

SOCIO-ECONOMIC EFFECTS OF THE COVID-19 PANDEMIC ON THE COMPETITIVENESS OF THE TOURISM INDUSTRY (THE CASES OF BULGARIA AND ECUADOR)

СОЦИАЛЬНО-ЭКОНОМИЧЕСКОЕ ВЛИЯНИЕ ПАНДЕМИИ КОВИД-19 НА КОНКУРЕНТОСПОСОБНОСТЬ ТУРИСТИЧЕСКОЙ ОТРАСЛИ /ПО ПРИМЕРУ БОЛГАРИИ И ЭКВАДОРА/

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Abstract. *The Covid-19 pandemic has posed unprecedented challenges to the tourism industry around the world. Countries where the tourism industry is highly important to their economies suffer huge financial losses and many businesses were closed during and after the lockdown. This fact makes the topic of the pandemic's impact on tourism and the countries' economies extremely actual. Tourism in Bulgaria has a significant share in the gross domestic product of the country /about 12%. In Ecuador, accommodation and food services are between the 7 economic industries with the highest contribution to national employment. Although their geographical and economic profiles are very different, the crisis in the tourism industry raises many common questions about its social and economic importance for both countries. Both Ecuador and Bulgaria have competitive advantages in the field of tourism. To maintain them and to assure the optimal positions of both countries on the world tourism market in the conditions of a pandemic is extremely important. Therefore, the purpose of this report is to discuss the socio-economic effects of the COVID-19 pandemic on the competitiveness of the tourism industry. The goal achievement is realized by using a descriptive method, analysis of the health situation in both countries, analysis of the tourism industry indexes, the changes and challenges of the new reality in tourism, etc. On the basis of the officially published statistical data in Bulgaria and Ecuador, conclusions have been made about their efficiency and the tourism competitiveness of both countries.*

Keywords: *Bulgaria, competitiveness, COVID-19, Ecuador, tourism*

JEL CLASIFICATION: L83, M21, Z32

1. INTRODUCTION

The Covid-19 pandemic has posed unprecedented challenges to the tourism industry around the world. Countries where the tourism industry is highly important to their economies suffer huge economic losses and many businesses were closed during and after the lockdown. Due to travel restrictions, which have been implemented in response to the pandemic of COVID-19, tourism sector is suffering huge financial losses and many jobs have been lost.

In Bulgaria, at the beginning of March, an emergency state was declared because of pandemic. All restaurants and entertainment facilities were closed and the borders were open only for residents who are abroad at those moment. All flights till the middle of April were cancelled. The main effect of this lockdown was on the travel industry. Many hotels were closed waiting for better times. Tourism in Bulgaria has a significant share in the gross domestic product of the country /about 12% in 2019/. In 2019 r. incomes from incoming tourism exceed 3,7 billion euro. Compared to 2018, they

are growing by 0,4% [Ministry of Tourism of the Republic of Bulgaria, 2020]. The effect of COVID-19 pandemic on tourism industry has a great negative impact on the country's economy.

According to the data from the World Travel and Tourism Council - WTTC, it is estimated that until 2018, the direct contribution of tourism to Ecuador's GDP was 2.3% (about \$2.300 million dollars) and a total contribution of 5.8% (around \$5.900 million dollars) to the national productive apparatus [MINTUR, 2019].

At a sectorial level, this activity has reached an average growth of 5% in the last six years according to the data from the Tourism Satellite Account (TSA) and its contribution to the national production is superior to the key manufacturing industries such as the automotive and chemical industries, contributing with a gross added value of USD \$1.174 million dollars in 2016. It is fundamental to highlight the tourism role as a key element in the stability of the dollarization and its significant contribution as a source of foreign currency income. In effect, the tourist recipient expense represents an 80% of exportation services and a 6% total service exportations amounting to USD \$1.143 million dollars [MINTUR, 2019].

One of the main investigative flaws of the tourism in Ecuador is the absence of reliable statistics at national level, reason for which, various universities are consolidating small initiatives in different areas of the country for the purpose of structuring tourist observatories that participate in this role.

The main data information in the country comes from the Ministry of the Interior which collaborates with migratory data related to the entry and exit of visitors. There are also official reports from the Ministry of Tourism which for the present study tested The National Tourism 2030 Plan at the beginning of the present year before the start of the pandemic.

