

Almatourism

Journal of Tourism, Culture and Territorial Development

Role of Creativity, Innovations, Digital and Cognitive Technologies for Marketing of Family, Small and Medium Tourism Businesses in Regional Economic Development During and After Coronavirus Pandemic

Dyachenko, Y.^{*}

Volodymyr Dahl East Ukrainian National University (Ukraine)

Humenna, O.[†]

National University of Kyiv-Mohyla Academy (Ukraine)

Zelenko, O.[‡]

Volodymyr Dahl East Ukrainian National University (Ukraine)

Ngabonziza, B.[§]

Geneva Business School (Switzerland)

ABSTRACT

The article highlights challenges that face the tourism industry due to the COVID-19 pandemic. The analytical reports identified key negative trends and the impact of the tourism industry on socio-economic development indicators. The analysis of the historical facts of the development of crisis phenomena in the tourism sector provided an opportunity to state the fact of cyclical formation on the basis of biological threats in different regions of the world. In the context of this study, the main problems of the development of the tourism industry of Ukraine against the background of the pandemic and economic crisis are highlighted. Roadmap for overcoming the crisis presents innovative tools based on cognitive technologies such as neuromarketing, mobile marketing, blog marketing, event marketing, branding, as well as diversification

* E-mail address: yuriy.y.dyachenko@gmail.com

† E-mail address: gumenna@ukma.edu.ua

‡ E-mail address: zelenko@i.ua

§ E-mail address: ngabben@gmail.com

of tourism entities, proposed to support small and medium-sized businesses operating in the tourism sector that have suffered the most from coronavirus measures. This article summarizes and analyses the successful examples of implementation of these tools for tourism enterprises in Ukraine and the world. It is concluded that the main condition to overcome the crisis, to develop successful tourism destinations, and to create sustainable development is the collaboration between businesses, community, and policymakers.

Keywords: Tourism; Marketing; Innovations; Cognitive technologies

У статті висвітлено проблеми, з якими стикається туристична галузь через пандемію COVID-19. Визначено ключові негативні тенденції у галузі та вплив туристичної галузі на показники соціально-економічного розвитку. Аналіз процесів розвитку кризових явищ у туристичній галузі дав можливість констатувати факт циклічного їх формування в разі виникнення біологічних загроз у різних регіонах світу. В контексті дослідження висвітлено основні проблеми розвитку туристичної галузі України на тлі пандемії та економічної кризи. Дорожня карта подолання кризи, що спирається на інноваційні інструменти з сфери когнітивних технологій, таких як нейромаркетинг, мобільний маркетинг, блог-маркетинг, подієвий маркетинг, брендинг, а також на диверсифікацію діяльності суб'єктів туристичної діяльності, запропонована для підтримки малого та середнього бізнесу, що працює в туристичній галузі, яка найбільше постраждала від коронавірусу. У статті узагальнено та проаналізовано успішні приклади впровадження таких інструментів на туристичних підприємствах в Україні та світі. Зроблено висновок, що головною умовою подолання кризи, розвитку успішних туристичних напрямків та забезпечення сталого розвитку є співпраця між бізнесом, громадою та розробниками державної політики.

Keywords: Туризм; Маркетинг; Інновації; Когнітивні технології

Introduction

Opening new horizons for all who love to travel, the world tourism industry in recent years has become the "eighth wonder of the world", the disappearance of which will lead to catastrophic economic consequences in other related areas, so the preservation of this industry despite all restrictions is one of the priority tasks for humanity in the near future.

In 2019 the global tourism industry provided about 330 million jobs, equivalent to 10.3% of total employment. Every 10th worker in the world is employed in the tourism sector. About one and a half additional jobs are created for each job created directly in the field of tourism. Every 30 tourists who visit the country directly create one job and indirectly two jobs. Hotels and restaurants alone employ 144 million people worldwide. These include about 44 million self-employed and 7 million employers. Tourism is a

particularly important sector for providing jobs for women and young people. Most tourism enterprises are micro, small, and medium enterprises with less than 50 employees (Vnuchko, Tymoshenko, 2020). Thus, tourism, according to the figures, is not just a sphere of economic activity; it is a tool for solving many social problems. The loss of the industry is not only a purely economic consequence - it is an increase in social tensions on a catastrophic scale. Therefore, overcoming the pandemic and restoring international tourist flows is one of the most important strategic priorities for the world economic community.

The "lifeline" for the development of the industry in the near future should be innovation in all areas of the tourism industry. Only those providers who will be able to adapt to the new working conditions will survive and move to a qualitatively new level of tourist service in the future.

1. Crisis of the tourism industry 2020

Anti-epidemic measures taken to counter the spread of coronavirus have severely restricted the movement of people, even within the countries where they live, not to mention travel abroad. With the start of quarantine measures, travel restrictions related to COVID-19 have been in place in most countries around the world. On June 1, 2020, 156 governments completely closed their borders to international tourism (Vnuchko, Tymoshenko, 2020). This caused a drop in revenues in the field of tourism, both inbound and domestic.

As a result of the global pandemic caused by COVID-19, the losses of the global tourism industry in 2020, according to preliminary estimates of experts, could reach 70% compared to last year's results. In particular, UN experts (Quarantine, 2020) have published disappointing statistics on the prospects for the recovery of the tourism industry from a coronavirus crisis. In their analytical report "International Tourism and COVID-19" (International Tourism, 2020), the authors explained possible scenarios for the situation in this area. According to experts, the number of international tourists this year may decline to almost 80% (Fig. 1), which will reduce the cost of visitors from \$ 1.5 trillion (in 2019) to 310-570 billion (International Tourism, 2020).

