The Empirical Research on Managing Consumer Behaviour and Making Decisions in Tourism while the COVID-19 Pandemic Affection

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Abstract
The importance of the research stems from the impact of the coronavirus pandemic on the experience economy in general, and the tourism industry in particular, as well as changes in tourism’s contribution to the global economy. The objective of the research is to evaluate how the coronavirus pandemic has influenced the experience economy through the prism of changes it might cause in the operations of tourism enterprises. The object of the research is how the tourism market functions in terms of a pandemic. The subject of the research is the potential influence of the coronavirus pandemic on tourism operations. The following research methods are applied: tabular, graphical, statistical, abstract-logical, method of comparative analysis, method of synthesis, survey, documentary analysis, cross-analysis. The prerequisites for the experience economy's formation are described; tourism as a part of the experience economy is portrayed. The coronavirus pandemic potential influence of the experience economy is assessed; tourism was evaluated as a part of the global economy by showing its contribution to global GDP and share in the global world’s exports. The evaluation of the carried out survey is given in order to assess society’s response to the changes in travel norms due to COVID-19 and to understand what peculiarities tourism firms should consider. The critical issues that tourism enterprises must address are: a significant decrease in local and international travel (due to governmental restrictions) despite their revenue level; growing demand for promotions and sales despite tourist enterprise losses during the COVID-19 pandemic; and the emergence of a number of formalities as a result of the pandemic. Even though given matters are growing, the pandemic has stimulated a desire for real experience among the population. Weighing up all the arguments, we suggest consideration of cancellation policies, refund procedures, and different insurance possibilities as the directions for further research in the given field.

Keywords: consumer behaviour, experience economy, impression, pandemic, tourism, survey

JEL Classification: Z3, P4, O11, C81

1. Introduction
According to the World Bank and the UNWTO, tourism has become a powerful global industry, having a huge impact on such economic sectors as transportation, communications, construction, and agriculture, and playing a role as a catalyst for the socio-economic development of societies globally. The contribution of tourism to the world economy was 10.4% of world GDP in 2019 [13]. The world’s development and globalization have caused changes in society’s perception of the economy [4]. Apart from the three traditional economic sectors, Pine and Gilmore have offered to identify experience as a separate fourth economic
offering [10]. Pekar has stated that first there were goods to be commoditized, then services followed, and the next step would be for experiences to emerge as the next step in the progression of economic value [9]. Therefore, the United Nations Conference on International Travel and Tourism stated that businesses should realize that the next field to compete in would be staging experiences and impressions. The tourism industry is one of the brightest and clearest manifestations of the experience economy, since it is the tourism business that makes impressions and experiences of a commercial offer [12]. According to the World Travel and Tourism Council, the coronavirus pandemic has become one of the factors that have influenced the experience economy. Tourism was one of the industries that suffered the most from the pandemic and its consequences [15].

The main objective of the given paper is to evaluate how the COVID-19 pandemic influenced the experience economy through the prism of changes it might cause in the operations of tourism enterprises. To achieve this main goal, we set up certain partial goals, such as clearing the concept of the experience economy and including tourism as its part, evaluating tourism as a part of the global economy, assessing COVID-19 both in selected countries and as a factor that influenced tourism and the experience economy as a whole, and evaluating how the coronavirus pandemic influenced consumer patterns in tourism. The object of our research is the tourism market's functioning in terms of coronavirus. The subject of the research is the potential influence of the coronavirus pandemic on tourism operations and patterns.

2. Data and Methods

While conducting the given research, we used both quantitative and qualitative data, both primary and secondary data. Secondary data was processed with the method of analysing information and comparison of the outcomes, while primary data was collected via a survey we carried out and its results were processed through the following: analysis of primary results, comparison of the outcomes, cross-data analysis for sets of questions, and a graphical method to illustrate the results. When reviewing the literature, we used the methods of synthesis of the information concerning the experience economy and the coronavirus pandemic, the method of comparison of different approaches towards the experience economy and tourism concepts, and documentary analysis to study the measures governments used to wrestle with COVID-19 consequences.

