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SECURITY OF HOTEL AND TOURISM BUSINESS UNDER MARTIAL LAW: A CASE OF ANTI-CRISIS SITUATIONAL MANAGEMENT

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**БЕЗПЕКА ГОТЕЛЬНО-ТУРИСТИЧНОГО БІЗНЕСУ В УМОВАХ ВОЄННОГО СТАНУ:
 КЕЙС З АНТИКРИЗОВОГО СИТУАЦІЙНОГО МЕНЕДЖМЕНТУ**

The article researches various aspects of the security of the hotel and tourism business and features of the hospitality industry in the current conditions of martial law on the territory of Ukraine. A complex of conceptual provisions was developed, and practical recommendations were formulated, aimed at effective situational anti-crisis management in the hotel and tourism business and the development of methodological bases for managing the security of business entities in the hotel and tourism segment of the service sector, based on the assessment of real processes of organizing the security of hotel enterprises during wartime actions. Accordingly, the longer the Russian-Ukrainian war lasts, the more domestic tourism in Ukraine and the international tourism sector in the heart of Europe will suffer. Russian aggression not only creates significant obstacles to the recovery and restart of the international hotel and tourism business in many European countries after the tourism crisis caused by the Covid-19 pandemic, but also causes a modification of international tourist flows. Logistical, transportation,

insurance, and security risks, along with the rising cost of living and European travel costs, have led to a curtailment and structural transformation of international travel demand. An effective solution to the problem of security of hotel services requires a systematic approach based on the analysis of the facility's operation, identification of the most vulnerable areas and particularly dangerous threats, drawing up all possible scenarios of criminal actions and developing adequate countermeasures. In summary, while the implementation of martial law can pose challenges for the security of the hotel and tourism business, anti-crisis situational management strategies can help minimize the negative impact on the business. Maintaining open communication, ensuring security measures are in place, developing emergency response plans, educating staff and guests, and monitoring the situation are all critical components of effective anti-crisis management during martial law.

У статті досліджено різні аспекти безпеки готельно-туристичного бізнесу та особливості функціонування індустрії гостинності в сучасних умовах воєнного стану на території України. Розроблено комплекс концептуальних положень та сформульовано практичні рекомендації, спрямовані на ефективне ситуаційне антикризове управління в готельно-туристичному бізнесі та розвиток методологічних засад управління безпекою суб'єктів господарювання в готельно-туристичному сегменті сфери послуг, що ґрунтуються на оцінці реальних процесів організації безпеки готельних підприємств під час воєнного часу. Відповідно, чим довше триватиме російсько-українська війна, тим більше постраждає внутрішній туризм в Україні та міжнародний туристичний сектор у центрі Європи. Російська агресія не лише створює значні перешкоди для відновлення та перезапуску міжнародного готельного та туристичного бізнесу в багатьох європейських країнах після туристичної кризи, спричиненої пандемією Covid-19, але й спричиняє модифікацію міжнародних туристичних потоків. Логістичні, транспортні, страхові та безпекові ризики, а також зростання вартості життя та вартості подорожей в Європі призвели до скорочення та структурно-інституційної трансформації міжнародного туристичного попиту. Ефективне вирішення проблеми безпеки готельних послуг вимагає системного підходу, заснованого на аналізі роботи закладів розміщування, виявленні найбільш вразливих місць і особливо небезпечних загроз, складанні можливих сценаріїв кризових процесів і розробці адекватних заходів для їх протидії. Підсумовуючи, можна сказати, що хоча запровадження воєнного стану, може створювати виклики для безпеки готельного та туристичного бізнесу, сучасні технології антикризового ситуаційного управління можуть допомогти мінімізувати негативний вплив на бізнес. Підтримання відкритої комунікації, дотримання заходів безпеки, розробка планів реагування на надзвичайні ситуації, навчання персоналу та гостей, а також моніторинг ситуації — все це важливі складові ефективного антикризового управління під час воєнного стану.

