

DOI: <https://doi.org/10.32782/2524-0072/2024-64-89>

UDC 338.48

## IMPACT OF LOGISTICS ON TOURIST DESTINATION DEVELOPMENT

## ВПЛИВ ЛОГІСТИКИ НА РОЗВИТОК ТУРИСТИЧНОЇ ДЕСТИНАЦІЇ

**Viktor Alkema**Doctor of Science (Economics), Professor,  
Head of the Management Technologies Department,  
"KROK" UniversityORCID: <https://orcid.org/0000-0001-5997-7076>**Koziichuk Oksana**PhD (Pedagogical),  
Associate Professor of Tourism Department,  
"KROK" UniversityORCID: <https://orcid.org/0000-0002-8820-5208>**Алькама Віктор Григорович, Козійчук Оксана Григорівна**  
ВНЗ «Університет економіки та права «КРОК»

The research aims to study the impact of logistics on the development of tourist destinations. It discusses the role and objectives of logistics in this context. The Covid-19 pandemic and the war in Ukraine have significantly impacted the tourism industry and its logistics. The tourism industry worldwide almost fully recovered in the first half of 2024 after the Covid-19 pandemic. In Ukraine, tourism is also recovering, and despite the war, tourist tax revenues increased by almost a quarter in the first half of 2023 compared to the corresponding period in 2021. The research was based on analysis, synthesis, comparative analysis, and systematization methods. The study systematized and generalized the concepts of logistics levels that affect tourist destinations, logistics functions in tourism, and factors influencing the development of tourist destinations. Further research prospects involve justifying a model for the impact of tourism logistics on promoting tourist destinations.

**Keywords:** tourism, tourist, logistics, tourist destination, functions of logistics in tourism, structure of tourism logistics, factors of logistics impact on the tourist destination development.

Основною метою дослідження є характеристика особливостей впливу логістики на розвиток туристичної дестинації. У статті охарактеризовано роль та ключові цілі логістики для розвитку туристичної дестинації. Пандемія Covid-19 та війна в Україні, яка розпочалася у наслідок повномасштабного вторгнення у 2022 році, мали критичний вплив на функціонування туристичної галузі та туристичної логістики зокрема. Виявлено, що на світовому рівні туристична галузь майже повністю відновилася у першому півріччі 2024 після пандемії Covid-19. В Україні також виявлено відновлення туристичної галузі після пандемії Covid-19 та навіть в умовах війни обсяги надходжень до місцевого бюджету від туристичного збору зросли майже на чверть у першому півріччі 2023 порівняно з цим періодом 2021. Все це визначає актуальність та важливість дослідження концептуальних засад впливу логістики на розвиток туристичної дестинації. Методологічною основою дослідження стали методи аналізу, синтезу, порівняльного аналізу та систематизації. Систематизовано та узагальнено концепцію рівнів логістики, які впливають на туристичну дестинацію, функції логістики в туризмі, аспекти оцінки впливу логістики на туристичну дестинацію, структуру туристичної логістики. Автори виокремили позитивні (процеси глобалізації, інтеграція України з країнами ЄС, надійно високі показники відкритості бізнесу, активний розвиток зовнішньоекономічної діяльності туристичних організацій, вигідне географічне розташування, сприятливий клімат, високий туристичний потенціал матеріальної та нематеріальної культурної спадщини, діджитал підтримка туристичної логістики) та негативні (прогалини в нормативно-правовій базі сфери туризму, неефективне вдосконалення транспортної та сервісної інфраструктури з недотриманням відповідних стандартів ЄС у туристичній галузі, згубний вплив пандемії COVID-19 та обмеження в наданні та споживанні туристичних послуг, спричиненні війною) фактори впливу логістики на розвиток туристичної дестинації. Перспективи подальших досліджень полягають у обґрунтуванні моделі впливу туристичної логістики на просування туристичних дестинацій.

**Ключові слова:** туризм, турист, логістика, туристична дестинація, функції логістики в туризмі, структура туристичної логістики, фактори впливу логістики на розвиток туристичної дестинації.



