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NEW CHALLENGES OF MODERNITY FOR UKRAINIAN TOURIST INDUSTRY (COMPLIANCE PROGRAM WITHIN THE FRAMEWORK OF LOGISTICS MANAGEMENT IN THE CONDITIONS OF CRISIS)

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Abstract. It should be noted that the global financial crisis of 2008, which affected all spheres of people's livelihoods, pushed the development of the tourist industry. Governments in many countries have begun to pay more attention to this market segment, as it is this segment that is able to restore its position and profit in a relatively short time. Another situation is with the COVID-19 pandemic. When "deferred opportunities" turn into "lost opportunities". **The aim** of the research is summarizing the experience of travel companies in overcoming the negative consequences of crisis situations; tracking the typical trends of the behavior of travel companies in the market for the provision of travel services in such situations and development of practical recommendations for the possible use of a compliance program at a travel company as a part of logistics management. **Methodology:** while working at the article, the following methods of scientific knowledge were used: the method of unity of analysis and synthesis, method of expert assessments, comparative analysis and systemic approach. **Scientific novelty:** the implementation of a compliance program at a travel company organically fits into the logistics management system. **Practical value:** the effects of the global economic crisis due to COVID-19 pandemic and the quarantine have yet to be understood. Many domestic travel companies, referring to force majeure, impose penalties on their customers. In order to prevent corruption in such crisis conditions, it is necessary to introduce compliance programs within the travel industry in the framework of logistics management. This will help to meet the needs of the client as well as the development of the travel company even in times of crisis.

Key words: logistics management, compliance program, travel companies, force majeure, systemic crisis.

JEL Classification: E20, L83, M21.

INTRODUCTION

Throughout its existence, humanity is constantly faced with challenges of a different nature. Different social and economic formations in different historical conditions have their own distinctive features and ways of overcoming crisis situations. Crisis is a solution; turning point –

“...a coup, a transitional state, a turning point, a state in which existing means of achieving goals become inadequate, resulting in unpredictable situations” (N. D. Tvorogova, 2007; O. G. Danil'jan, 2013).

The situation that has developed in Ukraine during its independence can be described as a systemic crisis.

The systemic crisis, which has become a peculiar phenomenon in all spheres of life of Ukrainian society since the declaration of independence, did not arise by itself, it was preceded by certain processes (S. V. Garmash, 2014, p. 317), namely:

1) systemic problems of social development of Ukraine (social and political contradictions, loss of social legitimacy by the institutions of power, systematic ignoring of the humanitarian component in state policy and dehumanization of Ukrainian society, unformed nationwide humanitarian space, destructive external influences on the humanitarian space of Ukraine, vulnerability of the information sphere, modern features of the public consciousness);

2) the problems of ensuring national security and defense (critical weakening of the security sector, crisis situation of the state defense sector, crisis of the law enforcement system);

3) economic and social contradictions (sharp exacerbation of the institutional crisis, deformation of economic policy, exacerbation of contradictions of public finances, destruction of business climate and investment attractiveness, chronically low level of energy security, social policy incapacity, contradictions between the Center and regions);

4) the problems of the foreign policy sphere (crisis of the international security system, growing global and regional threats) (Ya. A. Zhalilo et al., 2014).

PAPER OBJECTIVE

The aim of the research is summarizing the experience of travel agencies in overcoming the negative consequences of crisis situations; tracking the typical trends of the behavior of travel companies in the market for the provision of travel services in such situations and development of practical recommendations for the possible use of a compliance program at a travel company as a part of logistics management.

METHODOLOGY

While working at the article, the following methods of scientific knowledge were used: the method of unity of analysis and synthesis, method of expert assessments, comparative analysis and systemic approach.

LITERATURE REVIEW

In order to survive in the system of modern market relations and to increase the competitive advantages for domestic enterprises, it is necessary not only to optimize the use of own resources, limited by the situation of the systemic crisis in the country, but also to introduce a logistic approach in the enterprise management system. The issues of logistic management of the enterprise as a whole, its separate subsystems are given great attention by modern domestic and foreign scientists and practitioners (S. V. Garmash, 2018, p. 103-104).

