

MANAGEMENT TOOLS IN TOURISM IN THE POST-WAR PERIOD

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Abstract: *The purpose of the study is to identify management tools in tourism in the post-war period. This will help to identify the potential opportunities that exist in Ukraine during the war. Examples of foreign countries that have restored their economies after the war are studied. Among the management tools in tourism in the post-war period, the following are proposed to be used: improving the accessibility and quality of city administration, socio-economic recovery, social and cultural and spiritual revival, environmental protection, provided that the population is employed, stimulating investment inflows, and developing entrepreneurial activity.*

Keywords: *tourism; management; post-war period; development scenario.*

Russia's war against Ukraine, which began in 2014 in eastern Ukraine and Crimea and its full-scale invasion from 24.02.22, led to an economic crisis throughout the world, when the EU and the US began to help the country resist the enemy and support the population. Ukraine's State Agency for Tourism Development (DART) has already proposed several areas of new ideas for developing domestic tourism during the war. And after the war ends, DART plans to restore and develop tourism in eastern Ukraine - in Donetsk and Luhansk regions, which have been occupied since 2014. The post-war recovery of the country requires an effective marketing campaign in foreign markets, strengthening the country's brand as a safe tourist destination, introducing a national strategy for the development of society, creating regional tourism programmes, and restoring the damaged infrastructure, which will increase the role of tourism. All of these and other measures should begin with the development of strategies for the long-term development of the tourism and hospitality industry today.

The purpose of the article is to identify the instruments of management in tourism in the post-war period.

The analysis of research on this topic has been carried out by many scholars, including Nosyrev O. [1], Butler R.W [3], Boyd, S., Ryddy, M.V., Kulshreshthacand, S., Nica M. [4], Barvinok N. [5] etc.

However, despite the fact that these works enrich the theoretical and practical tools of tourism management in the post-war period, they do not fully address the issues of solving tourism problems in the post-war period, which is why the chosen topic is relevant.

The study was carried out in the following stages: examples of recovery of foreign countries after the war; obstacles related to the normal functioning of tourism in Ukraine; management tools in tourism in the post-war period; scenario of tourism development in the post-war period.

If we take into account the experience of foreign countries in recovering from the war, we can use it for Ukraine due to the massive destruction of tourist facilities and resources. For example, Japan's method of recovery was to develop science and technology, improve the quality of the workforce and export strategy, which helped Japan grow to become the world's second largest economy.

The example of South Korea's success in the post-war recovery was the rebuilding of infrastructure, including tourism, the development of an export-oriented economy in all sectors, the transition from the public sector to the private sector, and from budgetary sectors to intensive industries with the help of science and technology. This approach can open up new opportunities for Ukraine in the tourism sector to introduce the latest technologies and digitalisation in tourism.

The example of the rebuilding of Coventry (UK) can indicate what problems can be avoided when rebuilding a country. For example, the rebuilding should be primarily for people, not for cars, not for industrial centres or high-rise buildings, as was the case in the rebuilding of Coventry. Such an example could be useful for rebuilding the industrial complex of Donbas, and for the tourism sector, it is necessary to rebuild tourist

infrastructures with elements of installation and murals in the architecture of the country.

As the losses of the Ukrainian economy in 2022 alone amounted to USD 127 billion. and taking into account enterprises in all sectors of the economy, the losses exceeded USD 600-650 billion, or 325-330% of Ukraine's GDP in 2021, it can be argued that the reconstruction will require funding [4]. We believe that we can use the example of Croatia, which rebuilt through the development of small business and tourism. This requires a proactive community with the support of the state government, which will allow for reconstruction with limited funds and create a business environment for the post-war recovery of Ukraine's regions. It is also worth noting the need for financial assistance from Europe and the United States, as was received under the Marshall Plan for the reconstruction of Dresden and Stuttgart in Germany after World War II.

Ukraine should take into account all the experiences of foreign countries to rebuild tourism, using positive and negative experiences of post-war reconstruction and internal and external factors.

The normal functioning of tourism in Ukraine is hampered by the following obstacles: a decline in inbound tourist flows to the country; an outdated system of tourist accommodation facilities; the lack of a unified tourism data accounting platform that could monitor volumes and revenues and expenses from tourism; insufficient information on the provision of tourism services; and the freezing and outflow of investment from the Ukrainian tourism market.