Key words: anti-crisis situation management, hotel and tourism business, war in Ukraine, martial law, safety.

Ключові слова: антикризовий ситуаційний менеджмент, готельно-туристичний бізнес, війна в Україні, воєнний стан, безпека.

PROBLEM STATEMENT

Over the years, the international hotel and tourism industry has consistently proved its ability not only to recover from financial crises, but also to contribute to the financial stabilization of macroeconomic and social systems, helping them to overcome protracted problems. The key factors that have acted as catalysts for turbulent processes in international tourism and hospitality services over the past three decades include: 1) the SARS epidemic in 2003; 2) the global financial crisis of 2009; 3) the global COVID-19 pandemic; 4) Russia's war against Ukraine. For more than 8 years, since 2014, Ukraine has been at the epicenter of international geopolitics due to the extreme escalation of disagreements with Russia. The development of the international conflict for a long period of time took place in the form of a covert hybrid war, numerous provocations, and Russia's terrorist operations against the Ukrainian state and its people, which led to the annexation of the Autonomous Republic of Crimea, the temporary occupation of part of the territories of Donetsk and Luhansk regions, and, since February 24, 2022, to the open full-scale invasion of Ukraine by Russian armed forces. In the pre-war period,

the average yield in the hotel industry was 11%, and in some regions, hotel investors could earn up to 17% per annum on their investments. That is why, before Russia's full-scale invasion of Ukraine, the hotel business was considered one of the most profitable investments. In the first months of the war, the hotel business virtually came to a standstill. The flow of guests stopped, and all planned events and tourist/business trips had to be canceled. In the central, southern, and eastern parts of the country, the rate of cancellation rose to 85—98%.

Currently, the Ukrainian hotel market is operating at a maximum of 2—3% in monetary terms. In the south of Ukraine, this figure is 3—5% of the target, in Kyiv and the region — 10—15%, in the east, due to the fighting and occupation of the territories, most hotels have suspended operations. An interesting situation has developed in the western regions, where in the first half of 2022, accommodation facilities were 100% full.

Many countries around the world have faced the problem of falling tourist demand due to the risks of terrorism and destabilization of the socio-political situation to varying degrees. According to SSF, an organization

