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**MANAGEMENT SYNERGY: TECHNOLOGIES AND  
STRATEGIES**

**SYNERGIA ZARZĄDZANIA: TECHNOLOGIE I  
STRATEGIE**

**СИНЕРГІЯ УПРАВЛІННЯ: ТЕХНОЛОГІЇ ТА  
СТРАТЕГІЇ**

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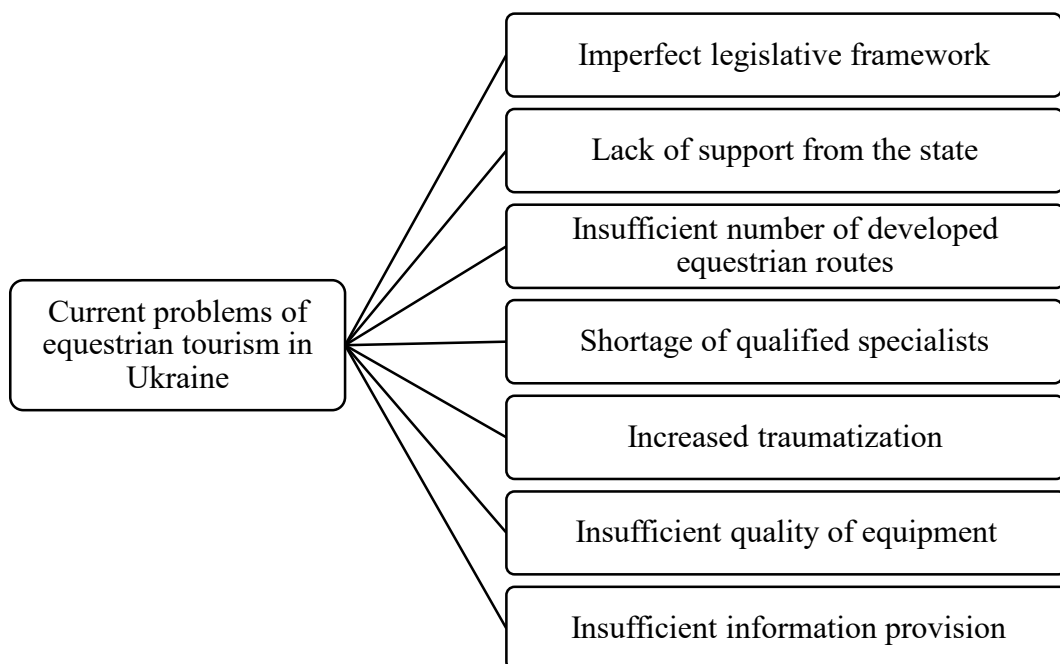
**HOSPITALITY AND TOURISM  
INDUSTRY: CURRENT STATE  
AND PROSPECTS**

**ІНДУСТРІЯ ГОСТИННОСТІ Й  
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ПЕРСПЕКТИВИ**

### 2.3. Challenges and future prospects for horse tourism in Ukraine

Features of the organization of domestic equestrian tourism are largely determined by the presence of a number of problems, including (Fig. 1).

**Figure 1. Modern problems of equestrian tourism in Ukraine**



Source: Compiled by the author based on research

Often the creation of new routes is hampered by large landowners who block the possibility of travel through the land they own. It should be noted that in Europe, where most land areas are private property, this issue has regulatory regulation. By law, the owner of a plot exceeding a certain size is obliged to provide passage through it. Domestic experience, unfortunately, does not yet have such a normative possibility..

The solution to the problems of the development of domestic equestrian tourism was greatly facilitated by the development of Qualifications of equestrian routes and the Code of Conduct in relation to horses in sports tourism, safety rules when dealing with horses and horse riding, developed by the Active Tourism and Recreation Club. According to the Code of Conduct for Horses in Sports Tourism, the welfare of the horse must be placed above the interests of trainers, riders, owners, dealers, event organizers, sponsors and others.

A fairly important problem is the lack of qualifications of the majority of instructors, although the industry is not new for the country, there are almost no relevant professionals in it. Equestrian tourism is mainly attended by either representatives of equestrian sports or people for whom working with animals is a way of life. The overwhelming majority are businessmen, buying a horse for the season and dumping prices, practically neutralizing any competitors, including clubs that keep horses year-round. The Kharkov private college is engaged in training specialists in this type of tourism, where students are taught in equestrian chapters in the direction of "equestrian tourism". Sumy has a developed infrastructure for equestrian tourism, but due to the war it is not yet operational. Also, the Kharkov Veterinary Academy trains specialists in horse breeding, namely instructors in equestrian sports and health and sports tourism; saddlers for the production of armor and equestrian equipment. However, this supports, but does not improve, the personnel policy of equestrian tourism.

The quality of the equestrian tour can be noticed even at the stage of initial instruction, which often takes businessmen several minutes, during which they show how to turn and stop the horse, at which point the work of preparing the tourist usually ends. As a rule, they neglect safety precautions that need to be known.

The development of equestrian tourism in Ukraine still has a number of weaknesses, namely:

- not an attractive image of Ukraine, but the situation worsened even more after the outbreak of hostilities on the territory of the country;
- insufficient development of transport infrastructure;
- poor-quality marking of tourist equestrian routes, because little attention is paid to this issue;
- lack of comfortable living conditions in most rural estates;
- the owners of the estates do not know foreign languages;
- the so-called information and advertising "hunger".

