

DEVELOPMENT AND RECOVERY MANAGEMENT OF TOURIST DESTINATIONS USING THE EXAMPLE OF KYIV CITY: OVERCOMING CONSEQUENCES OF THE NEGATIVE IMPACTS

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Abstract. *The development of tourism at the destination level is closely linked to its attractiveness, which determines the prospects and opportunities for attracting tourist flows. New trends in the development of modern tourism as a socio-economic, cultural, and communicative institution require regional tourism entities to take appropriate practical measures. Increasing tourist flows requires the creation of an appropriate infrastructure, including the expansion of the network of accommodation facilities, the development of transport links and other services necessary to meet the needs of tourists. Political instability and the lack of a comprehensive, systematic model of tourism management have led to the decline of this sector in Ukraine. The relevance of this topic is driven by the need to develop strategies and management measures to ensure the attractiveness of urban destinations for tourists and to restore the tourism sector in line with international management models and examples of major urban tourist destinations. The main purpose of this study is to analyze the aspects of management, development, and recovery of a tourist destination on the example of Kyiv as part of Ukraine's economic system in the context of a pandemic and war. The study uses systemic analysis, structural and functional approaches, as well as comparison methods. The study examines the problems associated with a decrease in tourist flow and loss of revenue in the tourism industry due to ineffective management of the tourist destination (pandemic and military operations in the country) and insufficiently developed infrastructure. This made it possible to formulate recommendations for solving problems, namely: improving transport infrastructure and creating and maintaining tourist infrastructure, such as hotels, restaurants and other facilities that will form an open state tourism policy. The concept of spatial-economic management and practical functionality of tourist destinations on the example of Kyiv is developed, provided that modern technologies, approaches, and methods of tourist destinations formation are used, which are components of the model of management of tourist areas development. The results of the study can be used to manage tourist destinations at the international and regional levels.*

Keywords: *economic system, management strategies, marketing tools, innovative approaches, urban destination, city infrastructure, investments.*

JEL classification: *H70, L83*

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Introduction. Tourism is one of the largest global industries, generating significant employment and revenue for many countries. Tourists spend money on hotels, restaurants, shops, and other services, which helps to boost local businesses and supports the development of financial stability. Travel facilitates cultural exchange between countries, which promotes understanding and mutual influence between different cultures. This contributes to increased tolerance and mutual understanding between nations, leading to peace and cooperation. In addition, the development of domestic and international tourism offers excellent potential for economic growth and improving living standards.

Over the past years, Ukraine has taken a high position in the tourism industry, attracting tourists with its cultural heritage, natural beauty, and historical monuments. However, negative impacts such as the outbreak of war in 2022 and the Covid-19 pandemic have put Ukraine's tourism industry at risk of decline. The threatening decline in tourism activity poses significant risks to the country's socio-economic situation. A decrease in tourist arrivals leads to job losses, lower revenues for businesses serving tourists, and a general decline in economic activity. Given this, the issue of tourism recovery and development should be given great attention as part of the country's economic recovery strategy.

Literature review. This research study has thoroughly analyzed and examined the issues of tourism destination management, aiming to study the impact of crisis phenomena, notably pandemic and martial law. The analysis highlights vital aspects related to the effective management of tourist flow, ensuring the safety of visitors, and developing strategic approaches to adaptation and recovery of the tourism sector in unforeseen situations.

Considering this topic, we should pay attention to the article of Uzbek scholars N. Komilova, M. Usmanov, and N. Safarova. In their research article, the basic concept of "tourist destination" was considered in the context of the tourism system. The authors draw attention to the content and essence of this term, presenting different definitions from different scholars. They define a destination as a geographical region with a particular attractiveness for tourists, attracting them to its borders. One critical aspect discussed in detail is classifying the term "destination" according to four essential aspects: territorial, economic, social, and administrative. This comprehensive classification allows a better understanding of the various aspects that define and shape tourist destinations. In addressing the issues of tourist destinations in the regional context, special attention is paid to the criterion of "dependence" on the specific geographical location of the region. Such an approach to assessing a tourist destination allows for considering each region's geographical features and uniqueness in its attractiveness to tourists. In addition, a tourist destination's economic aspect is regarded as a specific route for tourists and an essential economic category [12]. This broadens the understanding and context of tourism resource management, contributing to the development and competitiveness of tourist destinations. It is essential to emphasize the importance of supporting the brand concept through marketing to form the material and technical base that provides tourism infrastructure in the form of a cluster. This support helps to improve the production of tourism services and products. It enhances the attractiveness and competitiveness of the destination image, which, in

turn, leads to an increase in the popularity of the destination.

