

Three Seas Economic Journal

Vol. 3 No. 2 (2022)

Riga 2022

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Three Seas Economic Journal, Volume 3 Number 2. Riga, Latvia : "Baltija Publishing", 2022, 132 pages.

The purpose of the journal "**Three Seas Economic Journal**" seeks to cover a wide range of issues of development and interaction of the countries of the European continent and to be at the forefront of important research. Discover the authors' researches covering relevant, discursive, and innovative topics in the most important scientific areas of social development.

Three Seas Economic Journal, a Scientific Journal of the Publishing House "Baltija Publishing", is published four times per year.

Latvia registered mass information mediums (MIM). Registration No. 000740448.

Indexed in the following international databases:

Index Copernicus; ERIH PLUS; Directory of Open Access Journals (DOAJ); Research Papers in Economics (RePEc); Google Scholar.

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Printed and bound in Riga by LLC Publishing House "Baltija Publishing".

Journal is available: www.baltijapublishing.lv/index.php/threeseas

DOI: <https://doi.org/10.30525/2661-5150>

ISSN 2661-5150 (PRINT)
ISSN 2661-5290 (ONLINE)

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ANTI-CRISIS MARKETING AT THE ENTERPRISES OF THE TOURIST BUSINESS IN THE CONDITIONS OF EUROPEAN INTEGRATION

Tetiana Zakharova¹

Abstract. *The purpose* of the paper is to set of organizational and economic relations that arise during the development and implementation of the mechanism of anti-crisis marketing, under the influence of external factors such as pandemic and war. *Methodology.* The survey is based on the use of methods and principles of system, logical management, statistical, program and target methods. The statement and proof of working hypotheses were carried out on the basis of methods of classification, balloon-index estimations, expert methods. *Results.* Analytical work on the analysis of trends in the development of tourism business in the context of European integration is completed. The most probable changes in the trends of 2022, awaiting the tourism industry, are given. Emphasis is placed on the development of domestic tourism for countries with favorable natural conditions and appropriate infrastructure. To assess the situation of the tourism business, a survey was conducted using the developed questionnaire in Google forms. It has been revealed that the system of anti-crisis marketing has properties that determine the features of the management mechanism: flexibility and adaptability, ability to diversification and timely situation response, the ability to effectively use the innovative potential of the enterprise; its identification and development of appropriate anti-crisis measures. It is proved that the tourism sector should change its priority, be flexible and adaptable. Today, the emphasis of tour operators in 2022 should be on domestic tourism: recreational tourism; relaxation tours that help restore health; tourist trips with the direction of art, pottery, etc. The analysis of the market and the influence of factors on the activity of the enterprises of tourism business have been conducted. Tourism companies can apply different directions in the anti-crisis programs that will help the enterprise to overcome the crisis: borrowing from the experience of countries of the world; diversity and quality of services; staff motivation: to create a common system of remuneration of personnel depending on the result of activity of the hospitality industry; support of the country. *Practical implications.* A program of anti-crisis actions has been proposed, which will become an important component of future development and not a decline. *Value/originality.* Introduction of the mechanism of crisis management at the enterprise of tourism business, using marketing tools.

Key words: tourism business, crisis, pandemic, European integration, anti-crisis marketing, development prospects.

JEL Classification: A11, M21, M38

1. Introduction

Tourism is characterized as one of the most profitable sectors of the world economy, which is developing dynamically. The trend of change in tourism was influenced by the pandemic. And only at the end of 2021 and in January 2022 many tourism enterprises started to renew work and improve their performance. However, the war in Ukraine and economic problems have become another obstacle to the resumption of world tourism, and Ukraine is a new and important space for the European community, which is a geopolitical stronghold with huge tourist resources and access

to the Black Sea. Ukraine has proved its national consciousness, courage and strength and after the war, it must strengthen its position in the European market. At the same time, the pandemic is far from the end. Only taking into account anti-crisis actions and European integration processes, which will let enter new markets, create special institutions that will allow to function at the appropriate level. This fact highlights the issue of crisis management of tourism enterprises, because in such conditions, the company cannot be limited to the current planning and operational management of its activities.