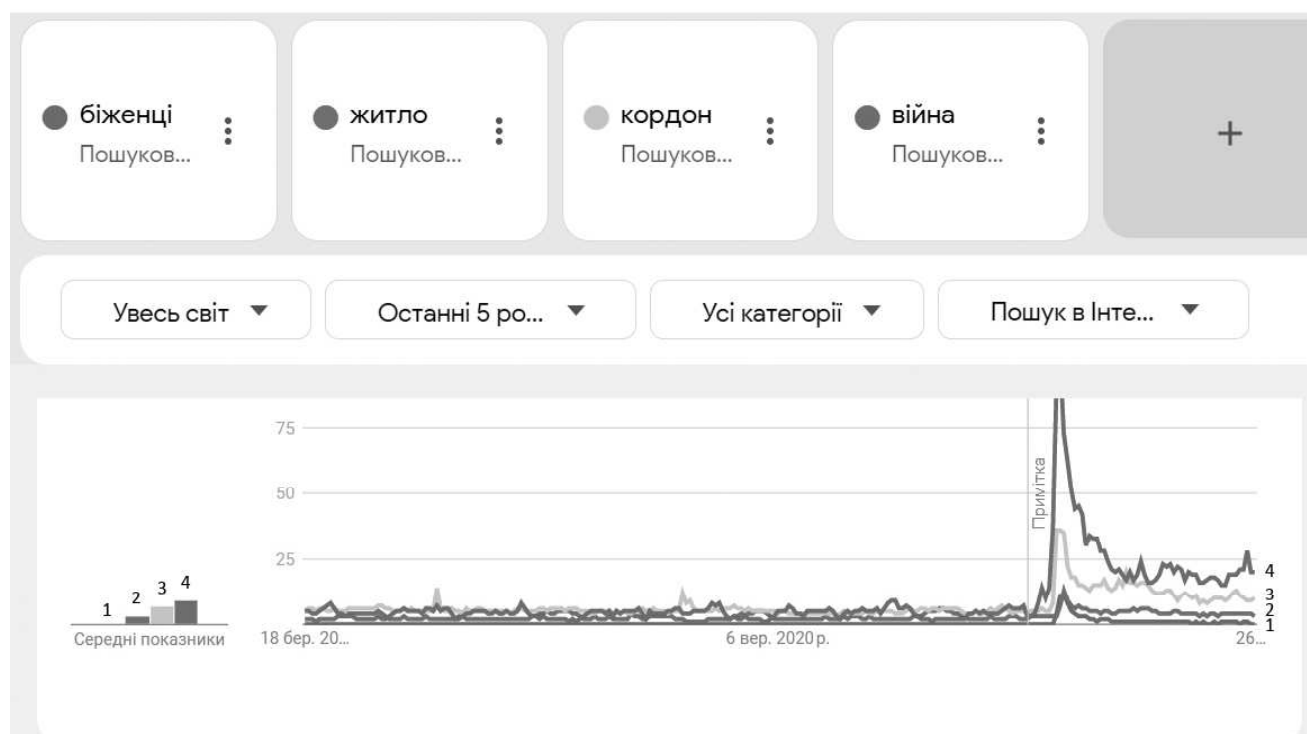


Fig. 1. Interest of Internet users in search terms "refugees", "housing", "border", "war" *

Source: diagram created by the researcher with the use of Google Trends (<https://cutt.ly/H9hwH3X>).

that monitors travel safety around the world, the greatest concern and warnings for the organization of tourism activities in 2022 were caused by travel to Ukraine [1].

REVIEW OF THE LATEST RESEARCH AND PUBLICATIONS

The issues of tourism security at different levels of social development and functioning of economic systems are considered in the works of F. Cui, Y. Liu, Y. Chang, J. Duan, J. Li [2], C. Hall, D. Timothy, D. Duval [3]. The methodological aspects of the research of economic security of business structures, conceptual approaches to its evaluation, monitoring, control and management in the conditions of structural and institutional transformation of the international market, the development of hotel services and tourism were reflected in the works of V. Humeniuk, N. Kaziuka, T. Malaniuk, I. Vysiuk, A. Betlej [4]. H. Zhang, H. Song, L. Wen & C. Liu [5] consider the impact of the COVID-19 pandemic on the international hotel industry to have cast doubt upon the realism of the projections on resumption of demand for international tourism in the near future. According to H. Hu, Y. Yang & J. Zhang coronavirus crisis has led to destructive consequences of an unprecedented scale for hotel enterprises [6].

Acknowledging the undeniable scientific and practical significance of the previous research, we consider the problem that has emerged in the sphere of hotel and tourism business as a result of the destabilizing impact of the Ukrainian-Russian war.

FORMULATION OF RESEARCH OBJECTIVES

Taking into account the urgency of the problem and the necessity of its special disclosure in accordance with

the specified direction of scientific research, the purpose of our study is to develop conceptual provisions and formulate practical recommendations aimed at the development of applied aspects of hotel and tourism business safety in Ukraine. The object of research in this work is to study various aspects of hotel business security and its peculiarities under martial law. The purpose of the study is the analysis and evaluation of the processes of organizing the security of hotel enterprises under martial law. The main scientific results of this work are obtained using methods of statistical analysis, the relationship of the researched phenomena and the realities of existing practice, scientific experiment. The information base of the research was the works of Ukrainian and foreign scientists, materials of the Internet, own analytical developments.

