

DOI: 10.55643/fcaptp.3.56.2024.4379

**Iryna Ierko**

Candidate of Geographical Sciences,  
Associate Professor of the Department  
of Tourism and Hotel Management,  
Lesya Ukrainka Volyn National  
University, Lutsk, Ukraine;  
e-mail: [ierko@vnu.edu.ua](mailto:ierko@vnu.edu.ua)  
ORCID: [0000-0002-5395-7557](https://orcid.org/0000-0002-5395-7557)  
(Corresponding author)

**Liubov Kovalska**

D.Sc. in Economics, Professor, Head of  
the Department, Lutsk National  
Technical University, Lutsk, Ukraine;  
ORCID: [0000-0003-2924-9857](https://orcid.org/0000-0003-2924-9857)

**Taras Pohrebskyi**

Candidate of Geographical Sciences,  
Professor, Head of the Department of  
Economic and Social Geography, Lesya  
Ukrainka Volyn National University,  
Lutsk, Ukraine;  
ORCID: [0000-0002-2290-134X](https://orcid.org/0000-0002-2290-134X)

**Gennadii Golub**

Candidate of Geographical Sciences,  
Associate Professor of the Department  
of Economic and Social Geography,  
Lesya Ukrainka Volyn National  
University, Lutsk, Ukraine;  
ORCID: [0000-0003-3548-6998](https://orcid.org/0000-0003-3548-6998)

**Olena Demianchuk**

PhD in Physical Education and Sports,  
Associate Professor of the Department  
of Theory of Physical Education and  
Recreation, Lesya Ukrainka Volyn  
National University, Lutsk, Ukraine;  
ORCID: [0000-0002-9418-6285](https://orcid.org/0000-0002-9418-6285)

**Sergij Gazuda**

Candidate of Economy Sciences,  
Associate Professor of the Department  
of Economic Theory, Uzhhorod  
National University, Uzhhorod, Ukraine;  
ORCID: [0000-0001-8148-6783](https://orcid.org/0000-0001-8148-6783)

Received: 17/03/2024

Accepted: 10/06/2024

Published: 30/06/2024

© Copyright  
2024 by the author(s)



This is an Open Access article  
distributed under the terms of the  
[Creative Commons CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/)

# ANALYSIS AND ASSESSMENT OF THE COMPETITIVE POTENTIAL OF THE TOURISM INDUSTRY ENTITIES: A METHODOICAL APPROACH

## ABSTRACT

The article highlights the issues of developing a methodical approach to the analysis and assessment of the competitiveness capability of tourism industry (TI) entities. The main tasks of the study include the analysis of the existing methodical approaches to the assessment of the competitive potential (CP) of business entities and the level of TI development, the justification of the author's methodical approach based on the criteria of transformation of the CP, which allows to determine the level of balance between providers of tourist services and their consumers. The author's methodical approach to the analysis and assessment of the CP of the subjects of the TI is substantiated. The main features of the methodical approaches to assessing the competitive potential of TI entities (CPTIE) are the use of quantitative assessment methods, wide coverage of indicators, an assessment of the entity's strengths and weaknesses, its competitive advantages and relevant conditions for sustainable development, extensive use of the rank method. The proposed methodical model consists of 5 blocks: Block 1 – justification of research elements; Block 2 – determination of research areas; Block 3 – selection of indicators system; Block 4 – calculation of the integral index; Block 5 – transformation of the CPTIE depending on the level of balance/imbalance between suppliers and consumers of tourism services. Each of the blocks contains structural elements of analytical research. The results of the study indicate that the proposed methodical approach to the assessment and analysis of the CPTIE can be used as a basis for developing differentiated approaches to the assessment of transformational changes depending on the phase of their current state.

**Keywords:** tourism, tourism industry (TI), tourism industry subjects, CPTIE, transformation, economic transformation, competitive potential (CP), methodical approach

**JEL Classification:** H11, H80, L10, L83, O10

## INTRODUCTION

The TI is a type of economic activity, the development of which contributes to the restoration of the country's labour potential, filling the local and state budgets, and ensuring the competitiveness of regional and national economies. Therefore, it is important to assess the TI state in terms of the existing and prospective competitiveness potential of its business entities. Without a proper and objective assessment, difficulties may arise in ensuring the tourist attractiveness of destinations, attracting investments, and defining the course and means of transformational changes in the CPTIE. As T. Smovzhenko notes, "The revitalization in the development of the tourism and recreation spheres in Ukraine is primarily related to the intensity of the modernization processes in the tourism infrastructure of Ukraine. The obsolescence and low quality of infrastructure is one of the main reasons for the slow growth of the tourism and recreation sphere and requires significant capital investments" [1].

## LITERATURE REVIEW

Experts and scientists have developed a significant number of guides and recommendations as to the methods of assessing the CP of economic entities. The works of the following authors are worthy of attention to comprehend the provisions of the methodical approaches under analysis: V. Brych, and N. Halych - substantiation of ABC analysis; L. Zaburanna, A. Kulyk – implementation of XYZ-analysis, VEN-analysis, RFM-analysis, and construction of BCG matrix; M. Butko – use of the resource and factor indices approaches to assessing competitiveness; Savitska O.P., Savitska N.V. – construction of the BCG matrix; Havryliuk S.P. – use of the parametric method of assessing CP and application of the rank method; Byba V.V., Tenytska N.B., Belyzna A.R. – SWOT analysis; M. Porter – calculation of the comparative competitiveness of the economic system based on the average values of the indicators for the entire set of competing enterprises; Bochan I.O. - use of analytical and graphical methods of assessing CP.

There are significant scientific findings in the field of methodic approaches to the assessment of the development level of the TI. They suggest evaluating the development of the TI in various directions, using a system of indicators and appropriate methods: assessment of the effectiveness of tourist and recreational activities – Mazaraki A.A.; evaluation of the indicator of sustainable development of the tourist destination – I.V. Lebediev; calculation of the competitiveness index in the travel and tourism sphere – Zaiachkovska G.; determination of the tourism competitiveness index of Ukraine – scientists of the National Institute of Strategic Studies; assessment of resources, costs, financial and economic indicators of tourism development – M.P. Butko; assessment of the elements of tourism infrastructure development – Savitska O.; calculation of the integral attractiveness index of the tourist and recreational sphere – Hedin M; calculation of the attractiveness index of the tourist and recreational complex (ATRC) – Korkuna O.I.; evaluation of tourist service volumes provided to foreign citizens – L.M. Martseniuk; assessment of the balanced development of the TI potential - Yukhnovska Yu.O.