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The issue of development of the tourism industry is not new and has been studied by many scientists, scholars and researchers. But the changes in the world economy, European integration processes, caused by the pandemic and the war create the need for a qualitatively new research in the tourism industry. These issues have been carefully studied by leading foreign and domestic scholars: L. Ann Blanchard, A. M. Leong, S. Lytvyn, O. Mufakkir, N. Salazar, M. Hani, J. Hessley, J. Jafari, R. Butler, A. Yu. Parfienko, A.A. Romanova, I.A. Savchenko and others. At the same time, observing the urgency of the consequences of the economic crisis, the importance and demand for research related to anti-crisis marketing, especially anti-crisis plans, is constantly growing.

The aim of the study is to substantiate marketing anti-crisis programs in tourism enterprises in the context of European integration.

2. Economic crisis effects on tourism business

The market of tourist services is a component of the worldwide market, which affects the socio-economic development of each state. During the last two years, with the spread of COVID-19, the tourism services industry has suffered the most, as citizens' movement and air travels have been partially restricted; creating a large crowd of people, etc. Gloria Guevara, President of the World Tourism and Travel Council (WTTC), believes that the tourism industry could experience great losses (Electronic resources: WTTC, 2022). The Middle East is predicted to lose the most revenue. World tourism will lose almost \$ 7 billion in 2022 due to the effects of the war in Ukraine. Losses of the tourism industry in Ukraine in 2021 are estimated at about 2.5 billion dollars. In addition to the tourism business, the hotel and restaurant business, transport (passenger traffic), retail trade, the entertainment industry and the activities of cultural institutions have also had a negative impact (World Economic Forum, 2022).

Russian invasion in Ukraine has already affected the countries of the Middle East – the negative consequences have begun to go beyond food shortages and the flow of tourists. This region, historically associated with some of the world's oldest civilizations, is one of the main tourist destinations. The cities of Dubai, Cairo and Istanbul are regularly ranked in the top ten tourist destinations in the world. Three the most popular destinations for Ukrainians and tourists from Russia – Egypt, Turkey and recently – the UAE suffer uttermost.

As for the coronavirus, it is off the agenda, with more and more countries lifting restrictions or planning to do so in the near future. Sweden, Norway, Iceland and Slovenia no longer have entry restrictions.

What is happening in Ukraine and in the world is an economic crisis. The crisis is not an easy, but turning point in the activities of the enterprise not only in the hotel industry, but also in any other field. At this point, companies are exposed to internal and external environment, which require from them new and qualitative response.

The result of the Russian invasion in Ukraine was: rising fuel prices, rising tour prices, danger to life and health. Geopolitical upheavals also do not benefit tourism. There have been significant changes in the outgoing tourist flows of Ukraine to the countries where trips are made since the beginning of the Russian-Ukrainian war (Electronic resources: WTTC, 2022).

3. Survey methodology

The current optimism of European and American tourists is not yet affected by the geopolitical crisis in Ukraine, but forecasts for the future have become gloomy. To assess the situation of the tourism business, a survey was conducted in the form of a questionnaire developed in Google forms. 219 people took part in the survey. Travel companies, experts in the field of tourism, potential tourists and higher education students in the specialty of tourism were selected for the survey. After processing the data, we obtained the following results (Figure 1).

According to their figures, 15.8% of travel agents assess the current situation with the sale of tourist services at a sufficient level. The share of agencies that claim that sales are at a satisfactory level in February was 25%. And the share of agencies that said sales were bad was 59.2%. Demand for tours has also decreased from 100%, those wishing to go on vacation are 35%. Among those who plan a vacation, most people choose domestic and short-term tourism. As a result, holidays in the summer of 2022 will be more expensive; tourists will prefer "short" bookings; cheaper tours; travel cancellation insurance; demand for green and domestic tourism will increase.

Trips after the war. The rate of tour operators should be on domestic tourism (World Economic Forum, 2022):

- The need of recreational tourism will increase. Two years of the COVID pandemic, which quickly turned into military chaos, followed by a wave of migration, going beyond the ordinary, stress, grief, loss. After these horrors, people will want something simple and relaxing. Holidays by the sea, in the mountains or in the woods are something that will bring you back to life and help you regain your strength.