THE PAPER'S MAIN BODY WITH FULL REASONING OF RESULTS

1. Changing safety landscape of the hotel and tourism business. In the first quarter of the 21st century, the security landscape of international tourism in the world was changed by events related to the Russian-Ukrainian war. Russia's aggression against Ukraine's integration with the EU and accession to the North Atlantic Alliance began in February 2014, initially in the form of a hybrid war, the elements of which included covert military intervention, the annexation of the Autonomous Republic of Crimea, the Kerch Strait incident, massive terrorist operations in Donbas, which led to the temporary occupation of parts of the territories of Luhansk and Donetsk regions of Ukraine. Already at the end of 2021, Russia began an active stage of escalation of the international conflict, which escalated into an open large-scale invasion of Ukraine by

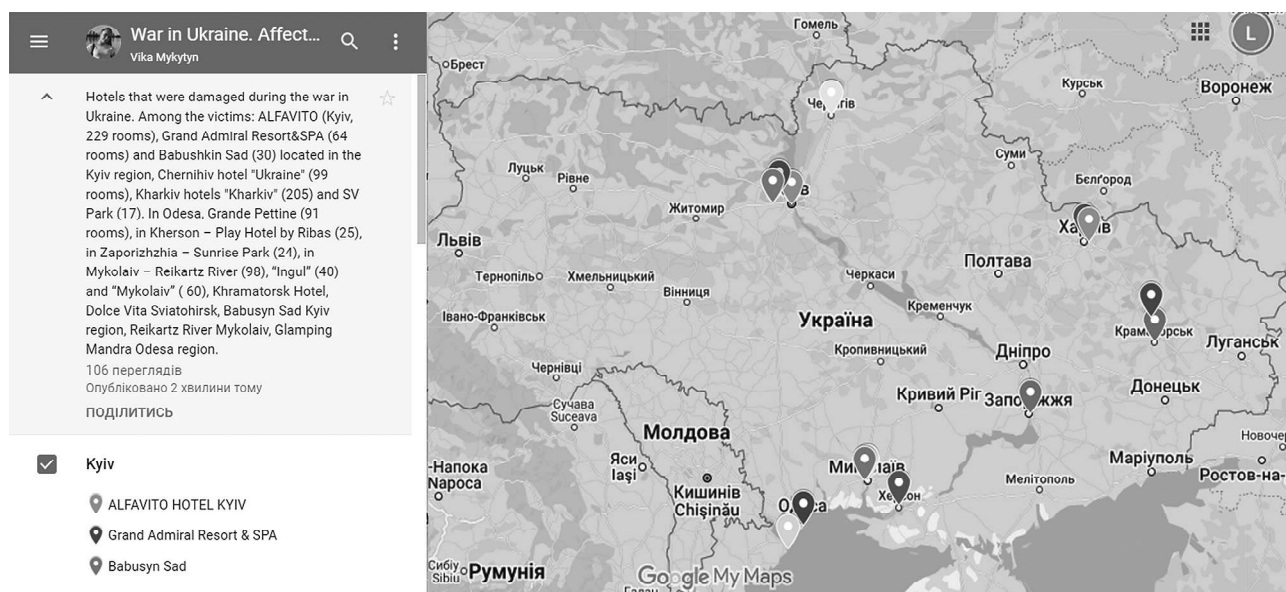


Fig. 2. Asymmetry of hotel devastation in Ukraine as a result of the war

Source: created by the researcher with the assistance of Google Maps (<https://cutt.ly/09PKVUx>).

the Russian armed forces on February 24, 2022. On that day, by the Decree of the President of Ukraine of February 24, 2022, No. 64/2022, martial law was introduced, which continues to this day in our country [7].

The economic turbulence caused by the Russian-Ukrainian war manifested itself almost instantly. In the first week after the outbreak of the war, the number of airline tickets sold in Europe dropped by 23%, and the number of flights from the United States to Europe decreased by 13%. In European countries (Bulgaria, Croatia, Estonia, Georgia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia), the volume of tourist bookings decreased by 30–50% [8].

