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WAYS TO IMPROVE THE MANAGEMENT OF ENTERPRISES IN THE TOURISM INDUSTRY OF UKRAINE IN MARTIAL LAW

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Abstract. *The article considers the problems of development and management of tourism enterprises during the martial law in Ukraine. It is established that the aggression of the Russian Federation and the beginning of the war with Ukraine affected all key aspects of the life of the Ukrainian people and shook the entire civilized world. Numerous bombings of the Black Sea coast, which houses the largest number of Ukrainian tourism facilities, have preserved the work of hospitality enterprises and forced management to make decisions not to open the tourist season in many areas, and catastrophic business losses.*

Theoretically, Ukraine is a tourist attractive country and has all the opportunities for the development of domestic tourism as a priority sector of the economy. In the Strategy for the Development of Tourism and Resorts for the period up to 2026, the field of tourism is identified as one of the main industries that affect the general state and trends of the world economy. As this area is related to the activities of more than 50 industries, its development contributes to employment, diversification of the national economy, preservation and development of cultural potential, preservation of environmentally friendly environment, and contributes to the harmonization of relations between different countries and peoples. Ukraine is located in the center of Europe and has all the conditions for proper economic development through tourism, but lags far behind the world's leading countries in terms of tourism infrastructure and quality of tourism services, which is why a key aspect of hotel development is the construction of new hospitality.

Examples of foreign countries, namely Croatia, Bosnia and Herzegovina, Cyprus, Egypt and Israel in the direction of development and restoration of the tourism industry in the postwar and war periods are studied. Ways of management of the enterprises of sphere of tourism in Ukraine for the purpose of development and stabilization of financial indicators are analyzed.

Keywords: hotel enterprises, martial law, tourism industry.

JET CLASSIFICATION: M2, M16, M10, Q57, F18

Formulation of the problem. The imposition of martial law in Ukraine due to Russian aggression has negatively affected all aspects of Ukrainian life, economic development, including the tourism industry. Of course, the events of February 24, 2022 add tension and fear of tourists in planning trips and visiting tourist spots in our country. In addition, most global tour operators have set limits and caution recommendations when choosing a tourist route to Ukraine, so it is necessary to plan for the recovery of the industry in the postwar period.

It is known that the world tourism industry has only begun to recover from the effects of COVID-19. The spread of vaccination has contributed to positive forecasts, but in many sectors of the economy the situation has changed significantly in a negative direction and since 2020 the tourism industry has suffered a tremendous blow. A global decline of 73% means not only a loss of revenue (\$ 1.3 trillion according to the World Economic Forum), but also a reduction in jobs and GDP in the countries most dependent on the tourism industry [1].

In January, the United Nations World Tourism Organization (UNWTO) asked industry experts when they expect to return to the 2019 situation. The results of the survey are as follows, so only 1% of respondents suggested that this will happen in 2021, 15% hope that a recovery should be expected in 2022. Most market professionals (43%) believe that this will happen only in 2023. Almost as many (41%) hope for 2024 or later [2].

Experts note that the delayed recovery of the market does not mean that it will not exist. On the contrary, world tourism is changing, becoming more sustainable and innovative. The tourism industry is implementing contactless technological solutions, placing more emphasis on safety and care for the environment. All this is related to the trend that will dominate the recovery process.

Analysis of recent sources and publications. Problems of tourism development management in Ukraine in the conditions of transformation of national economy were investigated by Shelemetyeva T.V. [3]. Furdak M.M. believes that only the interaction of all elements of the tourism industry can lead to a significant synergistic effect, expressed as an increase in the competitiveness of domestic tourism. Competitive will be those operators of the tourist market who earlier than others will add to the tourist product new consumer qualities and properties and will manage to interest the consumer with innovations [4]. Yazina V.A., Kucher M.M., Steblyuk N.F. note that in the process of forming an effective system of overall quality management it is important to focus on current and future customer needs, maintain leadership, ensure full involvement of hotel staff in solving problems of quality improvement services, apply a systematic approach to management and ensure continuous improvement of business results. The quality management mechanism should be based on effective systems of personnel selection and training, quality control of services and monitoring of customer satisfaction. In the process of building a holistic system of quality management of services provided by the hotel industry, it is necessary to follow the principles of marketing [5]. Mironova MI, Mironov Y.B. agree with the above authors, who note that currently there is an active interest in the development of the hospitality industry at the international, national and regional levels, as tourism and hotel business are catalysts for development. All sectors of the modern economy, providing positive socio-economic and socio-cultural effects [6].

