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TOURISM RISK AUDIT UNDER THE COVID-19 IMPACT

ABSTRACT

The aim of the article is to investigate main changing trends of tourism industry development in Ukraine under the impact of COVID crisis, to identify risks that tourism business faced during the crisis and proposed the main vectors of such risk management via the audit procedures implementation to minimize the negative impact on tourism business and country economy in general. The article investigates the main trends and performance of tourism industry development in Ukraine under the impact of COVID crisis. There were analyzed risks tourism business faced during the crisis and proposed the main vectors of such risk management via audit procedures implementation to minimize the impact on tourism business. Business strategy development of tourism under crisis impact requires balanced system of measures to overcome the crisis and become more strange by the help of quality business KPIs analysis and performing stable and permanent business goal updating by the help of audit risk management. There were proposed recommendation how to deal with the crisis business risk implementing audit risk assessment approach for domestic Ukrainian tourism business as well as tourism business in general. During the crisis companies should switch focus on domestic tourism, as foreign visitors stay away due to COVID-19; inbound arrivals decline by 44% to 7.5 million in 2020, while outbound departures decline by 48% to 10 million; recovery will be driven by domestic tourism in the shorter term; inbound arrivals to record a 16% volume CAGR over the forecast period, while outbound departures will record a 19% CAGR. To identify and manage crisis business crisis companies should focus on internal audit as instrument to minimization business losses. It should cover issues of identifying such risks, assessment it in order to estimate business result in case in nearest future company will faced crisis and give recommendation and procedures that should be focused on minimization tourism industry losses as a vital segment of country economy.

Keywords: audit, tourism, tourism management, risk, crisis, Ukraine

JEL Classification: D81, L83, M29

INTRODUCTION

Tourism in the minds of most people is associated with rest, new impressions, pleasure. He firmly entered the life of a person with his natural desire to discover and learn unknown lands, monuments of nature, history and culture, customs and traditions of different peoples. Today, tourism is being restructured, given the effects of the coronavirus pandemic in the world. The key trends in tourism are: focus on domestic tourism in 2020, as foreign visitors stay away thanks to COVID-19; incoming profits in 2020 will decrease by 44% – 7.5 million, while outgoing – by 48% – 10 million; the recovery will be due to domestic tourism in a shorter time; incoming arrivals to record 16% of the CAGR during the forecast period, while outgoing shipments will record 19% of the CAGR.

Ukraine is a tourist attractive country and has all opportunities for the development of domestic tourism as a priority sector of the economy growth. In the Strategy of tourism development, the tourism sector is defined as one of major industries affecting the overall state and trends of the world economy. Therefore, the possibility of accelerating economic growth countries due to the tourism industry is confirmed by world experience. This area is related «to the activities of more than 50 industries, its development helps to increase employment, diversification of the national economy, preservation and

development of cultural potential, preservation of ecologically safe natural environment, as well as increases the level of innovation of the national economy, contributes to the harmonization of relations between different countries and peoples. Ukraine is located in the center of Europe and has all the conditions for the proper development of the economy through tourism, but lags far behind the world's leading countries in terms of development the tourist infrastructure and quality tourist services» – stated in the Strategy development of tourism and resorts of Ukraine for the period up to 2026 [1]. Because of global crisis and pandemic COVID-19, the competition for the consumer of the tourist product is even greater tough, it encourages industry actors to reconsider approaches and tools for quality and filling of their tourist services, to find new effective forms and ways of interest tourist in an innovative, modern, competitive, one that meets the requirements of today's tourist service. Business strategy development of tourism under crisis impact requires balanced system of measures to overcome the crisis and become more strange by the help of quality business KPIs analysis and performing stable and permanent business goal updating by the help of audit risk management that serves an instrument to help managers apply an affective business decision under the existing crisis especially in business sector that directly suffers of the crisis due to the restrictions on movement in the city, country and all the world. Such audit risk management is aimed not only ensure adaptive business development in crisis, but to minimize of economy decrease of county as well.