The results of comparing the interest of Internet users based on the search queries "refugees", "housing", "border", "war" in the global search engine Google for the period 2012–2022 are illustrated in Fig. 1. In this survey, the authors used Ukrainian terms that are written in the cyrillic script.

The social responsibility of the hotel and tourism business lies in the fact that hotel enterprises under martial law have begun to perform social functions that are not typical for them in peacetime, in particular: to provide accommodation services for temporarily displaced persons, to prepare food for the needs of the Armed Forces of Ukraine, to create logistical conditions for military needs, to equip and re-equip basements for shelters, to interact with military and civilian administrations, volunteer organizations, etc. Given the significant level of international tourist integration, interdependence of national economies of many countries, globalization processes in the information, security, financial and other spheres, the Russian-Ukrainian war in the center of Europe cannot be a local, isolated from civilization positional war. Russia's military aggression is also seen in the civilizational dimension as a key reason for the further destabilization of international tourism and hospitality services not only in Europe but also in other regions of the modern world. The Russian invasion has

forced people from all over the world to reconsider their future travel plans. In particular, according to the results of The Vacationer survey, almost 40% of US citizens are reconsidering their travel plans for 2022 as a result of Russia's terrorist operations and military actions in the center of Europe [9].

After Russia's treacherous attack on Ukraine, many countries around the world provided asylum to Ukrainian refugees. The neighboring country, the Republic of Poland, proved to be the most hospitable to temporarily displaced persons from Ukraine. The progressive international hotel industry has also organized and provided strong support to temporarily displaced persons from Ukraine [10].

The actions related to the suspension of Russia's membership in the UN World Tourism Organization should be recognized as one of the forms of the tourist community's protective reaction against racism. It is worth noting that the Russian Federation joined this international organization fraudulently, as it was officially established as a separate state after the collapse of the Soviet Union on December 25, 1991. The scope of international human rights violations committed by racists during the aggression against Ukraine proved incompatible with Russia's active membership in the UN Human Rights Council, as it would undermine confidence in the human rights protection system in the world. According to the UN General Assembly resolution adopted on April 7, 2022, Russia's membership in this influential international organization was suspended [11].

2. Hotel business conjuncture in the conditions of martial law. The situation in the hotel business in Ukraine varies from region to region: how such facilities operate and whether they are open at all depends on the region in which they are located and how far they are from the war zone. A number of hotel and tourist infrastructure facilities (integral property complexes of hotel enterprises or their elements) have been destroyed or damaged as a result of air strikes, missile attacks, shelling from cannon artillery, multiple launch rocket systems, etc. Today, it is important

to record and analyze existing damage and assess the economic losses caused by the war to the hotel and tourism infrastructure. Financial data on the amount of damage caused by Russian aggression to the hotel and tourism industry, individual entrepreneurs and citizens is necessary for filing claims against Russia in international courts for further compensation (see Fig. 2). Institutional support for this important mission is carried out within the framework of the "Russia Will Pay" project under the auspices of central executive authorities, public and scientific institutions [12].

The situation with the socioeconomic security of the hotel and resort business looks less problematic in Zakarpattia, Ivano-Frankivsk, Lviv, and Chernivtsi regions that border EU countries. This is especially true for resorts that have gained international tourist recognition and have been invested in by both Ukrainian and foreign investors.

Hotel companies may suspend their operations as a result of rocket attacks or physical destruction due to hostilities in a particular area. The safest situation for tourism is in the western part of Ukraine: Ivano-Frankivsk, Lviv, Ternopil and Zakarpattia regions. Hotels there are operating in full, and there are no prerequisites for closing or suspending their operations.

After the liberation of the territories, the Pushcha Congress Hotel, Glebovka Country Hotel and Gintama Breeze Hotel and Restaurant Complex, all located in Kyiv and the region, started welcoming guests again. All of them were closed due to their proximity to the hostilities. The facilities were not damaged and were able to resume operations.

