

ASERS

Journal of Environmental Management and Tourism

Quarterly

Volume XI

Issue 6(46)

Fall 2020

ISSN 2068 – 7729

Journal DOI

<https://doi.org/10.14505/jemt>

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Journal of Environmental Management and Tourism is an interdisciplinary research journal, aimed to publish articles and original research papers that should contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences.

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DOI: [https://doi.org/10.14505/jemt.11.6\(46\).15](https://doi.org/10.14505/jemt.11.6(46).15)

Strategy of Tourism Development for the Middle-Sized Town: From Scenarios to Strategic Maps

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Suggested Citation:

Levytska, I., Klymchuk, A., Nataliya, B., Kotseruba, N. (2020). Strategy of Tourism Development for the Middle-Sized Town: From Scenarios to Strategic Maps. *Journal of Environmental Management and Tourism*, (Volume XI, Fall), 6(46): 1445 - 1454. DOI:[10.14505/jemt.v11.6\(46\).15](https://doi.org/10.14505/jemt.v11.6(46).15)

Article's History:

Received 18th of June 2020; Received in revised form 20rd of July 2020; Accepted 12th of August 2020; Published 11th of September 2020. Copyright © 2020 by ASERS® Publishing. All rights reserved.

Abstract:

A city that does not have a bright tourism brand needs to take special approaches to planning and implementing a tourism strategy. Such a strategy should be an integral part of the overall city development strategy, consider the interests of all stakeholders, have its own vision, scenarios, projects. An intercultural approach from "history to the present", emphasis on different target groups, active partnership with business and community are the basis for formulating an effective city development strategy. The author considers an example of strategy development for Vinnytsia using strategic, project and operational management methods and tools. The directions of analysis and development from vision to real scenarios and vice versa from scenarios to strategic map of development allow to form a real strategy of tourism development. In each direction the main functions of management are considered: planning, motivation, organization, control. The analysis of the overall strategy of the city development revealed the direct and indirect strategic projects that influence the development of tourism. W. Disney's (improved by R. Dilts) technique was used to form a vision for tourism development in the city. The main modern slogan of the development strategy of the Vinnytsia city - "City of ideas" - for tourism strategy has been transformed into the slogans "Tourist city of ideas" and "City of tourist ideas". Each of the directions of the overall city strategy is adapted to aspects of tourism development. Analysis of tourism development strategies of such cities as Zaporizhzhia, Mukachevo, Khmilnyk; a review of scientific articles on tourism strategy development has allowed us to draw on a general outline for strategy development and generate a strategic map using Google software. The analysis of the results of the activities of the the City Marketing and Tourism Department for 7 months revealed some duplications and mistakes in the formation of development goals, lack of differentiation of directions and development of partnership. The author offers rough drafts of vision, mission. In addition, recommendations were made for the City Marketing and Tourism Department. The author proposes to adapt the technology of detailing each of the directions of tourism development in the city and to position each specialist in the strategy map. The result of the research is the proposed methods and draft essays for the formation of tourism development strategy in Vinnytsia.

Keywords: tourism; development strategy; development scenarios; strategy implementation projects; target audience; partnership in tourism development; tourism brand; tourist object; tourist city.

JEL Classification: R11; Z32.

Introduction

The tourism development strategy for the medium-sized city should be based on the general principles and methods of strategic management. In addition, such a strategy should consider the peculiarities of tourism development and the various aspects of the development of a particular city, its geographical area and community. It is important to find a link between specific projects, scenarios, activities, and city development strategies. Analysis of strategy building patterns, strategic maps of tourism development in other cities can be the basis for creating one's own map of tourism development in the city.

Various planning and visualization techniques will help to identify the main directions of tourism development strategy and their implementation scenarios.

Various theoretical and practical studies on strategic management are based on well-known systematic approaches of strategic planning, choice of strategies and formation of variant scenarios of implementation.

Several planning and visualization tools and techniques will help to identify the main directions of tourism development strategy and scenarios for their implementation.

Already existing direct and indirect tourism development projects in the city need to be adapted for further implementation.

Ideally, all stakeholders are positioned in the strategy, are identified various forms of partnerships, methods of monitoring and controlling the implementation of tourism development strategy in the city. Therefore, the relevance of the study is the need for a comprehensive stakeholder analysis, the use of modern strategic planning methods, monitoring and control systems, the formation of target maps for tourism development as for different target audiences, target maps for the management of tourism projects and coordination of the development of city tourist infrastructure.

1. Research Background

Any strategy is based on the principles, methods and tools of strategic management. That is why the basis of the research is the scientific works of famous scientists in the direction of strategic management. Among them - H. Ansoff (2007), P. Drucker (2012), R. Kaplan (2014), H. Mintzberg (1997), M. Porter (2011) and others.

