

**ANTI-CRISIS MANAGEMENT IN TOURISM ENTERPRISES:  
THEORETICAL AND METHODOLOGICAL FOUNDATIONS  
AND PRACTICAL RECOMMENDATIONS**

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**Introduction.** The tourism sector is among the most dynamic areas of the economy, significantly contributing to a country's sustainable development, job creation, and state budget revenue generation. However, it is highly vulnerable to crises such as economic recessions, pandemics, shifts in geopolitical situations, military conflicts, and wars. The increasing frequency and intensity of such crises in the modern world demand that enterprises within the tourism industry rapidly adapt and implement effective crisis management mechanisms.

This issue is particularly relevant for Ukraine, which is currently experiencing prolonged military aggression. Economic instability, restrictions on international tourist flows, and declining consumer purchasing power present significant challenges for tourism enterprises. In this context, the development of effective crisis management strategies aimed at minimising losses, enhancing business resilience, and ensuring sustainable growth becomes crucial. The relevance of the topic is further underscored by the need to integrate innovative management approaches, diversify services, and adapt to global changes in the tourism industry. The implementation of crisis management measures enables enterprises to remain competitive, maintain service quality, and uphold their reputation even under challenging market conditions.

**Analysis of recent research and publications.** The topic of crisis management in the tourism industry has gained significant attention in contemporary academic literature. Several scholars, including Berbekova A., Uysal M., Assaf A.G. [1], Bundy J., Pfarrer M.D., Short C.E., and Coombs W.T. [2], as well as Casal-Ribeiro M., Boavida-Portugal I., Peres R., and Seabra C. [3], have conducted thematic analyses of crisis management in tourism. These studies focus on theoretical foundations and managerial approaches to handling crises, providing insights into the primary challenges faced by the industry during crisis periods. Research by Permatasari M.G. and Mahyuni L.P. [4], Gani A., Singh R., and Najjar A.H. [5], and Ritchie B.W., Crotts J.C., Zehrer A., and Volsky G.T. [6] explores practical crisis management practices, underscoring the importance of adapting operational activities to new conditions to sustain competitiveness. Additionally, Wut T.M., Xu B., and Wong H. [7] review corporate social responsibility in tourism and hospitality, emphasising its relevance during times of crisis.

The issue of crisis management in the tourism sector is also extensively addressed in Ukrainian academic literature. For instance, Markina I. A. and Makhovka V.M. [9] highlight the role of crisis management as a tool for creating competitive advantages for tourism enterprises. Yarmola K.M. [10] examines contemporary approaches to crisis management, addressing their adaptation to modern challenges. Kuzmin O.Ye. and co-authors [11], along with Perekuda Yu.A. [12], advocate the use of simulation modelling to identify effective management tools. Furthermore, studies by Horyunova K.A., Radchenko H.A. [13], Bobrytska N.D.,

and Kyrylova O.V. [14] focus on marketing management of tourism enterprises under crisis conditions, proposing solutions for adapting to current challenges.

Despite the substantial body of research, certain aspects remain underexplored. Specifically, mechanisms for adapting tourism enterprises to prolonged crises, such as war or global economic shocks, are insufficiently addressed. The effectiveness of crisis management strategies in interaction with the socio-economic environment also requires further analysis. Additionally, there is a pressing need to develop integrated models of crisis management that incorporate digital tools and technologies, an area that has been only partially covered in recent studies.

**Objectives of the article.** The aim of the study is to analyse the theoretical and methodological foundations of crisis management in tourism enterprises and to develop practical recommendations for the effective implementation of anti-crisis measures. The specific objectives include analysing contemporary approaches to crisis management in the tourism sector; examining key factors influencing the resilience of tourism enterprises in crisis conditions; providing practical recommendations for the implementation of anti-crisis strategies in the activities of tourism agencies and operators.