2. GEOGRAPHICAL AND TOURISM CHARACTERISTICS OF BULGARIA AND ECUADOR

Bulgaria has a favourable geographical position. It is located in South-Eastern Europe, in the North-Eastern part of the Balkan Peninsula. The main transport corridors connecting Central and Western Europe with the Mediterranean and the Middle East pass through the country. Its total area is about 111 thousand sq. km. The country's population is about 7 million, 74% of which lives in the cities.

The eastern border of the country is the Black Sea and the total length of the Black Sea coast is 354 km. During the summer months the climatic conditions in the country allow the development of sea tourism on the Black Sea coast with an active season of up to 4-5 months, in the period from mid-May and early June to September. The average July temperature is 25-26°C, which provides a comfortable feeling for tourists during the season. The sunshine is about 2200 hours a year, and in summer it is the most intense and long. The most famous Bulgarian Black Sea resorts are Golden Sands, Sunny Beach, Albena, etc.

To the north Bulgaria borders entirely with Romania, as 470 km of the border are on the riverbed of the Danube, and 139 km is terrestrial. The Danube is the second longest river in Europe after the Volga and the only river in the world to cross ten countries. The severe winters of the continental climate lead to partial freezing of the Danube almost every year, and in one or two years some sections of the river freeze completely. From March to November, cruises on the Danube are organized, connecting different cities and countries along the valley, e.g. from Passau (Germany), with a visit to Vienna (Austria), Bratislava (Slovakia) and Budapest (Hungary) or from Ruse (Bulgaria), via Turnu Magurele (Romania), Belgrade and Novi sad (Serbia), Bratislava (Slovakia) to Vienna (Austria).

To the west, Bulgaria borders Serbia and Northern Macedonia, which have no access to a sea and some of their citizens visit the Bulgarian Black Sea coast in summer.

The relief of the country is characterized by five altitude zones: I zone – from 0 to 200 m altitude: 31,5% of the country's territory; II zone – from 200 to 600 m altitude: 41% of the country's territory; III zone – from 600 to 1000 m altitude: 15,2% of the country's territory; IV zone – from 1000 to 1600 m altitude: 9,8% of the country's territory; V zone – above 1600 m altitude: 2,5% of the country's territory [Penin et al., 1998]. Although 70% of the country's territory is flat and hilly, in Bulgaria is the highest peak on the Balkan Peninsula - Musala (2925 m) in the Rila Mountains. In the mountains, which occupy the remaining 30% of the territory, the average January temperatures reach -10°C, and the snow cover in the areas suitable for ski tourism lasts about 5 months. The most visited winter ski resorts are Bansko, Borovets and Pamporovo. Apart from Bulgarian citizens, they are visited by tourists from neighbouring countries - Greece, Serbia, Northern Macedonia, Turkey and during the winter season there are charter flights with tourists from Great Britain and Russia. During the summer season, mountain tourism is less developed. At this season the mountains attract tourists with its cooler weather than in other parts of the country.

The temperate-continental climate of the country with four distinct seasons is one of the factors for the disproportions of the tourist flows. This is especially evident in the mass forms of tourism - sea recreational and winter ski tourism, respectively on the Black Sea coast /sea recreational tourism/ and on the territory of the mountains Rila, Pirin and Rhodopes /winter ski tourism/.

The development of alternative types of tourism contributes to overcoming the seasonality in the mass types of tourism. Among them the most important are the cultural and the health tourism. There are nine sites in Bulgaria that are included in the list of natural and cultural heritage of UNESCO, and four are in the list of world masterpieces of oral and intangible cultural heritage of this organization.

Given the COVID-19 pandemic, health tourism has potential for development. According to the Concept for the tourist zoning of Bulgaria [Ministry of Tourism of the Republic of Bulgaria, 2015] it has the following forms:

- SPA and wellness tourism - related to relaxation and comfort procedures for body and soul, based on various natural resources and products (mineral water, essential oils, curative mud, wine, chocolate, etc.).

- Balneotourism - related to effective treatment and rehabilitation under medical control, through mineral water, healing mud, etc.

- Medical tourism - the main purpose of travel is improvement or restoration of health through medical intervention.