The works of Krykav's'kyi E. V. (2005), Aucklander M. A. (1997), Frolova L. V. (2011), Sergeev V. I. (2010), Kobeleva T. O. (2019), Pererva P. G. (2019), Stok D. (1998) and other researchers are considered different approaches to interpreting the term “logistics management”.

Nowadays the first publications only begin to appear based on the analysis of statistics and expert opinions regarding the current situation due to the coronavirus pandemic: Anatoly Amelin (2020), Yana Lavrik (2020), Daniil Monin (2020), Maria Brovinskaya (2020).

RESULTS AND DISCUSSION

Experts of the Ukrainian Institute of the Future have made preliminary estimates of losses of the Ukrainian economy and citizens from the crisis and quarantine. The global economy, and with it the economy of Ukraine, have losses from the pandemic and quarantine, freezing of international economic relations, as well as from the critical decline in business activity. Ukraine is a country dependent on raw materials export and shocks in foreign markets. It is characterized by low labor productivity and high cost of credit for business and citizens. Small and medium-sized businesses are in a non-competitive conditions compared to large companies, and most citizens do not have a financial airbag and live from paycheck to paycheck (A. Amelin, Ya. Lavrik and D. Monin, 2020).

For the domestic travel business, the experience of work of Russian travel companies in crisis situations is interesting, for example, in the conditions of default of 1998 and in the conditions of the global financial crisis of 2008. Representatives of different travel companies shared their experiences during the correspondence seminar "Survival School or How to Survive a Crisis?" (S. Dementiev, 2008).

Based on the analysis of the experience of these companies, we can draw the following conclusions of practical interest to Ukrainian representatives of the travel industry:

1. The causes of the crisis in the activities of the travel company (internal and external):

a) internal: difficult financial situation due to the unsatisfactory value of a number of indicators (coefficients) of the company's activities: solvency, profitability, turnover, financial stability, etc.;

b) external: external factors affecting the travel business are quite diverse: this is the global financial crisis, "bird flu", natural disasters, terrorist attacks, and the epidemiological situation in resorts; weather and natural disasters, political instability, oil prices and, accordingly, fuel for aircraft, technical and administrative capabilities of airlines for flights from certain cities, technical condition and diversity of their fleet, paying capacity of the population and much more. Such factors often lead to problems and sometimes crises in the whole directions.

The crisis related to external causes is more dangerous. The cause of crisis phenomena within the company is nothing but management problem. Therefore, with sufficiently perfect management, crisis risks can be either reduced to zero or minimized without bringing the situation to crisis. Quite different is the influence of external factors. Of course, many of them can be predicted, but mostly the external factors look like force majeure. Terrorist attacks, high-profile political statements, military conflicts, financial and banking crises, etc. This is something that cannot be influenced and that can literally paralyze a travel company. In some cases, protection against the crisis can serve as a multidisciplinary company.

2. Hints for travel companies:

a) if we talk about a stable reputation as a serious capital, then it can be increased, fulfilling all its obligations in any, including crisis, conditions. Companies should be more attentive to their clients and critically analyze the offers of low-cost operators; carefully study the target audience of your company, paying special attention to those categories of customers who are least likely to suffer from crisis phenomena (the pharmaceutical business, for example, the crisis is unlikely to threaten).

b) not to panic; optimize costs, value staff, regular clients and agencies; free time should be used to enhance skills and accumulate knowledge.

c) to maintain your socially oriented mission.

3. In a crisis, the following should first and foremost:

a) to keep common sense, to act on the basis of analysis of information, not rumors, to remain primarily professionals. Be optimists;

b) strengthen the moral climate in the team;

c) to keep the good name of the travel company, the main backbone of the team (S. Dementiev, 2008).

However, if in 2008 it was a matter of “deferred opportunities”, then in 2020 it is already a question of “lost opportunities”.

According to the *Mind.UA* (2020), by the end of March 2020, 14% of Ukrainians lost their jobs due to a pandemic, 60% felt lost, and 16% of Ukrainians lost their jobs completely because of a coronavirus.