## AIMS AND OBJECTIVES

The purpose of the research is to develop the author's methodical approach to the analysis and assessment of the CP of the TI subjects. The main tasks of the article are the analysis of existing methodical approaches to the assessment of the CP of business entities, in general, and the assessment of the TI development potential, in particular, development and justification of the author's approach, which takes into account the criteria of transformation of CP and allows to determine the level of balance between suppliers and consumers of tourist services. The selected strengths of the methodical approaches to the assessment of the CP of the subjects of the TI considered above serve as the basis of the author's method developments, particularly, the use of quantitative methods for assessing. Their use brings the necessary balance to research and determination of the level of the CPTI subjects.

## METHODS

The research methodology includes the following scientific methods: analysis of existing methodological approaches to the assessment of the competitive potential of business entities and the tourism industry development, comparative study of the strengths and weaknesses of various methodological approaches, systematization method (applied in the study of the criteria for assessing the competitive potential and developing an author's approach that consists of five blocks), and modelling (used for the development of methods of calculating the integral index of competitive potential and its transformation depending on the level of balance between producers and consumers of tourist services). The method of assessing competitive advantages allows to reveal the degree of predominance of resources and other characteristics of the TI of one business entity over others and the level of tourism infrastructure development.

## RESULTS

The study of the widely-used methodical approaches to the analysis and assessment of the CPTIEs is carried out in two main directions [2]:

1. Analysis of the existing methods and approaches to assessing the *CP of business entities*.
2. Analysis of the existing methods and approaches to assessing *the level of TI development*.

The review of methodical approaches to assessing the CPTIE is shown in Table 1. The information presented in the Table manifests the strengths and weaknesses of each of the approaches.

The strengths of the methodical approaches to assessing the CPTIE, listed in Table 1, are as follows:

- predominant use of quantitative assessment methods (analytical, index, parametric), which will allow a balanced approach to research the ways of determining the level of CPTIE;
- wide coverage of indicators that characterize the functioning of the TI and the possibility of assessing its CP;
- the possibility of assessing the strengths and weaknesses of the subject of the TI, as well as the feasibility and threats of the external environment for the TI's effective development;
- taking into account every separate aspect of the TI development (tourism infrastructure, tourism potential, tourism complex), important for assessing the CP of business entities in this area;
- calculation of competitive advantages and sustainable development as criteria for the transformation of the CPTIE (considered only within one of the methodical approaches);
- applying the method of ranks that allows to determine the position of the CP of the subjects of the TI and to carry out their grouping as a prerequisite for the implementation of relevant transformational changes.

**Table 1. Review of methodical approaches to assessing the CPTIE.** (Source: compiled by the author on the basis of the sources [2. *Ошибка!* Источники ссылки не найден.-26])

Authors	The essence (characteristics) of the methods	The system of indicators	Methods of assessment	Criteria of competitiveness potential of the TI	Strengths	Weaknesses
Butko M.	Application of the system of indicators, which allows to carry out an integral assessment of the competitiveness potential of the TI	Resource support for the development of tourism; infrastructure costs in tourism; financial and economic results and efficiency of tourist activity; forecast indicators of tourism development	Resource-based, factor-based, rating	Competitive advantages	The possibility of determining the competitive position of the TI subject	The inadaptability to assess the safety and sustainability of the development of the TI
Byba V., Tenytska N., Bilyzna A.	Using a system of indicators for assessing the strengths and weaknesses of the TI subject, the opportunities and threats of the external environment in the development of the TI	Geographical location, resource availability, business, finances, and government policy	SWOT analysis method	-	The possibility of assessing the strengths and weaknesses of the subject of the TI, including the opportunities and threats of the external environment in the development of the TI	The impossibility of assessing the criteria for the development of the tourist industry
Havryliuk S.	Determining the competitive status of the TI subject in the market environment as compared to other subjects	Competitiveness of services, the competitiveness of tourist products, the financial position of the enterprise	Parametric method	Competitive advantages	The possibility of covering a significant number of the indicators that characterize the TI	The impossibility of assessing the safety and sustainability of the development of the TI
Bochan I.	Using the system of indicators to determine the competitive position of the subject of the TI	Market share, consumer value	Analytical and graphical	Competitive advantages	The possibility of determining the competitive position of the TI subject	The impossibility of assessing the safety and sustainability of the development of the TI
Mazaraki A.	Determining the effectiveness of the tourist and recreational resources use	Tourist and recreational resources (historical-cultural, architectural, natural-recreational, infrastructure, investment resources)	Analytical	Sustainable development	The possibility of assessing the sustainable development of the TI	Impossibility of assessing the safety and competitive advantages of the TI

(continued on next page)

Table 1. Continued

Authors	The essence (characteristics) of the methods	The system of indicators	Methods of assessment	Criteria of competitiveness potential of the TI	Strengths	Weaknesses
The European system of indicators for the assessment of the TI	The use of 43 principal indicators and 33 supplementary ones to characterize the TI	Groups of indicators: destination management, economic importance, social and cultural influence, environmental impact	Analytical	Competitive advantages	The coverage of indicators characterizing the TI is diverse.	The impossibility of assessing the safety and sustainability of the TI development
World Tourism Organization, World Travel and Tourism Council	Calculation/computation of the competitiveness index in the sphere of travel and tourism	Groups of indicators: regulatory and legal framework, tourist business environment and infrastructure, human, cultural and natural resources	Index method	Competitive advantages	Wide coverage of indicators that characterize the TI, the possibility of assessing competitive advantages	The impossibility of assessing the safety and sustainability of the TI development
Institute of Regional Studies of the National Academy of Sciences of Ukraine	Calculation/computation of the competitiveness index of TI	A system of indicators that characterize competitive advantages and weaknesses of a tourist entity	Index method	Competitive advantages and competitive weaknesses	Wide coverage of indicators for assessing the competitiveness of the TI	The impossibility of assessing the safety and sustainability of the TI development
Savitska O.	Determining the level of tourist infrastructure development	A system of indicators characterizing transport, accommodation facilities, sanatorium-resort facilities, recreation complexes, catering facilities, retail establishments, cultural and entertainment facilities, sports complexes, elements of tourist and information infrastructure	Analytical	Competitive advantages	Wide coverage of indicators for assessing the TI development	The impossibility of assessing the safety and sustainability of the TI development
Hedin M.	Calculation of the integral attractiveness index of the tourist and recreational sphere	Cultural attractiveness index, attractiveness index of recreational resources, attractiveness index of tourist infrastructure, and index of investment attractiveness of the tourist and recreational sphere	Index method	Competitive advantages	The possibility of determining the competitive position of the subject of the TI	The impossibility of assessing the safety and sustainability of the TI development
Korkuna O.	Calculation of the level of the tourist-recreational complex attractiveness on the market of tourist-recreational services	A system of indicators that allows assessing the level of tourism infrastructure development	Standardization	-	Wide coverage of indicators for assessing the TI development	Impossibility of assessing the criteria of the tourist industry development
Martseniuk L.	Calculation of the tourist potential of the destination	The scope of services for foreign citizens (transportation, biometric technologies, and electronic visas)	Analytical	-	The possibility to evaluate the tourist potential of the destination	Impossibility of assessing the criteria of the tourist industry development
Postupna O.	Calculation of the tourist potential of the destination	A system of indicators characterizing the tourist resources of the destination	Analytical	-	The possibility to evaluate the tourist potential of the destination	Impossibility of assessing the criteria of the tourist industry development

When developing the author's methodical approach, it is important to avoid the identified shortcomings in the analyzed methods of assessing the competitiveness potential of TI entities. They are as follows:

- rare/sporadic use of qualitative (expert) methods of assessing the *personnel* potential of TI entities, which are mainly subjective and do not provide reliable research conclusions;

- the considered methodical approaches do not take into account significant criteria for the transformation of the CP of the entities of the TI, namely sustainability and safety;
- lack of the possibility of determining the current state (life cycle stage) of the TI subject as a stage of the transformation of the competitiveness potential (turbulence, fluctuation, bifurcation, deformation, transformation);
- the impossibility of assessing the balance of interests between producers and consumers of tourist services.