The tools of tourism management in the post-war period can be a set of tasks in the field of tourism that form the policy of urban development. These include, first and foremost, improving the accessibility and quality of city administration, socio-economic recovery, social, cultural and spiritual revival, and environmental protection. Both the quality of administration and socio-economic recovery are based on employment, stimulation of investment inflows, and development of entrepreneurial activity. Environmental protection will help restore destroyed natural and tourist sites, the aquatic ecosystem, clear mined areas, and ensure the development of urban residents. This policy will improve economic activity and increase the efficiency of tourism management. Figure 1 shows the proposed scenario for the development of tourism in the post-war period.

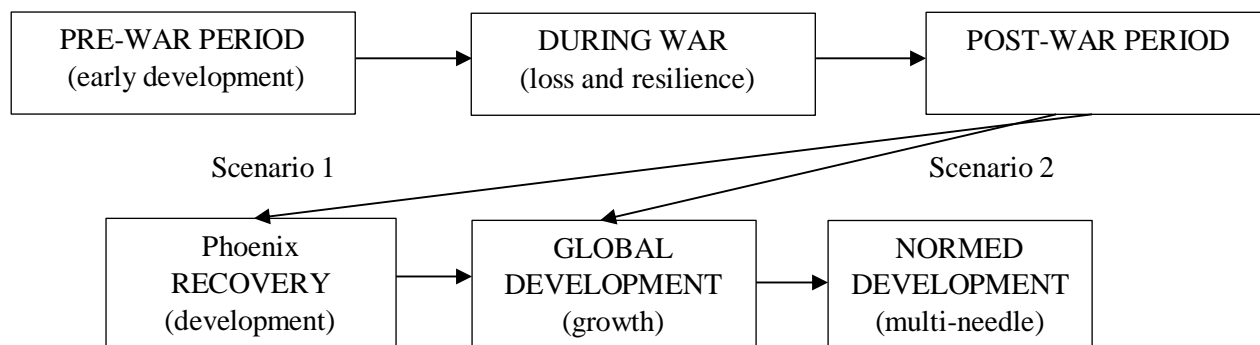


Fig. 1 – Scenario of tourism development in the post-war period [developed on the basis of Boyda, et.al, (2023)]

In Ukraine, which is at war, tourism is virtually non-existent. As the tourism industry needs to recover from the war, new opportunities need to be pursued, requiring consideration of a wide range of enabling factors that contribute to new scenarios. Tourism can re-develop as shown in Figure 1. The first scenario of tourism recovery runs from the Phoenix phase, moving into a hybrid state of development between Phoenix and normalised mature destinations. This scenario focuses the recovery on tourism marketing and an identity shaped by new tourism products, such as dark or meliorative tourism, which are closely linked to past hostilities as a means of healing and reconciliation. The attractiveness of this type of tourism is generally determined by the opportunity to relive the events of the past war through the eyes of the affected people. The second scenario shows a skipped Phoenix stage in favour of the development of a normalised state. This scenario envisages a development process that evolves from a hybrid state of tourism recovery through the restoration and marketing of established products (beach, coastal, cultural and heritage tourism) that were lost during the war.

As we can see, both scenarios are embedded in the «post-war period», where the factors of opportunity apply in the broader context of war, including the «pre-war» and «wartime» periods. The nature of capabilities in the post-war period is often a reaction to what the capability factors were before peace conditions were achieved. In the case of the post-war period, each capability factor considers a change in the description of

each attribute applicable to the Phoenix, Hybrid and Normal states.

The structure of the post-war tourism development scenario illustrates both the potential path of development and the nature of this development over a number of time periods: «pre-war», «during the war» and «post-war», Phoenix «recovery», «hybrid development» (growth) and «normalised development» (multi-niche). The «pre-war period» is representative of the characteristics of what could be considered normal conditions for tourism development when tourism was in its infancy (Butler, 2019).

Significant action is required by key stakeholders, the governing authorities, to return to the prevailing sense of security and potentially the positive, non-threatening image of the pre-war period.

A visitor management system is therefore a recognised component of a wider set of management tools available to tourism managers. The proposed scenarios for the development of tourism in the post-war period are based on a recovery path that will not be the same for all destinations. Therefore, it is necessary to use the experience of countries that have revived in the post-war period. The following should be used as management tools in tourism in the post-war period: improving the accessibility and quality of city administration, socio-economic recovery, social and cultural and spiritual revival, environmental protection, employment, stimulating investment inflows, and developing entrepreneurial activity.

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