

DEVELOPMENT TRENDS OF RESORT SERVICES IN UKRAINE IN CONDITIONS OF UNCERTAINTY

Natalia Buhas,

Ph.D. in Economics,

Tetiana Tsalko,

Ph.D. in Economics,

Svitlana Nevmerzhytska,

Ph.D. in Technical Sciences,

Kyiv National University of Technologies and Design, Ukraine

Annotation. *The article considers and investigates the economic processes in the field of health care services in the context of the COVID-19 pandemic. It is established that one of the main conditions for the successful management of any enterprise in the conditions of the global pandemic, first of all, is the creation of an effective anti-crisis management system. Practical recommendations for enterprise management in pandemic conditions are offered.*

Keywords: *risks, crisis management, crisis phenomena, anti-crisis plan, conditions of uncertainty, state regulation, coronavirus pandemic, quarantine measures.*

Introduction and problem statement. The main purpose of the study is to analyze the main risks of exposure and justification of the level of uncertainty and unpredictability of the environment in Ukrainian tourism during the coronavirus pandemic, as quarantine paralyzed business activity all over the world. For Ukrainian entrepreneurs, this test has complicated the already difficult economic situation [1, 9].

The pandemic shook and affected almost all enterprises in Ukraine. In addition, it showed how vulnerable both business owners and employees can actually be. Whether quarantine as force majeure exempts from contractual obligations, and whether an employee can defend himself if he is fired or forced to go on unpaid leave indefinitely – yes, in the context of the COVID-19 outbreak, these issues have become very relevant, because it is unclear, when businesses will be able to return to the usual rhythm of work, and whether they can at all [5, 13].

Most entrepreneurs are concerned about the uncertainty of the current situation. When it is difficult to predict the duration of quarantine and changes in consumer behavior, it is almost impossible to calculate any scenarios for your business development [7]. Reduction of orders, disruption of procurement and delivery deadlines, paralysis of sales channels – these are just some of the problems faced by small businesses. While the revenues of many companies have decreased significantly, costs have remained virtually unchanged (rent, utilities), and there are worries about the organization of remote work or transportation of employees when traveling is restricted. The high probability of crisis phenomena in the process of enterprise activity and especially modern conditions of their functioning in the pandemic necessitate the introduction of specific measures to counteract their development and neutralization.

Presentation of the main research material. Recent statistics show that the situation in Ukraine is deteriorating, and experts predict that some areas may move to a more severe quarantine phase due to the growing number of infected people. All sanatoriums must operate in compliance with the rules established by the Ministry of Health of Ukraine. In addition, their discovery depends on the epidemiological situation in the region. Decisions on their work will be made by local governments. Thus, the coronavirus pandemic has caused an unprecedented crisis in the tourism economy.

The IMF forecasts that Ukraine's GDP in 2021 will grow to 4% from the previous forecast of 3%. Also, the forecast for the recovery of the Ukrainian economy in 2022 was updated from 3.2% to 3.4% while maintaining the growth rate in 2023 [3]. Although in the first quarter of 2021 the economy fell by 2.2% compared to last year due to continued lockdown, there are signs of a gradual return to growth in the second quarter due to higher prices for commodities [12]. The World Bank gave similar forecasts for Ukraine's GDP. In early June, it was forecasted that Ukraine's GDP would grow by 3.8% in 2021 [11]. And the Ministry of Economy of Ukraine expects 4.1% GDP growth this year and 3.8% next year. At the beginning of the year, the government talked about an optimistic 4.6% growth.

According to experts, the sphere of tourist services of the corona crisis period will be characterized by giving consumers priority over the choice of shorter vacation periods, the individual travel predominance (auto tourism) and individual accommodation, the choice of health, sea, and rural tourism. It is expected that the corona crisis will cause constant changes in consumer preferences, accelerating the introduction of online technologies, paying more attention to hygiene and healthy living, more active use of non-cash and contactless payment methods, and targeted delivery [6]. Thus, the tendency of tourists to use illegal and semi-legal resort accommodation will depend on the willingness of consumers to accept the risk of possible infection. Therefore, sanitary and hygienic conditions and the possibility of distancing during living and recreation will be important factors in competition for the consumer in the 2021 season. Consumers may also be hindered by the desire of travel service providers to compensate for the loss of part of the season by raising prices, reducing the service quality, and the cost of equipping recreation facilities. However, such tactics can only be successful for businesses that demonstrate a high level of anti-epidemic protection. Taking into account these risks and expected preferences of tourists, the support should be built for the tourism at both central and local levels to develop domestic tourism, which would not only restart the industry and reduce the negative effects of the coronary crisis but also create a basis for Ukraine's competitiveness, as a tourist state.