The overall strategy of tourism development has already been investigated by the author (Levytska *et al.* 2013). The techniques and scenarios of strategic vision formation and project implementation may be different, but they need to be adapted to the specifics of tourism projects (Kovalenko 2018).

Strategic management includes analysis, decisions and actions to implement. For the city's tourism industry, it is necessary to form vision, mission and strategic goals based on an analysis of the internal and external environment. Appraising the internal resources of the city and the community as tourist sites allows finding competitive advantages in the tourist services market. In addition, this will minimize the gap between strategy creation and implementation (Levytska *et al.* 2013).

At the level of the City Council Department, it is necessary to identify the strengths of the city as a complex tourist object, evaluate its own resources and staffing levels to support the competitive advantages of the tourism industry in the city.

At the level of business partners, it is necessary to find competitive market advantages for each type of tourism and hospitality business to support business leadership, cost optimization and service differentiation.

At the community level, it is necessary to identify factors influencing the development of the tourism industry on the development of the city and community.

At the level of the target groups of tourists (consumers of services) it is necessary to concentrate on the main processes of providing tourism and hospitality services, taking into account the quality and high customer satisfaction.

According to Henry Mintzberg, the strategy is "five Ps" (Mintzberg 1997).

Strategy - plan - purposeful strategy. The model formed is the basis on which it is implemented from beginning to end.

Play strategy is a special short strategy (sub-strategy) with tactical changes. Restrictions allow you to focus on specific implementations.

The strategy template includes a behavior model.

Position strategy reveals the positioning of the industry in the market, in space and time. To do this, well-known tools are used such as PEST, Diamond Porter's and Porter's Five Forces (Porter 2011).

A promising strategy is more vision and a mission to change culture, beliefs and feelings.

The proposed strategies are not alternative. They complement each other.

It is also advisable to draw attention to stakeholders. First of all, it is the community itself and the tourism department, as the elected executive body of the City Council. Secondly, these are business partners. In the third, there are various public and educational organizations.

The generated vision, mission and goals should be logically linked and conform to SMART rules. That is to be: specific, measurable, achievable, realistic and timely. The flexibility of the targets should be supported by a dynamic analysis of the results and changes in the market, in the internal and external environment, the need of the community. The goals should be guidance for managers, professionals who coordinate tourism development or / and provide tourism services.

The visualization, composition and decomposition of a strategy can be done using the example of strategic maps of a balanced scorecard (Porter 2011). Yes, the main projections should be tourist facilities; tourist target audiences; tourist organizations; city budget for tourism; investments; tourist infrastructure. In addition, it is advisable to pay attention to the approach of I. Ansoff, who emphasizes the strategic orientation of key groups of people and cultural targets (Ansoff 2007).

The analysis of different approaches allowed us to form two directions in the construction of strategies: "top-down" and "bottom-up". The first direction involves the consistent development of a development strategy from vision, directions and goals to projects and scenarios. The second one is from scenarios and projects which are already being realized to formulating a balanced tourism development strategy. In practice, a mixed approach is being used. Strategy is the general plan and the way to achieve the set goals under different scenarios. For tourism development, such a strategy must be integrated with the city's development strategy, taking into account various historical, seasonal, eventual and other possibilities, etc. (<https://www.vmr.gov.ua/Lists/IntegratedUrbanDevelopment/Default.aspx>). Tactics is the concrete measures, tools for implementation of strategic plans and projects under one chosen scenario, taking into account the tourist infrastructure, various partnerships of commercial and public organizations, representatives of the authorities. It is also advisable to analyze the open resources of similar tourism development strategies in small and medium-sized cities. For this purpose, strategies of such cities as Mukachevo, Khmilnyk, and Zaporozhzhia were selected. The author analyzed the development of Vinnytsia as a city of ideas. City development projects have been classified as direct and indirect projects affecting tourism development. In general, the tourism development strategy for the medium-sized city is considered as a management system with four main functions - planning, motivation, organization and control. Without detailing each of the balanced scorecards (control), the following planning projections are identified - infrastructure, tourism destinations, partnerships, financial support; organization for planning and implementation is assigned first and foremost to the department of marketing and tourism of the city council; motivation for all stakeholders - steps to make Vinnytsia a tourist city. The analysis of various approaches to strategy development allowed to form a logical chain: projections - stakeholders - partnerships - tourism development projects in the city - indicators of tourism development in the city. This chain is the basis for the content of the strategy and its implementation.