- Relax tours will become popular, which will help to restore the psyche.

- Trips to native familiar lands, growing interest in traditions. People already want to feel something familiar. Spend a simple weekend with a fishing rod near

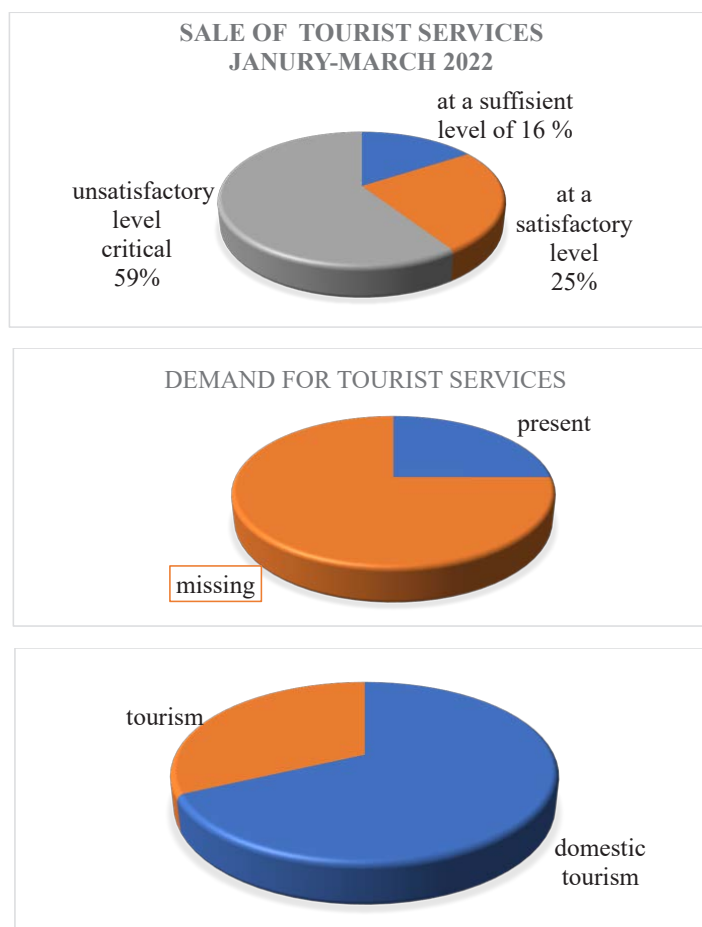


Figure 1. Survey results

the pond. Pottery and Easter painting will help cure stress. People will be interested in very simple, almost routine things that restore confidence that life goes on and that will help them feel the joy of the moment.

– Ukrainians will strive to see for themselves the cities of our military successes and the places we read about in the news.

The fate of tourism depends on how quickly the war will end – and whether it will go beyond Ukraine. Based on the current crisis situations in the development of the tourism industry in Ukraine, it is proposed to use marketing anti-crisis management plans (World Economic Forum, 2022).

Today, among researchers studying the role of marketing in crisis management, there is no consensus on the definition of "crisis marketing". The concept of "crisis marketing" is applied to a specific program of action to achieve the company's goals. This means that the marketing strategy is not revised during the crisis. It remains the same, and due to this the company does not lose interest in the prospects of its development, including the post-crisis period. The crisis is not only about losses, it is also about opportunities. The main thing is the ability to find ways for transformation and development. It requires a full focus and analysis

of current circumstances, as well as the need for creative solutions and non-standard approaches (Aaker D., 2022).

4. Findings

After analyzing the primary and secondary data, we can propose a mechanism for developing an anti-crisis program (Figure 2).

The following principles should be taken into account while developing an anti-crisis program: crisis management and mitigation; speeding up recovery; preparation for the future.

It should be borne in mind that different countries will have different actions in the anti-crisis program. This is due to many factors: economic potential, human resources, infrastructure. These recommendations are aimed at reducing the effects of the crisis and ensuring the resumption of tourism (Matviichuk, 2021).

Tourist companies can apply various anti-crisis programs, but there are several areas that will help the company overcome the crisis.