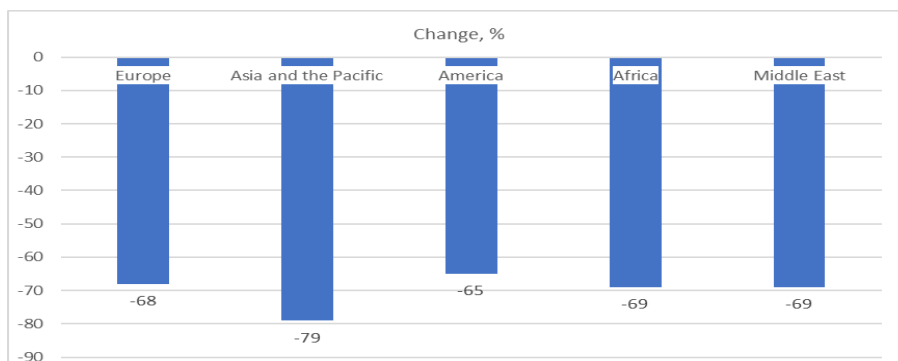


Figure 1. YTD International Tourist Arrivals, January-August 2020

Source: (International Tourism, 2020)

Countries, where the tourism industry accounts for a significant share of GDP, suffer the most. For example, in Europe, Montenegro suffers significant losses, with tourism accounting for 25% of GDP. For the first time in fourteen years of independence, the country is experiencing a deep economic crisis - a reduction in GDP of almost 10%. Like Montenegro, other EU countries, whose GDP is heavily dependent on tourism, are having a hard time, including Croatia (25% of GDP), Cyprus (22%), Greece (21%), Portugal (19%), Austria, Estonia, Spain (15%), Italy (13%), Slovenia, Bulgaria (12%), Malta (11%), France (10%), Germany (9%) (Vnuchko, Tymoshenko, 2020).

Further fight against the pandemic could lead to the loss of about 120 million people in this sector (Fig. 2) (Employment loss..., 2020). And this at a time when every 10th person on Earth works in the tourism industry and provides a livelihood for hundreds of millions of people. In other words, the industry is an integral (and one of the most important) part of the world economy, as well as one of the key elements in preserving the natural and cultural heritage. In addition, in some European countries (for example, in the Scandinavian countries), tourism is considered a creative industry that is developing very rapidly and is a trend in world economic life.

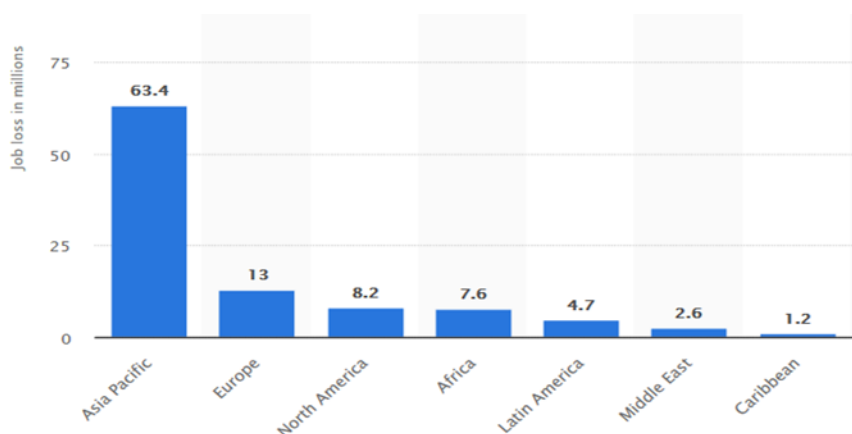


Figure 2. Employment loss in the travel and tourism industry due to the coronavirus (COVID-19) pandemic worldwide in 2020, by region
Source: (Employment loss..., 2020)

Equally important is the problem of high levels of informal employment in the tourism sector. The reason for this phenomenon lies in the seasonal nature of work, which is exacerbated by the weak regime of regulation and law enforcement and low levels of self-organization of workers. The shortage of decent work manifested in excessive working hours, low wages, lack of social protection, and gender discrimination is most pronounced in the informal economy. The problem of informal employment in tourism has always existed, but this year it manifested itself most. On the other hand, it is informal employment that makes it possible to freely restrict the rights of employees with whom the relationship is not properly executed. Inexperienced young people and women are the first to lose their jobs.

Finding tools to overcome the crisis in tourism, identifying ways to further development is a problem that is most relevant for most countries in light of the

aggravation of the pandemic situation because its disappearance is the decline of many related areas of economic activity. But it is already clear that standard means of crisis management will not help because the current crisis itself is non-standard. These are not classical economic phenomena that are cyclical in nature and subject to generally accepted laws. In mathematical terms, new variables have emerged in the system, so the solution to the problem that hinders the development of the system must also be new.

2. Experience in the development of crisis management in tourism

Systematization of sources of crisis phenomena for the development of the tourism industry has long taken place. The most interesting is the fact that among all external sources of risk, the problem faced by humanity in 2020 is not new. In particular, experts note (Tourism Risk..., 2006) that the main preconditions for the development of the crisis in the tourism industry that arise outside it are: natural hazards (cyclones, storms, floods, tsunamis, earthquakes, landslides, avalanches, volcanic eruptions, etc.); hazards of technological nature (failure of technical systems within the functioning of industrial facilities, transport, infrastructure); socio-political threats (terrorism, sabotage, civil unrest, hostage situations, and captivity); biological threats (spread of diseases among humans or animals, increase in the number and expansion of pests, environmental pollution).

Over the past 20 years, humanity has had the opportunity to face the problem of limited movement during epidemics in different regions of the world. Moreover, the frequency of epicenters of infection has gradually increased, in particular (Erman, 2020): swine flu virus (H1N1 virus (2003-2004) and H5N1 (Mexico and USA, 2009), Ebola epidemic in West Africa (2014-2020), The Black Plague Epidemic (2017, Madagascar). The latest COVID-19 epidemic, which began in late 2019 in China by crossing the borders of many countries, has become a global problem receiving WHO status as a global pandemic. Natural disasters caused by global warming on our planet. The tourism industry, having found itself in a stalemate, faced the problem of survival and identification of new catalysts for development. Representatives of small and medium-sized businesses are particularly affected by the crisis. But experts from many countries have been searching for crisis management tools for the tourism industry for decades.

As a rule, most research concerns the general theory of risk management in tourism. Most authors pay a lot of attention to systematizing and detailing possible risks, as well as general approaches to overcoming them. Thus, back in 2006, the report "Tourism Risk Management" was presented, which identified not only the preconditions for the crisis but also the threats that exacerbate it (Tourism Risk..., 2006). The document presents a number of comprehensive recommendations for communication and general marketing policy during and after the crisis caused by biological threats.

The task of finding approaches to address the development of the tourism industry after the crisis caused by biological threats was investigated in (Biletska, 2016; Ritchie,

Dorrell, Miller, Miller, 2012; Zhilenko, Bing, 2015). A review of the publications of the presented and other authors makes it possible to note that, despite the length of time studied by the outlined problem, none of the scientists gives an unambiguous answer to the question: "How to act to revive the region's tourism industry after the pandemic?"