The next step was the processing of the data acquired from the questionnaire and looking at the results received. The goal of the survey was to evaluate society’s response to the changes in travel norms due to COVID-19 and to understand what peculiarities tourism firms should consider when conducting their activities. The sample was international – people from 39 countries answered the questionnaire, with a majority from Ukraine and the Slovak Republic. The tool we used was Google Form. It consists of 26 closed questions of multiple choice and of a choice of one option. The results obtained are given in the form of charts and tables. The results are given both in quantity and in percentage. The survey was carried out in April and May 2021. There were 1000 questionnaires passed around, and 804 were returned, filled out and taken into account. The first group of questions was supposed to find out the social categories taking part in the survey. The second part of the questionnaire contained questions concerning people’s general travel attitudes. The last group of questions dealt with COVID-19 concerns and their influence on consumer behaviour in tourism. Also, cross analysis of the paired sets of data was conducted.
3. Results and Discussion

3.1 Tourism as a part of global economy

The transformation of the service sector into the dominant sector of the national economy has recently become a global trend [3]. The development of the service sector, among other sectors of the economy [12], is currently characterized by two major trends. The first trend would be the specialization and diversification of the production of services, which is reflected in the increasing diversity of service activities. The second trend would be unity in diversity, which is manifested in the growing role of cooperation and complementarity of services. These tendencies are manifested in the complication of the multifunctional dependence of some services on others [3].

The emergence of the modern global economy forces a completely different assessment of the service sector as a special branch of the economy [5]. Thus, it should now be considered as a component of the global infrastructure, which is understood as a modern transport and communication complex [25]. Pine and Gilmore offered to identify experience as a fourth economic offering apart from the three economic sectors because consumers wanted experiences, and businesses responded to this need by precisely designing and promoting them [18]. The experience economy is becoming one of the main spheres of life in society [13]. This is a new economy in which beauty, entertainment, attention, learning, pleasure, and even spiritual nourishment are as real and economically valuable as steel or semiconductors [9]. Nilsen argues that there are three levels that can be distinguished in an individual’s experience interpretation: neuropsychological, evaluative, and habitual [8]. Pekar offered several suggestions that provide a competitive advantage at the expense of positive impressions [17].

Tourism is one of the clearest manifestations of the experience economy, and its businesses are values that are embodied in experiences [23]. The motivational model of the tourist’s behavior forms and reveals his preferences, which form the basis of the tourist’s consumer behavior [14]. The result of a tourist’s consumer behavior is a consumer choice of travel that satisfies their needs and allows them to combine desires (preferences) and possibilities (income) [7].

3.1 Tourism as a part of global economy

Tourism has become a powerful global industry, playing a significant role in the formation of GDP, the creation of additional jobs, and employment. According to the World Travel and Tourism Council, the contribution of tourism to the world economy was 10.4% of world GDP (USD 9 170 billion) in 2019 and 5.5% (USD 4 671 billion) in 2020, which is shown in Figure 2 and Figure 3. This way, total tourism and GDP change in 2020 was of -49.1% which equals USD 4 489 billion. The total number of travel and tourism employees in 2019 was 334 million, which is 1 in 10 jobs, and 272 million employees in 2020, which is 1 in 11 jobs. In 2020, 62 million jobs were lost, representing a drop of 18.5% [26]. In terms of the number of international tourist arrivals per 100 people, there is still a large distance between advanced and emerging economies as the majority of humanity. In total, 6 billion people, or approximately 85% of the world’s population, live in emerging economies, and are predicted to live in emerging economies (87% in 2030) [15]. While the number of arrivals in advanced economies was set to rise from 49 to 70 per 100 of population between 2010 and 2030, in emerging economies the number would rise from 8 to 14 per 100 of population.

If we refer to global international tourist arrivals, we can see that for the last 15 years, the industry has been growing and the number of international tourist arrivals has increased. Figure 1 depicts that, starting with 855.2 million tourists in 2006, it seized, 1466 million tourists in 2019. However, there was one drop in increase in 2009, which was due to the global financial crisis [22].
The next sharp decline occurs in 2020. From 1466 million arrivals in 2019, the dramatic fall to the indicator of 393.8 million in 2020 occurred due to the COVID-19 pandemic that resulted in an economic crisis and global travel and border restrictions [22].

Looking at the international tourism receipts, we can note that in 2006-2019 there was year-to-year growth with only two exceptions in 2009, when after the global crisis, total receipts fell to 894.6 USD billion compared to 974.5 USD billion in 2008, and another decrease in 2015 [22].
Also, in 2020 we observe a quite significant decrease, down to 533.5 USD billion, which is a 64% decrease (Figure 2). At the same time, individual receipts per arrival were more stable and fluctuated yearly in 2006-2019 and rose in 2020 up to, 1330 USD per arrival (Figure 3) [22].

