– the normalized value of the *i*-th strategic factor of competitiveness;

w_i – the weighting coefficient of the corresponding factor;

n – the number of factors taken into account in the model.

In accordance with the developed conceptual model, the strategic factors may include: regional diversification, innovative specialization, digital transformation, partner interaction, service management, sustainable development, and the financial potential of the enterprise. The number of indicators is not fixed and is determined by the objectives of the specific study and the availability of the information base. To ensure the practical applicability of the model, it is proposed to determine the weighting coefficients w_i by the expert method, involving specialists in the field of competition policy, tourism economics, and the management of resort-recreational activity. This approach ensures the possibility of adapting the model to the specifics of the functioning of individual regions, types of services, and the current conditions of the transformation of the resort and recreational services market.

CONCLUSIONS

The conceptual aspects of analyzing competitive relations in the resort and recreational services market under the transformation of the competitive environment are considered. On the basis of a systemic approach, the authors' structural and logical models of competitive relations and of the strategic competi-

tive choice of enterprises have been developed, which comprehensively reflect the interrelation of subjects, objects, forms of competition, mechanisms of state regulation, and the key directions for forming competitive advantages.

The scholarly novelty of the study lies in improving the theoretical and methodological foundations of analyzing competitive relations in the resort and recreational services market by developing the authors' structural and logical models, which systematize the parameters of competitive relations and substantiate the strategic competitive choice of enterprises under the transformation of the competitive environment.

The transformation of competitive relations in the resort and recreational services market is accompanied by a change in the nature of competitive interaction among business entities, the evolution of the sources of competitive advantages, the intensification of economic concentration processes, and the transformation of the state's role in shaping the competitive environment. Digital technologies, innovation, institutional capacity, the quality of management, environmental responsibility, and the integration of sustainable development principles are becoming the key factors of enterprise competitiveness.

The practical significance of the obtained results lies in the possibility of using the proposed conceptual approaches in forming state competition policy, developing development strategies for resort-recreational enterprises, preparing regional tourism development programs, making managerial decisions by state authorities and local self-government bodies, and determining the priorities of the post-war recovery of Ukraine's resort-recreational territories.

The obtained results develop the theoretical and methodological approaches to the study of competition policy, economic concentration, and the functioning of sectoral markets, taking into account the specifics of the resort and recreational services market amid wartime challenges, digital transformation, and the implementation of sustainable development principles. The proposed structural and logical models form a methodological basis for making managerial decisions at the state, regional, and corporate levels. The limitations of the study are associated with the high dynamics of the transformational processes caused by the full-scale war, as well as the limited availability of up-to-date statistical information on the functioning of individual segments of the resort and recreational services market, primarily in the temporarily occupied territories and in regions that have suffered significant destruction.

Prospects for further research are associated with the development of a methodological toolkit for

assessing the levels of economic concentration in regional markets of resort and recreational services, the modeling of scenarios for their development, and the substantiation of mechanisms for implementing competition policy under conditions of Ukraine's post-war recovery. ■

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