LITERATURE REVIEW

The issue of analysis, identification of major trends, problems and prospects of further tourism industry development were discovered in a lot of publication of scientists and analysts: O. Adamchuk [2], V. Bilozubenko [3], M. Butko [4], N. Denisenko [5], O. Fastovets [6], O. Gonta [7], B. Klyk [8], V. Koshel [9], N. Kulak [10], M. Maslak [11], A. Mazaraki [12], O. Pidvalna [13], K. Tymoshenko [14], O. Voskresenska [15] and others. Many economist's management problems were studied at different times development of tourism and introduction of foreign experience in the development of the domestic tourism industry, the order of formation of management mechanisms development of tourism both on the state, and on local levels. O. Adamchuk [2] examines the phenomenon of tourism in the context of globalization processes. Analyzes tourism as a sociocultural phenomenon, shows the significance and the content of tourist practices in the conditions of globalization. O. Fastovets [6] devoted to a new trend in the tourist market of the world – solitary recreation in nature. Notes the actualization of digital tourism in the new reality for the development of domestic tourism. O. Voskresenska [15] examines SMART-tourism. The industry concept of SMART-tourism is considered as part of the overall concept of SMART. Important attention is paid to the definition and clarification of the categorical apparatus of SMART-tourism: SMART-travel company; SMART tourist; SMART process; SMART tourism. A comparison of domestic and foreign experience in the development of SMART-tourism.

Scientist A. Bondarenko [16] examines the state of international tourism during the COVID-19 pandemic. Reveals the relationship between the fall in world gross domestic product (GDP) and the negative state of the tourism business, which has developed since the beginning of 2020 after the pandemic started. V. Demko [17] examines rural areas as traditionally the priority «objects» of state regulation, which require additional attention in the forms of financial and budgetary, property, information and promotional and other support. To organize effective state regulation of rural development at the national level, an appropriate concept and strategy should be developed, at the regional level – a program of action, and at the local level – a system of measures to implement them with systematic feedback and active influence of civil society. N. Lytvyn [18] examines effective using of information from various sources in the field of tourism is an important and difficult task. Managers are often forced to make decisions based on partial, incomplete and inaccurate information. Considers knowledge management in a rapidly changing environment for the task of promoting a tourism product. Neural network technology allows for the effective formation of the «tourist profile» and use all the information in available databases. A. Krutiy [19] determined that the domestic sphere of tourism does not develop systematically, reactively uses international experience and inefficiently adapts it to national realities. I. Shchoholieva [20] examines event management can be an innovative tool to achieve company goals. The effectiveness of event management depends primarily on understanding the features that are inherent in events depending on their scale, status, goals, as well as the intentions of the organizers themselves. O. Tokarenko [21] consider the key innovative digital technologies and trends in the international tourism and hotel industry. Leaders of the world economy consider digitalization as a priority area of innovative development of production and economic systems at various levels and a tool to ensure competitive advantage in the long run. Scientists are also exploring the following aspects of tourism development in Ukraine: potential and opportunities for development of tourism [22]; efficiency of tourism activities in the regions [23]; efficiency of tourism operators' and tourism agents' activities in the market of tourist services [24]; the tourist infrastructure of local communities: current state and impact on local economic development [25]; rural «green» tourism as a driver of local economy development in the process of decentralization of power [26]. At the same time, the issue of the impact of COVID on the development of tourism in Ukraine needs special research.

MATERIALS AND METHODS

The purpose of the article is to investigate main changing trends of tourism industry development in Ukraine under the impact of COVID crisis, to identify risks that tourism business faced during the crisis and proposed the main vectors of such risk management via the audit procedures implementation to minimize the negative impact on tourism business and country economy in general. In the course of the research, the theoretical and methodological base consisted of general scientific and special methods of cognition based on the system approach to the consideration of economic processes. To solve these problems, the following methods were used: analysis and synthesis methods – to study the economic essence of tourism risk, as well as audit; systematic approach – to determine the methodological bases of formation of enterprise management system; general analysis methods and others. In addition, the complex of complementary methods of scientific research of economic processes and phenomena using statistical and analytical materials, as well as the results of their own researches were used.

RESULTS AND DISCUSSION

Tourism in the minds of most people is associated with rest, new impressions, pleasure. He firmly entered the life of a person with his natural desire to discover and learn unknown lands, monuments of nature, history and culture, customs and traditions of different peoples.