The next group of scientists, Y. Zhang and D. Blasco, studied destination management issues in the context of COVID-19. The paper collected experimental data during a tour in October 2020 and subjected it to inductive analysis to gain relevant insights. The results emphasize the need for a proper approach to planning and managing a tourist destination. It turns out that successfully solving problems in this area requires abandoning general strategies, focusing on the specifics of the local tourism market, and building a positive image of the destination. It is vital to avoid template solutions, as each tourist destination has unique characteristics and needs. Instead, it is worth focusing on the individual aspects of each destination, considering its identity, cultural factors, and specific requirements of tourists. A key element of successful management is responding to emerging challenges and adapting to future trends in the tourism industry. Understanding and forecasting trends allows businesses and local authorities to adapt effectively to changes, contributing to competitiveness and sustainable tourism destination development. Given the various challenges, including the impact of the war, it is essential to approach the management of a tourist destination with an understanding of the context and specific circumstances [23]. Strengthening cooperation between different stakeholders, considering socio-cultural differences, and adopting appropriate strategies can contribute to a positive solution to current and future challenges in tourism. Given the above, we can support this conclusion and add that Ukraine can also implement this management method, focusing on the local population and considering the additional aspect of the impact of war.

The research of scientists L. Zhenhuan, W. Dake, A. Jaffar, H. Saad, and M. Riaqa considers that technological innovation is an effective means of overcoming the global crisis, and tourism institutions should adapt their indicators and standards to stimulate and evaluate the purpose of research, role, and impact related to tourism and leisure industry. Crises also create opportunities to accelerate technological progress, change, and innovation. Technological progress and the use of social media play an essential role in ensuring economic stability and growth. In the context of digital health and the crisis, technological applications are at the forefront of overcoming the adverse effects of COVID-19 in the business sector, such as travel, leisure, and tourism [24]. While this conclusion can be agreed upon, it should be added that technology is making a significant contribution to the recovery of the global economy and the tourism industry. This is achieved through the introduction of social distancing measures, the use of crowd control technologies, and the practical analysis of large amounts of data for operational management and real-time decision-making. In addition, it is essential to note the introduction of identification control systems and digital health passports, which help ensure safety and efficiency in the face of modern challenges such as global crises and pandemics.

Also, attention should be paid to the work of M. Gato, Á. Dias, L. Pereira, R. Lopes. They argue that management plays an essential role in the organization's management, which should ensure that the staff knows the importance of continuous learning. One of the primary responsibilities of management is to implement positive human resource management practices and develop a learning system. Organizational

commitment to learning is an essential element of organizational learning capacity, and if management defines a strategic approach to learning, it can lead to lasting results. Their study results indicate that to manage a destination successfully, the LDMO (local destination marketing organization) must continue to create an innovative and dynamic environment focused on profound change to meet changing tourist demands. It is also essential to have the ability to anticipate these changes and motivate staff to make independent decisions and be independent [14]. At the same time, scientists emphasize the importance of their employees maintaining direct contact with tourists, providing information in offices, and selling tourist services. This confirms that organizational learning capability is vital to managing a tourist destination. Thus, these statements are consistent with the results of this study: effective marketing communication is an essential factor in the successful management of an innovative and creative destination. The interaction between organizational learning, strategic management, and marketing can lead to competitive advantage and create a positive relationship between marketing orientation and organizational performance.

