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## **INTERNATIONAL EXPERIENCE IN THE DEVELOPMENT OF THE HOSPITALITY AND TOURISM SECTORS DURING THE POST-WAR RECONSTRUCTION PERIOD**

Tourism and the hospitality industry are highly sensitive to political instability and armed conflict. Such crises lead to a halt in tourist flows, the destruction of infrastructure, and a loss of investor confidence. At the same time, once a conflict ends, tourism can become a key driver of economic recovery, job creation, and the development of a positive national image. International experience demonstrates that well-designed strategies for the development of the tourism and hospitality sector can restore it in the shortest possible time [1].

Tourism during wartime undergoes significant changes. International tourist flows decline sharply as travellers avoid dangerous areas, forcing countries to shift their focus to the domestic market. At the same time, a specific segment of volunteer tourism emerges: humanitarian mission staff, journalists, and international organizations arrive in the country and require accommodation and basic services. The hotel infrastructure actively adapts to the new conditions, with some hotels being repurposed as shelters for internally displaced persons or temporary housing for military personnel, thereby meeting the essential needs of the population during the crisis [2].

In addition, tourism companies are compelled to implement new safety standards, including enhanced fire protection measures, evacuation routes, and information systems for rapid threat response. At the same time, the development of online platforms and virtual tours is intensifying, allowing interest in cultural heritage and natural landmarks to be maintained without exposing people to risk. This period also stimulates the creation of new business models in tourism that focus on social responsibility and support for local communities, gradually laying the foundation for the post-war reconstruction of the tourism and hospitality sector.

The experience of various countries shows that the recovery of the tourism industry after armed conflicts requires a comprehensive approach that combines

government support, international investment, innovative promotion strategies, and the adaptation of infrastructure to new realities. In many cases, tourism becomes not only an economic sector but also a tool for shaping national identity and a positive international image.

In Croatia, tourism nearly came to a halt in the 1990s due to the war, and a large part of the tourist infrastructure was destroyed. Recovery was driven by the national strategy «Croatia – the Land of a Thousand Islands», which focused on beach and cultural tourism, as well as by attracting foreign investment for the reconstruction of hotel complexes along the Adriatic coast. Just ten years after the conflict, Croatia became one of the leading tourist destinations in the Mediterranean, demonstrating a successful example of effective state coordination and public-private cooperation.

After the war of 1992–1995, Bosnia and Herzegovina faced significant destruction of its tourism infrastructure and a negative perception of the country at the international level. Recovery efforts focused on the creation of memorial complexes in Sarajevo and Srebrenica, as well as the development of ethnographic tourism and cultural routes in Mostar and Medjugorje. This allowed the country to position itself as a place of remembrance and cultural authenticity, attracting tourists from Europe and creating a unique tourism product that combines historical heritage with contemporary cultural events.

Despite constant military threats and conflicts with its neighbours, Israel implements programs to support the hotel industry through government subsidies, actively promotes pilgrimage tourism, and develops medical and recreational tourism, particularly at the Dead Sea. This approach allows the country to welcome millions of tourists each year, even under unstable conditions, demonstrating the resilience of the tourism industry and the importance of government support in maintaining competitiveness.

After the 1974 conflict, Cyprus lost part of its territory and tourism resources. The sector's recovery was driven by large-scale investments in the construction of new hotels and the active promotion of the «Sunny Cyprus» brand in European

markets. Tourism became the main source of foreign exchange earnings and economic support for the country, and the government's strategy demonstrated how a strong marketing brand and infrastructure investments can offset geopolitical losses.

After the 1994 genocide, Rwanda faced economic devastation and a negative international image. A focus on ecotourism, particularly gorilla trekking in national parks, combined with international partnerships with conservation organizations, transformed the tourism sector into a strategic part of the economy, generating hundreds of millions of dollars annually. Beyond the economic benefits, this approach helped change the country's international perception and created new opportunities for the sustainable development of local communities.

After the civil war of 1975-1990, Lebanon focused on restoring cultural tourism through the renovation of historical monuments and museums, as well as the organization of gastronomic festivals and conferences to attract international tourists. This approach helped the country regain its international image as a cultural centre of the region.

Since the early 2000s, Iraq has sought to gradually restore World Heritage sites and religious tourism by establishing specially secured zones. This approach has allowed for a partial recovery of tourist flows and attracted international grants for the preservation of cultural heritage.

For Ukraine, the experience of these countries can serve as a valuable guide in the post-war reconstruction of the tourism and hospitality sector. Even now, there is potential for the revival of domestic tourism and the development of «volunteer» and humanitarian tourism, as well as the creation of special memorial and cultural routes in areas heavily affected by the war. Adapting infrastructure, including hotels and sanatoriums, to meet the needs of internally displaced persons or provide temporary housing for humanitarian mission staff can serve as the first stage in the recovery of the tourism system.

Further development may include government programs to support investments in the hotel and recreational sectors, active promotion of Ukraine as a country of cultural and natural heritage, and the development of ecotourism in the Carpathians

and along the coasts of the Black and Azov Seas. An important focus is also the creation of safe tourist zones and the implementation of international safety standards, which will enhance the confidence of foreign visitors.

Thus, combining the experiences of Croatia, Rwanda, Israel, and other countries with consideration of Ukraine's national characteristics can ensure the sustainable recovery of the tourism and hospitality sector, turning the crisis into an opportunity for the development of new forms of tourism, enhancing the international image, and fostering economic growth.

International experience demonstrates that the tourism industry can recover even after the most severe armed conflicts if comprehensive and strategically planned approaches are applied. A crucial role is played by the combination of government support, the attraction of private and international investment, the implementation of innovative management models, and the adaptation of infrastructure to new conditions. For Ukraine, a key priority is the development of unique tourism products that can combine various types of tourism: historical and memorial, cultural, ecological, recreational, and even humanitarian or volunteer tourism.

### **References:**

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