The natural resources in the country are a prerequisite for the development of health tourism. Bulgaria ranks second in Europe after Iceland in the number of the mineral springs, providing all types of mineral water existing in nature. Among Bulgaria's most valuable natural resources are the unique qualities, diversity and abundance of hydrothermal mineral water, curative mud, the sea, and other health resources. [Invest Bulgaria Agency, 2013].

Some of the most famous balneological and climatic resorts are located on the Black Sea coast - Pomorie, Burgas Mineral Baths, Golden Sands, Albena, etc., and another part in the mountainous and semi-mountainous parts such as Hissar, Devin, Varshets, Kyustendil, and the titled Balkan SPA capital - Velingrad. The Rhodope Mountains are one of the few places in the world with a high level of negative ionization of the air, which kills bacteria and viruses. The resorts that are located there as Pamporovo, Devin, Chepelare, etc. are also visited because of their healthy air.

Ecuador is located in the northeast part of South America, bordering with Colombia to the north, with Peru to the south-east and with the Pacific Ocean to the west. It is the smallest of the Andean countries with approximately 252.000 km². The equatorial line (from which it receives its name) crosses it and extends between the latitudes 1°30'N and 5°S and longitudes 75°20'W and 91°W (Neil, 1999).

Ecuador is divided into three regions: Coastal, Mountain and Eastern regions. The regional boundaries correspond to provincial boundaries so their definition is not climatic or geographical, but political. However, there are considerable topographic and climatic differences between regions. Ecuador also has an archipelago located 1 000 km from the coast named Colon or Galapagos Islands, Insular region [Pourrut, 1983; Barros & Troncoso, 2010].

Ecuador's location on the equatorial line produces little seasonality throughout the year. There are only two defined seasons: humid or winter season and dry or summer [Pourrut, 1983; Barros & Troncoso, 2010]. The duration of the seasons varies from region to region. In the coastal region, the rainy season starts in December and lasts until May; the dry season takes place between June and November. In the Andes, the rainy season lasts from October to May and the dry from June to September. In the Amazon region there are differences between north and south.

The Ecuadorian Andes are divided into two main mountain ranges: Western and Eastern, also named Real. They are linked together by a series of transverse junctions that delimit inter-Andean valleys [Duellman, 1979; Neil, 1999]. Both mountain ranges reach altitudes that surpass 5 000 meters. In the upper Amazon region, there are three ramifications of the Andes partially separated by the eastern mountain range: The Napo-Galeras, Cutucu, and Condor Mountain ranges. Their most important elevations are the Sumaco Volcano (the highest, with 3372 m), El Reventador and The Pan de Azucar.

The Amazonian plains are conformed mainly by big valleys and other minor elevations [Duellman, 1979; Lynch & Duellman, 1980; Pourrut, 1983].

Ecuador has two main river basins: The Pacific and the Amazonian basins. The principal system of the Pacific river basin includes the basins of the Esmeraldas (sub-basins of the rivers Blanco and Guayllabamba), Mira, Cayapas, Guayas (sub-basins of the rivers Babahoyo, Daule and Vinces), Jubones, Puyango, and Catamayo Chira rivers.

The Amazonian basin include the basins of the rivers Putumayo, Napo, Tigre, Pastaza, Santiago, Morona and Chinchipe on the south [Neil, 1999]. The largest river basins are The Guayas River (in the Pacific basin) and the Napo River (in the Amazonian basin).

All these complex characteristics are linked to the great natural and cultural biodiversity that coexists within a territory of few extensions, and contribute to a great variety of possibilities for a sustainable tourist growth. The short transfers are viewed as opportunities for the consolidation of tourist destinations both for the national and international tourists.

Tourism in Ecuador is considered the fourth most important activity generating foreign exchange after the crude oil, banana and shrimp productions, but it is placed third in terms of income in relation to the main non-petroleum based export products. This has been strengthened in the last years after the implementation of a series of promotional strategies from the central government based on the National Tourism 2020 Plan.

The tourist activity that takes place within Ecuador has a clear inclination towards nature, led by its emblematic product "The Galapagos Islands", which has been declared a World Heritage site as well as two of its main cities; Quito, the capital of the country, and Cuenca.

On the coast we find Guayaquil, the economic capital of the country where the main river maritime port is found.

As expressed before, the country is characterized by its regions. On the coast, the main tourist resources are the pacific beaches accompanied by an important cultural and natural wealth that make up the Spondylus Route and The Andes, where the union of its main elevations and rich Andean culture are intertwined with the Route of Volcanoes.