The papers of scientists E. Mehmet, G. S Zehra, and K. Burçin contain similar thoughts about tourist destinations in the context of crisis conditions. The authors argue that crises harm the tourism industry due to a decrease in revenues from tourism services caused by a reduction in the number of inbound tourists, which results in a deterioration of the country's economy. The researchers examined the adverse short-term effects of crises on the crisis management practices of tourism enterprises in Turkey after the terrorist attacks in 2015-2016, political tensions with the Russian Federation after the downing of a military aircraft in 2015, and the attempted coup d'état in 2016. The researchers surveyed 219 representatives and managers of hotels, travel companies, airlines, and other tourism businesses participating in the 10th Travel Turkey Tourism Fair and Congress. It was found that all three different, interconnected crises significantly impacted tourism businesses in the short term [15]. These effects were independent of the type of enterprise or the duration of its operation. Tourist destinations face many risks that can impact the safety and stability of the destination. Such risks include natural disasters, epidemics, terrorist attacks, or geopolitical events. Addressing each of these scenarios requires specific strategies and actions. For instance, well-formulated evacuation plans, efficient public and tourist warning systems, and collaboration with emergency services are critical in natural disasters. Likewise, preventive measures, medical monitoring, and exploring the possibility of remote tourism are vital in the case of epidemics. To effectively manage tourist destinations, it is necessary to understand each scenario's unique demands and adopt all-inclusive strategies that can effectively mitigate risks, enhance safety, and ensure stability.

It is important to remember that each type of risk that may arise in the tourism sector requires developing and implementing its specialized method of destination management. Each situation may require an individualized and tailored approach to ensure effective control and minimize possible negative consequences.

The tourism industry is susceptible to political crises, terrorism, military conflicts, natural disasters, manufactured disasters, energy crises, and pandemics. All these problems lead to a sharp decline in the number of tourists, which leads to a drop in

GDP, rising unemployment, increased socioeconomic conflicts among the population of tourist destinations, a reduction in tax revenues to local budgets, a drop in investment, an increase in overdue loan payments by entrepreneurs, and lead to a prolonged recovery of this sector of the economy with significant cash costs [17].

The risks can be diverse, such as natural disasters, epidemics, terrorist attacks, or geopolitical events. Each of these scenarios requires specific strategies and actions to ensure the safety and stability of a tourist destination. For example, evacuation plans, public and tourist warning systems, and cooperation with emergency services are essential in natural disasters. In the case of epidemics, it is also vital to establish preventive measures and medical monitoring and explore the possibility of introducing remote forms of tourism.

Such an individualized approach to risk management in tourism allows us to ensure the necessary level of security and meet the specific conditions that may arise in different circumstances. Only by improving and adapting destination management methods to specific risk scenarios can the sustainability and development of the tourism sector be ensured in the face of uncertainty and possible threats.

Aims. The purpose of this article is to study the current state of formation, development, and recovery management of a tourist destination in Kyiv, considering it a component of Ukraine's economic system in the crisis period covering 2019-2024.

Methodology. The following methods were used to solve the tasks set in this study: system analysis, structural and functional approach, and comparison.

This article used the structural-functional method to study and define the concepts of "destination" and its impact on the tourism sector in more detail. This method provided a systematic view of the concepts under consideration, allowing them to be studied as complex systems. The structural-functional method allowed us to identify interrelations and assess the impact of various factors on these concepts in the context of tourism management. This approach expands the understanding of the interrelationships and dynamics of the elements under consideration, contributing to a deeper and more comprehensive analysis of their functioning.

While studying various approaches to creating specific features of the tourism destination development strategy and developing a methodological assessment of the level of development of the main categories of destination, the system analysis method was used. Applying this method made it possible to systematize and structure various aspects of tourism development, considering their interconnection and impact on the overall image and competitiveness of the tourist destination of Kyiv.

The study also compared the management practices of the tourism sector with those of the leading country, Sweden [13, 22]. This integrated method included the analysis of a large amount of evidence, systematic observation of effective management models, and identifying key trends of particular relevance to tourism destinations, especially in times of crisis. This allowed us to identify the peculiarities and effectiveness of Ukrainian management approaches and gain valuable experience and learning from successful practices in other countries. The results of the benchmarking exercise helped identify the best models and strategies for managing the tourism sector that would meet the unique requirements and needs of the Ukrainian market. This approach helped to address possible shortcomings identified during the

analysis and contributed to the balanced development of the tourism industry to make it competitive in the international market.