3.3 Tourism and COVID-19

The coronavirus pandemic is one of the biggest challenges in the world’s history. Tourism is one of the sectors of the world economy that has suffered the most from restrictions imposed [1, 2].

Key industry players have been surviving the coronavirus crisis in different ways [10]. Referring to the hospitality industry, Zhelikhovkaya, citing Valery Ishunkin, assumes that the pandemic has caused the greatest damage to large hotel chains and large hotels [27]. However, small boutique hotels that are not owned by large corporations, apart-hotels, and private villas could adapt to new conditions since they are able to meet both the obligatory requirements of safe tourism and the desire of travelers to avoid large crowds. On the other hand, for a customer, it is profitable to book a hotel during a pandemic – The Leading Hotels of the World’s guests decided to extend their bookings due to low prices, free room upgrades, and additional privileges, such as free shuttle service or a spa treatment [27]. Many hotels around the world had to close for a while, but they could still use that period with maximum utility [19]. Numerous hoteliers used the lockdowns with maximum utility by performing necessary repairs, which allowed them to play with new colors in front of tourists [1]. Many international hotel chains have introduced a number of external and internal measures to minimize the effects of the COVID-19 pandemic [16]. Ishunkin also notes that the demand for accommodation types has changed during COVID-19: detached houses and villas have been booked by 60-70% more compared to the pre-COVID-19 times. Another pattern is that local travel around the country has become more active, and also, travelers now prefer going to remote places to spend the holidays in solitude [20]. Referring to airlines, we can say that this is the industry that got the biggest blow by the coronavirus pandemic [21]. The International Civil Aviation Organization (ICAO) estimated that passenger airline losses from the pandemic could range from USD 160 billion to USD 253 billion, depending on the post-quarantine scenarios [4]. The drop in airline activity has also affected other industries, for example, the energy sector [5].

All in all, it is very unlikely that tourism in the near future will turn into an elite form of entertainment [12]. Active development of Internet services, platforms for booking hotels, travel and other travel services will contribute to the further development and availability of the industry, which results in tourism liberalization.

3.4 The empirical research on society’s response and changes in tourism

The first group of questions was supposed to find out the social categories taking part in the survey. The ratio of males and females who took part in the survey – 33.2% (267) were males, 66.8% (537) were females. The sample was divided into four age categories, and the results were that 40.4% (325) were under 25, 38.4% (309) were aged 25 to 40, 18.2% (146) were aged 40 to 55 and finally 3% (24) were older than 55, being the smallest representation. The occupancy of the respondents is as follows: 51.5% (414) people are employed, 17.5% (141) are students, and 16.3% (131) are working students (full-time/part-time/freelancing), 9.3% (75) of people who took part in the questionnaire are entrepreneurs, 4.2% (34) respondents are unemployed, and also 1.1% (9) of respondents are already retired. The geographic distribution of respondents has been as follows – 39 countries took part in the survey. The vast majority of
respondents were from Ukraine – 580 respondents. The second-largest sample was from the Slovak Republic, and the third – from the Russian Federation. The educational levels of the respondents were divided in the following way: 42,4% (341) of respondents got master's degrees, 36,9% (297) stopped with bachelor's degrees, 10,6% (85) claimed the highest level of education to be secondary school, 5,6% (45) answered with having a PhD or MBA and 4,5% (36) said that their level of education is different from the offered variants. The level of income of the respondents was as follows: the highest share of 29,9% (240) were people with average income of UAH 6 700 – 16 700, which is EUR 200 – 500, next group consists of people with average salaries of UAH 16 700 – 33 500 (EUR 500 – 1 000) making 27,4% (220); 14,9% (120) earn UAH 33 500 – 67 000 (EUR 1 000 – 2 000). 12,1% (97) claimed not to have any income at all, 8,8% (71) earn less than UAH 6 700 (EUR 200), and only 7% (56) earn more than UAH 67 000 (EUR 2 000) monthly.