In the Amazon region there are indigenous towns and the largest extension of protected areas that include the water route. There exists a marked short-term season between the months of July and September which makes up the peak season of international tourism of the country and due to the existence of two educational regimes, the holiday seasons differ; one coincides with the season of international visits and the other (coast) extends from February to April (months that are known as the beach season). Currently, emphasis is being placed on the strengthening of very important tourist variants such as: cultural tourism, community tourism and agro-tourism to establish new destinations through the declaration of magical towns.

The 2018 Consolidated National Tourist Cadaster registers a total of 24.720 tourist establishments in the country. The 69.68% correspond to the Food and Beverage activity while the 16.80% corresponds to lodging, meaning that 86.48% of the cadaster is concentrated in activities and the resulting 13.52% is distributed among activity operations and mediation, public transportation, community tourism center and stable amusement parks [MINTUR, 2019] These are distributed in its majority between the provinces of Pichincha and Guayas and to a lower level, Azuay, Chimborazo, Tungurahua, Esmeraldas and Manabí.

The GDP World Tourism reaches a 10.4% according to the WTTC which denotes a great growth potential in the sector; however, even though tourism contribution to the national GDP is dynamic (since it has grown significantly in the past years), it has not equaled the 2017 average contribution registered in the American continent and in South America that stood at 8.3% and 8.6%, respectively. This percentage of tourism contribution to the GDP of Ecuador is below the recorded levels of the economy of the principal competitive countries that are: Chile, Colombia, Costa Rica and Peru.

Visitors that predominantly visit Ecuador are those coming from bordering countries (Colombia and Peru); the same applies to Peru (Ecuador, Colombia, Brazil, Bolivia, Chile). Colombia however, registers a high percentage of international arrivals from different countries. In the past year, Ecuador received an important number of people from other Latin American countries, Caribbean, United States and Canada, Germany, Spain, France, Italy and the United Kingdom and at a smaller scale, visitors from countries like Japan, China, Australia, and New Zealand reaching a total of 1 606 473 tourists [MINTUR, 2019].

3. COVID-19 PANDEMIC SOCIO-ECONOMIC EFFECTS ON TOURISM INDUSTRY IN BULGARIA AND ECUADOR

Bulgarian government declared a state of emergency on March 13, 2020, as a result of the first registered cases of people diagnosed with COVID-19. During the state of emergency in Bulgaria, a temporary ban was introduced for all persons, regardless of their citizenship, to enter the country, through all border crossings, by air, sea, rail and road. The ban did not apply to Bulgarian citizens residing abroad who wanted to return to their country. By order of the Minister of Tourism, all domestic tourism visits, the organized incoming and outgoing tourist trips were temporarily suspended. Restaurants and entertainment facilities were closed until the state of emergency was cancelled on 14 May 2020.

After the discontinuance of the state of emergency in Bulgaria, the government declared an epidemic situation. Its duration is updated monthly depending on the number of those diagnosed with

COVID-19. In order to reduce the spread of the infection, a number of restrictions have been imposed on the entry of foreign citizens and security measures are applied, valid for all residents of the country. The regime for entering Bulgaria and the imposition of a 14-day quarantine for arriving passengers are announced by the government of the country depending on the spread of the infection in each destination. The mitigation of some measures of entering the country is dictated by the economic situation and the needs of the tourism industry. There were several stages of mitigation of incoming regime between 14 May 2020 and 31 August 2020. In this period, step by step, citizens of Member States of the European Union, the United Kingdom of Great Britain and Northern Ireland, Schengen countries, the Australian Union, Canada, Georgia, Japan, New Zealand, Rwanda, Republic of Korea, Thailand, Tunisia, Uruguay, United Arab Emirates, Ukraine, Republic of Northern Macedonia, Serbia, Albania, Kosovo, Bosnia and Herzegovina, Montenegro, Moldova, Israel, Kuwait, Belarus and Turkey as well as their family members, were allowed to enter in Bulgaria without quarantine. For all travellers from countries that are not included in the above list, a negative PCR test is required, performed no more than 72 hours before their arrival in Bulgaria.