“According to the All-Ukrainian poll of Info Sapiens research agency, conducted on March 25-29, 60% of Ukrainians named at least one type of financial losses, in particular 38% of Ukrainians reported a decrease in regular family income due to the epidemic, 16% – a complete loss of income, 14% – a loss of employment, 10% – financial losses (non-refundable tickets, etc.). This is stated in a report published by the agency (Mind.UA, 2020). The survey sample is 809 respondents. It was conducted by CATI (computer-assisted telephone interviews) based on a random sampling of mobile telephone numbers”.

In this regard, it is of interest to forecast two scenarios for the development of the quarantine situation made by experts of the Ukrainian Institute of the Future (UIF).

Preliminary estimates of the losses of the Ukrainian economy and citizens from the crisis and quarantine (assumptions of UIF experts):

“Scenario No. 1 (basic), quarantine: April – May.

1. The global economy in 2020E is declining. The fall is 1-1.5% year-on-year, according to Goldman Sachs and McKinsey (a negative scenario).

2. The peak incidence in Ukraine occurs at the end of April – beginning of May 2020.

3. Quarantine is extended until the end of May (in May – a more free regime).

4. The quarantine exit period is a month (following the example of Wuhan).

5. Sowing takes place according to the plan, on time.

6. A state of emergency is not introduced in Ukraine.

7. The expected reduction in employment in the second quarter of 2020 in the travel industry is 28%.

Scenario No. 2 (moderately pessimistic), quarantine: April – May, July – August.

1. The global economy is declining in 2020. The fall is 1.5% year-on-year, – estimates Goldman Sachs and McKinsey (a negative scenario).

2. There will be a second wave of morbidity, quarantine will not work (we will not pass the peak), mass diseases will occur in June-July.

3. The quarantine exit period is more than a month.

4. Sowing takes place according to the plan, on time.

5. A state of emergency is not introduced in Ukraine.

6. The expected reduction in employment in the second quarter of 2020 in the travel industry is 28%.

Evaluation results for both scenarios:

Scenario No. 1 (basic):

1. The fall in employment (official) for the second quarter of 2020E:

- 860 thousand people – in just a quarter;

- 14 thousand people – per quarantine day (in terms of the quarantine duration of 60 days).

2. The fall in the real GDP:

- 14.6% – for the second quarter of 2020 (to the quarter of the previous year);

- 6.4% – according to the results of 2020.

3. Losses of the economy during the quarantine in the second quarter of 2020E:

- 2.5 billion UAH per day (lost value added).

4. Budget losses, based on the fall in employment, are estimated at a single social contribution and personal income tax in April at the level of 1.5-2 billion UAH. Instead of 23-24

billion UAH. per month, fees are expected to be at the level of 21.5-22 billion. Losses in May during the extension of the quarantine will amount to 3-4 billion UAH.

Scenario No. 2 (moderately pessimistic)

The fall in employment (official).

In the second quarter of 2020:

- 862 thousand people – in just a quarter;
- 14 thousand people – per day of the quarantine.

In the third quarter of 2020:

- 845 thousand people – just for the quarter;
- 14 thousand people – per day of the quarantine.

Thus, over two quarters, 1.7 million people will be left without a source of income. For comparison: in the crisis year of 2008, 1.1 million Ukrainians lost their jobs.

2. The fall in the real GDP:

- 14.6% – for the second quarter of 2020 (to the quarter of the previous year);
- 23.5% – for the third quarter of 2020;
- 10.3% – according to the results of 2020.

3. Losses of the economy during the quarantine:

- 2.5 billion UAH per day in the second quarter of 2020 (lost value added);
- 4.7 billion UAH per day in the third quarter of 2020.

4. Losses of the budget for the second wave of the quarantine, based on the fall in employment, are estimated in July-August at the level of 5-7 billion UAH. per month" (A. Amelin, Ya. Lavrik and D. Monin, 2020).