2. Methodology

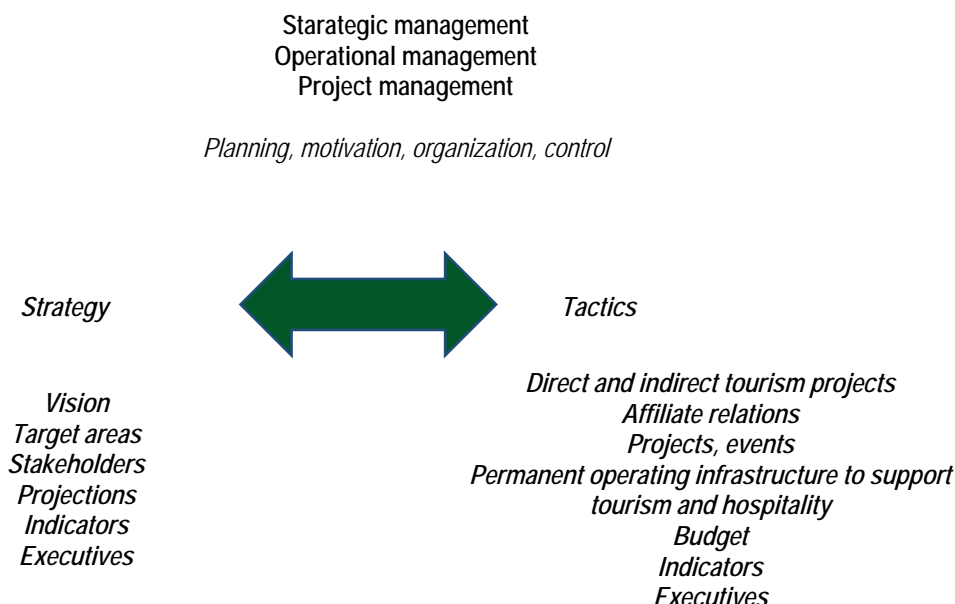
The author uses the methodology of building a projection strategy and measurement of results by a balanced scorecard. The author improved the general approach of D. Norton and R. Kaplan (2015). In Figure 1 it is presented a methodology for mixed planing by using the technology of movement between the top and bottom. The improvement is to offer new projections and connections between them. It is proposed to use project ideas generation techniques to form a common vision and development goals (Kovalenko 2018).

Such technology implies visions and strategic directions, considering already implemented or / and currently working projects on tourism development in the city. The general methodology involves the use of mutual influence of strategic directions of development and tactical projects, tools of strategic, project and operational management. An example would be the active surge in tourism development in Vinnytsia in 2019 through various festival projects, the opening of a guide school, etc., formation, development of city infrastructure in general, and the tourism industry in particular. In Figure 1 it is presented the reciprocal movement from vision and implementation scenarios, and attention is focused on a variety of tools. Case studies of the analysis of the state and formation of a general strategy for tourism development in Vinnytsia.

The analysis of the data of the worked-out tourism development strategies of different small and medium-sized cities of Ukraine and the general approaches to the formation of a set of strategy documents made it possible to determine the structure of the strategy. It consists of such parts as the preamble (introduction - formulation of motivating reasons for development; definition of goals - for whom; for what strategy is developed); strategic analysis (internal and external environment; competitive analysis; comparison with analogues (strategies

of other cities), vision; mission; development goals; strategic directions; unification and partnership activities; flagship projects; implementation management mechanism; monitoring and adjustment system. The analysis of Vinnytsia's concept of development till 2030 allowed to form a vision-slogan from the city of ideas to the city of tourist ideas (as a short-term program) and a tourist city (as a long-term program).

Figure 1. General methodology for strategy formation



Source: (general author's methodological scheme)

The reciprocal movement from vision and implementation scenarios with the use of modern visualization tools will allow us to effectively formulate a common tourism development strategy and make it specific to each individual project.

3. Results of Strategy Formation and Implementation for Vinnytsia

The analysis of the data of the developed tourism development strategies of different small and medium-sized cities of Ukraine and the general approaches to the formation of a set of strategy documents made it possible to determine the structure of the strategy. It consists of such parts as the preamble (introduction - formulation of the compelling reasons for development; definition of goals - for whom; for what strategy is developed); strategic analysis (internal and external environment; competitive analysis; comparison with analogues (strategies of other cities), vision; mission; development goals; strategic directions; integration and partnership activities; flagship projects; implementation management mechanism; monitoring and adjustment system.

An analysis of Vinnytsia's concept of development by 2030 (<https://www.vmr.gov.ua/Lists/IntegratedUrbanDevelopment/Default.aspx>) has allowed to form a vision-slogan from the city of ideas to the city of tourist ideas (as a short-term program) and a tourist city (as a long-term program).

In accordance with the main positions of the concept of strategic development in Vinnytsia, the tourist direction will be developed in the following aspects:

The city you want to stay in - for tourists - the city you want to return to; that you want to tell others about.