Generalized information on the existing experience in the methodology of assessing the CPTIE and identification of their strengths and weaknesses allows us to develop an author's approach that takes into account the criteria for the transformation of CP and makes it possible to determine the level of balance between producers and consumers of tourism services (Figure 1). The proposed model consists of 5 blocks: Block 1 – justification of research elements; Block 2 – determination of research areas; Block 3 – selection of indicators system; Block 4 – calculation of the integral index; Block 5 – transformation of the CPTIE depending on the level of balance/imbalance between suppliers and consumers of tourism services. Each of the blocks contains structural elements of analytical research. It is appropriate and significant to consider each of these blocks in more detail.

Within Block 1 of the method model, the goal, tasks, subject, object, methods, and time horizon of the analytical research are defined. The purpose of the analytical study is to assess and determine the ways of transforming the CP of the TI entities depending on the level of balance/imbalance between the providers and consumers of tourist services. The analytical research tasks involve:

- analysis and assessment of the CPTIE according to transformation criteria: competitive advantages, stability, and safety;
- assessment of balance/imbalance between producers and consumers of tourist services, in other words, supply and demand in the market of tourist services;
- determination of phases of transformation of the CPTIE: turbulence, fluctuation, bifurcation, deformation, transformation;
- determination of the level of balance/imbalance between producers and consumers of tourist services: demand>supply, demand<supply, demand=supply.

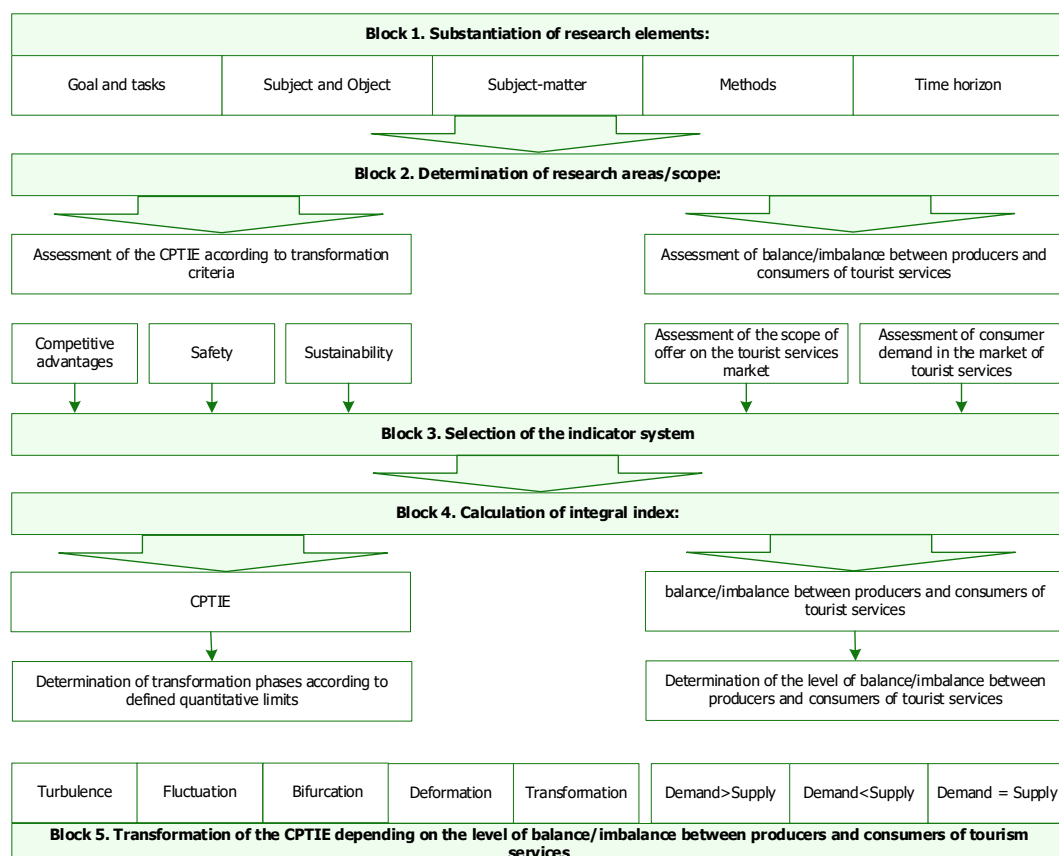


Figure 1. A methodical approach to the analysis and assessment of the CPTIE.

Within Block 1 of the method model, the goal, tasks, subject, object, methods, and time horizon of the analytical research are defined. The purpose of the analytical study is to assess and determine the ways of transforming the CP of the TI entities depending on the level of balance/imbalance between the providers and consumers of tourist services. The analytical research tasks involve:

- analysis and assessment of the CPTIE according to transformation criteria: competitive advantages, stability, and safety;
- assessment of balance/imbalance between producers and consumers of tourist services, in other words, supply and demand in the market of tourist services;
- determination of phases of transformation of the CPTIE: turbulence, fluctuation, bifurcation, deformation, transformation;
- determination of the level of balance/imbalance between producers and consumers of tourist services: demand>supply, demand<supply, demand=supply.

Regional management bodies, subjects of the TI, recreationists (tourists), investors, and other groups of stakeholders can be the subject of analytical research. The object of the analytical study is the TI as a type of economic activity.

The subject matter of the analytical study is the processes that take place in the TI sphere.

As to the methods of analytical research, it is advisable to use both basic/main and supplementary ones. The main research methods in this study are quantitative, which include:

- indicator-based – involves the use of the indicators system of official statistical data, which will become the starting point for assessing the CP of the subjects of the TI;
- index-based – implies the standardization of indicators that characterize the CPTIE and their compilation into integral indexes;
- rating – allows to determine the rank (place) of the TI subject's CP in the overall summation;
- economic analysis – provides a basis for determining the relationship between individual indicators, identifying the state and trends in the development of the CPTIE, and accordingly, makes it possible to determine the transformation phases.

