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### **THE MAIN TENDENCIES IN TOURISM PROJECT MANAGEMENT**

Currently Ukraine faces numerous challenges requiring large-scale reforms across various sectors, including tourism. The tourism industry holds significant potential, and its development relies on the implementation of innovations and project management. Tourism projects have become a powerful tool for societal transformation, enabling not only the anticipation of changes but also the creation of new products and solutions. Attracting investments and grant funding is crucial for supporting innovative projects. Project management skills are becoming critically important for tourism professionals, especially in the context of instability and risks associated with the war.

The war has changed the life of every Ukrainian person. Today, Ukraine faces numerous challenges and transformations, necessitating changes and modernization. The key task on this path is the reform of all sectors of society. The tourism sector in Ukraine holds significant potential. Innovation today is based on research and timely development, responding to market needs through an effectively organized process of creating and implementing innovations. Project management is a crucial tool in this process, closely linked to the concept of innovation management. Projects provide an organizational framework for the systematic and methodical acquisition of knowledge, skills, ideas, and results.

The use of projects, including tourism projects, is vital for societal reform. Understanding the process of project development clarifies its role in growth. In its evolution, project planning has moved away from technical design and now incorporates features of forecasting and strategic planning. Tourism projects intersect with new trends in societal development and represent an innovative approach to progress. The term "project" originates from the Latin "projectus," meaning a forward-looking, purposeful activity, "...resulting in the theoretically and practically substantiated determination of the development options for new processes or phenomena" [1, p. 5].

A defining feature of a project is not the study of what already exists, but the creation of new products and the exploration of what is yet to emerge. The word "project" comes from the Latin "projectus," meaning "thrown forward." Its roots can be traced back to ancient Greek culture, where it indicated "obstacle, task, or question." An obstacle in a person's path forces them to stop, reflect, and take action. In life and thought, obstacles spark new ideas and solutions. The modern understanding of "project" retains the essence of this ancient meaning.

Among the most common definitions of projects embrace the following aspects:

- defining versions or options for the development or transformation of a particular phenomenon or object;
- constructing scenarios for the optimal future state of an object;
- a form of anticipatory reflection and transformation of reality, aimed at creating a system of parameters for a future material object or its qualitatively new state;
- making decisions in conditions of uncertainty.

A project is also understood as a set of interconnected activities with clearly defined start and end dates, requiring the involvement of specialists and resources to achieve specific organizational goals. A project includes a conceptual foundation (description of the initiative, its cultural and historical significance, hypotheses,

assessment of its novelty, and potential real outcomes) and a systemic organizational component (description of specific mechanisms and implementation stages).

Project management, as part of self-management for tourism professionals, is tied to the implementation of key practical tourism functions—diagnostic (evaluation), prognostic, and transformative [3, p. 76].

The process of organizing tourism projects has specific features. Key aspects include:

- getting acquainted with the economic essence and specific types of tourism projects; determining and assessing investment attractiveness;
- learning the process of preparing real projects, supported by local authorities;
- analyzing the attractiveness of specific directions and the effectiveness of individual projects;
- developing strategies to attract investors to tourism enterprises in the most attractive areas;
- implementing measures to reduce project risks;
- analyzing project management from a marketing perspective, recognizing that marketing is a comprehensive discipline that integrates various elements with their unique characteristics [4, p. 27].

Tourism is experiencing rapid development. A key driver of this growth has been the improvement in the population's material well-being and the increasing demand for effective use of free time. As incomes rise, people are more willing to spend on cultural and spiritual fulfillment rather than just physical needs. This underscores the need for organizing tourism projects and developing new tourism products, with particular emphasis on attracting grant funding. For businesses to function effectively and grow, continuous investment in innovative projects across all areas of business and decision-making is essential. Investing in innovation aims to create new tourism products and services. Many domestic and international businesses engage in innovative activities through project-based initiatives, often financed by grants.

Thus, tourism professionals today must possess project management skills, as this is a demand of the time. Only with such knowledge and experience can they keep pace with progress. Currently, project management in tourism is one of the most effective activities, even in conditions of war, which brings instability, risks and challenges but also provides opportunities to achieve project goals.

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## **THE CHARACTERISTIC FEATURES OF PROJECT MANAGEMENT IN THE SPHERE OF DESIGN**

The project approach is a process divided into certain stages of work that ensures the establishment of the project goal, development of the effective