A comfortable, cultural, socially responsible city of balanced spatial development - a city of comfort, cultural atmosphere, festivals, atmospheric establishments and spatial corners.

A competitive European city - business tourism, conferences, forums, training.

Ecological and green city over the Southern Bug River - ecological, sports tourism; use of natural locations.

City of a strong community - tourism for Vinnytsia inhabitants - tours that reveal the history of the city, its streets, gastronomy; literary tours; historical ones and so on.

The short-term strategy is to break the stereotype as to the city of one day.

The big promising strategy is to develop the tourism brand of the city - from the city for tourists to the tourist city.

The strategy as a plan should include the development of major tourist sites, the development of the city itself as a complex entity, the identification of the various target groups, their needs and the relevant services of the tourism and hospitality industry; options for involvement of business partners, investors, various public and educational organizations.

Sub-strategies for the development of tourism projects can be varied. For example, the project “the Young Guide School” has already been implemented, which will develop and change dynamically in the future. Selected sub-strategies are the development of tourism and hospitality infrastructure; renovation of existing and creation of new tourist sites.

Table 1 presents the direct and indirect tourism projects listed in this concept (<https://www.vmr.gov.ua/Lists/IntegratedUrbanDevelopment/Default.aspx>).

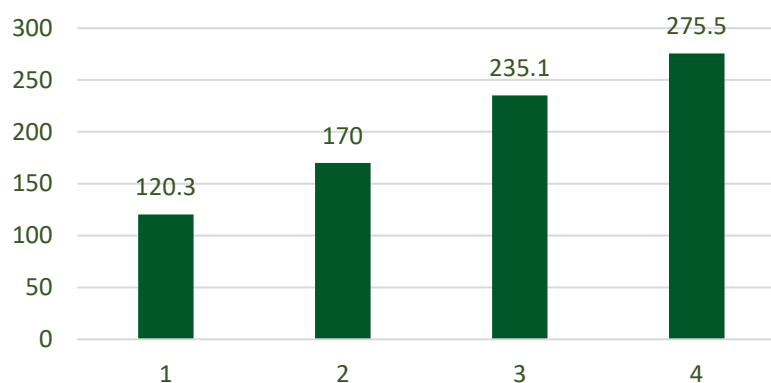
Table 1. Direct and indirect tourism development projects in the overall concept of Vinnytsia development

Direct	Indirect complex projects
<p>Formation of recognizable city brand through implementation of marketing strategy activities, city brand multiplication through local business. Development and implementation of the Tourism Strategy as a basis for the future rapid growth of the city's tourism industry.</p> <p>Development of the concept of preservation and restoration of the historical center of Vinnytsia for the development of culture, tourism and entrepreneurship.</p> <p>Working out the concept of development of Kempa island as a protected area in the city center.</p>	<p>Development of the “Cultural Code” concept.</p> <p>Development and implementation of Vinnytsia intercultural strategy. Expanding international economic cooperation. Developing the concept of sustainable urban mobility. Development of a new Vinnytsia web portal. Digitalization of municipal space. Development of all types of infrastructure: hospitality, transport, cleanliness of the environment; space, etc.</p>

Source: <https://www.vmr.gov.ua/Branches/Lists/Tourism/ShowContent.aspx?ID=2>

Statistics of tourism industry development in Vinnytsia (<https://www.myvin.com.ua/news/6600-vpershe-provedeno-marketynhove-doslidzhennia-turystychnoi-pryvablyvosti-vinnytsi>) and analysis of the results of the marketing and tourism department for 7 months showed an active increase in tourist tax (Figure 2).