3. The tourism industry of Ukraine in the context of the national economic crisis

The tourism industry in Ukraine actually suffers from a lack of proper attention. Its financing has always been on a residual basis. This situation is due to a number of complex macroeconomic problems observed in Ukraine since its independence (Ukraine 2030..., 2020):

1. The current model of economic and social development in Ukraine was formed as a result of inconsistent and contradictory policies, in the context of cyclical political and economic crises, and under the strong influence of divergent forces that had their own geo-economic and geopolitical interests in Ukraine.
2. Structurally deformed, the disproportionate economy does not respond properly to the usual stimulators of economic development - the growth of consumer and investment demand, the positive situation in foreign markets, tax cuts, significant budget expenditures. Growth potential "flows" from the country due to a negative trade balance, high debt burden, an outflow of capital and human resources (Buzko, 2011; Buzko, 2012).
3. Within the framework of the model of socio-economic development that has developed in Ukraine, a significant part of the population does not see their own future, and business is not interested in legal strategically oriented activities in the national area. The tourism industry also reflects all these general economic trends. Most tourism entities do not look for alternatives for sustainable development, in the territory of permanent residence, but simply move to other, more attractive, and economically developed areas, where it is easier to start a new business.
4. The lack of interaction between economic entities directs each of them to their own patterns of behavior, which are often focused on redistribution rather than wealth creation, which is dominated by a situational motivation to win quickly instead of strategic guidelines for development. Most tour operators and travel agents work for outbound tourism, which is guaranteed to provide "quick money" until 2020. This approach further exacerbated the crisis in the tourism sector in 2020 because while all borders were closed but a movement within the country was already allowed, only those with domestic tourism proposals worked.

In such conditions, the state is practically deprived of the ability to consistently implement the strategy of reform and development. All previous strategic plans for reindustrialization, innovative development, digital transformations, sectoral priorities, etc., many of which have already been developed and published, will have no

prospects for implementation. Hopes for a "miracle strategy" for Ukraine are unrealistic, there is no chance to realize them due to the general crisis of relations in society (lack of responsibility, trust). Therefore, the tourism industry of the country, even with the developed development strategy (Tourism development strategy..., 2017), does not have a clear perspective and a definite future.

Since the beginning of 2020, the Ukrainian economy has found itself in a new system of risks associated with the global COVID-19 pandemic. For two quarters of the year, GDP decreased by 6.7%, industrial production - by 8.3%. Capital investments fell by more than a third compared to the first half of the previous year. The number of people employed in the economy decreased by 440 thousand people. Most of those fired are in the tourism and hospitality industry (Vnuchko, Tymoshenko, 2020).

Ukraine's direct losses from the "corona crisis" were smaller than originally forecast. However, overcoming the "corona crisis" is still far away - as evidenced by the events of recent months. It is likely that new strict restrictions will be applied. And further recovery from the post-crisis depression will require the use of economic recovery stimulants, which are widely used by developed countries to revive the pandemic-affected economy but can hardly be successfully applied in Ukraine within the current socio-economic model. Thus, for Ukraine, the post-crisis depression may be deeper and more protracted than for its European neighbors and many other countries.

The next few years provide for the economy of Ukraine and its tourism industry to make a choice: 1) to achieve recovery and exceed pre-crisis level and quality of life, to reduce the gap in these indicators with the EU, to form a sufficient resource for transformations in the global competitive environment, including in the field of tourism; 2) to completely destroy the national tourism industry (which developed precisely due to small business) and become a raw material appendage under the influence of more active global rooks, ready to absorb domestic natural and human resources.

In the coming years, the world will complete the formation of a new global economy, which will be characterized by new balances of power, which will be new centers of economic, digital, and technological influence. In this new world, subjectivity will be preserved only by nations that are able to consciously consolidate their forces to realize their potential and increase it.

The ability to prepare certain sectors of the economy and society for future changes, to achieve sustainable balanced development in conditions of global turbulence for Ukraine is not just a problem, it is a matter of survival of the nation and preservation of the status of an independent state.

The challenge for the tourism industry itself and its businesses is to be able to break out of the "trap" of the current model of economic relations, in which some stakeholders have already built comfortable survival strategies that do not take into account the interests of the majority. Thus, the main goal of further socio-economic development of the country is to achieve positive changes in the vision of the population and business representatives of their future and the future of the country, to restore trust and strategic orientation of business, and to promote the formation of such economic models in Ukraine. Resource potential will give every entrepreneur the opportunity to work and confidence in a decent and secure future.

It is on the basis of the revival of mutual trust that the formation of a new social capital of the nation should take place, which will become the basis of the economic, social, and political stability of the country. Therefore, further actions for recovery and strategic development should include the consistent implementation of "rules of the game", which will ensure the effectiveness of state policy through its "armament" of modern tools that will promote the country's development on the basis of (Ukraine 2030..., 2020):

- dynamism: accelerated rates of economic growth, reduction of disparities in living standards between the population of Ukraine and the population of EU countries, the formation of sufficient resources to perform the basic functions of the state, and participation in global transformations;
- inclusiveness: participation of all members of the community in creating and obtaining the result and a sense of responsibility for this result, which is the key to the country's cohesion, progress towards building mutual trust and de-shadowing all areas of economic activity;
- endogenousness: promoting the maximum realization of the national economic potential in the conditions of a deteriorating situation in the world economy due to the global depression and strengthening of protectionist trends;
- localization: formation at the regional and local levels of a "development-friendly" economic and legal environment, which contributes to the capitalization and disclosure of regional potentials based on the comprehensive interaction of regions and communities in a holistic national economic space.
-

The strategic focus on the recovery of the national economy on the basis of the above guidelines will restore the tourism industry of the country that has suffered most from the pandemic measures of 2020.