**The main material of the study.** Crisis management is a crucial aspect of modern business, particularly for tourism enterprises. It refers to a system of measures aimed at maintaining and restoring the functionality of an enterprise during crises. Notably, Horyunova K.A. and Radchenko H.A. [13] identify a strategic approach to anti-crisis marketing in tourism, while Bobrytska N.D. and Kyrylova O.V. [14] propose marketing management as an essential tool for stabilising tourism enterprises in crisis conditions. Furthermore, the application of innovative approaches and technologies is vital for adapting enterprises to a changing environment, necessitating the adoption of modern crisis management strategies.

A review of theoretical approaches to crisis management in tourism underscores the importance of a comprehensive strategy that incorporates both traditional and contemporary tools for resolving crises. Scholars such as Markina I. A. and Makhovka V.M. [9] emphasise the interconnection between crisis management and the competitiveness of tourism enterprises.

According to the research by Horyunova K.A. and Radchenko G.A. [13], strategic aspects of anti-crisis marketing in tourism involve the development of comprehensive programmes that include innovative marketing strategies to maintain consumer interest and stimulate demand. Bobrytska N.D. and Kyrylova O.V. [14] argue that marketing-oriented crisis management is a key instrument for stabilising tourism enterprises as it allows efficient use of resources, preservation of the company's image, and enhancement of its market appeal.

In addition, the studies by Makovetska N.V. and Nikolaieva T.V. [16] highlight the specifics of crisis management during wartime, where the focus is on the rapid adaptation of tourism enterprises to new realities, ensuring the safety of clients and employees, and optimising costs. They stress the importance of flexibility and adaptability in managerial decisions, which enable enterprises to maintain resilience even under extraordinary conditions.

Theoretical approaches to crisis management in tourism focus on various aspects, including marketing adaptation, financial stability, human resource management, and interaction with external stakeholders (see Table 1). A fundamental concept in this context is the application of preventive strategies to minimise risks, coupled with operational plans to ensure a swift response to crisis situations. Additionally, significant attention is given to the development of innovative approaches in crisis management, which enable tourism enterprises not only to maintain their market position but also to capitalise on emerging opportunities during periods of crisis.

Methodological approaches to designing anti-crisis measures are critical for ensuring the resilience of tourism enterprises under conditions of uncertainty and crisis. A key component of crisis management is strategic planning, which facilitates adaptation to unforeseen changes in the external environment and optimises internal resources for effective implementation. Through strategic planning, organisations can anticipate potential threats and devise response strategies in advance. This fosters a long-term perspective for development, helping enterprises maintain stability and competitiveness even amidst economic or political instability. Constant adjustment of strategies to align with changes in internal and external conditions is also essential.

To assess the effectiveness of implemented anti-crisis measures, key performance indicators (KPIs) are utilised. These metrics allow for the evaluation of the success of strategies and the adjustment of activities based on outcomes. KPIs are crucial for monitoring progress toward crisis management objectives, enabling

enterprises to respond swiftly to changing circumstances and make informed decisions regarding subsequent steps. Employing these methods helps tourism enterprises remain competitive, adapt effectively to changes, and maintain stability during crises.

Table 1

**Theoretical Approaches to Crisis Management in Tourism**

<b>Aspects of Crisis Management</b>	<b>Description</b>
Marketing Adaptation	Implementation of new marketing strategies to retain customers and maintain market appeal.
Financial Stability	Ensuring the financial resilience of the enterprise during crises by optimising expenses and financial flows.
Human Resource Management	Adapting HR strategies to crisis conditions, ensuring the retention of skilled personnel.
Interaction with External Stakeholders	Collaborating with government agencies, suppliers, and partners to enhance resilience.
Preventive Strategies	Risk prevention through planning and forecasting potential crises.
Operational Plans	Developing measures for rapid crisis response and loss mitigation.
Innovative Approaches	Leveraging new technologies and innovative management methods to adapt to crisis conditions.

*Source: compiled by the authors based on [9; 12–15]*

The main KPIs for evaluating the effectiveness of anti-crisis measures may include the following (see Table 2).