**Problem statement.** The first quarter of 2024 witnessed international tourist arrivals reaching 97% of the levels in 2019, signifying an almost complete recovery of pre-pandemic numbers (World Tourism Organization, 2024). During this period, 285 million tourists traveled internationally, representing a 20% increase compared to the same period in 2023 (World Tourism Organization, 2024). These encouraging results were propelled by robust demand, opening Asian markets, and enhanced logistics and visa facilitation (World Tourism Organization, 2024).

The tourism industry is essential for Ukraine's economy even after the effects of the COVID-19 pandemic and wartime events since February 2022. Desirable tourist destinations in Ukraine include Lviv, Chernivtsi, Lutsk, Ivano-Frankivsk, Kyiv, Odesa, Chernihiv, and other cities. Key factors contributing to developing and promoting these tourist destinations in Ukraine include a diverse cultural heritage, attractive natural landscapes with high ecological standards, and the potential of developed infrastructure for hospitality and logistics activity. It is worth emphasizing that the developed logistics infrastructure significantly influenced these tourist destinations' attractiveness before the COVID-19 pandemic.

Logistics activities in the tourism industry are instrumental in creating value for tourism services, meeting consumer demands, and ensuring tourist safety, tourist destinations, and the natural environment. The main goals of logistics activities in developing and promoting tourism destinations include maximizing adaptability to changing market conditions at minimal costs, expanding market share, and gaining competitive advantages. Such measures encompass the development of essential logistical capabilities to uphold high-quality service standards with superior comfort and sustainability. These activities also involve developing the necessary logistics capabilities to maintain high service quality standards with high comfort and sustainability.

**Purpose of the article.** The article examines the core characteristics of how logistics in the tourism industry influence the development of a tourist destination.

The research methods employed in this study are analysis, synthesis, comparative analysis, and systematization. Together, these methods are pivotal in achieving the article's intended aims.

**Literature review.** Naumova O. and Naumova M. (2022) analyzed the annual reports of the World Travel & Tourism Council and found that before the COVID-19 pandemic, from 2010 to 2019, the tourism industry ranked third among the export industries of the global economy. The authors' research highlighted the significant role of modern communication in the industry's growth, particularly the influence of social media. "This influence, along with other factors such as the increasing number of middle-class consumers of tourism services, relaxation of visa requirements in many countries, and rapid development of tourist logistics, drove the tourism industry's steady growth" (Naumova et al., 2022).

Mrnjavac (2002) delineated the influence of logistics on the development of tourist destinations through "the application of two concepts:

1) the macro logistic concept of a tourist destination involves optimizing material, human, informational, and energetic flows within a defined geographical area of tourist interest.

2) the micro logistic concept of a tourist destination pertains to the logistical organization of tourist enterprises and other entities engaged in the tourism sector".

Tadić and Veljović (2020) stated that "tourism development generates massive flows of people, their personal belongings, goods and information and the main instrument for efficient realization of these flows is logistics".

Kochadze, Dangadze and Zaqareishvili (2013) defined "tourism logistics as the systematic approach to planning, supervising, and executing operations. These operations encompass preparing a tourist offering, delivering the finalized product tailored to the customer's interests and requirements, and acquiring, storing, and analyzing information about these activities". The overarching logistics objective in developing tourist destinations is to secure customer satisfaction (Kochadze et al., 2013).

As Sushchenko, Zapara, Saienko, Kostiushko, Lytvynenko and Pron (2023) have rightly observed "the proliferation of urban tourist destinations has necessitated the development of new strategies for city transport infrastructure". According to the thought's authors (Sushchenko et al., 2023), "the most promising solution is the introduction of intelligent transport systems in these tourist destinations". "These systems are not just about managing public transportation

but also oversee logistics flows, parking, and road traffic control, making them a comprehensive management tool for urban transportation” (Sushchenko et al., 2023).