It is required in all indoor public places to wear a disposable or reusable face mask or other means covering the nose and mouth. By order of the Minister of Health of the Republic of Bulgaria, an exception to this provision is made for the customers in the restaurants and drinking establishments, for the indoor athletes during physical activity and for the participants in congress/conference events, briefings, press conferences and seminars during speeches (lecture, presentation, etc.). All persons in indoor public places have to keep a physical distance of 1.5 m from the other people.

Restaurants and entertainment establishments operate in compliance with legal measures to limit the spread of COVID-19 infection and initially had the right to serve customers only in open areas, and subsequently allowed the use of indoor parts of the establishments by providing social distance between customers. It is necessary the availability of disinfectants located in the commercial zones, and the service personnel have to use appropriate protective equipment /disposable or reusable masks, helmets, etc./.

As a result of COVID-19 pandemic and the imposed restrictive measures for travel, the tourism industry in 2020 registered record declines compared to 2019 in the main indicators such as the number of tourist arrivals, nights spent, operating accommodation places, etc. In connection with the desire of the Bulgarian citizens to travel abroad and the opportunity every person who suspects himself/herself for COVID-19 to perform PCR tests, the number of tests was growing sharply. It also increased the number of diagnosed cases in the country. This health situation is the reason why a large part of the planned charter flights from the main emitting markets such as Germany, Poland, the Netherlands, etc. were postponed or cancelled in the summer season 2020. Bulgaria was not accepted as a safe COVID-19 destination and has lost some of its competitive advantages.

In the period 2016-2019, the visits of foreigners to Bulgaria marked a constant increase. In 2019, foreigners visiting the country reached 12 552 152. The largest share of tourist arrivals is from Romania – 2 161 004, followed by Turkey – 1 628 231, Greece – 1 277 610 and Germany – 948 492. The main emitting tourism markets to Bulgaria, in addition to the above, are Serbia, the Republic of Northern Macedonia, Ukraine, the United Kingdom, Russia, Poland, France, Israel and Czechia. Just for the first six months of 2019, 4 808 120 tourist arrivals were realized in the country. In the same period of 2020 there was a decrease of 58% and for the first half of 2020 the tourist arrivals in Bulgaria reached only 2 007 598.

Summer is the most popular season for European tourism industry [European Commission, 2020]. Bulgaria it's not an exception. Usually, the largest number of visits of foreigners in Bulgaria is registered in June, July and August. In July 2019, the highest number of visits by foreigner citizens was registered /2 083 051/. In this month of 2020, the arrivals of foreigners decreased by 66%, reaching only 705 599. The ratio between the leisure trips by foreigners and those for business reasons in the last five years, in July, was 7 to 9 times more in favour of leisure trips. In July 2020, the ratio is only 2 times. In 2020, for the first time in the last five years, the leisure trips in June are less than those for business purposes. The data shows that although Bulgaria is traditionally chosen as a summer recreational destination by foreigners, in 2020 due to the pandemic of COVID-19, only the imposed business trips are realized and the leisure trips are reduced. According to Kostadinova the demand in the second one is formed by specific target groups, where the decision-making process depends on the organizational structure (company) and not on the traveller himself [Kostadinova, 2020] and perhaps here partially lies the above mentioned change of places of the two types of tourism.

The largest part of the accommodation establishments in the country is concentrated on the Black Sea coast - in the regions of Dobrich and Varna /Northern Black Sea coast - respectively 180 and 468 in 2019/ and the region of Burgas /Southern Black Sea coast – 994/. The regional cities - Varna and Burgas have international airports, which provide the main tourism flows to nearby resorts, welcoming both scheduled flights and charters. The COVID-19 pandemic had a strong impact on the summer season in Bulgaria, which traditionally begins in mid-May and early June. Travel restrictions and reduced flights had an effect in the first month of the summer season. Prior to the pandemic, in June 2019, in the three regions covering the cities and resorts on the Bulgarian Black Sea coast operated 1 266 accommodation facilities with a capacity of 212 666 beds. In June 2020 only 695 accommodation facilities operated with a capacity of 99 602 beds. These data show a decrease of almost 55% in the operating accommodation establishments and almost 47% decrease in the accommodation capacity. The nights spent in June 2019 are 3 274 208, 2 792 664 of them by foreigners and 481 544 by Bulgarians. The decrease in June 2020 is 93% of the total nights spent /240 106/, respectively 98% of the nights spent by foreigner citizens /62 397/ and 63% of the nights spent by Bulgarians /177 709/. The arrivals in accommodation establishments before pandemic in June 2019 were 612 541, respectively 466 504 by foreigners and 146 037 by Bulgarians. The noted decrease in June 2020 is 87% of the total arrivals in accommodation establishments /77 612/. The decrease of the arrivals of foreign citizens in June 2020 is 96% /17 411/ and of Bulgarians is 59% /60 201/. The revenues generated by nights spent in June 2019 are BGN 164 574 529 – 144 483 977 by foreigners, and - BGN 20 090 552 by Bulgarians. In June 2020 the revenues from nights spent are BGN 11 340 172 – 3 827 870 by foreigners, and - BGN 7 512 302 by Bulgarians. The decrease is 93% for the total amount of revenues from nights spent, 97% of the revenues by foreign citizens and 63% of those generated by Bulgarians.