Coronavirus continues to cause damage to the global economy. One of the main victims is tourism. Bloomberg estimates that the global travel industry will lose \$ 1.7 trillion in 2020. Airlines are already being predicted bankruptcy. Ukraine is no an exception. Since March 17, Ukraine has canceled all international passenger services. Tourists are massively trying to refuse tickets and abandon tours, hoteliers go into forced downtime (M. Brovinskaya, 2020).

Based on forecasts of economic losses in the country, we consider the current situation in the travel industry in Ukraine and the behavior of the main players in the travel industry in force majeure. Many travel companies have widely announced the return of their tourists from foreign resorts, but many tourists had to buy tickets at their own expense at inflated prices. By any possible means, Ukrainian travel companies are trying to avoid bankruptcy by refusing to return money to the tourists for the refused tours, making reference to so-called penalties and force majeure. For example, the company "Join Up".

"The tour operator is ready to return 100% of the cost of tours to its clients who bought tours on quarantine dates. At least that is how the company writes on its website. Besides, Join UP offered tourists a new type of insurance – from coronavirus, which allows returning money for the tour if it is impossible to fly to the country where the epidemic is declared, as well as if the tourist himself has coronavirus. Refunds are also available for early booking tours.

This option is valid for almost all tours available for booking if tourists apply at least 30 days before the departure date. If the booking is made at an irreversible rate or during the May holidays, then in case of cancellation, a refund is not possible," – noted [LIGA.net](#) press service (M. Brovinskaya, 2020).

The question arises of the legality of some decisions, for example, regarding the refusal to return money for tours on May holidays at the request of tourists a month before the start of the tour.

In order to avoid dishonest behavior of travel companies in relation to their customers in this situation, it is offered to implement compliance programs at tourist enterprises (travel companies).

Improvement of compliance of actions of the travel company and its employees with the legal norms in modern conditions has a great influence on the development of the tourist enterprise and

its systems, which results in a positive image of the firm, qualitatively implemented innovative projects, whose main purpose is to improve the efficiency of the tourist enterprise (travel company) as a whole.

In order to solve this problem in recent years, an effective tool for preventing negative manifestations in the company is recommended - a compliance program.

With regard to the practice of the tourist enterprise (a travel company) in the field of intellectual-innovation activity, the goals of the compliance program can be combined to the following items:

- to control, enforce laws, regulations, professional standards and internal rules, expectations and expected negative consequences of the innovative activity of this tourist enterprise, as well as to solve problems arising from it;

- ensuring transparency of operations, efficient use of resources and consumption of the results of innovation activities of the tourist enterprise;

- creation of conditions for ethical corporate operations, prevention of corruption risks in all directions of tourist enterprise (T. O., Kobeleva, O. O. Nosyrev, and S. V. Garmash, 2019, p. 66).

The implementation of a compliance program at a travel company organically fits into the logistics management system, because its main principles are:

“... 1) systematicity; 2) complexity; 3) coordination of actions of all sections of the logistic system; 4) integration communication; 5) introduction of an effective information base (modern information technologies); 6) adaptability (the ability of the system to adapt to changes in the changing environment)” (S. V. Garmash, 2018, p. 105).

CONCLUSION

It should be noted that the global financial crisis of 2008, which affected all spheres of human life, has pushed the development of the travel industry. Governments of many countries have begun to pay more attention to this segment of the market, as it is this segment that is able to restore its position and profit in a relatively short time (S. V. Garmash, 2019, p. 425). Another thing with the COVID-19 pandemic that the effects of the global economic crisis due to the quarantine have yet to be understood. Many domestic travel companies, referring to force majeure, impose penalties on their customers. In order to prevent corruption in such a crisis conditions, it is necessary to introduce compliance programs within the travel industry in the framework of logistics management.