Ciacci, Ivaldi, Mangano and Ugolini (2021) suggest considering aspects of environmental, logistical, and infrastructural quality when analyzing the impact of logistics on the development of a tourist destination. The authors concluded that “the traffic generated by tourist movement has an impact on the air, forests, and water quality, as well as noise pollution”. However, they also highlight the potential benefits of incorporating low-impact transport vehicles, such as reduced pollution and improved environmental quality, offering a hopeful and optimistic outlook (Ciacci et al., 2021). Instead, we advise evaluating the tourist destination, considering its benefits within the framework of comfort criteria. Assessing tourist satisfaction and loyalty levels is crucial, focusing on comfort-related factors such as the quality of tourist services, transportation and logistical support, and tourism expenditure.

Nopphakate and Aunyawong (2022) conducted a thorough analysis of tourism logistics management by integrating transportation with tourism to enhance efficiency, particularly in its association with supply chain management. Their study also delved into tourism marketing management, emphasizing utilizing marketing concepts to effectively manage tourism enterprises and destinations. The authors posited that the physical, information, and financial flows play a crucial role in positively influencing tourist satisfaction, thus affecting destination brand loyalty. Furthermore, they recommend that tourism entrepreneurs adeptly manage these factors to ensure customer satisfaction and foster to the growth of their loyalty.

Bondarenko, Rusavska, Niziaieva, Manushkina, Kachanova and Ivaniuk (2021) have extensively researched and underscored the pivotal “functions of logistics in tourism:

1) operational analysis, control, and management. This function is the backbone of logistics in tourism, as it involves transmitting essential information and moving tourists and products, ensuring smooth operations and customer satisfaction;

2) auditing service channels of tourist flows. This function plays a significant role in tourism logistics, as it ensures the efficiency and effectiveness of service delivery, enhancing the overall tourist experience;

3) coordinating actions of participants in providing tourist services. This function covers such directions as stakeholders’ coordination, destination planning and development, operational management;

4) strategically planning processes for developing and realizing tourist products, forecasting enterprise activities, and allocating finances;

5) integrating tourist infrastructure information systems. For example, booking platforms, travel management software, and facilitating essential meetings at various levels”.

Cheunkamon, Jomnonkwao and Ratana-varaha (2022) identified “the service quality of tourism logistics as involving commitment, satisfaction, and trust as mediators among factors, as well as satisfaction and trust as mediators between factors for the service quality of tourism supply chains” They explained in their study the significance of service quality in the tourism industry. It highlights the impact of effective service on tourist satisfaction, trust, commitment, and loyalty. The findings stress the need for improved infrastructure, airports, and tourist transport stations to enhance the travel experience (Cheunkamon et al. (2022). The study suggests that tourism entrepreneurs and government sectors should enhance service quality to increase tourist satisfaction and loyalty, improve logistics infrastructure, and increase destination routes to reduce congestion while traveling to tourist attractions (Cheunkamon et al., 2022).

The quality of tourism is conceived as the combined effect of three influencing dimensions: environmental quality, logistics accessibility, and hospitality (Ciacci et al., 2021).

From the perspective of overall tourism activities, “tourism logistics involves a series of logistical activities that enable the seamless movement and interaction of tourists with tourist objects” (Jin, Dai, Fu and Li, 2017).

According to Zhurba and Nestorishen (2022) “logistical management of enterprise flows in the tourism industry is significantly dependent on several factors, including the specific nature of tourist services, the characteristics of integrated tourism flows, and the state of development of the market for tourist services”.

**The results of the research.** Despite the ongoing wartime complexities, we have witnessed a surge in domestic tourism in Ukraine recently. An increasing number of Ukrainians are opting to explore their own country, discovering hidden and less-known tourist destinations rather than

venturing abroad. This trend is partly attributed to restrictions on leaving the country for specific population segments due to martial law and a significant decrease in the populace's disposable income. Concurrently, there is a noticeable inclination to support local tourism companies, which are pivotal in fostering domestic tourism among Ukrainians. This patronage responds to the current wartime situation in Ukraine and acknowledges these tourism businesses' vital role in shaping the nation's tourism landscape.