The Hoteliers have noted a high demand for accommodation in the first two months since the start of the full-scale invasion. This was primarily true for facilities in the western regions. "A significant flow of people fleeing the war from the eastern, central and southern regions was concentrated in western Ukraine." For example, from the end of February to April, both BANKHOTEL and Yaremche Club Hotel were 100% occupied. Some high-end hotels in other cities also experienced extremely high demand during this period.

As a result, in the first four months of 2022, some regions of Ukraine showed a significant increase in tourist tax. The largest increase compared to the same period in 2021 was recorded in Lviv region — 268%. Zakarpattia region and Kyiv ranked second and third, where the amount of tourist tax increased by 144% and 98%, respectively. Khmelnytsky region showed an increase of 65%, and Ivano-Frankivsk region contributed 48% more to the budget than in 2021 [13].

Since the beginning of the full-scale war, two categories of guests have dominated the structure of Ukrainian hotels. First of all, it was IDPs who either temporarily stayed in accommodation facilities and then returned home or found permanent housing in a new city, or traveled further abroad. There was also demand from companies and diplomatic missions that relocated their teams to safer areas. For example, in the city hotels of Ribas Hotels Group in Odesa, internally displaced persons accounted for about 70% of guests in the first months of the war, but now they are relatively few — 10%. In March 2022, Poltava's Premier Hotel Palazzo was almost 70%

occupied by refugees from Kharkiv. The second category of guests includes media representatives, diplomatic delegations, international volunteer organizations, etc. [14].

3. Guidelines for improving the safety of hotel and tourist service in the conditions of martial law. In the context of martial law, when planning and organizing tourism activities, it is necessary to find out the risks, security conditions, existing restrictions on visiting tourist locations in a particular area, the presence of warnings to travel according to the outlined tourist route, the specifics of the prohibition of staying on the streets and in other public places during a certain period of time due to curfews, the schedule of tourist facilities, special regulations, rules and restrictions on tourist activity, the availability of Tourism industry entities, as well as amateur tourists, need to formulate routes taking into account the location of bomb shelters. The State Emergency Service of Ukraine, military-civilian administrations, local authorities, police, and military coordinate the safety of tourist trips, excursions, visits to museums, places for rest and recreation under martial law.

The security of the hotel and tourism business under martial law is defined as a set of sufficient and necessary conditions for

- ensuring normal business activities related to the provision of hotel and tourism services, generating income, profit and its financial distribution, and realizing self-regulatory potential in the market
- proper reproduction and development of human capital of hotel and tourism business entities, remuneration, social responsibility;
- preservation of property, capital, integral property complexes, tangible and financial assets invested in the hotel and tourism infrastructure.

A hotel is a place of recreation and, as a result, a place of increased gathering of people. The hotel administration assumes the obligation not only to provide cozy accommodation and guarantees of good rest, but also to guarantee the safety of people living in hotels, their lives, health, property, etc. That is why the most careful control of hotel security is required.

Solving the problem of hotel security requires a systematic approach based on the analysis of the facility's operation, identification of the most vulnerable areas and particularly dangerous threats, drawing up all possible scenarios and developing adequate countermeasures.

Security organization in the hospitality industry is a system of managing the technological process of customer service, which is aimed at achieving the strategic goal of successful operation of hotel enterprises, namely: harmonizing the solution of economic (business) problems of enterprises and security problems (creating a safe environment for guests and employees). Under martial law, security includes not only protection against criminal attacks, but, to a greater extent, the organization of preventive measures to ensure protection against fire, explosion and other emergencies.

Organizational measures to ensure protection in a hotel include: specially developed systems for regulating the behavior of service personnel and security personnel, special training of security personnel, hotel service

technology, principles of organizing access and security of various categories of hotel rooms and office premises, regulation of actions of employees in emergency situations.

In wartime, it is a mandatory requirement for hotel complexes to have vaults. Each storage unit must be opened with two keys: a master key kept by the service staff and a personal key given to the client. The centralized storage of customer valuables is maintained by the reception staff.