Tourism has been rising year by year as the economy has improved and the political situation has stabilized, with both inbound and outbound trips to countries such as Egypt and Turkey increasing. However, COVID-19 has halted recovery, and the number of entrances is expected to decrease by about a third in 2021 as a result of COVID-19. At the end of March, Ukraine closed its borders and resumed international flights on June 17. Foreign visitors were allowed after the border was closed to foreign visitors again after its next opening. Those arriving from the «red zone» countries must be quarantined for two weeks. Due to the limited number of foreign visitors in 2020, tour operators focused on domestic tourism during the summer months, and Kherson, Odesa, Ivano-Frankivsk and Lviv were popular with local visitors.

Ukrainians decided to rest at home through COVID-19. This has led to inflationary pressures on travel-related activities, as Ukrainians who would normally travel abroad have vacationed in Ukraine instead, and because this cohort is better off and has more disposable income, this has led to higher prices, for living. In addition, accommodation operators increased costs due to the social distancing measures they had to take to make housing safer, which further increased accommodation prices. The resumption of international travel will take longer, and this will depend on how quickly the world economy recovers.

Economic performance is a key driver of tourist demand, as barriers to entry are low for domestic tourism and higher for international travel. After COVID-19, the focus will be on domestic tourism to help recover, as borders take time and international travelers remain cautious. Once the health crisis subsides, it is the economic impact both in Ukraine and abroad that will determine how quickly recovery can take place, given that the demand for tourism depends on disposable income, especially at the level of middle and higher incomes. Compared to other European countries, Ukraine offers good value for money in terms of living and related costs, such as eating, and if the global economy recovers, Ukraine must be in a good position to benefit.

Recovery after COVID-19 is expected to take place in the medium term, due to millennia and Gen X travelers, where demand will be delayed. Digital travel brands are likely to benefit from the push of younger travelers who are used to participating in digital form. In addition, the main challenge is that travel and tourism are inherently extremely social experiences, when travelers interact with numerous tourism and indirect supply chain service providers. However, as travelers try to reduce social interaction at least in the short term, this will further accelerate existing trends such as digitization, automation, robotics and biometrics.

Analyzing the data in *Table 1* we see that despite long years increase, inbound arrivals in 2020 has decreased for all trip's types. That was caused by mowing limitation due to the COVID. All such trips types have suffered from crisis and a lot of them finished business activity.

Table 1. Inbound Arrivals: Number of Trips 2015–2020

| Trips | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------|---------|---------|---------|---------|---------|---------|
| Air | 1,160.2 | 1,303.4 | 1,504.8 | 1,749.9 | 1,828.9 | 1,088.4 |

(continued on next page)

Table 1. (continued)

| Trips | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-------------------|----------|----------|----------|----------|----------|---------|
| Land | 5,674.8 | 5,972.3 | 6,378.9 | 6,637.0 | 6,179.7 | 3,412.6 |
| Rail | 4,753.6 | 5,061.1 | 5,466.3 | 5,702.6 | 5,321.2 | 2,992.9 |
| Water | 11.3 | 13.0 | 13.8 | 14.6 | 12.7 | 7.3 |
| Business Arrivals | 38.4 | 30.9 | 83.5 | 54.2 | 51.2 | 28.7 |
| Leisure Arrivals | 11,561.5 | 12,318.9 | 13,280.3 | 14,049.9 | 13,291.3 | 7,472.4 |
| Inbound Arrivals | 11,599.9 | 12,349.8 | 13,363.8 | 14,104.1 | 13,342.5 | 7,503.2 |

Source: [27]

To clarify the date when business becomes to 2019 level (*Table 2*) only 2022 could be estimated like recovery level that helps business reach 2019 level and demonstrated growth. Sure, with the crisis finish and cancellation of all moving limitation we will see temporary trips boom that will show big growth of tourism development.