Figure 2. Changes in the amount of tourist tax

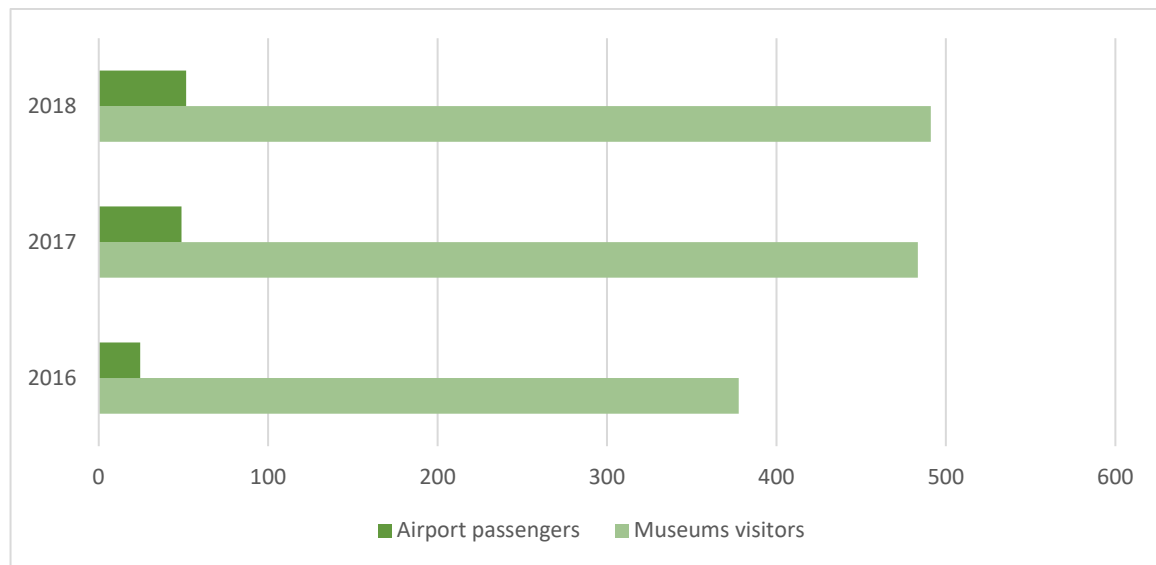


Source: <https://www.vmr.gov.ua/Branches/Lists/Tourism/ShowContent.aspx?ID=2>; <https://www.myvin.com.ua/news/6600-vpershe-provedeno-marketynhove-doslidzhennia-turystychnoi-pryvablyvosti-vinnytsi>

The number of aircraft passengers also increased and there was a slight increase in museum visitors (Figure 3).

Unfortunately, open statistics on tourism development in the city are insufficient. It is advisable to introduce a separate unit in the city development strategy until 2030, both in the analytical part (with additional data of the survey and fixing of the work of the tourism and hospitality infrastructure), as well as in the planned part with further specification of programs and projects.

Figure 3. Changes in the number of museums visitors and airport passengers



Source: <https://www.vmr.gov.ua/Branches/Lists/Tourism/ShowContent.aspx?ID=2>

To form a vision and mission, it is advisable to use R. Diltz's technique using Walt Disney method "I see, I hear, I feel."

I see: multi-purpose groups of tourists - Vinnytsia residents; from other Ukrainian cities; from other countries; from children to elderly people; different professions and status; in organized groups with guides and independently in different corners of the city, performances at festivals and conferences; smiles and pleasure on faces.

I hear: dialogues in different languages; fascinating guide stories; noise of fountains and leaves; silence in the parks; music in atmospheric hospitality establishments; an interesting story by online guide; performances at festivals and conferences; satisfied feedback about our city and recommendations on how to develop further.

I feel proud of my city, community, the results of interesting projects, the implementation of the strategy of tourism development in the city, the promotion of the brand of the city, budget receipts, the development of my hometown.

Thus, it is possible to formulate a vision for the strategic development of the city.

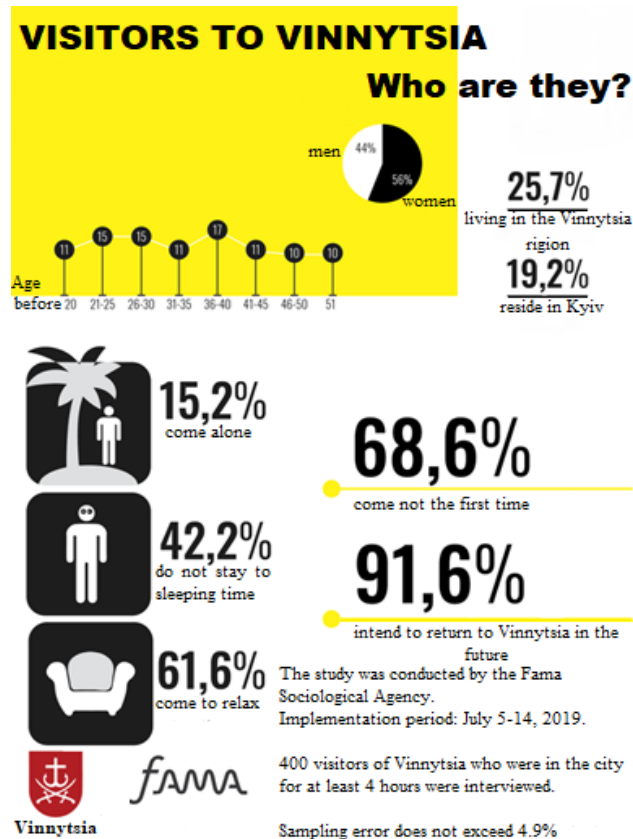
Vision: A city of tourism ideas that develops, heals, inspires, preserves and multiplies Podolian traditions in an environmentally friendly environment. Has interesting historical and modern tourist sites, infrastructure for educational, scientific and business tourism; supports sports and medical tourism. Has every opportunity to become a tourist city.