Table 2

**Key Performance Indicators for Evaluating the Effectiveness of Anti-Crisis Measures in Tourism Enterprises**

<b>Indicator</b>	<b>Description</b>
Financial Indicators	Analysis of profitability, return on investment, and liquidity of the enterprise during crises.
Market Share Changes	Measuring the dynamics of the enterprise’s market share compared to competitors during crises.
Customer Satisfaction Level	Evaluation of service quality and tourist satisfaction, crucial for customer retention.
Employee Productivity	Measuring the efficiency of staff performance, including task completion time and resource use.
Number of New Customers	Assessing the number of new customers attracted during the crisis period, demonstrating adaptability.
Crisis Response Time	The time required for the enterprise to implement prompt actions in response to a crisis.
Innovations and Product Changes	The number of new products or services introduced in response to changes in the external environment.

*Source: compiled by the authors*

The operations of tourism enterprises during wartime are characterised as a complex yet adaptive process that reflects their ability to respond to the challenges of economic and social instability. The war in Ukraine has prompted significant shifts in the structure of tourism flows and the sector's revenue streams, yet a gradual recovery has been observed.

In the first half of 2024, the tourism industry contributed 1.251 UAH billion to Ukraine’s state budget, marking a 25% increase compared to 2021. The primary revenue sources were hotels, accounting for 65% of the income (808.96 UAH million), followed by tour operators (164.74 UAH million), travel agencies (102.66 UAH million), as well as tourist bases and children’s camps (78 UAH million). Notably, the share of “other sources” rose to 8%, indicating revenue diversification within the sector [17].

The growth in domestic tourism flows is attributed to the rising popularity of internal routes, particularly to relatively safe regions. This trend has not only boosted budget revenues but also created new employment opportunities, which are especially vital in a wartime economy. Furthermore, a 13% increase in the number of taxpayers in 2024 compared to 2023 reflects the activation of small and medium-sized businesses, particularly individuals engaged in tourism activities [18].

Table 3

## Dynamics of Tax Revenues from Tourism Industry by Source (2021–2024), UAH million

Year	Total Revenue	Hotels	Tour Operators	Travel Agencies	Tourist Bases and Camps	Other Sources
2021	1,089	665.42	115.27	130.31	178.00	-
2023	897	569.83	88.31	81.00	72.00	85.86
2024	1,251	808.96	164.74	102.66	78.00	96.64

Source: compiled by the authors based on [17–18]

The data in Table 3 illustrates changes in the number of taxpayers within Ukraine's tourism sector over the period of 2021–2024. It reveals a decline in 2022, coinciding with the onset of hostilities, followed by a partial recovery in 2023 and 2024. In 2024, the total number of taxpayers reached 11,873, representing a positive increase compared to 2023 (9,983), although it remained below the 2021 figure (16,190). The distribution by categories shows stability in the proportion of individual taxpayers, albeit their absolute number in 2024 (2,931) has not yet recovered to the 2021 level (4,910). Legal entities demonstrate a gradual recovery, increasing from 7,216 in 2023 to 8,942 in 2024, highlighting the adaptation and stabilisation of the business environment in the sector [17].

Table 4

## Dynamics of Taxpayers in the Tourism Sector

Indicator	2021	2022	2023	2024
Total Number of Taxpayers	16,190	15,142	9,983	11,873
Individuals	4,910	4,288	2,767	2,931
Legal Entities	11,280	10,854	7,216	8,942

Source: compiled by the authors based on [17–18]

Despite wartime challenges such as infrastructure destruction and declining international tourism, enterprises have adapted through innovative approaches, the development of digital services, and state support. Domestic tourism has emerged as a driving force for sector recovery, contributing to local socio-economic stability.

Under such conditions, crisis management in tourism enterprises is a crucial tool for ensuring their stability and efficiency amidst economic, social, and political challenges. Considering the contemporary realities associated with military conflict, economic instability, and changes in consumer behaviour, the development and implementation of effective recommendations for ensuring the sector's viability is of paramount importance.

One of the key tasks of crisis management is the adaptation of business models to new conditions. Tourism enterprises should focus on the shifting demand towards domestic tourism. Expanding the offerings of internal tourism routes and creating new tourism products that take into account security considerations and current client needs will contribute to increased revenue and sectoral support.

