

For labor export companies, it is necessary to improve the quality of labor recruitment, language training, skills and labor discipline education, strengthen labor management in Japan, and prevent The situation of labor fleeing, living and working illegally, violating the laws of Japan.

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THE CONCEPT OF DESTINATION RESILIENCE AND ITS ADVANTAGES FOR EXPERIMENTAL DESTINATIONS IN BELARUS

Resilience is determined as a sequential and interrelated triad of the following abilities of organisational units of any nature: to absorb shock, avoiding degradation of the system to a qualitatively and quantitatively worse state; to become re-organised, in order to maintain the system's internal structures and functions; and to leave room for positive transformation and development, involving both structural and behavioural changes that allow the system to eventually reach a higher level of development.

At the same time, perspective (post-COVID19) framework conditions bring tourism science to a broader question: What is the difference between the systemic crises and its consequences to the holistic socio-economic system, on the one hand, and the well-investigated corporate or economic crisis of particular enterprises, on the other hand? What is the case for tourism destinations, tourism enterprises, tourism community with their guests as the key organisational units in tourism? Which frameworks, approaches, already exist or can be newly introduced?

From this perspective, the concept of destination resilience is relevant for future tourism development as post-COVID19 framework con-

ditions bring interdependence, risks and vulnerability. The model of resilient-destination includes the following dimensions of destination design and strategic management: functional autonomy; self-sufficiency of the value-chain; safety, consistency & equilibrium; uniqueness & sustainability; flexibility & adaptability to crisis [1]. The model emphasises local resources and uniqueness and, therefore, can be applied to destination management for any series of events and is particularly relevant for emerging experimental destinations which can be potentially created in Belarus.

From this perspective, the concept of destination resilience has clear business-oriented advantages in being an innovative complementary concept for sustainable destination management. These benefits and advantages for the region are associated with establishing a circular economy, thereby achieving all the dimensions of resilience and designing a portfolio of USP-tourism products (see figure).

Advantages of CDR

Advantages of a circular economy		Implementation advantages		Benefits for a tour operator	
<ul style="list-style-type: none"> • <i>local entrepreneurial activity in the field of tourism</i> • <i>efficiency of the regional and local supply system</i> • <i>strengthening and vertical extension of the value-chains</i> • <i>growing attractiveness of the product portfolio</i> 	<p>stakeholders know the specifics of local recreational resources and hospitality competence; they are bearers of uniqueness and authenticity of the destination</p> <p>stability, high quality and low cost of products and services</p> <p>UPS tourism products are competitive in the global tourism market</p> <p>no significant growth of the costs thanks to the synergies created by partnerships in the destination</p>	<ul style="list-style-type: none"> • <i>growth of investment inflows and their longterm orientation</i> • <i>design of new tourism products</i> • <i>improvement of the regional destination management</i> 	<p>infrastructure, training of stakeholders & local community; recreational resources</p> <p>diversifications of the product portfolio; UPS-products</p>	<ul style="list-style-type: none"> • <i>diversification of entrepreneurial risks</i> • <i>minimization of the tour operator's insurance risks</i> • <i>loyalty of the local stakeholders and the regional tourism administration</i> • <i>deeper focus on modern trends in tourist demand</i> • <i>qualitative expansion of the client base and branding activities</i> 	<p>extension of the destination portfolio with experimental resilient regions</p> <p>safety of tourist in emergency and crisis situations are insured</p> <p>investment of the tour operator into the projects in the destination</p> <p>priority of safety, uniqueness and authenticity, individual approach, niche tourism themes, trust and loyalty to the brand, sensitivity to the factor of sustainability</p> <p>a tour operator can generate a significant segment of «resilience-sensitive consumers»; the portfolio of resilient destinations as a powerful branding factor</p>

The portfolio of advantages for implementing the concept of destination resilience (CDR) in experimental destinations (potentially in Belarus)

Source: own development.

It can be concluded that the direct result of the practical implementation of the concept of destination resilience is the growth of competitiveness of the destination and, consequently, the qualitative growth of tourist demand by attracting new segments of responsible, sensitive and demanding consumers. This is achieved by means of a higher ability of the destination to ensure the safety of tourists. At the same time, a key factor in the growth of attractiveness and competitiveness of the destination lies in achieving an authentic diversity and uniqueness of supply in the tourism market within the comprehensive concept of destination resilience.

Reference

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