Mission as a slogan (metaphor): Make people to fall in love with the city so that they would like to share vivid atmospheric memories with others and... to come again!

Further on the classical schemes of strategy formation it is necessary to define the targeted directions, projects and measures for their implementation and indicators of monitoring and control of strategy implementation. The results should be monitored by indicators and economic indexes - tourist fee, number of tourists, number of repeat visits, indicators of infrastructure development, etc.

The conducted research on the portrait of a Vinnytsia tourist allowed to generate infographic data (Figure 4), which show that "Vinnytsia confidently overcomes the stereotype of "city for one day", as 67.8% of respondents spend more than 24 hours in Vinnytsia.

Figure 4. Characteristics of visitors to Vinnytsia



Source: <https://www.vmr.gov.ua/Branches/Lists/Tourism/ShowContent.aspx?ID=2>

On a five-point scale, poll participants put Vinnytsia a solid "four" on average. Among the city's attributes, its architectural ensemble, safety, cleanliness, air quality and low noise are the most important. 95% of respondents intend to recommend to their relatives and friends to visit Vinnytsia (<https://www.myvin.com.ua/news/6600-vpershe-provedeno-marketynhove-doslidzhennia-turystychnoi-pryvablyvosti-vinnytsi>).

Analysis of a short report of the city marketing and tourism department in Vinnytsia showed, that there are errors in strategic planning. Including:

The definition of strategic goals is not clear and unspecified. The first and the second goals are duplicated.

The areas of work of the department should be clearly linked to strategic and operational goals; activities and projects.

The positioning of each unit, specialist, partner should be carried out in relation to strategic goals and scenarios for their implementation.

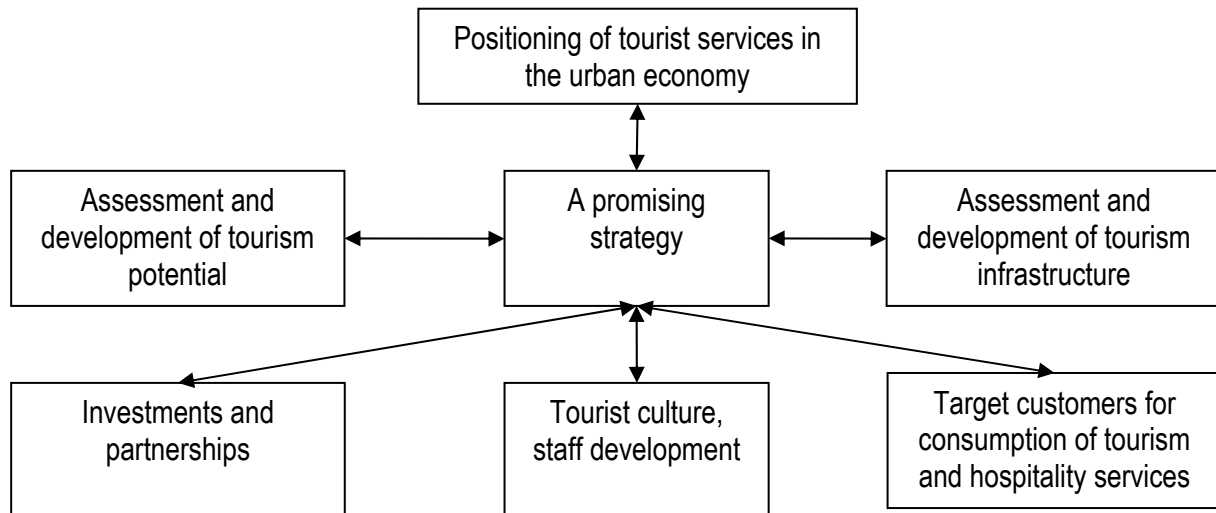
The identified areas are relevant and need further elaboration.

The marketing research should be continued with a broader specification of the target audience of tourists (domestic tourists; domestic Ukrainian tourists; external tourists) and tourist products (sightseeing tours; special excursions; as a complement to wellness, sports, educational, scientific, business tourism), needs of tourism infrastructure (<https://www.myvin.com.ua/news/6600-vpershe-provedeno-marketynhove-doslidzhennia-turystychnoi-pryvablyvosti-vinnytsi>).

Visualization of tourism industry development in Vinnitsa is realized with the help of special maps.

The general methodology for developing a balanced scorecard for tourism and hospitality development is presented in Figure 5.

Figure 5. Projections of a system of balanced urban tourism development indicators



Source: Developed by the author

According to the methodology of the balanced scorecard, such a map can be represented as a component of the following directions:

- tourist sites;
- target groups of tourists;
- business partner;
- finances: city budget and investment funds;
- community coordinators.