Financial management during a crisis necessitates heightened attention to the rational use of resources. Budget planning, diversification of income sources, and attracting grant funding or state support are critical tools for mitigating financial risks. Enterprises must also explore collaboration opportunities with local communities and governmental bodies, which can facilitate access to financial benefits or subsidies.

Innovation becomes a key factor for success in crisis management. The use of digital platforms, the development of interactive tourism products, and the implementation of online booking systems enable cost reductions while simultaneously improving service quality. Investments in marketing, particularly digital marketing, not only help retain loyal clients but also attract new ones.

Human resource management also plays a vital role. Supporting staff, ensuring their safety, and enhancing their qualifications contribute to maintaining high service standards and increasing the enterprise's competitiveness. It is essential to implement motivational programmes and ensure job stability within the company's capabilities.

Client communication during a crisis should be transparent, prompt, and trust-oriented. Providing up-to-date information on travel safety, changes in operational schedules, or service availability helps maintain customer loyalty and fosters a positive company image.

Table 5 presents practical recommendations for implementing effective crisis management strategies within tourism enterprises. These recommendations address key management areas and propose actionable steps

to mitigate risks, ensure operational stability, and foster sustainable development during periods of crisis. The table is structured to align each management area with specific recommendations and highlights the expected outcomes of their implementation. By adopting these strategies, tourism enterprises can enhance adaptability, maintain service quality, and strengthen their competitive position in a dynamic and challenging environment.

Table 5

**Practical Recommendations for Crisis Management in Tourism Enterprises**

<b>Management Area</b>	<b>Recommendations</b>	<b>Expected Outcome</b>
Business Model Adaptation	Development of new domestic tourism products considering security aspects.	Increased demand for services and expanded target audience.
Financial Management	Rational expense planning, income diversification, and securing grants or state support.	Reduced financial risks and stabilised cash flow.
Innovative Technologies	Implementation of digital platforms, interactive products, and online booking systems.	Lower costs, improved service quality, and new client acquisition.
Human Resource Management	Enhancing staff qualifications, motivation programmes, and ensuring employee safety.	Maintained professional service levels and improved employee loyalty.
Marketing and Communication	Transparent client communication, safety updates, and digital marketing.	Strengthened client trust, retained loyalty, and enhanced company reputation.
Collaboration with Partners	Expanding cooperation with local communities, government bodies, and other tourism operators.	Access to additional resources, financial benefits, and increased competitiveness.
Risk Management	Developing crisis scenarios, risk analysis, and mitigation strategies.	Enhanced resilience to unforeseen circumstances and minimised negative crisis impacts.

*Source: compiled by the authors*

In summary, tourism enterprises must prioritise flexibility, innovation, and collaboration with partners to overcome the challenges of crisis periods. The development of a long-term strategy that accounts for various scenarios will not only stabilise operations in the short term but also lay the foundation for sustainable sectoral development in the future.

**Conclusions.** The study of the theoretical and methodological foundations of crisis management in tourism enterprises has revealed that crises are an inherent component of the industry, particularly under current conditions of instability. Effective crisis management necessitates a systemic approach encompassing risk diagnostics, the development of adaptive strategies, and the utilisation of modern management tools. An analysis of contemporary approaches to crisis management in the tourism sector has demonstrated that the most successful models integrate financial stabilisation, workforce adaptation, and the implementation of innovative technologies. A key factor contributing to the resilience of enterprises is their ability to respond rapidly to changes in the external environment, particularly through the optimisation of business processes and the adoption of digital solutions.

The findings of this study have significant practical value, as the proposed approaches can be applied both in day-to-day operations and in the development of long-term crisis management strategies. The implementation of the developed recommendations will enable tourism enterprises to enhance their adaptability and ensure sustainable development under crisis conditions. Future research could focus on analysing the effectiveness of specific crisis management strategies across different segments of the tourism sector, as well as examining the peculiarities of international experience to adapt it to Ukrainian realities.