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НОВІ ВИКЛИКИ СУЧАСНОСТІ ДЛЯ УКРАЇНСЬКОЇ ІНДУСТРІЇ ТУРИЗМУ (КОМПЛАЄНС-ПРОГРАМА В РАМКАХ ЛОГІСТИЧНОГО МЕНЕДЖМЕНТУ В УМОВАХ КРИЗИ)

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Слід зазначити, що світова фінансова криза 2008 року, яка торкнулася усіх сфер життєдіяльності людей, підштовхнула розвиток туристичної галузі. Уряди багатьох країн почали приділяти більше уваги цьому сегменту ринку, оскільки саме цей сегмент здатний за відносно короткий час відновити свої позиції та приносити прибуток. Інша ситуація склалася з пандемією COVID-19, коли «відкладені можливості» перетворюються на «втрачені можливості». Ціллю цього дослідження є узагальнення досвіду туристичних фірм у подоланні негативних наслідків у кризових ситуаціях; простежування тенденцій у поведінці туроператорів на ринку надання туристичних послуг у таких ситуаціях та розробка практичних рекомендацій можливого використання комплаєнс-програми на туристичному підприємстві у рамках логістичного менеджменту для запобігання корупції і несумлінного відношення до клієнтів у кризовій ситуації. Методологія: під час роботи над статтею було використано наступні методи наукового пізнання: метод єдності аналізу та синтезу, метод експертних оцінок, порівняльний аналіз та системний підхід. Наукова новизна: впровадження комплаєнс-програми на туристичному підприємстві органічно вписується у систему логістичного менеджменту. Практичне значення: наслідки економічної світової кризи внаслідок пандемії COVID-19 та карантину ще слід буде осягти. Багато вітчизняних туристичних компаній, посилаючись на форс-мажор, вводять штрафні санкції для своїх

клієнтів. Для запобігання корупції в таких кризових умовах на підприємствах туристичної індустрії слід запровадити комплаєнс-програми у рамках логістичного менеджменту. Це сприятиме як задоволенню потреб самого клієнта, так і розвитку діяльності туристичної компанії навіть у кризові часи.

Ключові слова: логістичний менеджмент, комплаєнс-програма, туристичні компанії, форс-мажор, системна криза.

НОВЫЕ ВЫЗОВЫ СОВРЕМЕННОСТИ ДЛЯ УКРАИНСКОЙ ИНДУСТРИИ ТУРИЗМА (КОМПЛАЕНС-ПРОГРАММА В РАМКАХ ЛОГИСТИЧЕСКОГО МЕНЕДЖМЕНТА В УСЛОВИЯХ КРИЗИСА)

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Следует отметить, что мировой финансовый кризис 2008 года, который коснулся всех сфер жизнедеятельности людей, подтолкнул развитие туристической отрасли. Правительства многих стран начали уделять больше внимания этому сегменту рынка, поскольку именно этот сегмент способен за относительно короткое время восстановить свои позиции и приносить прибыль. Другая ситуация складывается с пандемией COVID-19, когда «отложенные возможности» превращаются в «потерянные возможности». Целью этого исследования является обобщение опыта туристических фирм в преодолении негативных последствий в кризисных ситуациях; прослеживание характерных тенденций поведения туроператоров на рынке предоставления туристических услуг в таких ситуациях и представление практических рекомендаций возможного использования комплаєнс-программы на туристическом предприятии в рамках логистического менеджмента для предотвращения коррупции и недобросовестного отношения к клиентам в кризисной ситуации. Методология: во время работы над статьёй были использованы следующие методы научного познания: метод единства анализа и синтеза, метод экспертных оценок, сравнительный анализ и системный подход. Научная новизна: внедрение комплаєнс-программы на туристическом предприятии органически вписывается в систему логистического менеджмента. Практическое значение: последствия экономического мирового кризиса из-за пандемии COVID-19 и карантина ещё следует осмыслить. Много отечественных туристических компаний, ссылаясь на форс-мажор, вводят штрафные санкции своим клиентам. Для предотвращения коррупции в таких кризисных условиях на предприятиях туристической индустрии следует внедрять комплаєнс-программы в рамках логистического менеджмента. Это будет способствовать как удовлетворению потребностей самого клиента, так и для развития деятельности туристической компании даже во времена кризиса.

Ключевые слова: логистический менеджмент, комплаєнс-програма, туристические компании, форс-мажор, системный кризис.