In each of the areas it is necessary to form indicators by which we will measure the effectiveness of the implementation of the formed strategy. The criteria for selecting indicators not only correspond to the directions but also provide a link to the strategy, are easily measured and enable the responsible coordinators to control the development of a certain direction. In addition, it is necessary to take into account the approach of Peter Drucker to build a strategy of organization and direction of the "human approach" (Druker 2012).

Already existing indicators such as the number and quality characteristics of natural tourist resources, tourist sites, the number and characteristics of museums visitors and the airport's passengers, the amount of tourist tax, the number of tourists visiting Vinnytsia not for the first time should be supplemented with financial indicators of investment funds and their return on tourist sites, indicators of financial and project partnership; as well as the individual performance of each Tourism Department specialist.

According to the examples of the developed methods, it should be noted that the determination of the optimal number of indicators is carried out according to the rule "10/80/10". Indicators in the direction of "Finance" are the gross revenues from tourism, the share of tourism in GDP, the number of employed in tourism and hospitality; hotel business load rates, total number of tourists. Such indicators will help to determine the socio-economic urban potential and the efficiency of its use; tourism urban potential, condition and development of tourism and hospitality infrastructure; effectiveness of project solutions implementation.

In the analytical part of the tourism strategy it is necessary to define:

How prepared is the city and its community for tourism?

What is the position of tourism services in the urban economy?

What is the specificity of the city as a complex tourist object?

What is the number of cultural sites and their characteristics?

What is the number of technical and other objects that can be involved in the tourism industry and their characteristics?

A separate assessment should be made of the performance of tourism infrastructure. This requires:

- determine the availability of infrastructure facilities;
- determine the possible level of service;
- assess the level of deterioration of infrastructure;
- determine the amount of investment needed to develop the infrastructure in the targeted areas.

One of the important areas for evaluating the development of the tourism industry is to compare the cumulative results and the total costs by the sum of all planned projects and activities. Such an indicator is calculated by the formula:

$$T_{pr} = \frac{\sum_{i=1}^n D_{prf}}{\sum_{i=1}^n D_{prpl}} * \frac{\sum_{i=1}^n V_{prpl}}{\sum_{i=1}^n V_{prf}},$$

where n - number of planned projects and activities, units,

D_{prf} – received actual financial result from the i-th project;

D_{prpl} – planned financial result from the i-th project;

V_{prf} – the actual costs of the i-th project;

V_{prpl} – planned and costs of the i-th project.

If the project does not have direct financial results, its social impact is assessed.

An example of specifying a direction could be the use of an improved Zachman map, with further definition of the implementation indicators of the strategic direction “Jewish Vinnytsia” presented in Table 2.

Table 2. First level concretization for “Jewish Vinnytsia”

WHAT	HOW	WHERE	FOR WHOM	TIME	WHY
Jewish Vinnytsia	Development of strategic direction, plans of cooperation with Jewish organizations, activation of excursion direction – the so called “Jerusalem region” in Vinnytsia; active partnership - Jewish restaurants, movies, memories ...	Vinnytsia, cities in Israel	All those interested in preserving Jewish history and culture, developing cultural and technological exchange (business, nostalgic, cultural tourism)	According to the plans of the Department	Preservation and development of Jewish culture and history; development of tourism in Vinnytsia, activation
Formation of a strategy for the development of the Vinnytsia Jewish Cultural Center	Analysis of target audience, stakeholders, exploration of possible forms of cooperation with public and other Jewish organizations. Creation of the future cultural and museum center.	Vinnytsia, cities with similar centers (experience study, exchange)			The Center accumulates historical traditions, modern relationships with representatives of Jewish culture, well-known Vinnytsia residents for the development of event, nostalgic, business tourism.

Source: Developed by the author

Indicators for the implementation of projects of the “Jewish Vinnytsia” direction will be attracted funds for the construction of the Jewish Center, the number of tourists in this direction, the number of tourists who visit Vinnytsia more than once, indicators of projects and events.

Ongoing monitoring of project indicators should be carried out with the help of special software products in the areas - tasks, time, budget, efficiency. The results obtained will be the basis for performance indicators for the whole direction. In addition, we need to expand our marketing research and classify them by directions.

Level 2 detailing contains the names and backgrounds of the projects, the amounts of their budgets and the designated responsible executives. Level 3 detailing is the project management map.

Conclusion

The analysis, vision formation, metaphors of the strategy of tourism development in Vinnytsia allowed to receive draft essays for the formation of documents for strategic development of tourism in Vinnytsia and to form recommendations on the work of the City Marketing and Tourism Department. Namely:

Take it as a basis the logical chain - metaphor - City of ideas - City of tourist ideas - Tourist city.