World economies were directly affected by the epidemic, as a result tourism was one of the sectors that was mostly affected [Davila et al., 2010]. The COVID-19 pandemic has submerged the entire world in a crisis that is causing profound changes in the world economy system and immersed in this, is the tourist activity [Felix, Garcia & Vera, 2020]. Ecuador has not been an exception. Through a national televised network on February 29th, 2020 the Minister of Health, Catalina Andramuño announced the arrival of coronavirus to Ecuador through an Ecuadorian citizen traveling from Spain in the middle of February who tested positive for the virus.

Despite the identification of the patient, it wasn't until March 16th when the President of Ecuador Lenin Moreno Garces declared a state of emergency for the entire Ecuadorian territory.

One of the main strategies to stop the spread of the virus was to confine the entire population, and to implement a series of restrictions that completely halted the tourist activity in the country. Following is a list of actions taken:

The total closure of borders including transportation: this created chaos within the international transit system and in citizens that were out of the country and who were unable to return until repatriation humanitarian flights were established. This situation caused the landing prohibition of a humanitarian flight that was supposed to extract members from European communities that were in the Ecuadorian territory. This was denied by the Mayor of Guayaquil and it generated international controversy and the wearing-away of relations.

Restrictions on human mobility within the Ecuadorian country: this was done through the use of the last digits of license plates. Purchases for basic consumption were allowed twice a week. This measure lasted three months and then a letter of safe conduct or permit was implemented for those that required special mobilizations. This measure ended the 13th of September 2020.

Access to beaches and protected areas was prohibited: this measure was, without a doubt, what mostly affected the tourist activity. Together with the mobility restrictions, it was impossible to turn to any natural location; to a certain extent to safeguard the integrity of the host communities due to the precarious access to specialized health centres. This measure was lifted in the middle of August 2020.

The tourist activity is in a critical state; the government has not been able to solve the needs of the private sector, especially the lodging sector; theirs is a new reality, a five-month low of 0% to 10% occupancy in the best cases and only made possible to a selected list of establishments that were authorized to provide the service to governmental entities that arrived in solidarity flights.

Various studies within the territory have focused on behaviour. Ideas on behalf of entrepreneurs and main tourism authorities suggest the creation of incentives that can help maintain employment, which will be of the most affected area this year, and strategies to promote safe destinations in the country (Felix et al., 2020). An official document from the national government is being elaborated in order to understand the travel tendencies of the domestic tourist. These results will be made available in October 2020.

4. CONCLUSIONS

Statistics in Bulgaria show the strong negative economic effect of the COVID-19 pandemic and the restrictive measures imposed to reduce its spread. There is an increase in domestic tourism and a significant decline in international tourism. The structure of the emitting markets is preserved as the main tourist flows are from Romania and Turkey, Germany, Serbia and Poland. The increased number of cases diagnosed with COVID-19 in the country at the beginning of the summer season led to a decrease in the country's competitiveness in the international tourism market.

The tourist activity in Ecuador has been severely affected by the COVID-19 pandemic. The government strategies that extended through a five-month period, have contributed to the collapse of activities resulting in the closure of businesses throughout the territory especially in the lodging establishments where 630 hotels were unable to open their doors until July 15, 2020. About 30% of registered establishments on a national level will partially or completely close within the 2020 year. The actions taken by the government to safeguard the tourist industry is considered weak; many surviving businesses attribute this to their business resilience capacity, an area which can be studied at a later data.

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