The second part of the questionnaire contained questions concerning people’s general travel attitudes before the pandemic. The results of the survey show that the overwhelming majority of 98,1% (789) people have ever traveled, and only 1,9% (15) have never travelled at all. Also, 41% (330) of respondents spend on average 5-9 days on trips, 21,1% (170) spend 3-5 days on a trip, 20,4% (164) travel for 9-14 days on average, 9,6% (77) spend on their trips 2-3 days, 4,6% (37) on average travel for 14-30 days, and 3,2% (26) respondents travel more than 30 days on average. In addition, the majority of respondents of 52,7% (424) stated they spend EUR 20-50 per person a day, 26,1% (210) spend EUR 50-100 a day, 14,2% (114) spend less than EUR 20 per person a day, and only 7% (56) spend more than EUR 100 per person a day on a trip. It is equally important that 45,5% (366) stated they would prefer to travel to a new place, 7% (56) would rather travel to a familiar destination, and 47,5% (382) would choose based on the circumstances, depending on the budget available, seasonality, destination’s agenda, and other factors. Then, we asked a question in order to reveal the factors influencing the choice of a travel destination. We offered several options, and our respondents could choose as many options as they considered applicable. Finally, the following results were acquired: 53,7% (432) choose their travel destination based on the recommendations or previous experience from friends, colleagues or relatives; 36,4% (293) make their choice based on the budget available, and therefore, they constantly monitor discounts provided by air companies, accommodation facilities, leisure activities, etc.; 36,1% (290) stated they refer to their own previous experience, for example, photos from previous journeys, which basically means that these people are "return travelers"; 31,5% (253) choose their destination randomly or by their own desire and inspiration; 21,6% (174) make their choice under the influence of TV and YouTube shows, which are basically travel shows, blogs, reviews of the destinations; 20,9% (168) monitor the calendar and travel to take part in different events, for example music festivals (Tomorrowland festival in Belgium, Sziget Festival in Hungary etc.), sport events (European Football Championship, Formula 1 racings, UEFA Champions League finale which is played every year in different city etc.), cultural events (Carnival in Venice, Rio Carnival etc.), international fairs (EXPO etc.), religious events (Hajj – annual Islamic pilgrimage etc.) and other leading world’s leisure and cultural events; 14,2% (114) choose their travel destinations based on the influencers’ posts on social media, which was a surprisingly small share for us, given the fact that social media came into our lives having a huge impact, and advertising campaigns held on the Internet by top influencers are called to seriously influence our decision-making; 12,7% (102) take destination ideas from special travel-related resources, for example, Conde Nast Traveler journal or after visiting tourism-related fairs; 12,4% (100) pick up destinations based on the recommendations upon visits to travel agencies, which is a small percentage, but basically one of the best options when planning a trip, since an
experienced travel manager can help to create unique itinerary and will give the best advice and recommendations.

The next group of questions revealed the impact of the COVID-19 pandemic on attitudes. First, we found out if our respondents thought COVID-19 had significantly influenced their potential trips. 84,5% (679) answered "yes" and 15,5% (125) refused the fact that COVID-19 influenced their travel plans. Second, we determined the frequency of local travel before and during the COVID-19 outbreak. As for the pre-COVID-19 trips, the 41,5% (334) travelled locally 2–5 times a year, while 22,8% (183) travelled once a year. 12,3% (99) travelled 5-10 times a year, 8,5% (68) – once in 2-3 years and less often. 5,6% (45) travelled 10-12 times a year, 6,3% (51) – more often than once a month. 3% (24) said they had not travelled locally before COVID-19 at all. As for the local trips during COVID-19, the situation is totally different. 27,6% (222) traveled 2-5 times a year, which is a 33.5% decrease compared to pre-COVID-19, when 27,1% (218) travelled once a year. 6,5% (52) travelled only 5-10 times a year and 4,4% (35) stated they travelled once every 2-3 years or even less often, which is almost half the decrease for both indicators – 47,5% and 48,5% respectively. 2,4% (19) managed to travel more often than once a month and 2,6% (21) – 10-12 times a year with a decrease of 62,7% and 53,3% respectively. 29,48% (237) have not travelled locally in their countries at all during the pandemic, which is an 887,5% increase compared to the pre-COVID-19 indicator.