Supplementary methods for assessing the CP of TI entities that are used in the process of analytical research include:

- strategic analysis – SWOT-analysis, BCG matrix;
- tabular and graphical methods – allow visualization of the results of the analytical study of the CP of the TI subjects [2].

It is recommended to choose the period of the last 5 years as the time horizon of the analytical studies, which will make it possible to determine not only the level of the competitiveness potential of the TI entities but also the trends of its development.

Block 2 of the proposed author's methodical approach highlights the issue of conducting the analytical study in two directions:

- assessment of the CPTIE according to transformation criteria: competitive advantages, safety, sustainability;
- assessment of balance/imbalance between producers and consumers of tourist services.

The assessment of competitive advantages will reveal the degree of predominance of resources and other characteristics of the TI of one business entity over others and the level of tourism infrastructure development.

The analysis and assessment of security in the tourism sphere should be carried out from the standpoint of three positions:

- safety of the tourism business;
- safety of tourist facilities;
- safety in tourism" [26].

When assessing the safety of the TI development, it is essential to consider the criterion of "permissible tourist load of the destination", which can be classified into the following types:

- physically permissible loading – the level of attendance of a tourist destination or a specific tourist object, exceeding which leads to its physical destruction;



- ecologically acceptable loading – the attendance level of a tourist destination or facility, the excess of which leads to unacceptable environmental consequences. This happens as the result of the tourists' careless actions or other harmful activities regarding the functioning of service infrastructure;
- tourist socially permissible loading – the level of attendance of a tourist destination or object, the excess of which entails a deterioration of travel impressions" [27].

"Sustainability of tourism activity involves the possibility of ensuring stable income from tourism activities, innovative development and inflow of investments, employment in the tourism sector, and development of tourism infrastructure" [28].

Assessment of the balance/imbalance between producers/providers of tourist services and their consumers involves re-searching the volume of supply in the market of tourist services and the volume of consumer demand for these services. The offer on the market of tourist services forms the volume and range of tourist services/products. The scope and range of tourist services/products are determined by the level of tourist infrastructure development, availability of tourist resources, and tourist attractiveness of the destination. Demand in the tourist services market is formed by the level of purchasing power of vacationers, the pricing policy regarding various types of tourist services/products, and the place of receiving them. It is also influenced by the number of consumers potentially acceptable to them. Within the framework of Block 3 of the author's methodic approach to analysis and assessment of the CP of the TI subjects, a system of indicators has been developed according to the directions of analytical studies. The system of indicators based on the transformation of the CP of the TI criteria is shown in Table 2.

**Table 2. The system of indicators for the analysis and assessment of the CP of the subjects of the TI by the transformation criteria.**  
(Source: compiled by the author on the basis of the sources [3, 30-36])

Transformation criteria	Indicators
Competitive advantages	The number of tourists served by tour operators and travel agents, the number of tourist vouchers sold by tour operators, the total number of tourists served by tour operators and travel agents, the area of land plots of the tourism facilities, the cost of vouchers, the average cost of one voucher, the number of tour days sold, the cost of one tour day, the number of tourist/travel tickets sold to the population by travel agents, the total cost of tours, the total number of nature reserve funds
<i>Sustainability:</i>	
economic component	Tourist tax revenue/income to local budgets, number of inbound tourists, number of outbound tourists, number of domestic tourists, costs related to the provision of tourist services, investment in the hospitality industry
social component	The level of employment of the population in the tourism sector, the average monthly salary of workers in the hospitality industry, the number of children who visited children's health and recreation facilities, the number of people who stayed in collective accommodation facilities, the occupancy rate of collective accommodation facilities, the number of foreigners who were in collective accommodation facilities, the number of residents of Ukraine who were in collective accommodation facilities
ecological component	The level of emissions of harmful substances from mobile sources of pollution, the level of waste utilization/disposal
Safety	The ratio of labour productivity growth rates to wage growth rates (not less than 1), the inflation rate (not more than 107), the level of the average interest rate of commercial bank loans (not more than 5), the rate of change of the official exchange rate index of hryvnia against the US dollar (no more than 6), the coefficient of coverage of imports by exports (no less than 1), the degree of wear and tear of fixed assets (no more than 35%), the share of the population with average total expenses per person per month that are below subsistence minimum (no more than 40%), the ratio of the average wage to the subsistence minimum (at least 3 times), the unemployment rate (not more than 10%), the natural increase rate (not less than 2.8 persons), the demographic burden of the unable-to-work population on the able-bodied (not more than 60%)

The results presented in Table 2 make it possible to monitor a wide range of indicators for assessing the CPTIE. The assessment of competitive advantages can reveal the existing strengths of business entities and their potential opportunities in shaping the tourist attraction of the destination. The sustainability assessment reflects the level of balance between the economic, social, and environmental components of the TI. The safety assessment of the development of the TI provides a basis for identifying the levels of its provision: optimal, satisfactory, unsatisfactory, dangerous, and critical. The range of security levels of the TI is as follows:

- optimal level [higher than 1];
- satisfactory level [0.81 - 1];
- unsatisfactory level [0.61 – 0.8];
- dangerous level [0.41 – 0.6];
- critical level [0.21 - 4];
- absolutely dangerous level [0.00 - 0.2] [35].

The system of indicators for analysis and assessment of balance/imbalance between producers and consumers of tourist services is shown in Table 3.

**Table 3. System of indicators for analysis and assessment of balance/imbalance between producers and consumers of tourist services.**  
(Source: compiled by the author on the basis of the sources [37-40])

Transformation criteria	Indicators
Demand in the tourist services market	Incomes of the population, nominal wages of the population, size of the population, age structure of the population, price of the tourist service, total number of visitors, average length of stay of the visitors, volume of tourist consumption, number of bed-days factually spent in collective accommodation facilities, an average length of stay in collective accommodation facilities, an average length of stay of foreigners in collective accommodation facilities, an average length of stay of residents of Ukraine in collective accommodation facilities
Offer in the tourist services market	The number of subjects of the TI (legal entities, FOPs), the number of objects of natural tourist resources, the number of objects of historical and cultural tourist resources, the number of objects of tourist infrastructure (hotels, sanatoriums and resorts, objects of green tourism, transport companies, catering establishments and restaurants)

The given system of indicators provides a basis for calculating the integral index of the CP of the subjects of the TI and the balance/imbalance between the producers and consumers of tourist services (Block 4 in the method model). To calculate the integral index, we use the index method, which allows bringing them to a single value (coefficient) by standardizing the indicators.

When standardizing the indicators, it is advisable to take into account indicators that positively affect the CPTIE and are commonly called stimulators. The indicators that negatively affect the CPTIE are defined as destimulators.