1. Borrowing the experience of the world (table 1).
2. Variety and quality of services. International standards have recognized the only conditions in

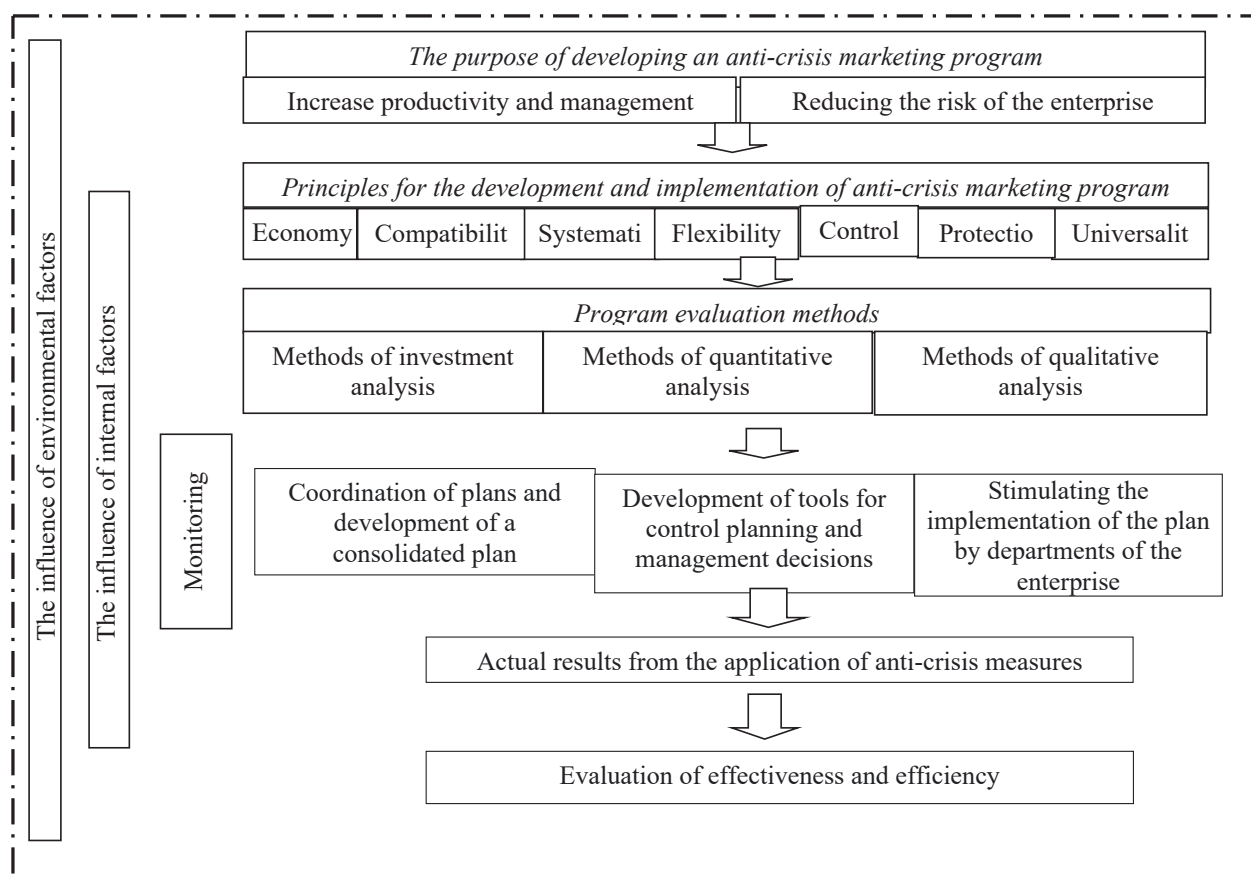


Figure 2. The mechanism of development and implementation of anti-crisis program

the world for assessing the quality system and at the same time established the relationship between the manufacturer and consumer of hotel services. In all western countries, many hotels use quality management concepts, including: Quality Management System, Total Quality Management, Quality Assurance System, Quality Control, Total Quality and Productivity Management, Quality Management System. In this business, first of all, the impression is sold, so it is important that visitors are not transmitted negative emotions, the first impression is always in the first place. The client should feel psychologically comfortable. It is the quality management system of hotel services that guarantees the customer "price-quality" and the comfort that the consumer wants during the service in the hotel, in all cases.