Table 2. Forecast Inbound Arrivals: Number of Trips 2021–2025

| Trips | 2021 | 2022 | 2023 | 2024 | 2025 | 2025 in % to 2021 |
|-------------------|----------|----------|----------|----------|----------|----------------------|
| Air | 1,694.0 | 2,095.2 | 2,378.5 | 2,511.4 | 2,629.2 | 155.2 |
| Land | 4,924.3 | 5,873.6 | 6,565.4 | 6,753.6 | 7,008.0 | 142.3 |
| Rail | 4,183.9 | 4,790.4 | 5,195.7 | 5,585.6 | 5,897.6 | 141.0 |
| Water | 10.8 | 12.8 | 14.2 | 14.9 | - | |
| Business Arrivals | 41.4 | 48.9 | 54.2 | 56.9 | 59.5 | 143.7 |
| Leisure Arrivals | 10,771.7 | 12,723.1 | 14,099.6 | 14,808.6 | 15,475.3 | 143.7 |
| Inbound Arrivals | 10,814.0 | 12,772.5 | 14,153.9 | 14,865.5 | 15,534.8 | 143.7 |

Source: [27]

The same picture we see in outbound departures (*Table 3 and 4*) — only 2022 could serve tourism business recovery year.

Table 3. Outbound Departures: Number of Trips 2015–2020

| Trips | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------|----------|----------|----------|----------|----------|----------|
| Air | 1,223.9 | 5,076.4 | 5,619.7 | 5,958.4 | 6,222.6 | 3,238.6 |
| Land | 9,113.6 | 8,455.8 | 9,421.3 | 9,918.4 | 10,583.5 | 5,538.0 |
| Rail | 4,956.2 | 2,425.7 | 2,556.2 | 2,607.3 | 2,621.6 | 1,318.9 |
| Water | 4.8 | 5.5 | 19.4 | 20.4 | 5.8 | 3.0 |
| Business | 3,978.9 | 6,016.6 | 6,729.5 | 7,179.7 | 7,621.8 | 4,025.2 |
| Leisure | 11,319.6 | 9,946.8 | 10,887.0 | 11,324.8 | 11,811.7 | 6,073.2 |
| Outbound Departures | 15,298.5 | 15,963.4 | 17,616.5 | 18,504.5 | 19,433.5 | 10,098.4 |

Source: [27]

For all trips types business decline in 2020 is up to two times business decrease – it is a fatal year for the business.

Table 4. Forecast Outbound Departures: Number of Trips 2021–2025

| Trips | 2021 | 2022 | 2023 | 2024 | 2025 | 2025 in % to 2021 |
|-------|---------|----------|----------|----------|----------|----------------------|
| Air | 5,113.6 | 6,579.6 | 7,158.0 | 7,523.4 | 7,925.1 | 155.0 |
| Land | 8,669.8 | 11,200.3 | 12,108.9 | 12,729.3 | 13,324.2 | 153.7 |

(continued on next page)

Table 4. (continued)

| Trips | 2021 | 2022 | 2023 | 2024 | 2025 | 2025 in % to 2021 |
|---------------------|-------------|-------------|-------------|-------------|-------------|--------------------------|
| Rail | 1,975.1 | 2,441.0 | 2,623.2 | 2,754.8 | 2,846.6 | 144.1 |
| Water | 4.7 | 36.5 | 6.6 | 6.9 | 7.2 | 153.2 |
| Business | 6,395.2 | 8,259.0 | 9,063.0 | 9,551.0 | 10,048.6 | 157.1 |
| Leisure | 9,368.2 | 11,998.5 | 12,833.7 | 13,463.5 | 14,054.5 | 150.0 |
| Outbound Departures | 15,763.3 | 20,257.5 | 21,896.7 | 23,014.5 | 24,103.1 | 152.9 |

Source: [27]

For such economy situation business should be ready and prepared by internal management procedures – just to live not for even growth in such a difficult year.

Values business recovery also is predicted to 2022 year (Table 5, 6). Each of trips type will recover in two times versus 2020 year. These 3 years are very difficult for tourism business – for existing companies and especially for newcomers, which are not willing to overcome such unexpected business risks and have no enough money for creating system of effective risk management.