Results. In contemporary Ukrainian scientific research, the term "tourist destination" is gaining prominence. However, the absence of a single definition accentuates the divergence of interpretations among scholars and the multiplicity of inquiries within this domain. It is important to note that in Latin, the term "destinatio" means "location; place of destination". According to the definition of the WTO (World Tourism Organization) [18], the term "destination" means a physical space where a person stays for more than one day. This space includes services and attractions, attractions, other tourism products, and tourism resources for day trips. The definition also defines the physical and administrative boundaries of the destination, which determine the governance, image, and reputation that affect competitiveness in the tourism market.

In the Law of Ukraine "On Tourism", the term "tourist destination" means a place where a tourist trip (tourist trip, tour, excursion) is directed, which is visited by persons who are temporarily in the area and are not permanent residents of this region [21]. The management of a tourist destination is a critical aspect of marketing since a tourist destination as a product is focused on consumers (tourists). The presence of attractive tourist and recreational resources and a successful concept of their positioning is fundamental for the formation and development of a tourist destination, which is confirmed by the experience of tourist activity. For tourists, it is not only a territory but also a specific mental component. Associations with the territory and its resources encourage tourists to visit a particular destination. However, effective promotion of a tourist destination is impossible without ensuring accessibility for consumers physically and in terms of information [1].

The efficiency and speed of information dissemination determine the decision of tourists to visit a destination. The marketing strategy for the introduction of a tourist destination includes several stages. First, it is an information influence that involves disseminating information about a tourist destination among potential consumers and indicating its unique features compared to similar places. Next comes the creation of the desire to visit, where the emphasis is on stimulating the desire to visit a place and providing motivation for making a travel decision. Promoting tourism services involves effectively presenting specific services during a visit to a destination to maximize the satisfaction of tourists' needs and create a desire to revisit the destination. Evaluation and reminder focus on evaluating post-visit impressions and reminding people of positive experiences. Creating mechanisms for receiving feedback is considered an essential part of the strategy, as it helps to address shortcomings quickly and reduces possible negative emotions associated with visiting the destination. Information updates include messages about new services and products that may be of interest to consumers.

It is also vital to create a high-quality city brand for numerous reasons, such as ensuring sustainable tourism development, strengthening positions in the tourism services market, promoting the city's socio-economic progress, fully utilizing the destination's tourism potential, competitiveness in comparison with other tourist-attractive regions, attracting investors to ensure further development, creating new

jobs, promoting business development, uniting government, public and tourism structures, and interacting with the public. Previously, Kyiv had a positive brand associated with the status of the capital of Ukraine and the center of Europe, a vast and modern city, comfortable for all its residents and visitors, and was also defined as a center of business, festivals, and entertainment tourism with a rich thousand-year history and significant cultural heritage. However, the onset of the full-scale invasion led to changes in the image of Kyiv and its brand. Associations with the city of Kyiv have now changed: stability and comfort have become less evident, some forms of tourism have lost their relevance, and events have become quite risky and require additional security measures. After the war ends in Ukraine, Kyiv will need to take measures to develop and strengthen its brand as a tourist destination in the domestic and international tourism markets.

This may include the development and approval of innovative tourism development plans, post-war recovery strategies, community involvement in the process, large-scale marketing campaigns to create an image of a “safe and interesting tourist city” and change the perception of the city as a “war zone” [16]. For the successful development of the tourist destination of Kyiv, it is necessary to actively explore new directions and trends in the tourism sector, especially in the context of the industry’s recovery from the military conflict. The primary strategy should be to develop a plan for the priority development of the tourism industry, considering national and regional interests. Cooperation and interaction between local authorities and tourism industry representatives are equally important. Interaction between local governments and tourism stakeholders should also be actively organized. Additional strategies should include optimization of the tourism regulatory system to improve processes in the sector. It is also essential to consider the development of the material base and tourist infrastructure to create new recreational and tourist facilities and improve existing ones. Using recreational resources and historical and cultural heritage is another essential strategy to develop tourism utilizing the potential of natural and cultural resources. At the same time, much attention should be paid to advertising and information activities and scientific and methodological support for the practical support and promotion of tourism activities through modern advertising and information tools. Implementing the above actions will help restore and improve the existing tourism infrastructure, as well as create new recreational and tourist facilities, which will contribute to the development of the tourism industry in Kyiv and the country.