Organizational measures include: specially developed systems for regulating the behavior of service personnel and security personnel; special training for security personnel; hotel service technology; principles for organizing access and security procedures for various categories of hotel rooms and office premises; regulation of employees' actions in emergency situations.

It should be noted that a major (perhaps the main) danger for a hotel is the possibility of fire, accidental or intentional arson, which also requires the development and implementation of adequate organizational and technical countermeasures and is one of the most important components of a comprehensive security system.

Hotel security personnel should constantly study the experience of hotel operations and the work of their security services, crime statistics, and have consultative interaction with specialists from state security services, fire safety, and law enforcement agencies.

Restricting and controlling access to the room is of paramount importance in ensuring the safety of the client during his/her stay at the hotel.

Entrance doors of all guest rooms should be equipped with door closers mounted from the inside, additional internal non-key locks, one-sided wide-angle peepholes mounted at a height of 1.5 m from the floor.

Fire exits on all floors should be equipped with door closers and locking devices that provide free exit and entry using mechanical keys or card keys.

For hidden transmission of the alarm signal, the alarm sirens shall be installed in the following places:

- reception desk;
- cash desk in the registration area;
- hotel cash desk;
- other premises where cash may be accumulated;
- management office.

The security alarm system should be equipped with audible and visual alarm devices (buzzer, siren, strobe lights) that should draw the attention of staff to the alarm.

A centralized video surveillance system should be provided. The system should provide the ability to monitor in real time and record what is happening for further study. In elevator lobbies and stairwells (on residential floors), video cameras should be placed in such a way that room doors are not in the field of view of the cameras. All video cameras should be recorded on a video recorder. The main surveillance monitors, switching equipment and recording devices should be installed in the security service or duty administrator's office.

A workplace for viewing and documenting video information should also be provided. In modern hotels with a large number of employees, it is advisable to equip a special service entrance, as well as provide an automated

access control and time tracking system at the service entrance of the staff. The system should restrict the passage of people who do not have access by means of a turnstile or door lock, record the passage of employees in real time, ensure the generation and printing of reports, including the amount of time worked by employees per day, month.

The main principle of hotel security systems is that security cannot be ensured at the expense of guest comfort. That is why hotel security systems are usually fundamentally different from traditional ones used in offices and enterprises.

An effective solution to the problem of hotel security requires a systematic approach based on the analysis of the facility's operation, identification of the most vulnerable areas and particularly dangerous threats, drawing up all possible scenarios of criminal actions and developing adequate countermeasures.

In order to operate a comprehensive hotel security system, security services must constantly improve their work, learn to respond quickly, and establish relationships with state law enforcement, fire safety, and law enforcement agencies. Employees of the hotel security service should constantly study the experience of operating hotel complexes and the work of their security services, crime statistics, and have consultative interaction with specialists from state security services, fire safety, and law enforcement agencies.

CONCLUSIONS

Anti-crisis situational management involves planning and implementing strategies to minimize the negative impact of a crisis on the hotel and tourism business. In the case of martial law, these strategies may include:

It is important for the hotel and tourism business to maintain open lines of communication with the authorities, including the military and police, to ensure the safety of guests and staff. The hotel and tourism business should have an emergency response plan in place in case of a crisis, such as a terrorist attack or natural disaster. This plan should include procedures for evacuation, communication, and ensuring the safety of guests and staff. All staff and guests should be educated on emergency procedures and what to do in the event of a crisis. This can include regular drills and training sessions.

Thus, despite the events that led to the temporary occupation of part of the territories as a result of Russia's war in Ukraine, the problems of restoring the socio-economic security of international tourism and hospitality services remain simultaneously important along with strengthening defense capabilities and sovereignty in the context of European integration. The conceptual provisions of this scientific work can be used in the development of theoretical and methodological provisions and in the practical field of crisis management of the socio-economic hotel and tourism business under martial law.

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