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CRISIS MANAGEMENT IN TOURISM AS A MEAN OF ITS STRATEGIC DEVELOPMENT

At the present stage of development, tourism occupies a significant segment of the national economy in many countries and the world economy as a whole since carries out a stimulating effect a long term perspective and has a rapid development and significant social and cultural effect providing informative component of society development [3]. According to the World Council of Travel and Tourism in 2015 tourism accounted for about 10% (7,170.3 billion. US) of global GDP, 4.3% of the total investment, 9.5% of total employment and 6.1% of world exports [5]. Thus, according to UNWTO total contribution of travel and tourism areas in employment increased by 2.6% in 2015, while the a general contribution to GDP grew by 3.1%, which is faster than broader economic growth (2.3 %) for the fifth consecutive year [4].

It should be noted that in Ukraine, in spite of the significant tourist and recreational potential and resources, this sector of the economy is insufficiently developed and unable to ensure the production of quality tourism products and high service level of tourism services, making it uncompetitive on the world market. Therefore, the relevance of the research topic is conditioned by a number of problems in the tourism industry in Ukraine, and search for ways to overcome them, to date, remains the subject of much research. Since tourism is an inter area, covering more than 40 related industries (transport, accommodation, food, education, medical, environmental, etc.), so enhanced attention to the improvement of mechanisms of control and management of tourism enterprises at all levels and the need to develop measures of crisis

management on tourist enterprises in order to ensure the development of the tourism industry of Ukraine as a whole.

The problem of crisis management was studied in the writings of many scholars, including: I.A. Volovyk, L.O. Lihonenko, I.L. Sazonets, V.A. Vasilenko, E.A. Utkin, S. E. Shershnev, V. Tulenkova, V.D. Chumak, S. Yakovlev, A.D. Cherniavsky, A.M. Shtanherta, B.A. Rayzenberha, K.A. Brid, A. Hickman, D. Morris, G. Hanin and others. Features of business management and tourism were discussed in the works by N.V. Antoniuk, I.A. Bochan, G.A. Voroshilov, L.P. Dyachenko, N.M. Ganych, O.N. Kal'chenko, V.I. Stafiychuk, I.V. Svyd, T.I. Tkachenko, B.V. Shupik. But the issue of crisis management in tourism require further study and discussion.

Oday, tourism is one of the most developed areas of the world economy, which has high growth and dynamic development, and promotes integration processes, the formation of tourist regions image, improves the efficiency of socio-economic development. By 2015 the total contribution of tourism to GDP totaled 7,170.3 billion dollars (9.8% of GDP) is projected in 2016 this figure increased by 3.5% and will grow by 4.0% per year to 2026 and will make about 10,986,500,000,000 dollars [4].

The strategic goal of tourism development in Ukraine is the creation of competitive in domestic and world markets national tourist product, expanding domestic and increasing inbound tourism, basing on complex development of resort areas and tourist centers on the basis of socio-economic interests of the population, preservation and restoration natural areas, historical and cultural heritage.

The basic preconditions that affect tourism development are determined on Figure 1.

In recent years, for the tourism industry as Ukraine and other countries of the world were difficult for a number of reasons, including the global financial crisis in 2007-2008, which led to increased political and economic instability in certain countries (Greece, Italy, Egypt, etc.) that tourism is attractive and have a well-developed infrastructure and great demand among tourists. Volcanic eruptions in Iceland (2010) led to the closure of airspace in many countries: UK, Ireland, Latvia, France, of Denmark, Belgium, Sweden, the Netherlands, Finland, part of Germany and the Czech

Republic, Norway and Poland therefore affected not only tourists and tourist enterprises, but also other sectors of the economy. As a result of these and other factors, the insolvency of large tour operators was caused (Ukraine, Bulgaria, Britain and others.). These tourist companies engaged primarily outbound tourism, which led to the emergence in the bankruptcy of a number of problems for other participants of travel market, including tourists (premature eviction from the room, the complexity of the return back to their native homes by air), accommodation facilities (reducing load hotels), etc [2].