Define strategy as a document containing analysis, vision, mission, strategic goals, implementation scenarios and answers the question: what the state of tourism is today; what we want to achieve and how it can be done.

Monitor current activities in accordance with a path-based strategy; reduces chaos in projects, activities, development programs, provides logic - from general to concrete and vice versa.

Monitor the results of the strategy's implementation by indicators and economic indexes, specific measures of implementation.

Perform the positioning of each specialist in the areas, formulation and specification of strategic and operational plans for the implementation of strategic direction.

The plan for further research is the creation of a project coordination map for tourism department professionals

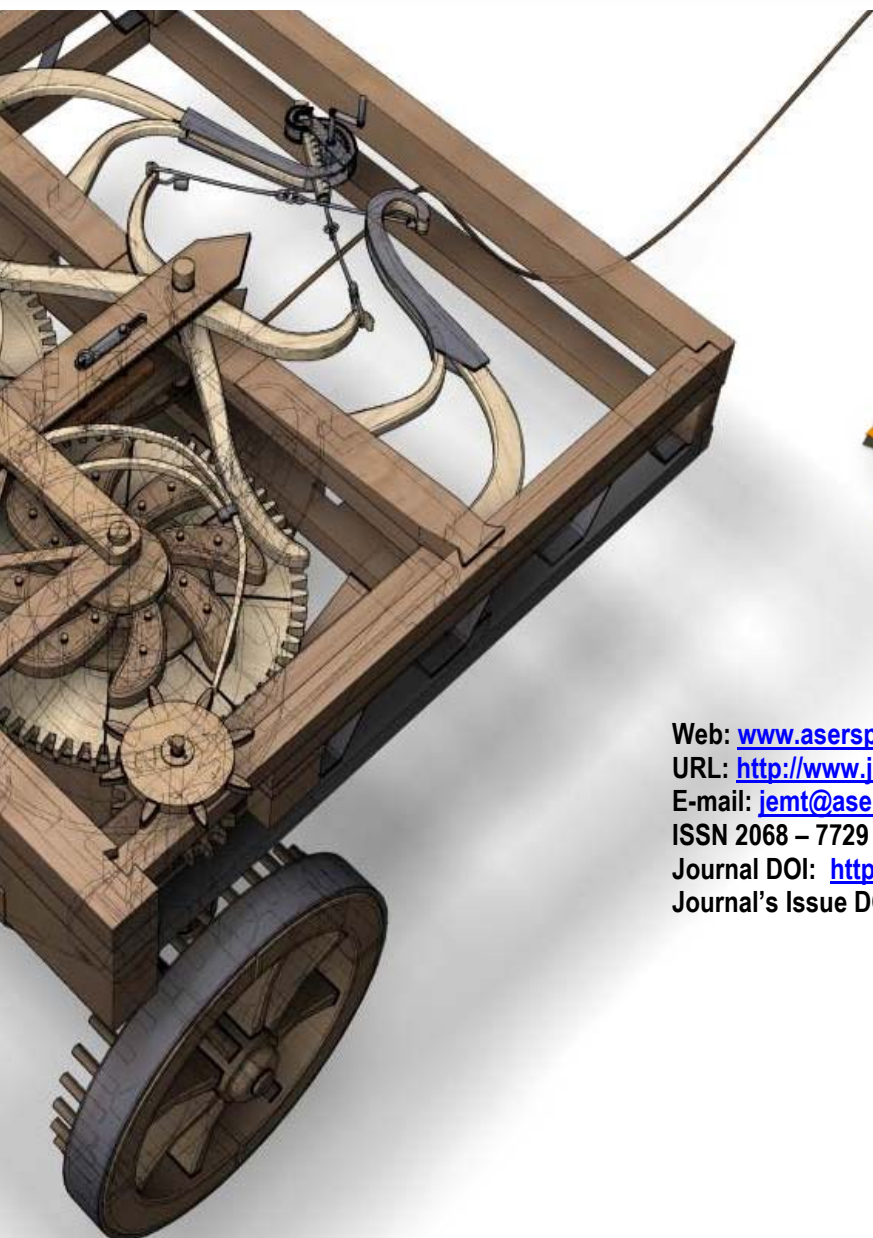
Acknowledgements

We would like to thank the specialists of the tourism department for the open data of tourism development in Vinnytsia on the site of the City Council and in the open electronic resources; active implementation of new tourism development projects.

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ISSN 2068 – 7729

Journal DOI: <https://doi.org/10.14505/jemt>

Journal's Issue DOI: [https://doi.org/10.14505/jemt.v11.6\(46\).00](https://doi.org/10.14505/jemt.v11.6(46).00)