The cross analysis of the 2 sets of data – income and data concerning trips of our respondents in their countries before the coronavirus pandemic was conducted. It is shown that in every income group, the majority of people used to travel 2-5 times a year in their countries. The second most popular answer in most income groups is travelling once a year, and also travelling locally 5-10 times a year was a quite popular choice. Next, our findings describe the situation with travelling inside countries changed during COVID-19. People who earned EUR 500 and less have not travelled at all during the pandemic. At the same time, the majority of people with monthly earnings of EUR 500 – 2000 managed to travel at least once a year, while those of incomes more than EUR 2000 even managed to travel 2-5 times a year during the pandemic.

Third, the data on how often respondents traveled abroad before and during the COVID-19 pandemic was collected. As for the pre-COVID-19 trips, the majority of 38,7% (311) travelled abroad 2-5 times a year, while 26% (209) travelled once a year. 12,8% (103) travelled once every 2-3 years or even less often, and 10,9% (88) claimed they had not travelled internationally before COVID-19 at all. As for the more frequent travelers, 1,7% (14) travelled abroad more often than once a month, 3% (24) travelled 10-12 times a year and 6,8% (55) travelled 5-10 times a year. As for the trips abroad during the pandemic, the situation is different. Only a few people traveled frequently: 0,2% (2) managed to travel more often than once a month, 0,5% (4) travelled 10-12 times a year, and 1,5% (12) travelled 5-10 times a year, which is a dramatic decline compared to pre-COVID-19 responses – 85,7%, 83,3% and 78,2% decreases, respectively. 10,6% (85) travelled 2-5 times a year, which is also a big decline of 72,7%, and there were 3,9% (31) of those who travelled once every 2-3 years and less often. Almost a quarter of respondents, 22% (177) managed to travel at least once a year during COVID-19, while the number of people who had not travelled at all during the pandemic seized 61,3% (493), which shows an extreme growth of the number of non-travelers of 460,2% compared to the pre-COVID-19 indicators. In every income group, the majority of people used to travel abroad 2-5 times a year. The second most popular option in all categories for those who had any income was traveling abroad once a year, while those who did not have any income at all claimed to travel to other countries once every 2-3 years or less often.
By the same token, our result represents how dramatically the situation of international travel changed during the COVID-19-pandemic. Despite the size of their earnings, in every income group, the overwhelming majority of respondents have not traveled at all during the pandemic. However, the second most popular option for all income levels was travelling abroad at least once a year.

Next, the survey aimed to discover if the respondents had to cancel any pre-paid trips, either fully or partially, due to the COVID-19. Apparently, the majority of respondents – 59.3% (477) – did not plan any trips, but still there were those who suffered from the COVID-19 cancellations. For example, 9.7% (78) had to cancel their trips, and they received only a part of the money they spent, and 5.8% (47) booked their trips at a non-refundable rate, so they did not get any money at all. Still, there were also those who managed to receive 100% of their pre-payment back – 9.6% (77) respondents, and also 15.5% (125) managed to rebook their trip for later without losing money. It is equally important to note that, in comparison with previous data, 15.5% (125) respondents stated that they did not think that COVID-19 significantly influenced their travel plans. This implies that the majority of respondents did not have any planned trips.