The obtained standardized values of the indicators allow the calculation of the integral index of the CP of the entities of the TI and the integral index of balance/imbalance between producers and consumers of tourist services [2]. The integral index of the CP of the TI entities is the arithmetic mean of the indices of competitive advantages, sustainability, and safety of the TI. The integral index of balance/imbalance between producers and consumers of tourist services is obtained as the arithmetic mean value of the index of demand and the index of supply in the market of tourist services.

The calculated integral index of the CP of the subjects of the TI, when ranging from 0 to 1, will allow determining the phase of transformation: turbulence, fluctuation, bifurcation, deformation, and transformation, and can serve as a guide for carrying out further transformational changes. The index of balance/imbalance provides a basis for determining the balance between demand and supply in the market of tourist services. This will allow obtaining the following ratios:

- demand < supply;
- demand > supply;
- demand = supply.

The methodological approach to the mathematical interpretation of the results of the assessment of the CP of the TI subjects is shown in Figure 2.

As can be seen in Figure 2, the proposed methodical approach contains such elements as *selection* (selection of a system of indicators to assess the CPTIE and the balance/imbalance between producers and consumers of tourism services); *standardization* (standardization of indicators of the CPTIE and balance/imbalance between producers and consumers of tourism services); *aggregation* (calculation of integral indices of the CPTIE and balance/imbalance between producers and consumers of tourism services); *dynamics analysis* (estimation of the dynamics of indicators of the CPTIE); *identification* (determining the phases of transformation of the CPTIE and determining the balance/imbalance between producers and consumers of tourist services); *grouping* (the correlation/ratio between the values of the indices of the CP of the TI subjects and the balance/imbalance between producers and consumers of tourist services) [2].



<b>Selection of a system of indicators by the directions of analytical research</b>			
Selection	<table> <tr> <td>CPTIE</td><td>Balance/imbalance in the production and consumption of tourist services</td></tr> </table>	CPTIE	Balance/imbalance in the production and consumption of tourist services
CPTIE	Balance/imbalance in the production and consumption of tourist services		
Standardization	<p>Standardization of indicators for assessing the CP of the TI and those of balance/imbalance:</p> <p>- for stimulators: <math>X'_{ij} = \frac{X_{ij}}{X_{m+1j}}</math></p> <p>- for destimulators: <math>X'_{ij} = \frac{X_{m+1j}}{X_{ij}}</math></p> <p><math>X'_{ij}</math> – the actual value of the indicator; <math>X_{m+1j}</math> – reference value of the indicator.</p>		
Aggregation	<p>Calculation of integral indices:</p> <p>- CPTIE: <math display="block">I_{ti} = \frac{I_{k1} + I_{ct} + I_6}{3}</math></p> <p><math>I_{k1}</math> – index of competitive advantages of the TI;  <math>I_{ct}</math> – index of sustainability of the TI;  <math>I_6</math> – safety index of the TI;</p> <p>- balance/imbalance of production and consumption of tourist services:</p> $I_{3/p} = \frac{I_n + I_{np}}{2}$ <p><math>I_n</math> – index of demand in the market of tourist services;  <math>I_{np}</math> – index of supply/offer on the tourist services market</p>		
Dynamics analysis	<p><b>Assessment of the dynamics of indicators of the CPTIE</b></p> <p>Assessment of the dynamics of indicators of the CPTIE:</p> $I = I_n / I_6$ <p><math>I_n</math> – the value of the CP index in the current period;  <math>I_6</math> – value of the index of CP in the base period.</p>		
Identification	<table> <tr> <td> <p>Determining the transformation phase:  turbulence (decline up to 10%), fluctuation (decline 10-20%), bifurcation (decline 20-50%), deformation (decline 50-100%), transformation (growth)</p> </td><td> <p>Determining balance/imbalance:  demand &lt; supply;  demand &gt; supply;  demand = supply</p> </td></tr> </table>	<p>Determining the transformation phase:  turbulence (decline up to 10%), fluctuation (decline 10-20%), bifurcation (decline 20-50%), deformation (decline 50-100%), transformation (growth)</p>	<p>Determining balance/imbalance:  demand &lt; supply;  demand &gt; supply;  demand = supply</p>
<p>Determining the transformation phase:  turbulence (decline up to 10%), fluctuation (decline 10-20%), bifurcation (decline 20-50%), deformation (decline 50-100%), transformation (growth)</p>	<p>Determining balance/imbalance:  demand &lt; supply;  demand &gt; supply;  demand = supply</p>		
Grouping	<p><b>Correlation between the values of the indices of the CP of the TI subjects and the balance/imbalance between producers and consumers of tourist services</b></p>		

**Figure 2. A methodical approach to the mathematical interpretation of the results of the assessment of the CP of the TI subjects.**  
(Source: compiled by the author on the basis of the sources [2, 41])

The obtained results of the calculation of the integral indices of the CP of the TI subjects and the balance/imbalance between producers and consumers of tourist services allow us to formulate the following types of ratios (Table 4).

**Table 4. Correlation between the values of the indices of the CP of the TI subjects and the balance/imbalance between producers and consumers of tourist services.** (Source: compiled by the author)

		Level of balance/imbalance		
		demand < supply	demand > supply	demand = supply
Level of CP	turbulence	(T)=(D<S)	(T)=(D>S)	(T)=(D=S)
	fluctuation	(F)=(D<S)	(F)=(D>S)	(F)=(D=S)
	bifurcation	(B)=(D<S)	(B)=(D>S)	(B)=(D=S)
	deformation	(D)=(D<S)	(D)=(D>S)	(D)=(D=S)
	transformation	(Tr)=(D<S)	(Tr)=(D>S)	(Tr)=(D=S)

Thus, we get 15 types of ratios, which will become a reference point for carrying out transformational changes in the CP of the subjects of the TI.

Within Block 5, directions for the transformation of the CPTIE are determined depending on the level of balance/imbalance between producers and consumers of the tourism services. Compliance with these directions will facilitate the recovery of the TI in the post-war period in Ukraine so that the country could become an attractive tourist destination for consumers.

## DISCUSSION

Brych V. and Halych N. indicate in their work that one of the essential methods of assessing the CP of business entities is ABC analysis. "This is a method that allows to classify a company's resources according to the degree of their significance. To obtain the resulting data of the ABC analysis, it is necessary to build a matrix of consumers and tourist products, in which we must determine the key products to be removed and the bulk of offers/supplies" [2]. Zaburanna L.V. and Kulik A.V. complement this method with "XYZ-analysis (aimed at grouping objects according to the coefficients of variation), VEN-analysis (aimed at the segmentation of the necessity of the tourist services assortment), RFM analysis (aimed at customer segmentation in the analysis of sales by loyalty), and BCG analysis (aimed at classifying strategic business units according to their market share regarding main competitors and growth rates)" [3]. We agree with the above scholars and believe that these methods are particularly effective for evaluating those tourist services that are in the greatest demand. They make it possible to form an appropriate offer on the market of tourist services and obtain a balance between demand and supply.

