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Fatkhutdinova O.

*Doctor of Philosophical Sciences, Professor,
Kyiv University of Tourism, Economics and Law, Ukraine;
e-mail: mfkoorg@gmail.com; ORCID ID: 0000-0001-8990-0950*

Bazhanova N.

*Ph. D. in Economics, Associate Professor,
Halytskyi college named after Vyacheslav Chornovil, Ternopil, Ukraine;
e-mail: bazhanova_natalia@ukr.net; ORCID ID: 0000-0001-6949-705X*

Tyshchenko S.

*Ph. D. in Economics, Associate Professor,
Polissia National University, Zhytomyr, Ukraine;
e-mail: kadiss@ukr.net; ORCID ID: 0000-0001-5650-5575*

Chernyshova T.

*Ph. D. in Biological Sciences, Associate Professor,
Polissia National University, Zhytomyr, Ukraine;
e-mail: taisiya_1983@ukr.net; ORCID ID: 0000-0003-2817-0477*

Osipchuk A.

*Assistant Professor,
Polissia National University, Zhytomyr, Ukraine;
e-mail: annaosipchuck@ukr.net; ORCID ID: 0000-0001-8616-7124*

MANAGEMENT OF THE DEVELOPMENT OF THE TOURIST INDUSTRY IN THE CONDITION OF A PANDEMIC

Abstract. The tourism industry occupies an important place in the development of many countries around the world. Revenues from the provision of tourist services support about 50 related economic activities, which employ about 5% of the working population. Despite the gradual recovery of the economy caused by hostilities in eastern Ukraine during 2015—2020, its sharp decline in 2020, following the declaration of a global pandemic, was perhaps the largest in the last 20 years. The tourism industry has undergone significant transformations. If in 2019 the export of tourism amounted to 29.3 million people, a year later it was 2.5 times less. A similar deterioration is observed in tourism imports, where the decline in 2019/2020 ranged from 13.7 million to 3.4 million, respectively. The decline in tourist flows to Ukraine and abroad has caused negative chain changes in the functioning of Ukraine's largest transport carriers. Thus, the fall in passenger air traffic in 2020 by 64.2% led to an increase in losses by UAH 0.4 billion in the national airline Ukraerorukh, the fall in passenger traffic by rail by 64.2% increased the loss by UAH 14.9 billion in PJSC Ukrzaliznytsia. And if air travel is more focused on the export of tourist flow, then rail transport is focused on the domestic market. Thus, the program of development of air communication within national borders needs detailed revision. At the same time, the closure of the Ukrainian border and the limited ability to travel have attracted the Ukrainian tourism market. During 2020, there was an increase in the cost of leisure services by an average of 25—30%, with the same quality of services provided. Due to the underdevelopment of premium-class recreation, approaches to investing in the expansion of this segment need to be reconsidered. The lack of sufficient investments of the state and business in the development of roads, reduces access to many quality places of nature, architectural monuments and so on. Thus, making appropriate adjustments to the development programs of the tourism industry at the national, regional and local levels becomes a priority in bringing the quality of tourism services to a new level and will provide an opportunity to increase revenues from the provision of tourism services.

Keywords: tourism industry, tourism export, tourism import, tourist services, pandemic, quarantine measures.

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Фатхутдінова О. В.*доктор філософських наук, професор,
Київський університет туризму, економіки і права, Україна;
e-mail: mfkoorg@gmail.com; ORCID ID: 0000-0001-8990-0950***Бажанова Н. В.***кандидат економічних наук, доцент,
Галицький коледж імені В'ячеслава Чорновола, Тернопіль, Україна;
e-mail: bazhanova_natalia@ukr.net; ORCID ID: 0000-0001-6949-705X***Тищенко С. В.***кандидат економічних наук, доцент,
Поліський національний університет, Житомир, Україна;
e-mail: kadiss@ukr.net; ORCID ID: 0000-0001-5650-5575***Чернишова Т. М.***кандидат біологічних наук, доцент,
Поліський національний університет, Житомир, Україна;
e-mail: taisiya_1983@ukr.net; ORCID ID: 0000-0003-2817-0477***Осіпчук А. С.***асистент,
Поліський національний університет, Житомир, Україна;
e-mail: annaosipchuck@ukr.net; ORCID ID: 0000-0001-8616-712*