Another problem is a certain category of horse owners who buy horses before the start of the season, and at the end of the season they put them up for sale again. This is a good benefit for them, because they do not need to maintain stables and staff all year round, since in winter there are usually few tourists, accordingly, the profit of horse owners will be higher, but less effort will be made. Permanent stables provide horse care, training and regular veterinary care. Club owners make sure that their horses are healthy, well-groomed and safe for riders. The main point is accident insurance: this way tourists will have compensation if something happens on the route, but some categories of horse owners do not have this. For them, the main task is another: to get as much profit as possible from their horse with minimal effort.

Therefore, it will be difficult for a tourist to understand whether the horse is healthy, what his character is and whether he is ready for dressage.

Another important problem is that horses are often undernourished and overworked. Animals cannot work more than 6 hours a day, however, most owners do not follow this rule; horses are mentally exhausted from the flow of people, and experience physical and emotional overload.

A separate problem is horse rental in the city. Often in cities you can see horses that are offered to be ridden, but there are no fenced areas or special routes for such walks.

However, there are strengths in the development of equestrian tourism in Ukraine, and the following activities contribute to the future development of equestrian tourism:

- analysis of both consumer preferences and the tourism market providing equestrian services;
- study and implementation of these segments by tourism enterprises;
- implementation of measures to develop equestrian tourism infrastructure.

Horse tourism as a type of active tourism plays an important role in solving social problems. The positive aspects of its development include the creation of jobs, an increase in income and an increase in the standard of living of the local population, an increase in demand for agricultural products and locally produced goods, the emergence of new facilities and institutions of the equestrian industry, increasing the attractiveness of the region and ensuring a healthy life for the population. Thanks to the development of equestrian tourism, regional monuments are being restored, the ecological and spiritual culture of the population is being improved, which is an important factor in increasing the attractiveness of the region.

In the context of prospects, Ukrainian equestrian tourism is developing and winning more and more fans. This type of active tourism is popular among lovers of nature, history, extreme sports, pilgrimage, hunting and fishing; it is a good way to meaningfully spend time and explore the peculiarities of life in the regions and the country. Private estates are the basis for the development of equestrian tourism and a way to attract the rural population of Ukraine to small business.

Most Ukrainian equestrian clubs are located in big cities. Every year, new and improved equestrian clubs and bases with a European level and scale are created in the regions of the country.

As noted above, the popularity of equestrian tourism has been growing recently and, accordingly, the demand for these types of services is also growing. Campsites are beginning to develop and new horse trails are being built. In general,

horse riding attracts the attention of a large number of city dwellers because it helps relieve stress from the hectic city life and helps to relax.

Today, the war continues in Ukraine and therapeutic horse riding – hippotherapy – is becoming very popular. This type of therapy, carried out on horseback under the supervision of a special hippotherapist or a well-trained riding instructor, is more relevant today than ever, so we focus on the development of hippotherapy. This therapy is unique in its simultaneous positive physical, mental and emotional effects on patients with neurological, mental, physical and other serious illnesses. The essence of this therapy: riding puts a good load on all muscle groups, encouraging them to alternately contract and relax. Lost skills are gradually improved or restored as function declines. Balance and body shape also improve, coordination develops, and the activity helps achieve emotional stability.

**Figure2. Hippotherapy – rehabilitation for the military in Ukraine**



Source:<sup>63</sup>

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<sup>63</sup> URL: <http://surl.li/heabm>, access date 10.02.2024.

Hippotherapy centers, such as private centers, equestrian clubs, schools and rehabilitation centers, are located in almost every region of Ukraine. The most common visitors are people with cases of cerebral palsy and autism, as well as combat veterans, former prisoners of war, wounded soldiers and war-affected civilians (Fig. 2).

A key feature of hippotherapy is that classes are conducted without a saddle. The biomechanics of animal movement affects the central nervous system, muscles and spine of a person, and psycho-emotional state. Horses naturally have a high body temperature, this effect of heat softens the muscles and relaxes the body.

As for approaches to the rehabilitation of military personnel after captivity and injury, they differ. In the first option, attention is focused on the emotional state of a person. Military personnel have great opportunity to occupy, socialize, pet and clean horses. The second option focuses on exercise but also includes animal cuddling. Hippotherapy promotes the development of such personality qualities as attention, responsiveness, overcoming fear, getting rid of attacks of aggression, excitability of the nervous system, isolation and depression.

**Figure 3. Horse yoga**



Source:<sup>64</sup>

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<sup>64</sup> URL: <http://surl.li/heabm>, access date 10.02.2024.

For the military, it is especially important to take a short break from reality and enter a world where you can forget about problems and accumulate pleasant emotions. A positive charge for the day is communication with animals; in addition to horse riding, military personnel can also try a new type of physical therapy - equestrian yoga (Fig. 3).

Fighters perform a variety of balance and flexibility exercises accompanied by strength training. Such a comprehensive course of exercises really improves a person's physical condition, increases his attention and concentration. Horses feel the human body and, accordingly, experience all the problems. If someone is bored or worried, he subconsciously cuddles, and the muscles will record this state, as if the body is scanning all mental experiences and problems. Hippotherapy helps restore balance in life and body.