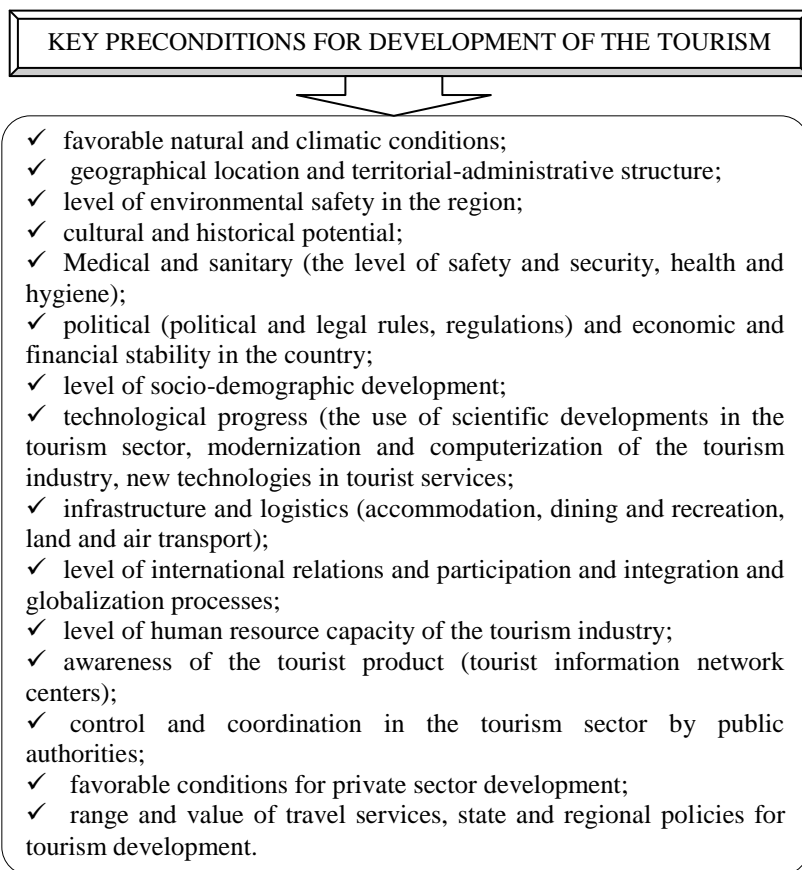


Figure 1. Basic prerequisites for tourism development

Therefore, we consider that at this stage despite form of ownership should be paid attention to the concept and system of crisis management. In crisis management need to understand management, in which the pressure planned or random factors put certain way prediction danger of the crisis, analyzing its symptoms, measures to reduce the negative effects of the crisis and the use of the following factors for sustainable development of enterprises [6]. Crisis management is a part of company management, which includes a system of management measures for diagnosis, anticipation, neutralizing and overcoming the crisis and their causes at all levels of the economy [1].

The implementation of crisis management is fundamentally difficult to determine not only the causes of the crisis, the nature of its course, the type, but with the factors that trigger crisis situations. Some scientists, revealing the essence of crisis management, based on the degree of intensity of the impact of the crisis on the socio-economic system distinguish antysypatyvne (previous) crisis management carried out if there is a potential threat to the crisis, preventive – if symptoms of latent crisis and reactive - is implemented in a deep crisis [3].

In particular, the studies of modern scholars have shown works, the concept of crisis management includes four blocks of issues. The first – the area associated with the enterprise. Second – combines management problems on different phases of the crisis. The third block is connected with the social aspect of governance – the staff. Fourth – linked with the ability to predict the crisis, determine its causes and consequences, evaluation of potential risks [6].

As the result of the study, we propose to identify the main problems of tourism activities develop in Ukraine, namely:

1. The deficit of investment resources.
2. Outdated material and technical base.
3. Insufficient development of tourism and transport infrastructure.
4. Low level of service and quality of tourist services.
5. Lack of effective integrated informational, methodical, organizational support of tourism.
6. Imperfection regulatory support of tourism.

7. Gaps in programs of development and support of tourism and other industries working with travel companies.

8. Gaps in the system of state regulation and regional tourism.

9. Inefficient utilization of available tourism resources.

10. The lack of staff qualification in tourism.

11. Insufficient development of tourism in regions of attractive potential in terms of tourism.

12. Reducing the demand for tourist services, due to fluctuations in foreign and national currencies and reducing the purchasing power of consumers.

13. Poor cooperation with other tourism enterprises economic entities that are involved in servicing tourists.

14. Changing consumer preferences for tourist services.

The main factors that determine the specificity (features) of crisis management of tourism enterprises are:

dependence on external resources and significant limitations of internal resources;

high threat of bankruptcy as a result of the low level of ensuring the financial responsibility of tourism;

high dependence on the synergy of various business organizations involved in the provision, creation and implementation of the tourism product;

high sensitivity of tourism to various risks (economic, political, natural, social, demographic, etc.), which increases the possibility of a crisis;

large variety of types and organizational forms of tourism that define the social and economic impact of tourism, which is to meet the needs of consumers of tourist products and expansion of economic activity in tourism, which in turn affect the competitiveness of tourism enterprises in the market;

limited in time.