Butko M. singles out such approaches to assessing CP as "resource-based (technology, availability of capital for investment, number and qualification of labour resources, legal regulations), factor-based (monitoring changes in positions on international markets depending on the level of development), and rating-based (integral evaluation based on the system of indicators)" [4]. The proposed methods are important from the standpoint of assessing available tourist resources and factors influencing the CP of TI entities and determining the rank of each of them in the market of tourist services (competitive environment).

As the analysis of scientific sources shows, there exists significant diversity in the opinions regarding the assessment of the development of the TI realized by individual business entities. In his scientific works, A. A. Mazaraki suggests studying the TI from the standpoint of assessing the provision of the territory with "tourist and recreational resources (historical-cultural, architectural, natural-recreational, infrastructural, and investment) and the possibilities of their further integrated use in the organization of effective tourist and recreational activities [2]. Not only the successful development of the tourism and recreation sphere of the regions but also their socio-economic development, in general, depends to a large extent on the effectiveness of its use by subjects of tourism and recreation activity [10]. The scholar emphasizes the necessity to assess the sustainability level of the TI development, which is significant from the standpoint of both the consumer of tourist services and the tourist business entity. We believe that when assessing the CP of a subject of the TI, it is essential to take into account a criterion of its stability.

## CONCLUSIONS

The recent methodical approaches to the analysis and assessment of the CP of the subjects of the TI are considered in two aspects: the CP of the tourist industry subjects and the development of the TI. This allows identifying the strengths and weaknesses of each methodical approach.

The developed author's approach allows to involve in the assessment process the criteria of the transformation of CP and determining the level of balance between producers and consumers of tourist services. The author's methodical approach consists of 5 blocks: Block 1 – justification of research elements, where we define the goal, task, subject, object, subject, methods, and time horizon of analytical research; Block 2 – substantiation of research directions in two areas: assessment of the CPTIE according to transformation criteria (competitive advantages, safety, sustainability) and assessment of balance/imbalance between producers and consumers of tourist services; Block 3 – selection of a system of indicators to assess competitive advantages and reveal the existing strengths of business entities and their potential opportunities in shaping the tourist attraction of the destination; sustainability assessment reflects the level of balance between the economic, social, and environmental components of the TI; assessment of the security of the development of the TI can determine the levels of its provision (optimal, satisfactory, unsatisfactory, dangerous, or critical); Block 4 – calculation of the integral index based on the CPTIE and balance/imbalance between producers and consumers of tourist services; Block 5 – transformation of the CPTIE depending on the level of balance/imbalance between producers and consumers of tourism services. Each of the above blocks contains structural elements of the analytical study.

The presented author's methodical approach to the assessment and analysis of the CP of the TI expands the theoretical foundations of the research in the field and contributes to the development of differentiated approaches to transformational changes depending on the phase of the subject's current state.

## ADDITIONAL INFORMATION

### AUTHOR CONTRIBUTIONS

**Conceptualization:** Iryna Ierko, Liubov Kovalska

**Data curation:** Iryna Ierko

**Formal Analysis:** Iryna Ierko, Taras Pohrebskyi, Gennadii Golub, Olena Demianchuk, Sergij Gazuda

**Methodology:** Iryna Ierko, Liubov Kovalska

**Software:** Iryna Ierko

**Resources:** Iryna Ierko, Taras Pohrebskyi, Gennadii Golub, Olena Demianchuk, Sergij Gazuda

**Supervision:** Iryna Ierko, Taras Pohrebskyi

**Validation:** Iryna Ierko, Taras Pohrebskyi, Gennadii Golub, Olena Demianchuk, Sergij Gazuda

**Investigation:** Iryna Ierko, Liubov Kovalska

**Visualization:** Iryna Ierko, Taras Pohrebskyi, Gennadii Golub, Olena Demianchuk, Sergij Gazuda

**Project administration:** Iryna Ierko

**Writing – review & editing:** Iryna Ierko, Liubov Kovalska

**Writing – original draft:** Iryna Ierko

### FUNDING

*The Authors received no funding for this research.*

### CONFLICT OF INTEREST

*The Authors declare that there is no conflict of interest.*

## REFERENCES

1. Smovzhenko, T. S., & Hrafska, O. I. (2020) Otsiniuvannia potentsialu rozvytku turystychno-rekreatsiinoi sfery v ekonomitsi rehioniv Ukrainy. *Rehionalna ekonomika*, 2, 46. <https://doi.org/10.36818/1562-0905-2020-2-2>
2. Matviichuk, L., Liutak, O., Dashchuk, Y., Lepkiy, M., & Sidoruk, S. (2023). Information system for diagnostic competitiveness of the hospitality industry of the regions of Ukraine. *Informatyka, Automatyka, Pomiar W Gospodarce I Ochronie Środowiska*, 13(4), 132–138. <https://doi.org/10.35784/iapgos.5394>
3. Brych, V., & Halych, N. (2020) Stalyi rozvytok turystychnoi industrii: ekolohichniy ta statystychnyi vymir. *Ekonomichnyi analiz*, 30(4). <https://orcid.org/0000-0002-2367-9349>
4. Zaburanna, L. V., & Kulik, A. V. (2018). Konkurentnostii kist pidpriemstv silskoho zelenoho turyzmu: teoriia, mekhanizm formuvannia ta upravlinnia. Kyiv: Tsentruchovoi literatury.
5. Butko, M. (2004) Investytsiini aspekty pidvyshchennia konkurentospromozhnosti ekonomiky. *Ekonomika Ukrainy*, 4, 40–45.
6. Byba, V.V., Tenytska, N.B., & Bilyzna, A.R. (2019). Otsinka konkurentnykh perevah rozvytku pidpriemnytstva u sferi turyzmu na osnovi SWOT-analizu. *Ekonomika i Suspilstvo*, 18. <https://doi.org/10.32782/2524-0072/2018-19-43>
7. Havryliuk, S.P. (2001). Konkurentospromozhnist pidpriemstv na rynku turystychnykh posluh: avtoreref. dys. na zdobuttia nauk. stupenia kand. ekon. nauk: spets. 08.06.02 «Pidpriemnytstvo, menedzhment ta marketynh». Kyiv. [https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKFwjep-XgNGGAXVnJBAlHZfqaHcQFnoECBIQAQ&url=https%3A%2F%2Fuu.edu.ua%2Fupload%2Funiversitet%2Fosobisti\\_zdobutki%2Fzahist\\_disertaciy\\_A\\_Z%2FGavrilyuk.doc&usq=AOvVaw3iUpY\\_gDyuPe1Rv0l3v3y4&opi=89978449](https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKFwjep-XgNGGAXVnJBAlHZfqaHcQFnoECBIQAQ&url=https%3A%2F%2Fuu.edu.ua%2Fupload%2Funiversitet%2Fosobisti_zdobutki%2Fzahist_disertaciy_A_Z%2FGavrilyuk.doc&usq=AOvVaw3iUpY_gDyuPe1Rv0l3v3y4&opi=89978449)
8. Porter, M.E. (2008). Stratehiia konkurentsii. Kyiv: Osnovy.
9. Havryliuk, S.P. (2006). Konkurentospromozhnist pidpriemstv u sferi turystychnoho biznesu. Kyiv: Kyiv. nats. torh.-ekon. un-t.
10. Bochana, I. O. et al. (2020). Shliakhy zabezpechennia konkurentospromozhnosti turystychnoho biznesu v umovakh hlobalizatsii: monohrafiia. Lviv: Halytska Vydavnycha Spilka.
11. Mazaraki, A. A. (2019). Determinanty rozvytku turyzmu. TuryzmXXI stolittia: hlobalni vyklyky ta tsyvilizatsiini tsinnosti: *materialy Mizhnar. nauk. prakt. konf.* (Priashiv, 10-11 kvit. 2019 r.). Kyiv: Kyiv. nats. torh. ekon. un-t.
12. European Tourism Indicators System for sustainable destination management. (n.d.). <https://single-market->