So, summarizing the above, it should be noted that in today's difficult conditions of sanatoriums, namely in a pandemic, anti-epidemic safety standards are of strategic importance for the spa season 2021-2022, because right now the treatment and rehabilitation of people at the resorts is essential [6, 15].

Thus, talking about the success of a business today, the main factor of development will be its sustainable development, which becomes possible to implement only with the

active introduction of new technologies and products, advanced competitive strategies. Therefore, the direct impact on the enterprise in the conditions of transient changes has changing risks [2, 8, 10].

And to prevent negative processes in the enterprise, it is necessary to detect in the early stages all the signs of the crisis, so it will help increase the likelihood of maintaining sustainable development. One of the means of counteracting the crisis is the anti-crisis management of the banking institution. Unlike traditional financial management of the banking system, crisis management is characterized by efficiency in decision-making; significant costs against the background of the general limitation of financial resources; high level of risk; taking unpopular measures; refusing strategic projects in favor of current ones.

The pandemic had a negative impact on both supply and demand, provoking further regression in a weak world economy, geopolitical, social, and trade tensions. This phenomenon is a crisis that has a long-term negative impact on the usual environment in tourism and the world economy as a whole [4, 14]. An analysis of the experience of those companies that survived the coronavirus pandemic suggests that a specialized staff center should be established to coordinate issues related to the coronavirus situation. Thus, this headquarters should be in the form of a crisis management subsystem, which combines the potential of all functional units and operational planning and, accordingly, will timely respond to certain threats. Such a headquarters center, in today's reality, should focus on the most important managerial competencies and organizational skills and give more opportunities to managers to form a preventive strategy. Organizational transformation of the crisis management system involves the creation of a specialized headquarters center for countering COVID-19 threats.

Therefore, as important measures of the anti-crisis plan to the enterprises of the sanatorium and resort sphere, the following should be considered:

- it is necessary to negotiate with all participants in the market of tourist services on the preparation of anti-crisis measures and development strategies for the tourism industry (taking into account the consequences of the corona crisis);
- prepare regional strategies to stimulate tourism development after the end of the pandemic; precisely in those regions where domestic tourism is first of all attractive;
- provide a mechanism for reimbursing tourists for unused vouchers;
- establish a mechanism for monitoring the implementation of support measures for SMEs and employees, including liquidity, lending, and transparency of support measures;
- to introduce a transparent mechanism of funds expenditures received from local tourist budgets for the domestic tourism development, to improve the environment;
- to develop and implement programs aimed at developing innovations and tourism digitalization;
- promote competitiveness and flexibility by investing in education and skills of the sector representatives;
- ensure the strengthening of coordination and partnerships with sector participants

in order to transform tourism.

When developing an anti-crisis plan to overcome the effects of COVID-19 on the tourism sector in Ukraine, it is necessary to take into account the recommendations of the Global Crisis Committee on Tourism, divided into three main areas:

1. Crisis management and mitigation: job retention; support for self-employed workers; providing liquidity; promoting skills development and the revision of taxes, fees, and regulations relating to travel and tourism.

2. Provide incentives and accelerate recovery, in particular the financial incentives, including favorable tax policies; lift travel restrictions as soon as the situation allows; assist in simplifying visas; increase consumer confidence.

3. Preparation for the future: pay more attention to the role of the tourism sector in the country's economy and achieving sustainable development goals; develop preparedness plans for future challenges and use this opportunity to move to a circular economy.

We believe that changes in the sanatorium-resort industry should be in improving the financial and economic mechanisms of reproducing the resort and recreational potential. It is also necessary to organize an accessible market of sanatorium and health services to meet the needs of the population, privatization of sanatoriums, encourage competition, and optimize the management of these institutions. Accordingly, it is for sanatoriums and resort institutions the adaptive quarantine has not improved the situation in the tourism sector, so usually, the regions simply do not comply with any quarantine restrictions, so as result hotels are becoming a major factor in spreading coronavirus.

Conclusions. Taking the above into account, we believe that the state needs to act quickly and impartially to overcome the coronavirus and its economic consequences. Effective and proactive measures need to be taken to prevent the spread of the virus, as well as clear policies to support health systems and their workers, and to protect the incomes of vulnerable social groups and businesses during this pandemic. Supportive macroeconomic policies can help restore confidence and demand. If negative risks are affected and growth is much lower over the long term, coordinated multilateral action will be needed to ensure effective health policies, contain and mitigate business controls, support businesses and ordinary citizens with low income, etc.

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