Tourism has become one of the key priorities of Ukraine's economic development, especially given the current crisis. Ukraine has a large number of regions and areas that have a high potential for tourism, but it is constrained by a number of problems characteristic of almost every region, insufficient infrastructure, lack of qualified personnel with experience in the industry, inefficiency marketing activities, poor management, planning and control in the industry.

In the field of tourism crisis management requires special attention from the overall multifaceted management strategy because a tourist area is in much more dependent on possible threats of external and internal environment.

In order to develop tourism as a leading sector of the national economy of the state and a competitive tourism product that will allow Ukraine to occupy leading positions in regional, national tourism market determine the main strategic directions of development of tourist industry of Ukraine:

1. Diversification of domestic tourism potential, competitiveness of tourism products on the world market.

2. Better development of tourist regions, forming thematic tourist corridors, infrastructure of tourist towns and areas of environmental and rural (green) tourism.

3. The development of transport and tourism infrastructure (accommodation facilities, food, health, telecommunications, advanced trading network, etc.).

4. Development of comprehensive plan for the development of different types of tourism (winter, therapeutic, business tourism (MICE segment: the organization of conferences, seminars, workshops, exhibitions), ecotourism, agriculture (green) and others).

5. Creation of new jobs, development of individual regions, the increase in revenues from tourism, the formation of a famous tourist country brand in the world market.

6. Implement the promotion of its own tourism product through effective advertising and marketing information policy that will include promotion and advertising of Ukraine as an attractive tourist country. In particular, the offer made promotion of specific tourist areas (rural (green) tourism, medical and health, sports and winter tourism) also need to effectively adjust the activities of the information centers both in the state and abroad, regularly distribute information on tourism opportunities in the country.

7. Improve organizational subsystem of state regulation of tourism (state and regional tourism management), regulatory framework, create an enabling environment for investment in tourism, directing local budgets received from the regional economic business infrastructure in the region.

8. Improvement of the quality of tourism enterprises in tourism industry. By forming standards of quality tourism products focused on customer needs combined with effective implementation and use of the capabilities of modern information technologies and communications, which will significantly increase the efficiency of the business. By the quality of the tourist product should adopt an integrated approach, which will log Pow general professional world standards. It is advisable to focus and give priority to the development of professional industry associations and public organizations (such as the Union to promote rural green tourism in Ukraine and others.), which will organize an independent evaluation of the quality of services in tourism, without violating the common market principles.

9. Diversification of the tourism product of the state. To promote the development of alternative forms of tourism, such as: winter, agriculture (green), medical and health, extreme, sports and more. The main strategic goals should be approximate to overcome seasonal and year-round formation of the season by diversifying tourism products based on existing tourism resources.

Therefore, it is worth noting that the tourist industry is a sophisticated complex system that covers the relationship of many industries, environmental and social security, culture, employment, the development of tourist and recreational infrastructure.

Therefore, for the successful implementation of the above strategic directions of development of tourism industry in Ukraine propose the following measures of crisis management, the implementation of which is appropriate at the regional level:

1) Strategic development measures of integrated tourism product and increase of tourist and recreational potential of the region.

2) Personnel measures will be to improve the quality of tourism education as part of ensuring the implementation of the tourism product.

3) Investment activities aimed at creating favorable conditions for investment in tourism, development of complex investment programs involving the state and private investors.

4) The financial and economic measures are as effective implementation of financial and economic mechanisms to support

tourism, rational use of financial resources in the implementation of tourism, establishment of funds and budgets for tourism development.

5) Production measures will consist in diversify of tourism and creating new tourism products in order to overcome the problem of seasonality, the use of innovative technologies for the production of tourism product.

6) Organizational measures consists of establishing a comprehensive system of government at all levels (national, regional, business entities) and determining the relationship between them in order to ensure effective cooperation in the formation of public-private partnerships and production solutions upravskyh the field of tourism industry.

7) Innovative measures consist in the development and scientific substantiation of innovative projects for tourism development.

8) Marketing activities include promotion of a new tourism products (green and religious tourism) and promoting them in the market.

Summarising, it can be argued that tourism is one of the priority sectors of the national economy. There were determined preconditions and problems of the tourism industry of Ukraine and there were proposed measures of crisis management of tourism enterprises. The article also determined that management efficiency of tourist area depends on the improvement of organizational, financial, information, staffing tourism, the use of innovative technologies in the creation of competitive tourist products, effective marketing tools to promote it at national and international tourist market. The basic strategic directions of development of tourist industry of Ukraine, which will create high quality competitive tourism product.

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