Identifying prosperous development trends will help expand the destination’s tourism potential and attract more tourists. Even though the war has led to a complete halt in some types of tourism, such as business tourism [3], new opportunities for developing tourism trends in Kyiv are being identified after the war ends.

The need to use modern methods to attract tourists arises from the emergence of new attractions and requires interactivity. Interactive tourism stimulates tourist participation in events and encourages interaction and involvement in “independent” research of objects, which makes the trip more intense and enriched with experience.

Special attention should also be paid to the environment when traveling. After the war, it is essential to develop tourism that does not negatively impact the environment,

given the destruction of the landscape and other environmental problems caused by the hostilities.

It should be noted that some strategies can be taken from the experience of countries that have successfully restored the tourism industry after crises, including military conflicts. The article discusses the experience of Sweden. Sweden is recognized as a world leader in international sustainable tourism rankings [13]. It should also be noted that Sweden is included among the countries that have expressed their readiness to participate in the processes of restoring various sectors and regions of Ukraine. This country is an excellent example of spatial planning based on the ideology of sustainable tourism development and project management. This ideology emphasizes the importance of respecting the ecological, socio-cultural, and economic basis of the territory. Thus, Sweden is a model focused on balanced regional development, which illustrates the concept of sustainability at the best level.

Sweden has initiated the creation of a regional tourism network (SALAR) in those regions that do not have an appropriate destination management organization [13, 21]. This network helps communicate and collaborate with industry organizations and stakeholders across the country. The Swedish Association of Local Authorities and Regions supports local authorities and provides services to municipalities and regional councils involved in tourism development. It's a valuable platform for collaboration and tourism promotion in Sweden.

This is done through networking platforms, conferences, tourism information, and other forms of support. The Tourism Industry Research and Development Fund is an essential tool for research and innovation in the Swedish hospitality sector [4, 8-11]. It annually provides funding for research projects to support the industry's development. The Fund was jointly founded by Visita3 (the Swedish hospitality employers' organization) and the Hotel and Restaurant Workers' Union. This association contributes about SEK 8 million annually to fund various research and projects to develop the hospitality industry. An approach is being implemented to attract highly qualified researchers to study the problems and ways to improve and develop the tourism destination sector [6]. An effective method of attracting stakeholders to the development of a tourist destination is to assist the authorities in facilitating the conditions for conducting tourism business in the country.

The proposed structural scheme for tourist destination development in Kyiv, as shown in Figure 1, is the result of our thorough research and analysis. It provides a professional and well-planned approach to developing the city's tourism industry.

Recommendations and innovations for developing tourism in Kyiv and the whole country after the war include the application of digital transformation with digital technologies to improve the tourist experience. Mobile apps, virtual reality, and online booking can be used to increase convenience and promote the region. In the area of cultural and culinary tourism, it is vital to promote the region's unique cultural traditions through tourism and create economic opportunities for local communities by supporting crafts and cultural events. Joint partnerships between stakeholders can help facilitate the region by leveraging collective resources and expertise for sustainable tourism development. The use of virtual and augmented reality can create immersive tourist experiences without physical travel, as well as enhance the tourist experience

through additional information. Social media marketing is vital for effectively advertising the region and attracting tourists using visual content and influencer marketing [5, 20]. Tourism development can create new jobs, maintain a high standard of living, improve the healthcare system, and increase investment.