4. "Roadmap" for overcoming the crisis

In response to COVID-19, the World Tourism Organization (UNWTO) established the Global Crisis Committee on Tourism (hereinafter referred to as the Committee), which includes WHO (World Health Organization), ICAO (International Civil Aviation Organization), and IMO (International Maritime Organization). organization). The private sector is represented by the International Airport Council (ACI), the International Cruise Line Association (CLIA), the International Air Transport Association (IATA), and the World Tourism and Tourism Council (WTTC). The Committee develops a recovery plan for the sector, prepares a Recovery Technical Assistance Package, and provides leadership in helping governments implement measures to protect the community and protect the most vulnerable members of society. The Committee published the first package of recommendations for urgent use by governments and the private sector in three main areas (Zhalilo, 2020):

1. Crisis management and mitigation. Recommendations include job retention, support for self-employed workers, liquidity, skills development, and revision of taxes, fees, and travel and tourism regulations;
2. Providing incentives and accelerate recovery, including the provision of financial incentives, including favorable tax policies, the lifting of travel restrictions as soon as the situation allows, the facilitation of visas, the promotion of marketing, and consumer confidence. The recommendations also provide for the definition of tourism at the heart of national recovery policies and action plans.
3. Preparing for the future. It is recommended to pay more attention to the sector's contribution to the Sustainable Development Agenda and to develop resilience to lessons learned from the current crisis. The recommendations call on governments and private sector actors to develop preparedness plans and use this opportunity to move to a circular economy.

Many challenges lie ahead, including the unknown dynamics of the pandemic and when and how consumer confidence will be restored. According to the forecasts of the International Monetary Fund, the volume of the world economy in 2020 will decline sharply - by 4.9%, although it is expected that in 2021 the forecast will be positive (Concept Note: COVID-19..., 2020). But, on the other hand, the current crisis opens up an unprecedented opportunity to transform the relationship of tourism with nature, climate, and the economic system as a whole. It is time, based on the work already done in the field of sustainable tourism, to rethink how the sector affects our natural resources and ecosystems; to study how it interacts with our societies and other sectors of the economy; it is better to evaluate it and it is better to manage it; ensure a fair distribution of the benefits it brings, and facilitate the transition to a carbon-neutral, and resilient tourism economy. The transformation of the tourism sector can be stimulated by taking a collective and coordinated response by all stakeholders, along with the implementation of economic recovery and investment packages in the Green Economy (Concept Note: COVID-19..., 2020).

Innovation and digitalization, the use of local values, and the creation of decent jobs for all, especially young people, women, and the most vulnerable in our societies, could play a key role in restoring tourism. For this sector, it is necessary to intensify efforts to take into account and build a new model that would promote the development of partnerships, take into account the interests of the population of host countries, promote science-based policies, and invest in carbon-neutral technologies and non-accompanying activities, emissions of carbon dioxide into the atmosphere.

The roadmap for the transformation of the tourism sector should cover five priority areas (Concept Note: COVID-19..., 2020):

1. Crisis management and mitigation of socio-economic consequences for human life, especially in the field of employment and economic security of women. Step-by-step and coordinated decisions and response measures need to be implemented in order to: 1) protect livelihoods, jobs, income, and businesses; 2) strengthening trust by guaranteeing protection and safety in all types of

- tourist activities; 3) strengthening partnerships and solidarity in the interests of socio-economic recovery by focusing primarily on ensuring inclusiveness and reducing inequality.
2. Increasing competitiveness and counteraction potential. To support the development of tourist infrastructure and the provision of quality services throughout the production and marketing chain of the tourism industry, to promote investment activities and create favorable conditions for the activities of local small and medium enterprises, to diversify the range of products and markets, as well as to promote domestic and regional tourism as much as possible.
 3. Promotion of innovations and digitalization of tourism ecosystems. The formation of packages for the restoration and development of tourism in the future can maximize the use of technology in the tourism ecosystem, advocacy and promotion of digitalization to develop innovative solutions and invest in the development of digital skills, especially in temporarily unemployed but able-bodied job seekers.
 4. Promoting sustainability and inclusive green growth. It is important that tourism gradually becomes a viable, competitive, resource-efficient, and carbon-neutral sector in line with the objectives and principles of the Paris Agreement on Climate Change and the 2030 Agenda for Sustainable Development. "Green" investments for recovery could be invested, among other things, in protected areas, renewable energy sources, "smart" homes, and a cyclical economy. Financial support and assistance from the government should be provided to the hotel, cruise, and aviation businesses. It is also necessary to ensure a ban on those activities that pollute the environment.
 5. Strengthening coordination and partnerships to transform tourism and achieve sustainable development goals. Greater flexibility in the choice of approaches and alliances will be needed to move forward towards a stable future and global goals. The UNWTO Global Crisis Committee on Tourism has brought together the tourism sector to identify sector-wide responses to the unparalleled COVID-19 pandemic. In the context of ensuring effective coordination of reconstruction and rehabilitation plans and strategies, it would be appropriate to focus on the interests of the population, involve government agencies, development partners, and international financial institutions to have a significant impact on the economy and livelihoods.

5. Tools for overcoming the crisis

The invented and successfully tested vaccine against coronavirus gives a chance for further life of the tourism industry, but the role of innovations in the field of marketing is also extremely important in the process of recovery. The world has finally changed and it will never be the same. Potential consumers of tourism products are also in the process of transformation. Concerns about life and health, the inability to visit favorite

tourist destinations, the presence of numerous travel restrictions are just a few of the negative factors that affect the formation of tourism demand now and will continue to affect it in the future.

Tourism enterprises have already faced the problem of encouraging potential tourists. The role of information technologies, which have recently become the main tool of communication and potential demand identification, is no less important in this process.

On the other hand, it should be noted that the main source of productivity growth is innovation. Achieving an understanding of the brain and mind gives impetus to the creation of cognitive technologies and neurotechnology. The work based on cognitive technologies is gradually beginning to replace traditional technologies. Virtual reality and communication technologies can help achieve the goals of the European Green Deal (The European Green Deal, 2019) and overcome the crisis that has affected not only tourism but also many other areas of economic activity.

Nowadays, digital and cognitive technologies are not just changing the way we operate in the world; they also affect how we understand the world, how we see ourselves and how we interact with each other (Floridi, 2020). We are slow to believe that we are not at the center of the growing "infosphere" that surrounds us because we are not the only intelligent agents capable of performing complex tasks, so we define artificial intelligence as the successful operation of digital technologies to perform tasks that, if left to humans, they need intelligence (Floridi, 2020).

Dependence on physical and financial capital also decreases with the growing share of goods and services. The cost of goods and services gradually becomes dependent on cognitive capital. Cognitive capital is the assessment of factors that can affect feelings, values, preferences, and, as a result, the process of providing services. These intangible assets can play an important role in the recovery from the COVID-19 pandemic and enable new value chains to be formed.