УПРАВЛІННЯ РОЗВИТКОМ ТУРИСТИЧНОЇ ІНДУСТРІЇ В УМОВАХ ПАНДЕМІЇ

Анотація. Туристична індустрія займає вагоме місце в розвитку багатьох країн світу. Доходи від надання туристичних послуг підтримують близько 50 суміжних видів економічної діяльності, де зайнято майже 5 % працездатного населення країни. Попри поступове відновлення економіки, спричиненої воєнними діями на Сході України, продовж 2015—2020 рр., її різке падіння 2020 року, після оголошення всесвітньої пандемії було чи не найбільшим за останнє 20-річчя. Суттєвих трансформацій зазнала туристична індустрія. Якщо 2019-го експорт туризму становив 29,3 млн осіб, то роком пізніше — у 2,5 раза менше. Аналогічне погіршення спостерігається й в імпорті туризму, де падіння за 2019—2020 рр. становило з 13,7 млн осіб до 3,4 млн осіб відповідно. Спад туристичних потоків в Україну та за її межі спричинив негативні ланцюгові зміни у функціонування найбільших транспортних перевізників України. Так, падіння обсягів авіаперевезень пасажирів 2020 року на 64,2 % призвело до зростання збитковості на 0,4 млрд грн у національній авіакомпанії «Украерорух», падіння обсягів пасажироперевезень залізничним транспортом на 64,2 % наростило збитковість на 14,9 млрд грн у ПАТ «Укрзалізниця». І якщо авіасполучення більше зорієнтовано на експорт туристичного потоку, то залізничні перевезення — на внутрішній ринок. Таким чином, потребує детального перегляду програма розвитку авіасполучення в межах національних кордонів. Водночас закриття українського кордону та обмежена можливість подорожувати привабила український ринок туризму. Упродовж 2020 року відбулося зростання вартості послуг відпочинку в середньому на 25—30 % за незмінної якості надаваних послуг. У зв'язку з недостатньою розвиненістю відпочинку преміум-класу потребують перегляду підходи до інвестування в розширення зазначеного сегмента. Брак достатніх обсягів капіталовкладень держави та бізнесу у розбудову шляхів сполучень, знижує доступ до багатьох якісних осередків природи, пам'яток архітектури тощо. Таким чином, внесення відповідних коригувань у програми розвитку туристичної індустрії на національному, регіональному і локальному рівнях стають першочерговими у виведенні якості туристичних послуг на новий рівень та надасть можливість наростити розмір доходів від надання туристичних послуг.

Ключові слова: туристична індустрія, експорт туризму, імпорту туризму, туристичні послуги, пандемія, карантинні заходи.

Формул: 0; рис.: 3; табл.: 1; бібл.: 22.

Introduction. The tourism industry is important in the development of countries, especially those that have the lion’s share of income in their own economy from the provision of tourist services. To increase the attractiveness of the tourism business, a whole infrastructure is created, which ensures its effective development. Tourists are provided with a huge amount of various services, ensuring a pleasant and comprehensive holiday. Despite the rapid rise of the tourism sector, its sharp decline in the COVID-19 pandemic outlines new horizons in its development. It should be noted that under quarantine measures, more people began to travel in the middle of the country, which initiated and attracted more domestic investment in recreation facilities on the coast, mountain area and so on. Therefore, from these positions it is important to study the development of the tourism industry in the conditions of turbulence of the unstable surrounding.

Analysis of research and problem statement. Ukraine has adopted a wide variety of legal documents, ranging from the state level to local (State Strategy for Regional Development until 2020 in the Regional Development Program «Tourism Development», Strategy for Tourism and Resorts until 2026, Program development of tourism and resorts in the Transcarpathian region for 2016—2020, Strategy for tourism development of Vinnytsia for the period up to 2030, etc.). Experience has shown that tourism development programs and strategies adopted until 2020 do not correspond to the current level of development and need to be substantially revised. The need for such changes is evidenced by the following studies and forecasts of the Ukrainian tourism industry in the COVID-19 pandemic — Ministry of Development of Economy, Trade and Agriculture of Ukraine, State Agency for Tourism Development of Ukraine, National Institute for Strategic Studies [1], Hotel & Destination Consulting [2], OECD [3], The World Tourism Organization (UNWTO) and others. The above mentioned problems and possible horizons are pointed out in the research of Borysova O. V. et al. [4], Dickinson P. [5], Svitlychna V. [6], Rutynskyi M. and Kushniruk H. [7], Kucheran K. [8], Nikoliuk O., Khaustova V. and Petriv I. [9], Tomczewska-Popowycz N. and Quirini-Popławski Ł. [10] etc.

Unsolved aspect of the problem. It should be noted that the change in the vector of development of the tourism industry in the context of pandemic challenges requires more detailed elaboration, which determines the choice of the purpose of the study.

The purpose of the article. To study changes in the direction of development in the COVID-19 pandemic and future horizons of the tourism industry in Ukraine.

Research results. The first restrictions on tourist flows were introduced simultaneously in many countries around the world with WHO calls for a new global epidemiological threat — COVID-19 — March 11, 2020. Note that in 2009—2020 the number of Ukrainian tourists decreased by 26.6%, and foreign — by 83.7% (Fig. 1).