Regional features of hospitality management in the pre-war, war and post-war periods were studied by Vdovichen A.A. The scientist believes that the management of the hospitality company at the regional level should be carried out taking into account the post-war perspectives based on flexible emergency solutions, as changes in the external environment require immediate adequate response, taking into account the company's goals and available resources. In order for a company to survive and operate effectively in the post-war period, there is no other way but to constantly refine strategies and effectively use limited resources at a particular point in time. [7].

The beginning of hostilities became a real challenge for the management of the Ukrainian hotel and restaurant business. After all, Ukrainian business has no experience or even theoretical research in modern management during a full-fledged war. Therefore, there was a problem of the most rapid readjustment of activities from the regular to the new, situational type, taking into account the military specifics, which is the emergence of new challenges and threats, especially in the external business environment, and in some cases - in the internal, says Kruglyanko A.A. [8].

The need for an effective management system of hospitality enterprises at the regional level says Kifyak V.V, who notes that the formation of a regional management system of hospitality enterprises is characterized by a number of factors, such as hostilities, and hence a high degree of market uncertainty, seasonal instability of demand for tourist services, increasing competition in the tourism business, lack of financial resources, etc. [9].

However, despite the interest of scientists in this area, the issue of improving the management of enterprises in the tourism industry of Ukraine in martial law remains unresolved, which allowed to determine the direction of scientific research.

The purpose of the article is to study ways to improve the management of enterprises in the tourism industry of Ukraine under martial law, taking into account the experience of foreign countries.

Research methods. During the study of the current state of enterprises in the tourism industry in Ukraine, methods of observation and detailing were used; in the study of statistical material and information about hotels by region - methods of grouping and comparison, as well as methods of synthesis and analysis.

It is established that the development of hospitality in the conditions of war in Ukraine is under the influence of the situational concept of management (Contingency Approach to Management) to some extent provides opportunities for direct application of science to specific situations and conditions. After all, the central point of the situational approach is the situation, i.e. a specific set of circumstances that strongly affect the organization at a given time [10].

Results and discussions. Consider the key aspects of the changes that affected management during the war. They can be divided into two groups:

- a) changes in the external business environment;
- b) changes in the internal environment of the business entity.

In the external environment, it can be said that it has become a source of danger for the business entity in the physical sense, when the whole territory of Ukraine is under potential threat of missile, bomb, artillery, jet, etc. shelling, some regions - under threat of ground invasion.

At the same time, there are threats to information security, such as direct cyber attacks and information hostile propaganda, discrediting partners (in particular, foreign, for example, aggregator sites for booking hotel services of Russian origin), confusion and irritation of customers, a radical reduction or increase in their number as a result of internal migration from combat zones and dangerous areas.

Separately, we would like to point out the changes due to the imposition of martial law, such as the impact on the usual order of business taking under protection and the special mode of operation of the transport infrastructure of Ukraine; the right of military administrations to use the capacity and labor resources of private business for defense purposes, to change the mode of their work, to make other changes in production activities, as well as working conditions in accordance with labor legislation; the hotel business, if necessary, is obliged to house the military, so the military command may force the company to provide living space, if available, for the needs of the army; ban and restrictions on the departure of certain categories of citizens from Ukraine; suspension of the foreign exchange market; the possibility of introducing a moratorium on cross-border foreign exchange payments and other restrictions and features.