- [economy.ec.europa.eu/sectors/tourism/eu-funding-and-businesses/funded-projects/sustainable/indicators\\_en](http://economy.ec.europa.eu/sectors/tourism/eu-funding-and-businesses/funded-projects/sustainable/indicators_en)
13. The European Union: The European Tourism Indicator System: ETIS toolkit for sustainable destination management. (n.d.). Luxembourg: Publications Office of the European Union.  
[http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators/index\\_en.htm](http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators/index_en.htm)
14. Lebediev, I. V. (2018). Stalyi rozvytok turyzmu: dosvid Yevropeiskoho Soiuzu i zavdannia dlia Ukrainy. *Visnyk sotsialno-ekonomichnykh doslidzhen*, 3(67), 162–173  
[https://doi.org/10.33987/vsed.3\(67\).2018.162-173](https://doi.org/10.33987/vsed.3(67).2018.162-173)
15. Krainy ta terytorii-lidery za Indeksom rozvytku podorozhei i turyzmu (TTDI) u 2021 rotsi. (n.d.).  
<http://www.statista.com/statistics/186639/best-ranked-countries-in-the-travel-and-tourism-competitiveness-index/>
16. Zaiachkovska, H. (2010). Indeks konkurentospromozhnosti Ukrainy u sferi podorozhei i turyzmu. *Ekonomichnyi analiz*, 7, 407–410.  
<http://dspace.tneu.edu.ua/handle/316497/13630>
17. Analitika: Natsionalnyi instytut stratehichnykh doslidzhen. (n.d.). Rehionalnyi filial u Lvovi.  
<http://niss.lviv.ua/analytics/78/htm>
18. Savitska, O. (2013). Stratehiia rozvytku turystychnoi industrii v Ukraini: rehionalni aspekty. *Visnyk Nats. un-tu «Lviv. politekhniky»*, 754, 69.  
[http://nbuv.gov.ua/UJRN/VNULPP\\_2013\\_754\\_12](http://nbuv.gov.ua/UJRN/VNULPP_2013_754_12)
19. Hedin, M. (2021). Metodychni zasady otsinky turystychnoho potentsialu Ukrainy v konteksti yevrointehratsii. *Visnyk KNUU. Seriya Istoriia, ekonomika, filosofia*, 26.  
<https://doi.org/10.32589/2412-9321.26.2021.269931>
20. Korkuna, O. I. (2020). Metodychni zasady otsiniuvannia potentsialu rozvytku turystychnorekreatsiinoi sfery v ekonomitsi rehioniv. *Naukovyi visnyk Mukachivskoho derzhavnoho universytetu. Seriya: Ekonomika*, 1(13), 153.  
[https://doi.org/10.31339/2313-8114-2020-1\(13\)-152-158](https://doi.org/10.31339/2313-8114-2020-1(13)-152-158)
21. Martseniuk, L.V. (2015). Problemy ta perspektyvy rozvytku turizmu v Ukraini. *Ekonomichnyi visnyk. Sektsiia: Ekonomichna teoriia*, 3, 78. [http://irbis-nbuv.gov.ua/cgi-bin/irbis\\_nbuv/cgiirbis\\_64.exe?C21COM=2&I21DBN=UJRN&P21DBN=UJRN&IMAGE\\_FILE\\_DOWNLOAD=1&Image\\_file\\_name=PDF/evngu\\_2015\\_3\\_11.pdf](http://irbis-nbuv.gov.ua/cgi-bin/irbis_nbuv/cgiirbis_64.exe?C21COM=2&I21DBN=UJRN&P21DBN=UJRN&IMAGE_FILE_DOWNLOAD=1&Image_file_name=PDF/evngu_2015_3_11.pdf)
22. Postupna, O. V. (2020). Turystski resursy Ukrainy: konspekt leksii. Dlia zdobuvachiv vyshchoi osvity, yaki navchaliutsia za spetsialnistiu 242 «Turizm» za usima formamy navchannia. Kharkiv: NUTSZU.
23. Samodai, V., & Levkovska, Zh. (2023). Kharakterni osoblyvosti turystychnoho potentsialu Ukrainy. *Ekonomika ta suspilstvo*, 53.  
<https://economyandsociety.in.ua/index.php/journal/article/view/2641>
24. Oklander, M.A. (2002). Problemy formuvannia marketynhovoï systemy krainy. Kyiv: Naukova dumka.
25. Yukhnovska, Yu.O. (2019). Doslidzhennia potentsialu turystychnoi haluzi konkurentozdatnykh rehioniv Ukrainy. Derzhava ta rehiony. Seriya: *Ekonomika ta pidpriemnytstvo*, 5(110).  
[http://www.econom.stateandregions.zp.ua/journal/2019/5\\_2019/14.pdf](http://www.econom.stateandregions.zp.ua/journal/2019/5_2019/14.pdf)
26. Polkovnychenko, S.O., & Murai, A. O. (2018). Otsinka konkurentospromozhnosti Ukrainy na yevropeiskomu rynku turystychnykh posluh. *Elektronne naukove fakhove vydannia «Efektyvna ekonomika»*, 12, 33-38.  
<https://doi.org/10.32702/2307-2105-2018.12.112>
27. Korzh, N.V., & Zanosko, O.V. (2011). Formuvannia systemy ekonomichnoi bezpeky industrii turizmu yak skladovoi stiikoho rozvytku turizmu v Ukraini. *Ekonomika. Upravlinnia. Innovatsii*, 2.  
[https://tourlib.net/statyi\\_ukr/korzh.htm](https://tourlib.net/statyi_ukr/korzh.htm)
28. Stafichuk, V. I. (2006). *Rekrealohiia: navch. posibnyk*. K.: Altpres.
29. Myronov, Yu.B. (2022). Materialy VI Mizhnar. nauk.- prakt. konf. "Upravlinnia rozvytkom sotsialno-ekonomichnykh system". Kharkiv: DBTU, 473-475.
30. Pidhirna, V. N., Palamariuk, M. Yu., & Boichuk, N. A. (2021). Menedzhment konkurentnykh perevah rynku turystychnykh posluh Ukrainy. *Ekonomichnyi prostir*, 174, 43-49.  
<http://prostir.pdaba.dp.ua/index.php/journal/article/view/975/945>
31. Kyrylov, Yu.Ie., Hranovska, V.H., & Alieshchenko, L.O. (2020). Formuvannia konkurentnykh perevah subiektiv turystychnoi haluzi. *Ekonomika APK*, 5.  
[https://eaprk.com.ua/web/uploads/pdf/Ekonomika%20APK\\_Iss.5\\_2020\\_45-55.pdf](https://eaprk.com.ua/web/uploads/pdf/Ekonomika%20APK_Iss.5_2020_45-55.pdf)
32. Vasylichak, S. V., & Semak, S. S. (2014). Formuvannia konkurentospromozhnosti turystychnykh pidpriemstv u konteksti zabezpechennia ekonomichnoi bezpeky. *Ekonomichnyi visnyk Donbasu*, 3, 61-64.  
<http://dspace.nbuv.gov.ua/handle/123456789/87936>
33. Hrabovenska, S. P. (2017). Konkurentospromozhnist terytorialnykh rynkiv turystychnykh posluh v Ukraini: dys. kand. ekon. nauk: 08.00.03. Lviv.  
[https://shron1.chtyvo.org.ua/Hrabovenska\\_Sofia/Konkurentospromozhnist\\_terytorialnykh\\_rynkv\\_turystychnykh\\_posluh\\_v\\_Ukraini.pdf?](https://shron1.chtyvo.org.ua/Hrabovenska_Sofia/Konkurentospromozhnist_terytorialnykh_rynkv_turystychnykh_posluh_v_Ukraini.pdf?)
34. Ositnianko, D. O., & Prymak, T. Yu. (2020). Vprovadzhennia pryntsyviv staloho rozvytku v turystychnii industrii. *Efektivna ekonomika*, 1.  
<https://doi.org/10.32702/2307-2105-2020.1.152>
35. Nakaz Ministerstva ekonomiky Ukrainy «Pro zatverdzhennia Metodyky rozrakhunku rinvia ekonomichnoi bezpeky Ukrainy». (2007).  
<https://zakon.rada.gov.ua/rada/show/v0060665-07#Text>
36. Nakaz Ministerstva Ekonomichnoho rozvytku i torhivli Ukrainy vid 29.10.2013. № 1277. (2013).  
<https://zakon.rada.gov.ua/rada/show/v1277731-13#Text>
37. Kolesnyk, O. (2016). Systema pokaznykiv statystyky turizmu. *THE JOURNAL OF ZHYTOMYR STATE TECHNOLOGICAL UNIVERSITY. SERIES: ECONOMICS*, 49(3).  
<http://ven.ztu.edu.ua/article/viewFile/91400/89285.pdf>