According to statistics from January to June 2023, the tourist tax in Ukraine amounted to UAH 85 million 471 thousand, while budget revenues amounted to UAH 69 million 453 thousand in 2021 (Visit Ukraine.today, 2024).

Based on data provided by Statista Inc. (2024), an analysis of the Ukrainian tourism market reveals significant growth within the country's travel and tourism industry. This growth, driven by Ukraine's rich cultural heritage and cost-affordability, presents a unique investment opportunity for developing and promoting tourist destinations. Projections from Statista Inc. (2024) suggest that the revenue for Ukraine's Travel & Tourism market is poised to reach US\$690.30 million by 2024. Forecasts indicate that the tourism market is expected to experience annual growth at a rate of 7.55% from 2024 to 2029, resulting in a market volume of US\$993.20 million by 2029 (Statista Inc., 2024). Additionally, the Package Holidays tourism segment, the largest market in Ukraine's Travel & Tourism industry, is projected to achieve a market volume of US\$260.60 million by the conclusion of 2024 (Statista Inc., 2024).

Notably, there has been a discernible shift in the preferences of Ukrainian tourists towards seeking distinctive and authentic experiences, as opposed to conventional tourist destinations. This inclination has bolstered interest in exploring off-the-beaten-path locales and embracing cultural immersion, local gastronomy, and sustainable tourism practices. Ukraine, with its unique tourist experiences such as staying in traditional Ukrainian villages and participating in local festivals, is attracting a growing number of tourists. Additionally, there is an augmented demand for personalized travel experiences and bespoke itineraries tailored to individual preferences and interests. Consequently, the role of logistics becomes increasingly essential in the development and promotion of these unique tourist destinations.

The role of logistics in the tourism industry is distinct and crucial. It is the key to delivering consumers directly to tourist destinations. Effective management of tourist flows, whether local, foreign, or transit, is essential for logistics in developing tourist destinations.

Zhurba and Nestorishen (2022) assert that tourism logistics involves a comprehensive understanding of planning, controlling, and directing operations related to developing and delivering tourist products. Figure 1 illustrates the concept of the structure of tourism logistics designed by Zhurba and Nestorishen (2022). The authors emphasized that "the primary objective of logistics operations in tourism is to ensure they align with tourist consumers' specific interests and demands. Since tourist enterprises function as micro-logistic systems interconnected with diverse levels of tourist organizations and enterprises, it can be affirmed that all other logistic levels serve as their operational environment and formulate the conditions for their efficient functioning" (Zhurba et al., 2022).

To analyze the impact of logistics on a tourist destination, it is essential to concentrate on the tourist flow as the primary target of logistics management in the tourism sector. The tourist flow, a key concept in this context, refers to the movement of tourists from their place to the tourist destination, and the subsequent movement within the destination to consume the tourist product. This flow encompasses various processes, including promoting the tourist product, order processing, and fulfilling tourists' needs and wants. It involves ensuring the movement of tourists to the destination to consume the tourist product at a specific moment, depending on their trip's objectives.

Effective management of the tourist flow in a tourist destination cannot be limited only to creating tourist products; it is worth developing tourist logistics. This requires engagement in logistic activities within the recreational and attraction environment at the material, human, financial, informational, and service flow levels. It is created by processes that facilitate the movement of tourists to the destination to consume the tourist product at a specific moment in space and time, depending on their goals and demands.