Table 5. Forecast Inbound Receipts: Value 2020–2025, mln UAH

| Trips | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Business | 451.9 | 646.4 | 746.9 | 821.7 | 856.1 | 887.4 |
| Leisure | 37,372.2 | 53,768.9 | 62,478.7 | 69,124.5 | 72,414.9 | 75,463.9 |
| Lodging | 2,950.6 | 5,308.8 | 6,367.6 | 6,693.0 | 6,852.5 | 6,893.7 |
| Activities | 3,020.0 | 4,144.6 | 4,673.7 | 5,091.9 | 5,267.0 | 5,452.4 |
| Food | 11,905.8 | 16,661.8 | 19,206.6 | 21,227.8 | 22,243.5 | 23,032.2 |
| Shopping | 7,028.6 | 9,952.6 | 11,533.9 | 12,884.7 | 13,549.4 | 14,280.5 |
| Travel in Destination | 6,776.7 | 9,660.9 | 11,452.3 | 12,994.6 | 13,874.4 | 14,801.4 |
| Other Inbound Receipts | 6,142.3 | 8,686.6 | 9,991.4 | 11,054.3 | 11,484.2 | 11,891.2 |
| Inbound Receipts | 37,824.1 | 54,415.3 | 63,225.6 | 69,946.2 | 73,271.0 | 76,351.4 |

Source: [27]

Table 6. Forecast Outbound Expenditure: Value 2020–2025, mln UAH

| Trips | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Business | 73,272.5 | 111,856.4 | 142,660.0 | 153,535.1 | 160,209.8 | 166,491.5 |
| Leisure | 64,037.5 | 95,812.9 | 122,705.5 | 133,547.0 | 141,535.6 | 149,444.9 |
| Lodging | 35,686.9 | 54,430.1 | 70,189.2 | 76,421.3 | 80,505.7 | 85,460.8 |
| Activities | 11,973.4 | 18,025.7 | 22,370.3 | 23,598.2 | 24,712.9 | 25,622.4 |
| Food | 36,332.2 | 54,803.9 | 69,817.7 | 75,232.7 | 79,027.1 | 81,922.3 |
| Shopping | 26,473.4 | 40,599.4 | 52,542.4 | 57,847.1 | 60,922.4 | 64,451.0 |
| Travel in Destination | 19,017.4 | 28,305.3 | 36,010.1 | 38,583.8 | 40,373.5 | 41,861.6 |
| Other Outbound | 7,826.7 | 11,504.9 | 14,435.9 | 15,399.1 | 16,203.7 | 16,618.3 |
| Outbound Expenditure | 137,310.0 | 207,669.3 | 265,365.5 | 287,082.2 | 301,745.4 | 315,936.4 |

Source: [27]

To be prepared and ready to minimize losses of crisis risks, companies should organize a system of identification, assessment and minimization business risk issue is referred to crisis risks management that have the largest impact and resulted in business with the value of the existing business. Such system could be organized within the scope of work of company internal audit — as an instrument to overcome crisis business risks in tourism.

The risk management system of a tourist enterprise has its own specifics and is aimed at developing certain actions to minimize the impact of risks, their detection and control. Risk management of tourism is a process of preparation and implementation of measures to reduce the negative impact on economic processes of random factors and unforeseen circumstances. Effective risk management is not possible without their assessment.

Risk assessment is the process of systematically studying and summarizing professional opinions about the likelihood of adverse conditions or events. Therefore, it is necessary to use a 5-point risk assessment system for tourism activities, in which the classification by the amount of losses will be as follows (Table 7).

Table 7. Classification of risks by the amount of losses from planned profits

| Types of risk | Points (B) | % of the planned profit |
|---------------|------------|-------------------------|
| Minimum | 1 | $0 < L \leq 20$ |
| Low | 2 | $20 < L \leq 40$ |
| Average | 3 | $40 < L \leq 60$ |
| High | 4 | $60 < L \leq 80$ |
| Very high | 5 | $80 < L \leq 100$ |

The presented distribution of risks is conditional, the intervals on the scale depend on the applied assessment methodology. Characteristics such as materiality, probability, price of risk are determined within the methodology of the internal control system. In general, the identification and assessment of risk is the basis for management decisions, which are reduced to optimization, i.e. to bring the risk-return ratio to acceptable from the point of view of the enterprise values. Indicators of probability and amount of risk are the basis for the creation of reserves. The main way to protect against risks is to create a backup system not only to counteract negative external factors, but also to compensate for their likely negative consequences. This approach makes it possible to adjust the profit taking into account possible losses from the consequences of risks.