In this context, the technologies of cognitive marketing formed as a leading direction of innovative marketing are of great importance. Their formation and development are relevant in connection with the transformations that are taking place today in the behavior of producers, intermediaries and consumers that are the main actors in the world market of goods and services. These transformations are due to the development of information technology, market globalization, globalization of marketing, increasing consumer demands for the environmental component of both goods and services, the growth of their demand for brands and intangible assets of the company - image and business reputation.

In turn, the changing preferences of all market participants determined the formation of new technologies and standards of service consumption, which best meet the innovative areas of marketing, as associated with the development of more popular problems of consumer research and management of their behavior in purchasing goods and services.

In essence, cognitive marketing is a process of social interaction between a seller and a buyer through the partnership dialogue. Experts make several assumptions about the preconditions for cognitive marketing concept (Fursov, Lazareva, 2015). Firstly, most of the solvent population mass needs are met, so the task of goods and services providers

is to create new needs that they will meet in the future. Secondly, ever-increasing competition for consumers and difficulties in promoting goods and services forced to look for new methods of market formation of potential customers through the education of a new lifestyle and a certain culture of consumption by influencing the human subconscious. And thirdly, revolutionary changes in the field of information technology lead to the increase in the intensity of information consumption, which in turn affects the behavior of people whose actions are less rational and more emotional.

The 2020 pandemic has become a kind of catalyst for the introduction of the latest trends in marketing, but we cannot say that we are talking about radical innovation. On the other hand, such technologies are available and can become a "lifeline" for small businesses in the tourism and hospitality industry:

1. Neuromarketing (sensory marketing) – a technology that was invented at the turn of the XX-XXI century by scientists at Harvard University (Zaltman Metaphor Elicitation Technique - ZMET), involves the study of potential consumers of goods and services preferences through their unconscious reactions to certain stimuli. Such stimuli include words, music, touch, visual images and "words of power". In conclusion, we talk about everything that affects the organs of sight, hearing, taste, and touch. (Humenna Neuromarketing, 2018). Given the fact that now the largest channel of communication between the provider and the consumer is the Internet, we can note the main online tools to influence consumers of travel products, such as copyright techniques, visual support of persuasion, emotional support, instant appeal, recognizability of service.
2. Mobile marketing is a customer-oriented way to promote travel services in an online environment, which provides (Mobile Marketing, 2018): 1) mobile-friendly site - an adaptation of travel sites for different formats of mobile devices, which not only simplifies the use of information for different users but also increases the resource in the ranking of sources in the Google search engine); 2) cross-device marketing - the use of different advertising tools depending on the device used by the client (advertising tools on a desktop computer are different from the tools displayed on a mobile device); 3) mobile SEO-optimization, which involves the use of PWA - technologies that allow you to transform the site into a mobile application on the client's device; 4) the use of social networks to promote the company's services for advertising and live broadcasts of certain events; 5) chatbots and messengers - according to Small Biz Trends, 51% of tourists use these tools to contact travel companies for advice and to book a tour.
3. Blog marketing is a type of Internet advertising, which is a detailed text messages of a descriptive nature, which may be accompanied by photo materials. A separate area of blog marketing - video blogs, which are also a powerful tool for promoting a particular tourist attraction, destination, travel services of a particular enterprise.

4. Event marketing is creation and active promotion through all information channels of a unique action to attract an additional segment of tourists, their "deep immersion" in the unique atmosphere of the event against the background of the local flavor of the region where the event takes place. Modern means of communication allow you to create such events in cyberspace.
5. Branding is creating a unique brand for which the consumer will be willing to pay extra. Recently, this tool is actively used not only for goods and services but for positioning individual territories and countries seeking to attract tourists.
6. Diversification of the tourism industry - according to the classical definition, it is the expansion of the range of goods and services offered. In the case of the crisis of 2020, we are talking about adapted diversification, designed in the absence of traditional services to meet the needs of its own customers in a non-standard way, and, if possible, to attract new ones.

6. Successful experience of overcoming the crisis

Within the quarantine restrictions of the coronavirus pandemic, both supply and demand for travel services along with their nature are changing. The current conditions of the restrictions have the following characteristics and consequences:

1. Grant funding is very important for the development and support of family, small, and medium tourism businesses in difficult times. Ukraine has such experience of post-conflict reconstruction in the east of the country. The USAID Mission in Ukraine is planning to implement projects aimed at democratic development, decentralization, and assistance to small businesses in the Donetsk and Luhansk oblasts controlled by Ukraine. In 2018, UNDP supported a project with the NGO "Center for Support of Public Activities of the Wing" to create a tourist site "Lymanshchyna / Donetsk Tourist Region" in the united territorial community of Lyman (Community Mobilization 2018, 2018). The site includes thematic sections that use interactive data and visualizations to describe the cultural, natural, historical, and sightseeing potential of the area. The general economic crisis for the world tourism industry has turned into opportunities for the development of those who lose their jobs in other areas. A successful example of self-realization and starting your own business (with grant support) against the background of strict quarantine was the project of an exclusive souvenir workshop "This is my city" (<https://suvenir-sd.com.ua/>) in Severodonetsk, Luhansk Oblast. The city itself also benefited from the project because until 2020 there had been no offer of goods of this category, which would present Severodonetsk as an interesting place to visit. The presence of the workshop site and the activity of the owners in social networks contribute to not only the promotion and sale of most souvenir products but also to the creation of a positive image of the city worth seeing.
2. Rapid expansion of remote work, extensive improvement of relevant online services make customers ready for the Internet experience and subsequent mental transformations. The world community is already tired of quarantine and waiting for

the spread of innovation. Whoever does this first will become the "king of the mountain" in the tourist market. In order to create new opportunities for the tourism business during the coronavirus pandemic in Ukraine we can use digital technologies as new ways to provide a consumer experience through regional virtual tours (Quarantine Trips Initiative), TravelBox VR "My Luhansk region" (<https://travelbox.in.ua/vr/lugansk-region/>), 3D tour "My Starobilshchyna" (<https://www.facebook.com/100022306818010/videos/668533703900184/>).