Positive factors contributing to the development of tourist destinations in Ukraine encompass globalization processes that extend the realm of

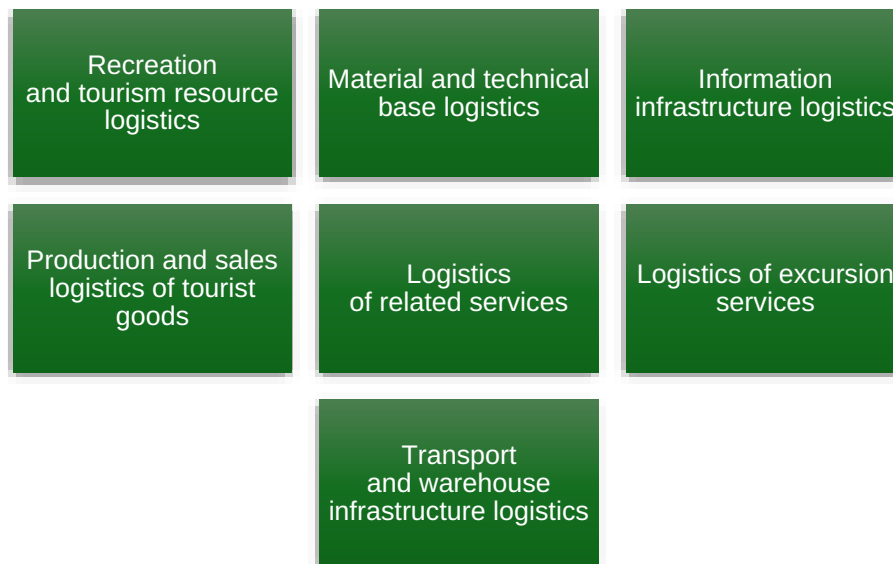


Figure 1. Structure of tourism logistics (Zhurba & Nestorishen, 2022)

tourism, Ukraine's integration with EU countries, robust indicators of business openness, active development of external economic activities of tourist organizations, favorable geographic place, conducive climate, high tourism potential of cultural heritage, and tourist attractions. Furthermore, developed logistics digital support for functioning tourist destinations in Ukraine augments this positive trend. On the contrary, negative factors affecting the development of tourist destinations in Ukraine include gaps in the regulatory framework governing the activities of tourist organizations, inadequate improvement of transportation and service infrastructure that do not meet EU standards in the tourism sector, as well as the detrimental impact of the COVID-19 pandemic and restrictions on movement and stay in occupied territories imposed by the war. It is essential to coordinate the logistics activities among stakeholders in tourist destinations, especially during wartime, to ensure the unity of the tourism industry.

We support the ideas of Khmurkovsky H. and Lyadenko T. (2023) regarding post-war recovery measures of material and technical support for the development of tourist destinations in Ukraine, such as:

- developing interaction with global hotel chains to expand their operations in Ukraine;
- expanding plans for the development of tourism logistics through post-war recovery programs in the tourism industry;
- preparing a comprehensive marketing campaign to create a positive image of Ukraine for international tourism markets, emphasizing

Ukraine as a collection of safe tourist destinations, not just a place of war;

- restoring tourist logistics with the help of other countries and international organizations;
- popularizing non-traditional and potentially successful formats: ecotourism, urban culture, and military tourism.

The active development and digitalization of transportation infrastructure and tourism logistics are driving factors for the rapid development of a tourist destination. This digitalization, including providing information through mobile applications about tourist attractions and transportation routes to them, convenient fast payment options for travel, parking, weather forecasts, etc., not only ensures convenient access for consumers to the tourist destination but also significantly improves their overall tourist experience. The potential of innovative transportation and its digitalization are crucial for increasing the number of tourist visits to the destination, providing speed, comfort, and contribution to the overall development of the tourist destination.

**Conclusions.** Effective logistics management profoundly impacts all aspects of a tourist destination's operations: human flow, goods flow, information flow, and financial flow. The level of logistical development in these areas significantly influences the value that tourists derive from their experiences and their loyalty to the destination. Consequently, logistics plays a pivotal role in driving the development of tourist destinations, and stakeholders often evaluate its potential based on critical indicators such as safety, accessibility, cost, quality, comfort, and attractiveness. For tourist companies, it is

essential to consider the logistics opportunities for the development of tourist destinations in order to enhance their competitiveness. It is essential to effectively manage the development of tourist logistics systems to increase tourist

flows and tourist companies' profits, thereby contributing to local tax revenues.