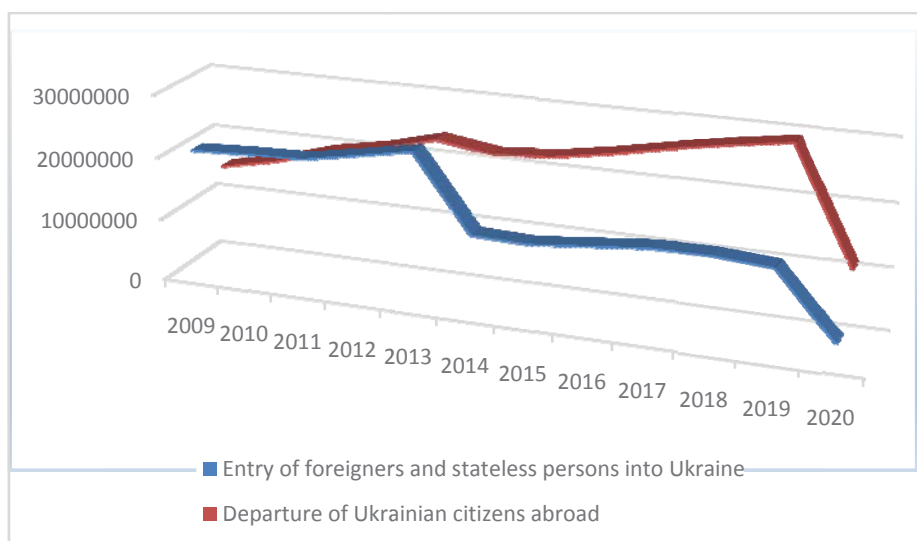


Fig. 1. Tourist flows in 2009—2020, persons

The total tourist flow in 2020 amounted to 14.63 million people, of which 23.1% were foreign tourists who visited Ukraine, and the rest (76.9%) were Ukrainians who went on vacation abroad (Fig. 2).

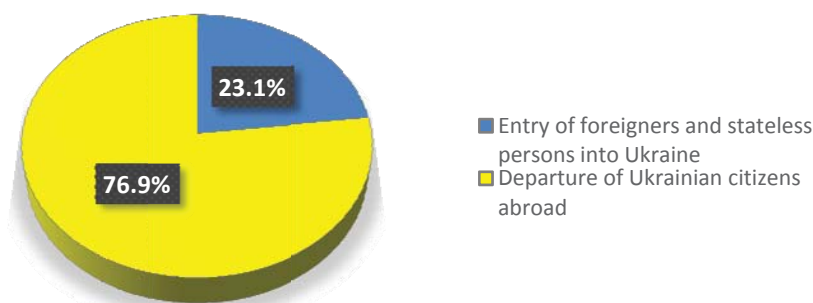


Fig. 2. Structure of tourist flows in Ukraine and from Ukraine in 2020, %

Not surprisingly, aviation and railways were among the first spheres of tourism to decline significantly. Thus, the losses of the largest national airline Ukraerorukh in 2020 reached UAH 1.5 billion, PJSC Ukrzaliznytsia — almost UAH 12 billion (Table), which is the result of quarantine measures and a reduction in the number of travelers both abroad and in Ukraine. According to preliminary estimates of the State Agency for Tourism Development of Ukraine, the losses of the tourism industry in Ukraine amounted to approximately UAH 60 billion.

Table

Performance indicators of Ukrainian state-owned enterprises related to tourism

	The volume of all traffic, millions of passengers		Financial results, UAH billion	
	2020	2019	2020	2019
Ukraerorukh	8.7	24.3	-1.5	-1.1
Ukrzaliznytsia	16.7	46.6	-11.9	3.0

Despite significant disparities in the development of the tourism industry, there has been a revival of domestic tourism during 2020. It is these processes that are pointed out in the works [4, 5, 9], where the focus is on the development of domestic tourism, including rural green tourism, eco-tourism etc., i.e. reorientation from foreign to domestic market of recreation and travel [10—12]. The decrease in international tourism flows has led to an increase in travelers within Ukraine in 2020 by a third.

In addition to popular summer vacations on the shores of the Black and Azov Seas (Koblevo, Zatoka, Chernomorsk, Odessa, Berdyansk, Karolina Bugaz, etc.), in the Carpathians (Bukovel, Yaremche, etc.), new opportunities for entertainment, sightseeing and travel open up. Thus, in 2019, President Zelensky signed a decree on the development of the Chernobyl Exclusion Zone as a national tourist attraction. The reorientation of tourism into the Ukrainian segment has led to a rise in prices for recreation by 25—30%, with an estimated average cost of 15 thousand UAH per person [13], which in terms of extending quarantine measures may be a further impetus to increase the number of those wishing to rest in the country. However, experts warn that not all requests of Ukrainian tourists can be met within the country due to infrastructure problems — from road quality to hotel service [14—16]. The premium segment is not developed in Ukraine either, so the demanding tourist risks being dissatisfied [17].