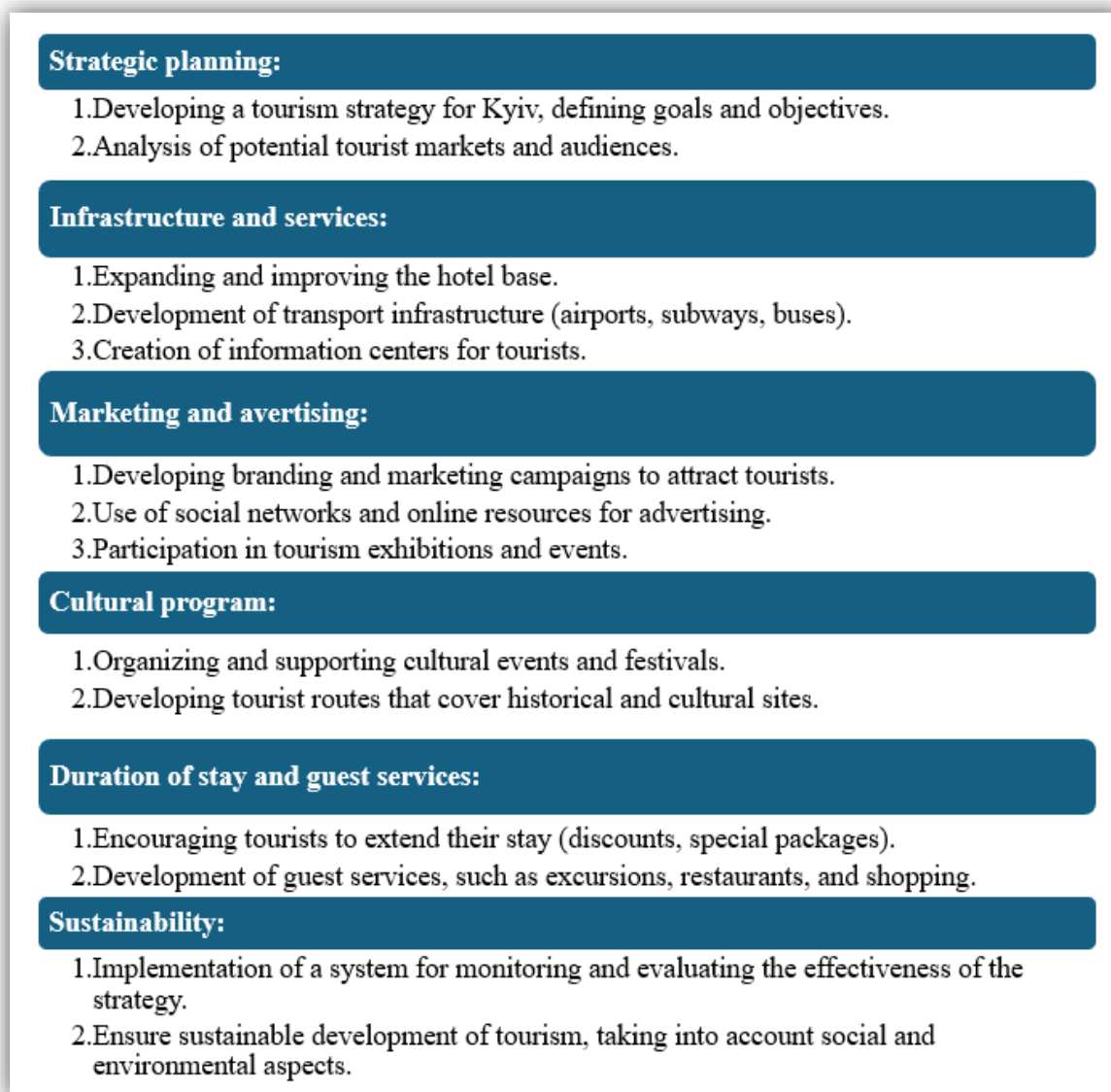


Figure 1. Structural and logical scheme of development of a tourist destination in Kyiv

Source: compiled by the author

Another recommendation that should be used in Kyiv for the development of a tourist destination is the implementation of the GABEK methodology (Ganzheitliche Bilanzierung der Entscheidungsfelder in der kognitiven Psychologie und in der Erziehungswissenschaft - Holistic balancing of decision fields in cognitive psychology and educational science). This approach will be innovative for the city of Kyiv and the whole of Ukraine, as it allows for the analysis and consideration of various aspects of decision-making, which can be helpful for improving the tourist environment. GABEK is an analysis methodology developed in different countries (Austria, Slovenia,

Germany, etc.) based on the idea of building a knowledge model using interviews with experts. It includes structured conversations during which experts share their experience and knowledge [2, 7, 19]. This methodology allows for creating knowledge models, understanding complex situations, and solving problems.