3. Moving into the world of digital technology and event marketing. Restrictions or a total ban on organizing mass events requires employees of the creative industry to create virtual platforms for online meetings. Quarantine has accelerated the collaboration of online and offline formats. In the future, this will make the event industry more progressive in terms of the use of digital solutions. The online format often allows you to solve the same tasks as offline but within a smaller budget. This is a strong argument to translate online partially or completely a number of event projects. The ability to offer virtual attendance is something that will give the event organizers a tactical advantage, especially when it comes to audience comfort. Although virtual events may not be able to replace the offline ones completely, they are becoming an increasingly viable option for companies in addition to existing conference programs. By organizing or attending a virtual event, organizations can save on rent, accommodation, meals, tickets, etc. At the same time, online activities reduce the impact of personal activities on the environment and provide the opportunity for participants to participate, regardless of their physical, geographical, or financial conditions. With such advantages, virtual events will not go anywhere but over time will only confidently establish their own rules in the field of event marketing.

Some startups helping event organizers gain a more holistic experience, as well as those that offer virtual reality solutions, will attract more attention and gain recognition.

There are now many ways to make online events as realistic as offline ones (Industry Events, 2020):

- "Motive" has recently organized a scientific chemical show, participants were sent sets of reagents. All experiments were completely safe, and the effect was stunning. The agency held virtual art parties: everything happens in the same way as offline, only the host and other participants interact remotely;
- Doing Great Agency launched the platform "Stay Home Concerts Club" for the sale of tickets for online concerts without providing recordings for spectators to watch live performances, which was an alternative for concerts;
- Troop Travel (Seed) is a project that combines thousands of data points allowing corporate managers and meeting organizers to choose destinations based on BigData, which allows you to optimize meetings and schedule various events. Troop Travel also has a daily update feature on COVID-19, which filters destinations based on infection rates and travel restrictions. In addition, added functionality for hybrid meetings, where you need to select multiple destinations for small groups of people so that they can get together and connect with each other through technology;

- Run The World (Series A) is a digital event platform designed for all types of events and has all the features that a conference organizer may need during (and after) the pandemic. The main advantage is that, unlike one-way webinars or traditional video conferencing, Run The World allows participants to talk and provides an exciting community-building experience. The nine-year-old startup has been popular with consumers since February 2020;
- Hopin (Seed) is a platform for online events, the purpose of which is to recreate the experience and benefits of personal participation in the conference. Their key distinguishing feature is that they try to make the distance unimportant. Whether you are hosting your physical event online for the first time or building from scratch, Hopin will help you create exciting activities for your global audience (up to 100,000 participants). No trips required.

4. Branding of territories - another area of work in which during 2020 active members of communities in regions where there are prospects for the development of recreation and tourism. Even those territories that were not perceived as a tourist attraction at all got a real chance.

A wide range of opportunities in the context of the use of cognitive technologies for Ukraine and its depressed territories opens the concept of "Cittaslow", which was born in Italy, and in twenty years of its existence has spread to five continents (International Network..., 2020). The emergence of the Cittaslow movement is associated with the search for an alternative to the industrial problem solution faced by small abandoned towns with many socio-economic issues. The author of the concept, P. Saturnini, the mayor of Greve in Chianti, proposed to abandon investments in the construction of industrial enterprises, which would provide a large number of new jobs, but would cause significant damage to the environment. Instead, the innovator supported private local farmers and artisans who work to produce their products using authentic technology, passed down from generation to generation and safe for the city and all its inhabitants.

The development of the "slow city" concept and the expansion of its supporters led to the emergence of the international association "Cittaslow", the members of which are 268 cities on five continents (International Network of Cities). The effectiveness of the implementation of the Cittaslow concept for the development of the tourism industry has already been proven on the example of the experience of many cities from different countries. In particular, Turkish scientists (Korkmaz, Mercan, Atay, 2014) note a positive impact and increase in tourist flow.

Ukraine's neighbors, having appreciated the positive effect, are actively joining the Cittaslow movement. Undoubtedly, the leader in the number of "slow cities" is Italy; speaking about Ukraine's neighbors, Poland, Turkey, and Hungary have extensive experience in implementation. As for the regions of Ukraine on this path of development, the attention should be paid at the eastern regions, in particular small towns under control of Luhansk and Donetsk regions, which, being in a stage of depression and losing most industrial capacity, are looking for a new alternative path of socio-economic development. Positive experience in implementing the Cittaslow concept will promote the resuscitation of intra-regional tourism in regions that were

not previously considered attractive for tourism. It will restore handicrafts, historical and cultural traditions, and organic farming. It will also lay the foundation for sustainable, environmentally safe regional development; there will also be provided an opportunity to form new tourist destinations in the country, no less interesting than those that exist now.

5. Creating mobile travel applications. In 2019, the first national tourist application "Agov", a guide with the largest database of interesting places, was created and launched in Ukraine. The presented application contains tools for organizing a trip or vacation. The program allows you to find out what is near the place where the tourist is, what attractions, hotels, bars, recreation centers, car rental, ordering services, services, etc. The user has the opportunity not only to see but also to order the service online. Also, by scanning QR-codes, the tourist gets access to an audio guide in several languages. It was in 2020 that the project entered an active phase of development. The base is constantly replenished with new tourist locations and facilities, new services in different parts of the country. Anyone from the tourism and hospitality industry has the opportunity to join the project. Despite the fact that the project has been operating for a little over a year and is in the development stage, most users already rate its work as 4.5 on a five-point scale, emphasizing that the database should be actively replenished in the future.

6. Development of new tourism products of regional and local significance. The travel ban has forced national operators to face their own regions and start developing new tourist and excursion routes. Thus, work on transforming the Ukrainian tourists' consciousness has begun. Owners of small travel agencies note that at the beginning of the quarantine popular destinations were locations within a radius of 20-30 km from home (Domestic Tourism..., 2020). Travelers preferred independent tourism, car or bicycle trips. The people themselves formed the fashion at the location through social networks, so those tourism entities that followed such features were the first to resume their work at the expense of local travel.

In 2020, according to tour operators in Ukraine, the flow of tourists within the country in the more expensive segment increased. The main priority of accommodation was the so-called VIP-facilities. This is so due to the closure of borders and forced rest in Ukraine for those who have always vacationed abroad. Therefore, the main task for the next year for tourism service providers and hospitality service providers in Ukraine is to form a positive image in the information space and promote Ukrainian tourist destinations online, as those that are able to compete with foreign counterparts.