So, despite the war, the development of equestrian sports and tourism leads to the development of horse breeding and contributes to the creation of new jobs, which will have a positive impact on the functioning of the country's economy and help the military and civilian population, which suffered and continue to suffer from the war, to recover. And after the end of hostilities, equestrian tourism in Ukraine will have all the prerequisites for its prompt restoration and long-term development.

**Strategic directions for advancing Ukrainian equestrian tourism.** The war devastated Ukraine's tourism industry, disrupted financial, energy and food markets, and caused inflation around the world. Tourism in central, eastern and southern Ukraine has completely stopped. Given these trends, the issue of restoring tourism, in particular in the post-war period, is especially relevant in the present conditions.

Despite the losses of the Ukrainian tourism sector as a result of the war, in the first four months of 2023 the amount of tourist tax amounted to 64 million 611 thousand UAH, which is almost 65% more than for the same period in 2021, when the budget received 39 million 206 thousand UAH. Kyiv and four regions are among the top five in terms of paying tourist taxes. Thus, the city of Kyiv replenished its budget by more than UAH 18 million. Compared to the corresponding period in 2021, the largest increase was recorded in the Lviv region – 268%. From this region, the budget received 11 million 463 thousand UAH. In the Transcarpathian region, the amount of tourist tax increased by 144% and amounted to 6 million 212 thousand UAH. A significant decrease in tourist arrivals was recorded in territories where hostilities were or are ongoing, as well as in occupied territories.

The above information helped to conclude that strategic region for the development of Ukrainian equestrian tourism today is Transcarpathia. The Carpathian region, including Transcarpathia, makes it possible to develop equestrian tourism in

the protected areas of the Carpathian Biosphere Reserve, the national parks Synevyr, Uzhansky, Enchanted Land, as well as regional natural parks Pritisyansky and Sinyak.

At the 5th Pan-European Conference "Environment for Europe" (Kiev), the Framework Convention on the Protection and Sustainable Development of the Carpathians was signed, the problems of the development of Vyzhnytsia and Uzhansky parks were considered in the context of the development of active forms of tourism, in particular equestrian tourism. Also, the Ukrainian Association of Active and Ecological Tourism aims to create conditions for the popularization and development of adventure and ecological tourism in Ukraine, among which it highlights such a type of tourism as equestrian tourism. The purpose of equestrian tourism, from our point of view, is to promote a healthy lifestyle, move tourists through ecologically clean areas, restore physical strength, familiarize themselves with the sights of a particular country, region, culture and way of life of the population of these territories. The advantage of horse tourism is the opportunity to improve human health, since a walk in the fresh air is better than passive relaxation at home.

It is the protected areas of the Carpathians that seem to be created for the development of equestrian tourism. Traveling on horseback and exploring the features of the surrounding world is a constant success among tourists. Horse riding routes are laid within the protected areas of the Ukrainian Carpathians. The most popular among visitors are three-day equestrian tourist routes, among which the following should be highlighted:

- Pop-Ivan ~ Rafting ~ Horseback riding (price – 3390 UAH);
- Mountains ~ Rivers ~ Horses ~ Goverla (price – 2990 UAH).

If we analyze the infrastructure provision of these two equestrian tourist routes, they are marked, have tent camps, observation platforms, etc. Currently, the best equipped tourist trails are in the Mizhhirya region of Transcarpathia, taking into account horse riding routes ([www.aboutukraine.com](http://www.aboutukraine.com)).

It should be noted that in Europe the infrastructure support for equestrian tourism is much higher, in particular, tourists are offered a diverse selection of routes of varying degrees of complexity, gastronomic, adventure, and historical components are included in the program, and recreation, usually in lotels. Lotel is a recreational enterprise intended for equestrian tourism and sports.. Mostly such accommodation establishments are organized at tourist centers, large hotels, i.e. recreational complexes with existing horse rental points with a capacity of 150-200 seats.

As for the Carpathian region, the basic accommodation establishments for travelers are not lotels, but rural estates, primarily in mountainous areas. Rural estates are private households in rural areas using the property and labor resources

of a personal peasant, subsidiary or farm enterprise, natural and recreational features of the area and the cultural, historical and ethnographic heritage of the region. They are an important component of the development of equestrian tourism and a means of attracting the rural population of the Ivano-Frankivsk, Transcarpathian, Lviv and Chernivtsi regions, which are part of the Carpathian region, into small business.

According to the Transcarpathian Regional State Administration, in the near future the Main Directorate of External Relations and Investment Policy of the State Tourism Administration of Ukraine should implement an innovative project with the attraction of foreign and domestic investments called "International Universal Long-Term Horse Route No. 1", the estimated cost of which is 40 thousand dollars. USA. In addition, the "Cartography" project has already been implemented and tourist sites, sailing centers, cycling, water and horse tourism, and caving tourism are indicated on the corresponding maps.

The Ministry of Economy for European Integration of Ukraine will present a number of investment projects in the field of green (rural) and equestrian tourism. As part of the project, promising business plans were identified and the winners of the nomination were Yaroslav and Olga Khaulyak from the Lviv region with the project "Development and implementation of mountain, lowland and combined equestrian and cycling routes in the Truskavets - Skhidnytsia resort region.