The introduction of GABEK into the tourism sector in Kyiv has the potential to lead to several benefits. One of them is a better understanding of the needs and expectations of tourists, which can help to adapt tourism services and create an attractive environment for visitors. In addition, by analyzing tourists' impressions, it will be possible to target marketing strategies and effectively promote those aspects that interest visitors. Improved service quality will result from understanding the tourists' problems and needs, allowing us to adapt services and respond to changes in customer needs. In addition, the knowledge gained from experts with the help of GABEK can serve as a basis for developing new tourism products that will meet market needs. To successfully implement this approach, it is essential to create favorable conditions for cooperation with experts, organize structured conversations, and consider the feedback received when making strategic decisions.

Discussion. We conducted our research on the following questions to accomplish the goal of our article:

- 1) what specific strategies and actions are requisite to guarantee the safety and stability of a tourist destination during geopolitical events?
- 2) what are the preventative measures necessary for managing a tourist destination during pandemics? Additionally, how can remote forms of tourism be introduced during pandemics?
- 3) how can destination development and recovery management be customized to specific risk scenarios to ensure the longevity, advancement, and recovery of a tourism destination?

To ensure efficient development and recovery management of tourist destinations in the face of negative impacts, it is indispensable to adopt a comprehensive approach. This approach should encompass a detailed understanding of the involved factors, including their root causes, risks, effects, and potential solutions:

- conduct a thorough risk assessment to identify potential threats and evaluate their likelihood and impact on the destination;
- develop a comprehensive crisis management plan that outlines roles and responsibilities, communication protocols, and response strategies in terms of political instability and unforeseen geopolitical events;
- constantly monitor current events and geopolitical developments that could impact the safety and stability of the tourist destination;
- develop a robust communication strategy to effectively communicate with tourists, local residents, and stakeholders in the event of a crisis or emergency;
- engage local businesses, hotels, restaurants, and tour operators in security initiatives and contingency planning efforts;
- establish partnerships and collaboration with other tourist destinations to learn from their experiences and benefit from their practices in crisis management;
- adapt tourism management strategies to the quarantine restrictions in such a way that would ensure safety and maintain positive image of a tourism destination among

tourists;

- implement innovative alternatives for real tours, such as virtual tours, online experiences, virtual and augmented reality apps, online travel fairs, e-commerce platforms etc. when the actual presence of tourists is limited;
- encourage local residents to share their knowledge and experiences with virtual tourists through online platforms, e. g. storytelling sessions, live Q&A sessions, virtual meetups with locals to learn more about a destination;
- implement measures to build resilience and enhance the destination's capacity to withstand and recover from disruptions;
- involve key stakeholders, including government agencies, tourism businesses, local communities, and industry associations in investing in infrastructure, training other tourism stakeholders in emergency preparedness, and establishing partnerships with relevant agencies and organizations;
- emphasize on sustainable tourism practices that not only contribute to the long-term viability of the destination but also help mitigate risks associated with environmental degradation, climate change, and social inequality;
- utilize modern technology tools and platforms to enhance risk monitoring, communication, response efforts, and efficient data analytics for predictive risk assessment.

Conclusion. This study addressed an important issue related to managing a tourist destination in the context of a pandemic and martial law in the country. The purpose of this study was achieved. The analysis provided an in-depth understanding of the challenges the tourism industry faces in difficult conditions. Key issues have been identified, including the impact of the pandemic and military events on the tourist flow, economy, and city image. The study results provided recommendations on possible ways to improve tourism management strategies and opportunities for recovery and development. Analytical tools, including GABEK, can effectively achieve these goals, ensuring a balanced and mutually beneficial development of the tourism industry in Kyiv. Also, when considering strategies for managing tourist destinations, local authorities and the community must cooperate to address tourism challenges in times of crisis. Joint efforts may include developing marketing campaigns to restore interest in the city after the crisis. In the context of the pandemic and martial law, it is urgent to use innovative and digital solutions to attract and retain tourists. Online applications, virtual tours, and other technological initiatives can help maintain interest in a city even when physical access is limited. Moreover, it is vital to continue investing in tourism infrastructure even in times of crisis to support further development.

The war and the pandemic significantly impacted the tourism industry. Still, with the emergence of new technologies and trends, there is an opportunity to develop this industry after the crisis. Following these recommendations and using innovative solutions can help restore and grow tourism in the post-war and post-pandemic period, creating economic opportunities and improving the population's quality of life.

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