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**Oksana Roik**, Candidate of Economic Sciences, Associate Professor at the Department of Tourism, Lviv Polytechnic National University. **Diana Zanevych**, Master's Student, Lviv Polytechnic National University. **Anti-Crisis Management in Tourism Enterprises: Theoretical and Methodological Foundations and Practical Recommendations.**

The article explores the theoretical and methodological foundations of crisis management in tourism enterprises, aiming to offer practical recommendations for effectively implementing crisis measures. The research focuses on identifying modern approaches to crisis management within the tourism industry, particularly in light of the dynamic challenges posed by external crises. It examines the key factors influencing the resilience of tourism enterprises during times of crisis, such as economic fluctuations, geopolitical tensions, and shifting consumer behaviour. The article highlights the importance of strategic planning, crisis response mechanisms, and the integration of innovative technologies, such as digital platforms, in managing crises. Practical recommendations for tourism agencies and operators are provided to help them navigate crisis conditions, optimize costs, diversify services, and adapt to changing market demands. Ultimately, the research emphasizes the need for a holistic crisis management strategy that ensures the sustainability and recovery of tourism enterprises in uncertain environments.

**Keywords:** anti-crisis management, tourism business, strategic planning, crisis management, innovations in tourism, service diversification.

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У статті здійснено комплексний аналіз теоретичних та методологічних аспектів антикризового управління туристичними підприємствами, а також запропоновано практичні рекомендації щодо ефективного

застосування антикризових стратегій. У контексті сучасних економічних і соціальних викликів, що постають перед туристичною галуззю, особлива увага приділяється вивченню основних підходів до управління в кризових ситуаціях. Антикризове управління є важливою складовою стратегії сталого розвитку підприємств, оскільки дозволяє не лише стабілізувати ситуацію в умовах кризи, але й зберегти конкурентоспроможність у довгостроковій перспективі. Основною метою дослідження є виявлення ефективних методів управління туристичними підприємствами в умовах економічних або соціальних криз, а також розробка практичних рекомендацій для впровадження цих методів в реальну практику туристичних агентств та операторів. Одним з важливих завдань є вивчення факторів, що найбільше впливають на стійкість туристичних підприємств у кризові періоди, таких як зміни в попиті, коливання валютних курсів, регуляторні обмеження та соціальні трансформації. Враховуючи різноманіття ризиків, які виникають на туристичному ринку, дослідження підкреслює важливість застосування імітаційного моделювання, стратегічного планування та адаптивного управління для досягнення стійкості в кризових умовах. Використання таких інструментів дозволяє підприємствам не лише швидко реагувати на зміни, але й формувати довгострокові стратегії, які забезпечують їхнє відновлення після кризових ситуацій. Дослідження також акцентує увагу на необхідності комплексного підходу до антикризового управління, який передбачає не лише фінансові, але й маркетингові, операційні та управлінські заходи. Важливою складовою є стратегічне планування, яке дозволяє адаптувати діяльність підприємства до нових умов, мінімізуючи потенційні ризики та сприяючи його стійкому розвитку. Враховуючи актуальні виклики, які виникають на туристичному ринку, стаття містить рекомендації щодо застосування інноваційних технологій, зокрема цифрових платформ і мобільних додатків, що дозволяють покращити комунікацію з клієнтами та забезпечити швидке реагування на зміни в ринковій ситуації. Особлива увага приділяється розробці рекомендацій для туристичних агентств та операторів щодо впровадження антикризових стратегій. Рекомендації охоплюють ряд аспектів, включаючи оптимізацію витрат, розширення спектру послуг, диверсифікацію ринків та налагодження ефективної комунікації з клієнтами. Розглянуто можливості застосування сучасних маркетингових інструментів для відновлення туристичного попиту, зокрема через адаптацію продуктів до нових умов та зміни в споживчих перевагах. Також наголошується на важливості формування сприятливого іміджу підприємства в умовах кризових змін. Таким чином, стаття пропонує комплексний підхід до антикризового управління туристичними підприємствами, який базується на сучасних теоретичних моделях та методах, що дозволяють забезпечити не тільки виживання підприємств у кризових умовах, але й їхній подальший розвиток в умовах нестабільного ринку.

**Ключові слова:** антикризове управління, туристичний бізнес, стратегічне планування, кризовий менеджмент, інновації в туризмі, диверсифікація послуг.