The number of people in tourist groups has significantly decreased, but family travel has intensified. Many people use the services of unregistered carriers or even travel on their own transport. The forecast (Zelenko, Denishchenko, 2020) on the popularity of health and ecological tourism in the Ukrainian market during the 2020 season came true because, according to market operators, of the two most popular destinations – the sea and the mountains (Domestic Tourism..., 2020).

Budget tourists almost do not turn to travel agencies. As a rule, this category of the population carries out the organization of own travel independently, therefore it is very difficult to count their number, but it is impossible to deduct from the account of such tourists in any case.

Indeed, the number of all tourists is difficult to count, but the travelers can be tracked by mobile operators on the movement of users. These data are quite representative because it is impossible to imagine a modern person without a mobile phone. According to the press service of "Vodafone Ukraine" (Domestic Tourism..., 2020), in 2020, judging by the increase in Internet traffic and the number of 4G users, domestic tourism in the seaside resorts of Odesa, Mykolaiv, and Kherson regions grew by 30% compared to the same period of 2019. The seaside resort towns and villages by the Sea of Azov in the Zaporizhzhia and Donetsk regions - Berdyansk and Kirillivka, show the greatest dynamics. Among the new destinations, Vodafone Ukraine singles out the coastal settlements of the Donetsk region: BilosarayskaKosa (+ 177%), Yalta (+ 124%), Urzuf (+ 101%). They showed the highest increase in traffic (Domestic Tourism..., 2020). Actually, the last locations of the Donetsk region became a real confirmation for the fact that active work has been started to find new (or forgotten old) recreation territories for budget tourists. Entrepreneurs of resort settlements in the Donetsk Oblast took full advantage of the provided quarantine opportunity. Breaking the stereotypes of the last 6 years about the danger of recreation and poor quality of service, through regional tourist portals the owners of private mini-hotels managed to attract a share of budget tourists from Donetsk and Luhansk regions, who previously went to Zaporizhzhia and Kherson regions.

7. Diversification of tourism entities. It cannot be said that this tool directly contributes to the support of the tourism industry, but, of course, it contributes to the sustainability of small businesses. In particular, social media experts note that most travel business entrepreneurs who worked as travel agents before the pandemic have now chosen several new niches for self-realization:

- travel blogging and online coaching "How to become successful" (often the content of the courses does not relate to tourism);
- creating virtual tours with the use of modern technical gadgets (video cameras and FPV-drones, which work under the guidance of special glasses, etc.);
- coordinating local business collaboration in order to ensure sustainable development of its own territory as a potential tourist destination;
- working as a journalist in the media in order to cover known / unknown tourist attractions, destinations.

8. An important role in promoting national tourist attractions is played by the initiatives of government agencies, which are implemented in the Internet space. The most striking example of such work is the project "#TravelUkraine", which is implemented by the State Agency for Tourism Development in Ukraine. The initiative is implemented in social networks. Within the framework of the project for the promotion of unpopular tourist destinations, informational and advertising videos are created with the participation of famous personalities of Ukraine. In the first phase of implementation, in early summer 2020, the project was severely criticized, starting with the logo of the initiative and ending with criticism of the video and destinations. However, in the fall the State Agency said that the project was even more successful than expected, and it would continue in 2021. This statement was confirmed by many posts of users in social networks who had joined this initiative and posted their own photos with new tourist locations.

Recognizing the need to adapt to a rapidly changing world, it is worth emphasizing the sustainability of decentralization of network systems, in particular, economic ones. Managers in the future should focus not only on rising share value or net income but also on compromising between different stakeholders based on fairness, not forgetting the ethical dimension of business. Education for sustainable development allows us to lead and respond to social needs for a more sustainable life and should be based on authenticity as coherence between scientific research and teacher behavior (del Baldo, Baldarelli, 2017).

New meanings will appear even in the paradigm of sustainable development, which means creating new values. Now we are losing familiar landmarks in business and even in everyday life. The answer to this may be the growth of values as the basis of strategy, organization of business and communication with customers. Last year Pope Francis addressed the world community with the Global Compact for Education initiative. *Patto educativo globale: Instrumentum laboris (2020)* was developed as a basic document that will guide the work of the Global Compact on Education. Education is based on the communication of values and involves the evaluation and life experience of hospitality, compassion, and other humanistic values.

Conclusions

Every modern country that is experiencing a crisis in the tourism industry against the background of a pandemic has a number of challenges. The first task is to preserve domestic tourism and the sustainability of passenger traffic within its own tourist destinations. The second task is to develop a package of actions to stimulate tourist demand, which may realize the offense after the pandemic; this package should include activities not only within the country but also in the international arena. The third task is further digitalization of the industry. Digital transformation and online presence will undoubtedly be very important factors not only because of the need to provide information to consumers and for the implementation of the Internet and digital marketing, but also in terms of organization and work of various professionals in the field of tourism. The vast majority of improvements in the organization of tourism will be based on the organizing virtual solutions and remote work, as well as on educational programs, which in many countries will remain online and after the COVID-19 crisis.

Another task is to optimize the supply chain in tourism and to improve the use of natural resources and cultural heritage sites. This aspect of the tourism industry will become even more important because, according to forecasts, the global tourism will at best reach the level of development in 2019 only in 3-5 years. On the other hand, 5 years is a period for which you can lose most of the available tourist resources (irrational use of nature, vandalism, etc.), and then the problem of restoring the industry will turn from a difficult task into a stalemate.

The main task in the context of limiting the coronavirus pandemic and subsequent economic priorities is to unite partners and customers around the common values of

humanism, mutual support, coexistence, and sustainable development. Bringing creativity, innovation, digital and cognitive technologies to the market allows us to build new value chains. Regular support and marketing communications will allow restoring family, small and medium tourism businesses; the presence of the social dialogue between the business, community, and local authorities will guarantee sustainable development of not only tourism but also the entire regional socio-economic system.

References

Biletskaya, I. M. (2016). Anti-crisis management in tourism. *Effective economics*, 4. Retrieved from: <http://www.economy.nayka.com.ua/?op=1&z=4898>

Buzko, I., Dyachenko, Y. (2012). Formation of methodological grounds for staff development. *Actual Problems of Economics*, 129(3), 8-12.

Buzko, I., Dyachenko, Y., Nemashkalo, O. (2011). Human capital assessment as a tool in personnel training management. *Actual Problems of Economics*, 116(2), 117-123.