The last group of questions dealt with COVID-19 concerns and their influence on consumer behavior in tourism. Correspondingly, the survey focused on what kind of discomfort caused by the pandemic was experienced by those tourists who traveled during COVID-19. The respondents chose any applicable option: 42.2% (339) denoted the necessity to wear a mask as the main source of discomfort, causing difficulties with breathing, especially inside airplanes, trains and buses; 36.7 (295) named lockdown restrictions such as closures of cafes and restaurants, shops, cinemas and theaters, museums, and other leisure activities as a factor influencing the comfort of their trips; 34.1% (274) stated that the necessity to take COVID-19 tests (PCR and others) before departure or (and) after arrival was uncomfortable for them, which can be both due to the fact that this requires additional attention and time, and also because COVID-19 tests significantly increase the cost of a trip; 20.8% (167) of respondents experienced discomfort due to obligatory quarantine (self-isolation) upon arrival in a foreign country, which resulted in an extension of their stay abroad and, therefore, additional costs connected with it; 18.2% (146) selected the discomfort of transport inconveniences such as flight delays, flight cancellations, train/bus cancellations, etc., which occurred due to the decreased number of tourists and restrictions in destinations; 17.3% (139) were feeling uncomfortable with restrictions on sightseeing, for example, changed visiting hours, decreased capability of guests, which resulted in big queues, etc.; 13.8% (111) stated they experienced transportation restrictions such as extensive border control when travelling abroad or additional checkpoints when travelling between regions within a country; 7.8% (63) named the discomfort of limited accommodation capacity and inability to book accommodation due to the COVID-19; 5.5% (44) have experienced delays with the documents issued, such as delayed issuance of visa or residence permits, foreign passports, etc. Moreover, the respondents answered if COVID-19 had stimulated an extreme desire to travel – 43.4% (349) "yes" and 56.6% (455) "no". The majority of people are not influenced by the borders' closure and restrictions. Furthermore, almost half of the respondents, 47.4% (381) are not going on any celebration "trip", 11.1% (89) respondents do not need a trip to celebrate since they were travelling almost as usual, 15.9% (128) stated that even though they have been travelling during the pandemic, they still want to organize a "celebration" trip as a manifestation that the restrictions are over, and 25.6% (206) have not travelled during the pandemic, and are waiting for it to finish organizing the celebration trip. In the same way, the respondents were asked about travel-related businesses. The survey aimed to check if the respondents thought travel
booking platforms needed to increase their transparency about cancellation policies, refund processes, and trip insurance options. 92.9% (747) of respondents agreed with this statement, and only 7.1% (57) answered "no". Also, the respondents were asked if they had expected tourism businesses (hotels, air companies, etc.) to support future travel plans via promotions and sales, and 75.5% (607) agreed with this fact, while 24.5% (197) were not expecting any promotions to encourage travel. After that, the survey was to ask if the respondents thought travel-related businesses would offer more flexible cancellation and reimbursement policies for tickets, accommodation, etc., given the possible instability. 73.6% (592) agreed with this statement, 3.6% (29) disagreed and 22.8% (183) stated they were not sure concerning this question. Furthermore, the respondents were asked if they preferred a certain trip they could afford in the short-term or to save for a dream trip in the future with more uncertainty. 69.2% (556) chose to go on a certain trip at the closest time that they could afford without saving for it, while 30.8% (248) stated they would rather save for a dream trip later in the future, even though it is more uncertain. Next, the survey was to assess if people were only comfortable traveling after a COVID-19 vaccine had been globally in place, and 28.6% (230) agreed with it. Still, 27% (217) refused the necessity of global vaccination for comfortable travel, and 44.4% (357) were not sure whether it would influence their comfort in travelling. The world has been adapting to the COVID-19-caused changes. A large share of respondents was not sure if traveling would be comfortable for them after COVID-19 vaccination, which might be due to the fact that vaccination would be followed by the introduction of COVID-19 passes, and those who were not going to take a vaccine at all might be at risk of additional controls upon entering the countries or not being able to travel at all. Finally, the respondents asked if any COVID-19 restrictions, such as compulsory PCR tests, COVID-19 vaccination certificates, isolations, etc. could possibly impact their choice of destination, and also if it could influence their desire and possibility to travel at all. 69.4% (558) stated that all the COVID-19 restrictions influence their travel-related decisions and desires, while 30.6% (246) refused the fact that restrictions can have an impact on their decisions.

4. Conclusion

Our survey showed that consumer patterns in tourism had changed significantly, which influenced both core tourism enterprises and the tourism market as a whole. Even though the border closure should have no effect on local tourism, there are still certain internal travel restrictions in many countries. Incomes influenced people’s willingness to travel inside their countries. As for the international trips during the pandemic, the situation is totally different. Only a few little people travelled frequently, like once a month or more often. Additionally, we can come up with the following recommendations: providing detailed and cross-checked information concerning the cultural and entertainment locations to tourists to avoid unwanted consequences; collaborating with laboratories and offering tourists PCR tests; shifting to offering tourists tailor-made individual tours with personal guides; preparing some "recovery packages"; increasing their transparency about cancellation policies, refund processes, and trip insurance options; offering more flexible products to their customers in terms of changes, cancellations, and reimbursements; and preparing certain "hot" deals at a good price to offer to customers immediately with close departure.

The crisis related to the COVID-19 pandemic has forced the tourism business to step out of its comfort zone and look for innovative ways to develop and operate. Therefore, various innovations and dynamic actions, as well as flexibility and the ability to adapt, are needed to accelerate tourism’s recovery. Together with state support for tourism and travel-related
business initiatives, improved service, personalized offerings of impressions and active information campaigns, tourism can go back to the pre-COVID norms.

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