According to the outlined provisions, further research prospects lie in studying the impact of tourist logistics on promoting tourist destinations.

#### REFERENCES:

1. Bondarenko, S., Rusavska, V., Niziaieva, V., Manushkina, T., Kachanova, T., & Ivaniuk, U. (2021). Digital Logistics in Flow Management in Tourism. *Journal of Information Technology Management*, 13 (Special Issue: Role of ICT in Advancing Business and Management), 1–21. doi: 10.22059/jitm.2021.80734
2. Cheunkamon, E., Jomnonkwao, S., & Ratanavaraha, V. (2022). Impacts of tourist loyalty on service providers: Examining the role of the service quality of tourism supply chains, tourism logistics, commitment, satisfaction, and trust. *Journal of Quality Assurance in Hospitality & Tourism*, 23(6), 1397–1429. doi: 10.1080/1528008X.2021.1995564
3. Ciacci, A., Ivaldi, E., Mangano, S., & Ugolini, G. M. (2021). Environment, logistics, and infrastructure: the three dimensions of influence of Italian coastal tourism. *Journal of Sustainable Tourism*, 1–21. doi:10.1080/09669582.2021.1876715
4. Jin, Z. , Dai, K. , Fu, G. and Li, Y. (2017) Discussion on Tourism Logistics Based on the Separation and Combination of Tourists and Items Theory. *American Journal of Industrial and Business Management*, 7, 537–547. doi: 10.4236/ajibm.2017.74039.
5. Khmurkovskiy, H., & Liadenko, T. (2023). Current problems of tourism logistics development in Ukraine. *Economic Scope*, (185), 87–92. DOI: <https://doi.org/10.32782/2224-6282/185-16>
6. Kochadze, T., Dangadze, I. & Zaqareishvili, V. (2013). The role of logistics in the market for transportation and tourist services. *Machines, Tehnologies, Materials* 4: 1-3.
7. Mrnjavac, E. (2002). Logistics of tourist destination. *Promet-Traffic&Transportation*, 14(2), 97–102.
8. Naumova, O., & Naumova, M. (2022). Tourism in the context of the covid-19 pandemic and climate change: challenges and prospects. *Science Notes of KROK University*, (4(68), 20–27. DOI: <https://doi.org/10.31732/2663-2209-2022-68-20-27>
9. Noppakate, K., & Aunyawong, W. (2022). The relationship of tourism logistics management and destination brand loyalty: The mediating role of thailand tourist satisfaction. *International Journal of Health Sciences*, 6(S5), 356–366. DOI: <https://doi.org/10.53730/ijhs.v6nS5.7833>
10. Sushchenko, R., Zapara, Y., Saienko, V., Kostushko, V., Lytvynenko, L., Pron, S. (2023). Urban transport, logistics, and tourism: review of a cutting-edge socially-oriented approach to industrial development. *Acta Sci. Pol. Administratio Locorum*, 22(1), 101–111. DOI: 10.31648/aspal.8069
11. Tadić, S., & Veljović, M. (2020). Logistics of rural tourism. *International Journal for Traffic & Transport Engineering*, 10(3), 323–350. DOI: [http://dx.doi.org/10.7708/ijtte.2020.10\(3\).06](http://dx.doi.org/10.7708/ijtte.2020.10(3).06)
12. Visit Ukraine.today. (2024). Travel 2023: which regions of Ukraine earned the most from tourism this year? Retrieved from <https://visitukraine.today/blog/2630/travel-2023-which-regions-of-ukraine-earned-the-most-from-tourism-this-year>
13. World Tourism Organization (2024). UN Tourism Barometer. Retrieved from <https://www.unwto.org/un-tourism-world-tourism-barometer-data>
14. Zhurba I. E. & Nestorishen, I. V. (2022) Improvement of tourist logistics in the context of improving the quality of tourist services. *Problems of modern transformations. Series: Economics and Management*, no. 1(4). DOI: <https://doi.org/10.54929/2786-5738-2022-4-12-01>