Concept note: COVID-19 and the restructuring of the tourism sector. (2020). United Nations. August 2020.

Domestic tourism in Ukraine should grow: how the industry has changed and where the "budget" traveler has disappeared. (2020). Retrieved Nov 8, 2020 from: <https://www.epravda.com.ua/rus/publications/2020/09/23/665405/>

Employment loss in the travel and tourism industry due to the coronavirus (COVID-19) pandemic worldwide in 2020, by region. (2020) Retrieved Nov 14, 2020 from: <https://www.statista.com/statistics/1104835/coronavirus-travel-tourism-employment-loss/>

Erman, G. (2020). *Plague, cholera, "Spanish" flu: how big pandemics changed the world.* Retrieved Nov 8, 2020 from: <https://www.bbc.com/ukrainian/features-52291698>

Event industry during a pandemic. (2020). Retrieved Nov 8, 2020 from: <https://sfii.gov.ua/industriya-zahodiv-pid-chas-pandemii/>

Floridi, L. (2017). Why Information Matters. *The New Atlantis*, 51, 7-16.

Fursov, V. A., Lazareva, N. V. (2015). Cognitive marketing as a methodology for the formation of consumption models. *KANT*, 3(16), 101-107.

How to inspire through uncertainty. (2020). <https://business.pinterest.com/sub/business/guides/How+to+Inspire+through+uncertainty.pdf>

Almatourism N. 23, 2021: Dyachenko Y., Humenna O., Zelenko O., Ngabonziza B., Role of Creativity, Innovations, Digital and Cognitive Technologies for Marketing of Family, Small and Medium Tourism Businesses in Regional Economic Development during and after Coronavirus Pandemic

Humenna, O., Honcharova, K. (2018). Neuromarketing as an innovative instrument in marketing. *Scientific Papers NaUKMA. Economics*, 3(1).

Patto educativo globale: Instrumentum laboris. (2020). Retrieved Nov 8, 2020 from: <https://www.educationglobalcompact.org/resources/Risorse/instrumentum-laboris-it.pdf>

International Network of Cities where living is Good. (2020). Retrieved Dec 21, 2020 from: <https://www.cittaslow.org/>

International Tourism and COVID-19. (2020). Retrieved Nov 8, 2020 from: <https://www.unwto.org/international-tourism-and-covid-19>

Kharlamova, G., Humenna, O., Taruta, S. et al. (2018). *Ukraine 2030. The Doctrine of Sustainable Development*. Kyiv: ADEF-Ukraine.

Korkmaz, H., Mercan, O., Atay, L. (2014). The Role of Cittaslow in Destination Branding: the Case of Seferihisar. *Current Issues of Tourism Research*, 1, 5-10.

Mobile marketing 2018: trends in tourism and hospitality. (2018). Retrieved Nov 8, 2020 from: <https://digitalwill.ru/blog/mobilnyy-marketing-2018-trendi-v-turizme-i-gostepriimstve>

Pine, B. J., Gilmore, J. H. (1999). *The Experience Economy*. Boston: Harvard Business School Press.

Quarantine. How the world saves the tourism industry. (2020). Retrieved Nov 8, 2020 from: <https://www.ukrinform.ua/rubric-tourism/3090351-karantin-ak-svit-ratue-turisticnu-galuz.html>

Ritchie, B., Dorrell, H., Miller, D., Miller, G. (2012). Crisis Communication and Recovery for the Tourism Industry: Lessons from the 2001 Foot and Mouth Disease Outbreak in the United Kingdom. *Journal of Travel & Tourism Marketing*, 15(2). Retrieved from: https://www.researchgate.net/publication/30930632_Crisis_Communication_and_Recovery_for_the_Tourism_Industry_Lessons_from_the_2001_Foot_and_Mouth_Disease_Outbreak_in_the_United_Kingdom

Strategy for the development of tourism and resorts for the period up to 2026. (2017). Retrieved Dec 21, 2020 from: <https://www.kmu.gov.ua/npas/249826501>

The European Green Deal. (2019). Retrieved Dec 21, 2020 from https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en.

Tourism Risk Management. An Authoritative Guide to Managing Crises in Tourism. (2006). Retrieved Nov 8, 2020 from: <https://www.apec.org/Publications/2007/04/Tourism-Risk-Management-An-Authoritative-Guide-to-Managing-Crisis-in-Tourism-December-2006>

Almatourism N. 23, 2021: Dyachenko Y., Humenna O., Zelenko O., Ngabonziza B., Role of Creativity, Innovations, Digital and Cognitive Technologies for Marketing of Family, Small and Medium Tourism Businesses in Regional Economic Development during and after Coronavirus Pandemic

Ukraine - 2030. Strategy for Changing the Future. (2020). Retrieved Dec 21, 2020 from: <https://niss.gov.ua/doslidzhennya/ekonomika/ukraina-2030-strategiya-zmini-maybutnogo>

Vnuchko, S., Tymoshenko, T. (2020). *Covid-19 and social dialogue in the tourism industry: EU practice and Ukrainian realities.* Retrieved Nov 8, 2020 from: <http://eap-csf.org.ua/wp-content/uploads/2020/12/COVID-19-TA-SOTSIAL%60NIY-DIALOG-V-TURISTICHNIY-GALUZI-PRAKTIKA-YES-TA-UKRAYINS%60KI-REALIYI.pdf>

Yaremchuk, O. Ya. (2010). Construction of a cognitive model of sustainable development of the tourist and recreational system (on the example of the Ternopil region). *Naukovizapysky. Computer Science*, 112, 91-94.

Zelenko, O. O., Denyshchenko, L. V. (2020). Profitability of the tourist industry as a factor of socio-economic development of the post-conflict territory. *Time Description of Economic Reforms*, 2(38), 14-21.

Zhalilo, Ya. A., Kovalivska, S. V., Filipenko, A. A., Khiminets, V. V., Golovka, A. A. (2020). *About the development of tourism in Ukraine in terms of increasing epidemiological risks.* Kyiv: National Center for Strategic Studies. Retrieved Dec 21, 2020 from: <https://niss.gov.ua/sites/default/files/2020-06/turyzm-v-ukraini.pdf>

Zhilenko, V. Yu., Bing, P. (2015). Trends in the field of risk management business tourism. *Scientific result. Series: Business and Services Technologies*, 1(4), 33-38.