You can gain new experience and see non-tourist places by traveling on horseback in Transcarpathia. The Transcarpathian region is one of the smallest in Ukraine, but its peculiarity is the predominance of mountain landscapes, which create all the prerequisites for the development of equestrian tourism. And the proximity of the cross-border location helps not only attract investment, but also attract potential tourists from neighboring countries. Residents of mountainous areas are aware that equestrian and rural green tourism should become the main source of their income and the creation of additional jobs. They are also beginning to realize that equestrian tourism is the main component of recreational activity in the Ukrainian Carpathians and that, in turn, tourism has one of the leading places in the revival of Hutsul horse breeding, therefore the effectiveness of using horses in the tourism industry must be combined with the correct conduct of selection and breeding work.

Many positive changes in the direction of development of equestrian tourism are observed in Transcarpathia (Table 1). In particular, within its boundaries there are 15 horse farms, which have their own stables and provide a wide range of tourist services, namely:

Horseback riding in the arena, training for beginners, walks with an instructor along forest routes, chaise rides at any time of the year are the main types of services provided by horse farms within the study area. It has been scientifically proven that

horseback riding is an excellent form of active recreation, which has the ability to influence the healing and treatment of the human body.

Table 1.

**Horse farms within Transcarpathia**

No.	Name	Security	Services	Location
1.	Sanatorium "Flower of Polonyna"	Own breeding farm	- hippotherapy (a treatment method based on the interaction of a person with a specially trained horse, adapted to the patient's capabilities in mastering horse riding); - riding school; mountain hiking trips on horseback	With. Solochin Svalyavsky district
2.	Voevodyno Resort	Own stable	- horse riding in the arena with an instructor; - horseback riding in the mountains with an instructor; - horse riding lessons with a personal instructor; - carriage ride; - sledding in winter; - group classes for children	Perechinsky district, With. Turya-Pasika, Voevodyno tract
3.	Hunting house "Shipit"	Own stable	- horseback riding with a personal instructor; - horseback riding in the mountains with an instructor; - horse riding lessons; - weekend tours	Perechinsky district, village. Turya-Polyana

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4.	Farm "Golden Horseshoe"	Own stable	- excursion programs on horseback; - going out in chaises for a picnic; - riding school	Uzhgorod district, village. Andreevka
5.	Hotel-ranch "Golden Hill"	Own stable	- excursion programs on horseback; - going out in chaises for a picnic; - riding school;	Uzhgorod district, Zolota Gora tract
6.	Farm "Poloninskoe farm"	Own stable	- horseback riding and tours; - Hutsul Horse Club; - horseback riding camping in Europe (on horseback and in a chaise)	Perechinsky district, ur. Preluki, Polonina Runa
7.	Equestrian club "Adrenaline"	Own stable	- horseback riding along the forest trails of the Carpathians; - horse riding lessons for children and adults	Khust district, village Shayan
8.	Selid Equestrian Center	Own stable	- horseback riding; - hippotherapy; - summer equestrian camp; - group excursions; - horse riding for kids	Vinogradov
9.	Sports club "Mustang"	Own stable	- horse riding lessons; - horseback riding tours; - hippotherapy; - horse riding camp	Beregovo
10.	Mountaineering and rock climbing club "Not the limit"	Own stable	- Turi, ride horses	Tyachivsky district

eleven.	Sanatorium "Borzhava"	Own stable	- tours, horseback riding; - hippotherapy; - sport riding; - training ride under the supervision of an instructor	Irshavsky district, village. Long
12.	Eco-resort "Izki"	Own stable	- horse riding lessons; - horseback riding excursions	Mezhgorsky district, village. Izki
13.	Farm "Agrospol"	Own stable	- chaise and horse riding; - horse riding lessons; - horseback riding excursions; - archery	Rakhiv district, village Meadow
14.	Farm "Marina"	Own stable	- horse rides	Rakhiv district, village S. Vodyanoye
15.	United rural estates	6 estates	- horse riding lessons; - horseback riding excursions	Rakhiv district, village Kvass

Source: Compiled by the author based on research

Medical studies have shown that horse riding has a positive effect on the digestive, circulatory, nervous and respiratory systems. Horseback riding is recommended for poor coordination of movements, curvature of the spine, posture defects, bronchial asthma, etc.

Currently, people are less and less satisfied with traditional recreation, and after the Covid-19 pandemic, more and more tourists preferred the forests of the Carpathian region, where preference is given to active types of tourism. Therefore, we have made an attempt to analyze the features of the famous resort "Voevodyno", which is among the TOP 10 places in Transcarpathia with a high coefficient of tourist attractiveness.

The research area covers the Voevodyno tract, Turya Pasika village, Transcarpathian region. The unique physical and geographical location, climatic and natural tourism resources contribute to the development of tourism and recreation.