38. Pro zatverdzhennia Metodyky rozrakhunku obsiahiv turystychnoi diialnosti: Nakaz Derzhavnoi turystychnoi administratsii Ukrainy, Derzhavnoho Komitetu statystyky Ukrainy vid 12 lystopada 2003 r. № 142/394. (2003).  
<http://zakon.rada.gov.ua>
39. Tsymbal, O. I., & Vasylykevych, L. O. (2012). Systema pokaznykiv kilkisno-yakisnoi otsinky povedinkovykh reaktsii spozhyvachiv na rynku pidpriemstv turystychnoi sfery. *Efektivna ekonomika*, 2.  
<http://www.economy.nayka.com.ua/?op=1&z=938>
40. Tkachenko, T. (2009). Stalyi rozvytok turizmu: teoriia, metodolohiia, realii biznesu: [monohrafiia]. 2-he vyd., vypr. ta dop. K.: KNTU.
41. Kononova, I.V. (2017). Metodychnyi pidkhid do otsinky stiikosti rozvytku sotsialno-ekonomichnykh system v umovakh minlyvosti zovnishnoho seredovyscha. *Naukovyi visnyk Mizhnarodnoho humanitarnoho universytetu. Seriya: Ekonomika i menedzhment*, 25-1.  
<https://er.dduvs.in.ua/bitstream/123456789/5835/1/21.pdf>

Єрко І., Ковальська Л., Погребський Т., Голуб Г., Дем'янчук О., Газуда С.

## МЕТОДИЧНИЙ ПІДХІД ДО АНАЛІЗУ ТА ОЦІНКИ КОНКУРЕНТНОГО ПОТЕНЦІАЛУ СУБ'ЄКТІВ ТУРИСТИЧНОЇ ІНДУСТРІЇ

У роботі вивчено розробку методичного підходу до аналізу та оцінки конкурентного потенціалу суб'єктів туристичної індустрії (ТІ). Основними завданнями дослідження є аналіз існуючих методичних підходів до оцінки конкурентного потенціалу (КП) суб'єктів господарювання та оцінки розвитку туристичної індустрії; розробка авторського підходу, який враховуватиме критерії трансформації конкурентного потенціалу та дозволить визначити рівень збалансованості між виробниками й споживачами туристичних послуг. Запропоновано авторський методичний підхід до аналізу та оцінки конкурентного потенціалу суб'єктів туристичної індустрії (КПСТІ). Установлено, що сильними сторонами розглянутих методичних підходів до оцінки КПСТІ є: застосування кількісних методів оцінки, широке охоплення показників, оцінка сильних і слабких сторін, розрахунок конкурентних переваг і сталого розвитку, застосування методу рангів. Запропонований методичний підхід складається з 5 блоків: 1 блок – обґрунтування елементів дослідження; 2 блок – обґрунтування напрямів дослідження; 3 блок – вибір системи показників; 4 блок – розрахунок інтегрального індексу; 5 блок – трансформація конкурентного потенціалу суб'єктів туристичної індустрії залежно від рівня збалансованості / розбалансованості між виробниками та споживачами туристичних послуг. Кожен із запропонованих блоків містить структурні елементи аналітичного дослідження. Доведено, що запропонований методичний підхід до оцінки та аналізу КПСТІ дозволить розробити диференційовані підходи до трансформаційних змін залежно від фаз її перебудови.

**Ключові слова:** туризм, туристична індустрія (ТІ), суб'єкти туристичної індустрії, КПСТІ, трансформація, економічна трансформація, конкурентний потенціал (КП), методичний підхід

**JEL Класифікація:** H11, H80, L10, L83, O10