Despite the negative changes in the budget of Ukrainian households [18], many people plan to travel in 2021. The novel is a change in the time horizons of planning their own vacation [19]. Due to the high degree of uncertainty, Ukrainians began to plan reservations not a month in advance (a more economical option for the family), but a twice shorter period, compared to 2019 [20].

And if the internal restrictions were not so noticeable in Ukraine, then they had a significant impact for foreign tourists. The division of all countries according to the color principle (into

«green» and «red» zones) affected the access of foreigners to the Ukrainian tourism industry. If a traveling citizen came from a country which is in the «green» zone, he can enter any country without a test and a two-week quarantine with a visa. These rules were in force until March 22, 2021. Now, all citizens, regardless of their country of origin and color of the zone, are required to provide a certificate of negative PCR test, which was conducted no later than 72 hours before arrival in Ukraine [8].

The revised version of the document «Roadmap for competitive development of tourism in Ukraine», which was developed by the EBRD with the support of external experts in late 2019 (Fig. 3) [2; 21; 22] is important for the development of the Ukrainian tourism industry.

<p>1. COVID-19 EFFECTS MITIGATION — ANTI-CRISIS ACTION PLAN FOR 2020</p>	<p>2. REORGANISATION AND FRAMEWORK SETUP (Q2 2021 — Q2 2022)</p>	<p>3. AWARENESS BUILDING (Q3 2022–2026)</p>	<p>4. CAPITAL INVESTMENT & PRODUCT DEVELOPMENT (2027–2030)</p>
<p>1.1. Establishment and internal marketing of set of rules for operations for various accommodation and catering objects; 1.2. Subventions, affordable credit lines, tax, and debt deferrals in order to save the vital part of the industry; 1.3. Initiation of reorganisation processes related to tourism related statistics, tourism management and problematic part of tourism related legislative systems (laws, bylaws, and rulebooks) as identified in the Roadmap document.</p>	<p>2.1. Establishment of an internationally competitive system of national tourism marketing that can utilise identified quick wins; 2.2. Initiate long-term capacity building processes.</p>	<p>3.1. Improvement of the international tourism image; 3.2. Promotion and commercialisation of leading destinations with the emphasis on MICE and City break products; 3.3. Creation of planning framework and institutional preconditions for the development of further tourism products and capital investments.</p>	<p>4.1. Capital investments and intensive product development; 4.2. Construction of major tourism and transport infrastructure; 4.3. Fully operational three-level tourism organisation (national — regional — local).</p>

Fig. 3. Roadmap for competitive development of tourism in Ukraine in a pandemic

Minimization of the negative consequences of the pandemic on the development of the tourism industry and the gradual removal of restrictions on the movement of tourists across borders is projected in 2021—2022. The focus on domestic recreation is of particular importance in the re-closure of borders. The formation of a comprehensive tourist infrastructure should be achieved by improving the quality of regional flights, the introduction of higher-intensity rail passenger services, road coverage for the attraction of remote holiday destinations and so on. All these aspects should be reflected in programs at the national, regional and local levels with appropriate funding for such measures.

Conclusions. Ukraine, like the rest of the world, is on the verge of the biggest economic downturn in a decade. Despite the gradual recovery in development after 2014, the recession of 2020 proved to be even stronger than the financial crisis of 2008—2009. The tourism industry is also developing in such dynamic uncertain conditions. During 2009—2020, the total tourist flow decreased more than twice. Moreover, the number of Ukrainians traveling abroad has decreased by more than a quarter, exceeding six times the number of foreign tourists entering the territory of Ukraine. Recent changes have had a negative impact on Ukraine’s major transport operators. Thus, the losses of Ukraerorukh (air traffic) and Ukrzaliznytsia (railway traffic) reached a record UAH 13.4 billion, with a decrease in passenger traffic by about 50 million people.

With the introduction of quarantine measures almost all over the world, travel abroad has become virtually inaccessible, which has had a positive impact on domestic tourism. According to

experts, the growth of traveling tourists within Ukraine has contributed to an increase in the cost of recreation by 30 %. However, the premium segment remains underdeveloped, which requires a significant reorientation to the tastes and preferences of customers. The latter requires large investments in the development of road infrastructure at the national, regional and local levels. And this needs to be supplemented in order to further develop the benchmark document elaborated with the support of the EBRD, «Roadmap for competitive development of tourism in Ukraine».

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