The internal environment of the hotel and restaurant business has undergone changes primarily psycho-emotional - fear, confusion, negative emotions of employees and business owners, which are also irritated and helpless from the fact that they can not influence the situation, as was usual in peacetime [8].

Consider the experience of foreign countries in the development of the tourism industry after armed conflicts. For example, the development of tourism in Croatia stopped during the war in the 1990s, but since 2000, more than a thousand islands have become attractive for investment. Tourism in this country has gained momentum due to the development of air services, affordable housing prices, the opening of modern hotels and beaches, the opening of interesting cruise routes. In addition, many publications in foreign publications have been written about the benefits of vacationing on the islands of Croatia, video presentations and testimonies of bloggers have been recorded. This allowed to fill the number of hotels from June to September by almost 100%, which had a positive impact on the economy and the generation of about 15% of the revenue side of Croatia's GDP. It should be noted that in 2017 the country was visited by 15 million tourists, and

according to statistical publications in Croatia before the pandemic, the revenue side of the country's budget from tourism grew by 11% annually.

The 1992-1995 armed conflict in Bosnia and Herzegovina negatively affected the hospitality sector, but from 14 December 1995, a single federal state was established, forming the Muslim-Croat Federation of Bosnia and Herzegovina and the Republika Srpska. Measures that contributed to the development of tourism in 2010 allowed Sarajevo to be included in the top 10 cities recommended for visiting by well-known tour operators. In 2019, the total share of tourism's contribution to the economy of Bosnia and Herzegovina was 10.5%. Tourists are especially interested in historical sites associated with armed conflicts, places of destruction and battles, souvenir shops with military paraphernalia, used shell casings. Tourists are attracted by the ancient streets in the Ottoman style, cozy cafes and restaurants, museums, bazaars.

Cyprus survived an armed conflict in the 1960s and became independent from Britain, with a UN peacekeeping contingent in 1964 and a demarcation line. Thus, in 1975, Cyprus was divided into the southern part of Greece and the northern part of Turkey. Historically, the southern part was admitted to the European Union in 2004, and the northern part is supported by Turkey. Analyzing the statistics in 2018, the island was visited by a record number of tourists - 3.8 million with a population of 1.22 million inhabitants. The share of infusions into the economy of the studied country was 18%, and in 2021 the increase in tourist flow in the peak months was up to 300% compared to 2020. The highlight of the tourist infrastructure is the presence of a large number of beaches with the "Blue Flag".

Egypt was at war in 1967-1970 and only in 1979 was a peace treaty signed; Israel withdrew its troops from the Sinai Peninsula in 1982. Tourism in the country under study is developing rapidly, thanks to the natural features of the seacoast, historical monuments, museums, new star hotels. The share of tourism in the economy of the studied country in 2019 was 12%, and the tourist flow during the season amounted to almost 15 million tourists.

Israel is a unique country that is actively developing tourism and is at war with Palestine. The main areas of tourism in this country are pilgrimage, culture and medicine. In 2019, tourism accounted for 6.2% of the economy, the tourist flow amounted to approximately 4.5 million tourists. Despite the hostilities, tourists are eager to visit the biblical sites of Jerusalem, recover in the Dead Sea resorts, and enjoy traditional cuisine in Tel Aviv [11].

Conclusions. Shock caused by armed conflicts, bring deep scars to the tourism business of countries, including Ukraine. However, the latest heritage and post-conflict tourism are being created. Ukraine has a significant potential for the development of the tourism industry, and given the experience of these countries can quickly recover and receive tourists.

The situational approach to management reconfiguration provides a set of tools that can be quickly used to overcome these threats and challenges.

During the reconstruction of the hotel industry of Ukraine, we propose to pay attention to expanding the range of related services for business people and business representatives. This is the presence of congress halls, meeting rooms and press conferences, lobby bars, etc. In addition, it is necessary to focus hospitality institutions on the provision of services related to a healthy lifestyle. These are fitness centers, spas, swimming pools, etc. We also recommend that tourist accommodation provide facilities that can be used for civil protection of tourists, including as bomb shelters.

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