The mid-mountain terrain with a dense river network, the prevailing gentle slopes of beech forests, and clean springs contribute to the provision of services related to equestrian tourism to recreationists. In this regard, the restored Schönborn Park, located on the territory of the Voevodyno resort, deserves special attention, revived by the efforts of caring patrons. This park is an important part of the history of Transcarpathia during the times of Austria-Hungary with the priceless cultural heritage of the Transcarpathian region. It was restored with special care and attention to historical details, and opened to the public in 2013..

Within the park there are horse riding routes that run close to other tourist infrastructure, in particular gastronomic, historical, sports and recreational facilities. Tourists willingly try dishes of Transcarpathian, Slovak and Hungarian cuisines, play sports (tennis, volleyball, paintball, mini-golf, gym), get maximum adrenaline (quad bikes, motorcycles, hot air balloon), master the basics of horse riding (manege) and go fishing (fish farm).

We conducted a sociological survey - an anonymous survey in three age groups of recreationists. Group I – adolescence from 0 to 16 years; Group II applicants for higher education – 17-22 years old; Group III – pensioners – over 55 years old. When asked what interests you most about the park, examples were given to objects such as the artificial Lake Tour; grottoes; pavilions; gazebos; 12 bridges; gates; sculptures; cascades of waterfalls; alleys; 22 benches on which are installed the coats of arms of the states that included the territory of modern Transcarpathia; working water mill; animation; vegetation. The greatest interest among respondents of the I and II age groups is caused by animation, the working water mill of St. John, the opportunity to sail on a wooden raft to the island in the center of Lake Tours (18%). Respondents of the third age group showed interest in gates in the Baroque style of the 18th century; 12 bridges symbolizing the 12 signs of the Zodiac; working water mill of St. John and sculptures of Saints Luke, John, Mark, Matthew (15%).

We were interested in the respondents' proposals for improving the infrastructure of the Schönborn Landscape Park. They propose to build a children's playground, provide more lighting to remote areas of the park, conduct evening excursions, recreate scenes from the past life of the Austro-Hungarian dynasty from 1711 to 1944 in theatrical performances, increase the number of boats, bicycles, horses, hoverboards for walks in the park, place the sale of souvenirs, the services of a professional photographer, etc.

The need to create favorable conditions for the development of equestrian tourism, its popularization, appropriate infrastructure and new equestrian tourist routes requires modern information, scientific, methodological and personnel support for this type of tourism activity. Internet resources for equestrian tourism in

Transcarpathia are represented by a few sites and information. However, it should be noted the considerable work of the Transcarpathian Tourist Organization under the leadership of the famous professor F. Sandor on the development of equestrian tourism, namely: description of routes and travel, development of guidebooks and catalogues, construction of virtual trips and "Course on mountain equestrian tourism" ([https:// www.hutsulkoni.com/kinnyjturyzm](https://www.hutsulkoni.com/kinnyjturyzm)). Also, the owners of rural estates on their official websites provide information about the possibility of providing services related to equestrian tourism.

In order to ensure a favorable climate for the development of equestrian tourism, it is necessary to improve the work of local tourist centers and implement a number of organizational programs:

- 1) conduct a general landscape-ecological study of the territory of the Carpathian region and Transcarpathia as a whole;
- 2) revise environmental regulations;
- 3) develop standards for services provided to tourists in equestrian tourism;
- 4) introduce preferential conditions to stimulate the organization of recreation and recreation;
- 5) establish a powerful advertising and information campaign;
- 6) publish a guide to equestrian tourism routes within Transcarpathia.

The analysis of the study area made it possible to objectively assess the possibilities for the development of this type of tourism and develop effective measures to prevent and solve possible problems. Consideration of the strengths gives grounds to scientifically identify potential opportunities and develop an effective strategy for their further strengthening (Table 2).

Taking into account the results of the SWOT analysis, it is recommended that organizations involved in the development of equestrian tourism in the Carpathian region, in particular Transcarpathia, carry out the following activities:

- 1) implement a unified categorization of rural estates;
- 2) develop events (primarily animation) to attract interest and increase the length of stay of vacationers;
- 3) borrow the experience of European countries (Czech Republic, Poland, France, Germany), where considerable practical economic experience has been accumulated in the development of equestrian tourism;
- 4) regularly conduct trainings for owners of agricultural estates and rural workers involved in agrotourism services;
- 5) develop pilot projects that will clearly demonstrate the benefits of equestrian tourism for the territorial society;

Table 2.

**SWOT analysis of the development of equestrian tourism in the Carpathian region**

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>- environmentally friendly landscapes;</li> <li>- prevailing gentle slopes;</li> <li>- travel safety;</li> <li>- rich flora and fauna;</li> <li>- presence of rivers, mountains, lakes, forests;</li> <li>- historical and cultural heritage;</li> <li>- low prices for accommodation and food;</li> <li>- hospitality of local residents;</li> <li>- availability of rescue services;</li> <li>- ethnicity and culture of the region;</li> <li>- increase in the number of rural estates</li> </ul>	<ul style="list-style-type: none"> <li>- the unattractive image of Ukraine, which has further worsened due to the war;</li> <li>- poorly developed transport infrastructure;</li> <li>- uneven location of tourist accommodation establishments;</li> <li>- lack of comfortable living conditions in rural estates;</li> <li>- information and advertising “hunger”;</li> <li>- lack of knowledge of foreign languages by the owners;</li> <li>- weak or absent markings of tourist and equestrian routes</li> </ul>
<i>Threats</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>- lack of concepts and strategic goals for the development of equestrian tourism;</li> <li>- the presence of uncategorized overnight accommodation, which worsens the quality of services;</li> <li>- unemployment contributes to an increase in crime and calls into question the safety of tourists;</li> <li>- lack of coordination between various organizations involved in the promotion of equestrian tourism, which leads to conflict situations;</li> </ul>	<ul style="list-style-type: none"> <li>- the development of equestrian tourism will add jobs, and, therefore, the incomes of local residents will increase;</li> <li>- the leadership of territorial communities will take care of the preservation of historical and cultural monuments of the region;</li> <li>- the service sector and medicine will grow;</li> <li>- attracting investors and new projects;</li> <li>- improving the condition of the region’s highways</li> </ul>