The results of the analyzing of 52 enterprises are shown in Figure 1. With a low probability of problems and a small deviation, the risk assessment will also be low. If the probability of problems is high and the magnitude of the deviation is medium, the risk assessment will be high.

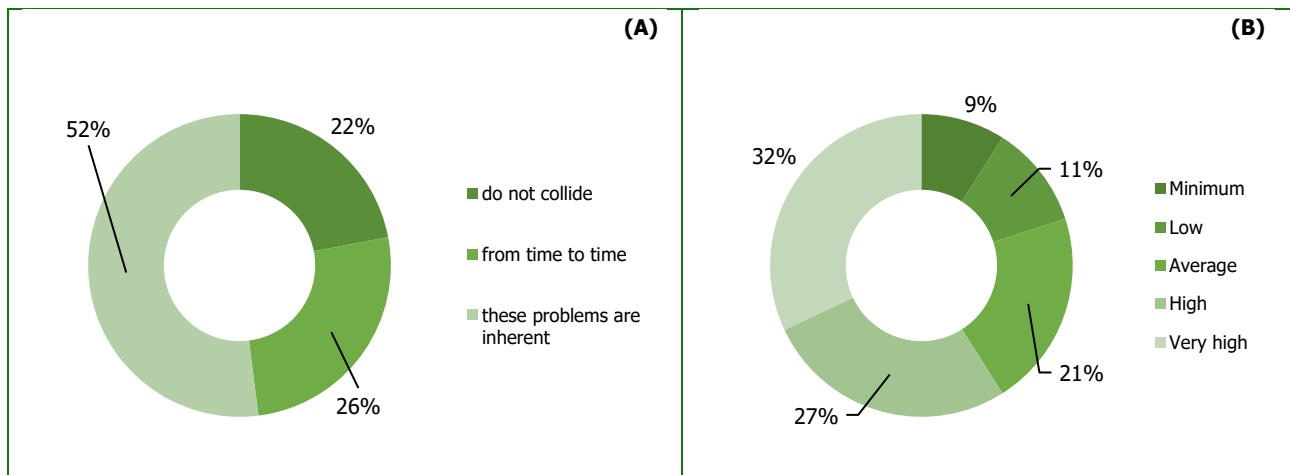


Figure 1. The results of the survey of enterprises on the risks by the amount of losses from planned profits. *The need to conduct tourism risk audit under the COVID-19 impact (A) and expert assessment of risks by the amount of losses from planned profits (B)*

The study of the practice of enterprises allowed to determine the limit of audit risk of 5%, which means that this is the level of errors that may be made by the auditor and which will not affect management decisions of users of the results of tourism risk audits under the influence of COVID-19. The study showed that the human factor has the greatest impact (66%), errors are related to the automation of processes in the enterprise (52%) and changes in legislation (31%). The research of enterprises showed that the most errors were found in the preparation of documentation in the absence of mandatory details (59%).

In the framework of financial accounting of costs, the auditor establishes the compliance of the grouping of costs of the

tour operator with the requirements of the law. If the tour operator has organized management accounting, the auditor must conduct a separate inspection of the unit – accounting-analytical system – management accounting. Audit of management accounting takes place in several stages: legal and economic assessment of the structure of management accounting, the study of internal documents governing the activities and functions of management accounting, job descriptions of employees of management accounting. The auditor should check the order in which the expenses are reflected in the accounting accounts. The final stage of checking the cost accounting of the tour operator is to develop recommendations for improving this area of the accounting and analytical system. It is advisable to develop an alternative internal document – Regulations on the composition of costs included in the cost of tourist products (services), and the formation of financial results. Next, the composition and methods of accounting for the costs of the tour operator are checked. In the course of the audit, it is necessary to group the costs in the auditor's working document into three items: operating expenses, non-operating expenses and extraordinary expenses. The auditor carefully checks the validity and accounting procedures for the development of a new tourism product. In the process of audit, a legal analysis of the documentation, which is drawn up during the development and promotion of the tourist product. It is also necessary to check the correctness of the allocation of costs for the development of a new tourism product to the accounts of contractors. The auditor should pay attention to travel expenses.