3. Motivation of staff: to create a general system of staff remuneration depending on the results of the hospitality industry – KTU (labor participation rate); to create a system of motivation with the help of key performance indicators for each employee – Key Performance Indicators (KPI).

4. State support. Development of laws and legislation. Tax support for tourism business. Development of ways of rapprochement with EU countries. State authorities interested in intensifying

Ukraine's relations with the EU in the field of tourism, as this process may lead to an influx of foreign investment; improving the quality of tourist services based on their experience; development of domestic infrastructure; replenishment of state and local budgets, etc.

In times of crisis, the main directions of the anti-crisis program of tourism business in Ukraine can be: implementation of brand protectionism for Ukrainian goods and services; formation in the minds of potential tourists of ideas about cultural diversity and uniqueness of the territory; intensification of domestic demand for recreational and tourist services; development and implementation of recreational, tourist, sports, ecological projects with foreign partners; implementation of recreational and tourist startups and implementation of innovations.

5. Conclusions

Thus, in the long-term perspective we can expect changes in both the portrait of the tourist and the purpose of travel. In addition, structural changes in the markets of offices and residential real estate will affect hotel real estate. But at present, it is almost impossible to talk about long-term trends with

Table 1

Practical aspects used to support the tourism sector in Ukraine with the experience of the world

The essence of the tool	Countries where the tool is used
Subventions (state and regional) during the investment and modernization of tourist infrastructure	Austria, France, Spain, Germany, Slovakia, Slovenia, Switzerland, Italy
Increase of funding for tourism research	Austria, Spain
Stimulating the demand for recreational and tourist services through targeted funding of less protected groups. Intensification of social tourism and introduction of holiday checks	Bulgaria, Cyprus, France, Greece, Spain, Slovakia, Slovenia, Hungary, Italy
Intensification of advertising activities to promote domestic tourism	Austria, France, Spain, Ireland, Slovakia, Slovenia, Hungary
Increase funding for promotional activities abroad	Austria, France, Greece, Spain, Netherlands, Lithuania, Malta, Germany, Slovakia, Slovenia, Switzerland, Hungary, Italy
Carrying out of advertising actions by associations of tourist organizations	Denmark, Netherlands, Slovenia, Hungary
The service is based on a preliminary correspondence acquaintance with taxi drivers and designed for passenger safety	Kenya, Nairobi
Hotel booking platform	Vietnam, Hanoi
A search engine that builds combinations of flights and accommodation through the Airbnb service	Chile, Santiago

Source: (Aaker D., 2022; World Economic Forum, 2022)

a large number of difficult-to-predict variables. With the help of anti-crisis marketing, the tourism business will be able to find hidden market opportunities that can be realized very quickly. These opportunities are available in any market, but in normal conditions, when all is well, they are ignored, and ignored specifically, leaving for a rainy day. The existence of such a nuance as hidden market opportunities and with a competent approach, we can overcome the crisis and ensure market growth. Today, the focus of tour operators in 2022 should be on domestic tourism: recreational tourism; relaxation tours that will help restore the psyche; tourist trips in the field of art, pottery, Easter painting, etc.

Presence of the crisis program it will allow to determine the sequence of actions of the enterprise in conditions of overcoming crisis, lay the basis for organizational and practical work on the recovery of the

enterprise. For creation of a high-quality, scientifically grounded program should develop the appropriate package materials, which should reflect both theoretical and methodological principles of program-target planning, and branch, organizational and legal specifics of the enterprise, for which the marketing anti-crisis program is developed. The algorithm of development and implementation of such program is developed by the author in the form of a mechanism.

Impact of destructive factors on the tourism sector development, the government should implement effective and well-thought-out policies to stimulate the recovery of the tourism sector in the regions. The introduction of anti-crisis key factors, systematization and consistency in the implementation of the above-mentioned measures will help to stabilize the development of tourism entities in the shortest possible time and achieve a level.

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