Source: Compiled by the author based on research

6) create a web page of the Carpathian region as a territory of equestrian tourism;

7) create a centralized (primarily computer) system for reserving vacation spots;

8) create information centers in Uzhgorod, Mizhhirya, Rakhiv (Transcarpathian region); Lvov, Slavsk (Lviv region); Ivano-Frankivsk, Yaremche, Kosiv (Ivano-Frankivsk region), which would collect and promptly update information about the owners of agricultural estates, attractions, price conditions and other information necessary for tourists. Smaller scale information centers should be created in almost all regional centers of the Carpathian region or places with great attractiveness for tourists;

9) develop measures to improve the image of the Carpathian region as an eternal holiday destination, a region for the development of horse breeding, health improvement and spiritual enrichment of the individual, in particular, such as the publication of advertising brochures, appearances in the media, holding various promotions, fairs, festivals, etc. .d.

So, today in the Carpathian region, in particular in Transcarpathia, there is a need to improve conditions for the development of equestrian tourism, the corresponding infrastructure and the development of new equestrian tourist routes, the preparation of modern information, scientific, methodological and personnel support for this type of tourism. Transcarpathia has significant advantages for the development of equestrian tourism in order to enter the most developed tourist regions of Ukraine, namely:

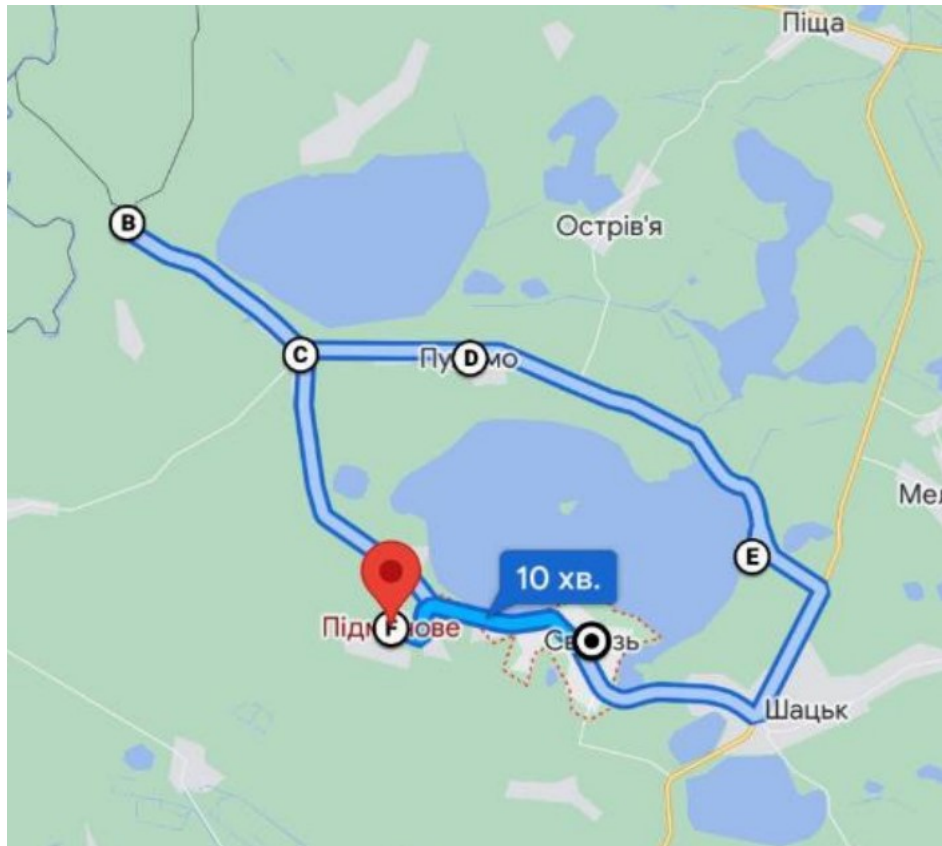
- favorable geographical location;
- comfortable microclimatic conditions;
- Diverse landscape;
- unique flora and fauna;
- historical, cultural, architectural heritage;
- developed transport network;
- sufficient human, material, including medical and health resources, which will activate and complement the development of equestrian tourism in this territory.

Innovative equestrian tour concepts proposed by the author.

Based on the processing and analysis of a significant amount of information, the innovative tour "Riders of Svityaz" was developed. Below are its main characteristics:

Route: Svityaz – Podmanovo – Koshary – Zalesye – Pulmo – Gryada – Podmanovo – Svityaz (Fig. 4).

**Figure 4. Route according to the equestrian tour program “Riders of Svityaz”**



Source: Compiled by the author based on google maps

Group composition: 6 tourists + 1 tour guide (+ 1 driver).

Category: adults.

Bus: minibus Mercedes-Benz Sprinter 313.

Length: 50 km, about 5 hours in the saddle per day.

Accommodation: in tents, it is possible to rent stationary housing.

Meals: tour price includes breakfast, lunch, dinner.

Shatsky National Natural Park is known for its lakes and incredible nature, but most of all tourists love the well-known Svityaz Lake, which is one of the largest in area and depth in Ukraine, which is why it is in such great demand among Ukrainians. However, this park still has many beautiful places, which will be demonstrated in the program of the equestrian tour “Riders of Svityaz”, during which the group will completely go around Lake Svityaz and visit other lakes and corners of the Shatsk National Natural Park.

Our compatriots are accustomed to the fact that horses are a draft force and keep them mainly in villages. But it is also meaningfully spent leisure time, tourism,

sports and hippotherapy. In the Shatsky National Natural Park there is an equestrian club "Svityaz", located in the village. Deceptive. Thanks to this club, it became possible to develop equestrian tourism in this area, and even inaccessible corners of the natural park became accessible. The club has 25 horses of different breeds, such as: Tori, Ukrainian riding, Hutsul, Oryol trotter, etc.

Horses will be selected for each tourist individually, taking into account his gender, age, and physical condition. For a person who has never ridden a horse, they will choose a phlegmatic, calm animal. If a person already has horse riding experience and feels confident, the club can offer experienced horses.

The program of the equestrian tour "Riders of Svityaz" is presented in table. 3.

Table 3.

**Program of the equestrian tour "Riders of Svityaz"**

Day	Schedule
1 day	09:00 – group meeting in the village. Svityaz, near the children’s camp “Chaika”: - departure by bus to the equestrian club "Svityaz" in the village. Deceptive - horse riding instruction 10:00 – departure 12:00 – arrival in the village. Koshary, familiarization with the area 14:00 – arrival in the village. Zalesye: - lunch and rest 16:00 – arrival at the tent camp in the village. Pulmo: - free time - dinner - overnight in tents
Day 2	08:00 – breakfast 09:00 – departure 11:00 – arrival at the Gryada tract: - free time - lunch at the Rondo cafe (optional) 13:00 – return to the equestrian club “Svityaz” 15:00 – 16:00 – arrival in the village. Podmanovo 16:00 – departure to the village. Svityaz: - final dinner on the shore of the island. Svityaz in the Amigos cafe

Source: Compiled by the author based on research

On the first day at 09:00 the group will be met by an instructor in the village. Svityaz near the children's camp "Chaika". Tourists will be transported by Mercedes Benz Sprinter 313 minibus to the Svityaz equestrian club, which is located in the village. Deceptive. The group will be given a short briefing on horse riding and behavior during the hike, this procedure will last about 30-40 minutes, after which at 10:00 a departure will take place along the route: Svityaz - Podmanovo - Koshary - Zalesye - Pulmo - Gryada - Podmanovo - Svityaz.

The first stop will be in a small village. Koshary, where the borders of three states – Ukraine, Poland and Belarus – meet. According to local residents, life in the village seemed to stand still. All that remains are two streets where there are empty huts. Once upon a time, large families lived in Koshari, but most of the grown-up children left for Belarus, the state border with which runs through the outskirts of the village. Here the group will be able to take a walk and get acquainted with the area and the villagers, who can be counted on one hand. Also a must-see destination is Lake Ritzetz, which is located in the village. The lake attracts tourists with the color of the water, with a red tint, this can be explained by the fact that it contains a lot of glycerin, which has a positive effect on the condition of the skin. Locals like to say that Rite has healing properties. The next stop will be in the village. Zalesye, where lunch will be organized, the group will sit on the lawn overlooking Lake Pulemetskoe and can enjoy nature and delicious food. After lunch, the group will go to the final point of this day - the village of Pulmo. There, in a tent camp on the shore of Lake Svityaz, tourists will have free time, they will be able to relax, swim, and go to the store if they wish. In the evening the group will set up tents, and then there will be dinner and sleep. During stops, saddles and harnesses are removed from the horses, they will graze and rest.

The next day after breakfast at 09:00 the group will go to the Gryada tract. Along the lake there is a central street with cafes, bars, shops and a market, where you can buy everything you need for relaxation - swimsuits, hygiene products, souvenirs, food, etc. The group will have free time, will be able to take a walk, buy souvenirs, after the walk there will be lunch at the Rondo cafe, if desired. Next will be a return to the village. Deceptively, upon arrival the group will leave the horses at the equestrian club and go by minibus to Svityaz. There, tourists will have free time for swimming, walking and a final dinner on the shore of Lake Svityaz at the Amigos cafe (Fig. 5).

**Figure 5. Final dinner on the shore of Lake Svityaz at the Amigos cafe**



Source: from open sources

In Table 4 we will calculate the equestrian tour “Riders of Svityaz”.

Table 4.

**Calculation of the equestrian tour “Riders of Svityaz”**

No.	Expenditure	Amount, UAH
1	Tour guide salary	4000 UAH
2	Transport services: minibus Mercedes-Benz Sprinter 313	1000 UAH
3	Meals for tourists and accompanying persons: 1 breakfast x 100 UAH x number of people 1 lunch x 100 UAH x number of people 1 dinner x 100 UAH x number of people Total:	1 x 100 x 7 = 700 UAH 1 x 100 x 7 = 700 UAH 1 x 100 x 7 = 700 UAH 2100 UAH
4	Accommodation for tourists and accompanying persons	0 UAH
5	Travel insurance	50 UAH x 6 = 300 UAH
6	Horse rental: 2 days x 1000 UAH x number of people	2 x 1000 x 6 = 12,000 UAH
7	Cost of the tour	19,400 UAH
8	Profit (10%)	1940 UAH
9	Total price Unified social contribution 22% of the total cost	21,340 UAH 4695 UAH
10	tour cost Ticket price for 1 tourist	26,035 UAH 4340 UAH

Source: Compiled by the author based on research

The tour price includes breakfast, lunch and dinner. The food will be quite high in calories, healthy, varied and tasty (special dried and freeze-dried food for hiking) (Fig. 6).

**Figure 6. Freeze-dried food for hiking**



Source:<sup>65</sup>

The choice of such freeze-dried food is rich, it can be borscht, various cereals, vegetables and types of meat, soups, noodles, etc. You can also take snacks and water - this is at your own request and is not included in the tour price. For a snack, you can take dried fruit, cereal or chocolate bars, nuts (peanuts, hazelnuts, almonds) or dried fruits (raisins, cranberries, dried apricots, dates, bananas, etc.).

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<sup>65</sup> <https://www.deliciousplace.pl/2021/03/kasza-owsiana-z-bocznikami-w-tempurze.html>, access date 10.02.2024.

The tour price includes: horse rental, escort and instructor services, meals on the hike (breakfast, lunch and dinner), group first aid kit, photography and insurance.

The price does not include: drinks and meals outside the program, equipment rental. Equipment:

1. Tourist backpack – 80 UAH per day.
2. Tent – 80 UAH per day.
3. Rug (karemat) – 20 UAH per day.
4. Sleeping bag – 50 UAH per day.

You also need to have: comfortable clothes and shoes, a spare set of clothes, taking into account the fact that clothes may be wet or dirty (socks, underwear, outerwear, swimsuit, towel and flip-flops), sunscreen, products against ticks and other insects, glasses, headdress - cap or Panama hat, tent, sleeping bag, sleeping mat. Things should be packed in a tourist backpack, and not in a suitcase, because if the SUV breaks down, the tourist will have to carry his things on himself.

Trekking rules:

1. Drinking alcohol is strictly prohibited.
2. Do not leave the group and warn the guide about your intentions to leave.
3. Take garbage with you.

Promotion of a tourism product is a set of activities aimed at its creation and preparation for implementation (organization of advertising and study tours, participation in specialized exhibitions, fairs, publication of catalogs, booklets, etc.). Promotion of a tourism product is the most important means of marketing. Promotion is considered to be establishing relationships with actual and potential consumers of tourism services in order to inform them about the offered tourism products and encourage them to purchase.

In order for the “Horsemen of Svityaz” tour not to lose its popularity, you need to use advertising. The main advertising means are newspapers, television, various signs, stands and billboards, as well as social networks.

We believe that the best method is to use advertising on social networks Facebook and Instagram. This type of advertising makes it possible for people from different parts of the world to get acquainted with tourism services. This type of advertising also makes it possible to track trends and feel feedback. Since the developed horse riding tour is aimed primarily at a young audience that is on social networks almost 24/7, tourists will be able to share their impressions and post photos, which is also good advertising.

It was calculated that advertising per month would cost about 6,500 UAH: this cost includes the work of an SMM specialist who will create a profile on social

networks and advertising (the work of an SMM specialist is \$70, advertising is \$150). The approximate advertising coverage will be 230,000 – 610,000 people.

In general, we can conclude that online advertising makes it possible to reach a target audience on a global scale, depending on its price. Using social networks to promote a tourism product allows you to save costs on the implementation of communication policies, since advertising on the Internet is usually cheaper and more profitable.

So, as a result of processing a significant number of sources, a horse riding tour through the territory of the Shatsk National Natural Park “Riders of Svityaz” was developed. This is one of the most attractive domestic tourist destinations, located in the northwestern part of Ukraine and having one of the largest lake systems in Europe.

### **Conclusion**

An analysis of the current state of equestrian tourism in Ukraine has been conducted. Organizing equestrian tourism entails various aspects, including horse maintenance and training, route development, tourist safety, and providing comfortable accommodations and meals. Challenges include the high costs of horse upkeep, the necessity for skilled trainers, instructors, and guides, and the need for sustainable management practices.

The current challenges facing domestic equestrian tourism, particularly those arising from military conflicts, have been identified. Future development prospects are promising, with the potential for rapid recovery and growth post-war. Based on extensive research, an innovative tour, “Riders of Svityaz,” has been developed, which is feasible for implementation in the post-war era.