The auditor must carefully check the compliance of all costs and revenues of the tour operator with regulations, analyze the correctness of the contracts between the tour operator and the travel agent. The auditor verifies the correctness of the organization's income to income from ordinary activities, operating income, non-operating income. In addition, there is an extraordinary income. The audit of the organization of income accounting should be conducted in two directions: verification of synthetic and analytical accounting data. As a result of checking the correctness of the formation of accounting data on the income of the organization, the auditor receives information about the amount of profit. Since there are five types of profit in accounting, it is necessary to check the reliability of gross profit, profit from sales, profit before tax, taxable profit and net income. Particular attention should be paid to the distribution of net profit of the organization.

The main economic document that contains information about the results of the inspection of a commercial organization, including tourism, is the audit report. During the audit, all the actions of auditors are aimed at achieving the main purpose of the audit – the formation of an objective opinion on the reliability of the financial statements of the economic entity. This opinion is the content of the audit opinion. The conclusion must be accompanied by the financial statements of the economic entity that was audited.

CONCLUSION

Because of global crisis and pandemic COVID-19, the competition for the consumer of the tourist product is even greater tough, it encourages industry actors to reconsider approaches and tools for quality and filling of their tourist services, to find new effective forms and ways of interest tourist in an innovative, modern, competitive, one that meets the requirements of today's tourist service. Business strategy development of tourism under crisis impact requires balanced system of measures to overcome the crisis and become more strange by the help of quality business KPIs analysis and performing stable and permanent business goal updating by the help of audit risk management that serves an instrument to help managers apply an affective business decision under the existing crisis especially in business sector that directly suffers of the crisis due to the restrictions on movement in the city, country and all the world. Such audit risk management is aimed not only ensure adaptive business development in crisis, but to minimize of economy decrease of county as well.

Provided research allows to summarize main aspects of tourism segment development under the crisis impact. The main are: during the crisis companies should switch focus on domestic tourism, as foreign visitors stay away due to COVID-19; inbound arrivals decline by 44% to 7.5 million in 2020, while outbound departures decline by 48% to 10 million; recovery will be driven by domestic tourism in the shorter term; inbound arrivals to record a 16% volume CAGR over the forecast period, while outbound departures will record a 19% CAGR. To identify and manage crisis business crisis companies should focus on internal audit as instrument to minimization business losses. It should cover issues of identifying such risks, assessment it in order to estimate business result in case in nearest future company will faced crisis and give recommendation and procedures that should be focused on minimization tourism industry losses as a vital segment of country economy.

Prospects for further research are the development of measures for the development of rural «green» tourism as the main driver of the recovery of the tourism business during and after COVID-19 that will contribute to the long-term sustainable development of countries around the world.

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АУДИТ ТУРИСТИЧНИХ РИЗИКІВ В УМОВАХ COVID-19

Мета статті – дослідити основні змінювані тенденції розвитку туристичної галузі в Україні під впливом кризи, спричиненої COVID, визначити ризики, з якими зіштовхнувся туристичний бізнес під час кризи, та запропонувати основні вектори управління таким ризиком шляхом упровадження аудиторських процедур для мінімізації негативного впливу на туристичний бізнес й економіку країни в цілому. Досліджено основні тенденції та результати розвитку

туристичної галузі в Україні під впливом кризи, спричиненої COVID. Проаналізовано ризики, з якими стикався туристичний бізнес під час кризи, і запропоновано основні вектори управління таким ризиком шляхом упровадження аудиторських процедур для мінімізації впливу на туристичний бізнес. Розвиток бізнес-стратегії туризму в умовах кризи вимагає збалансованої системи заходів, щоб подолати кризу і стати більш стійким за допомогою якісного аналізу KPI бізнесу та стабільного і постійного оновлення бізнес-цілей за допомогою управління ризиками аудиту. Запропоновано рекомендації щодо подолання кризового бізнес-ризиків, запровадивши підхід до оцінки аудиторських ризиків як для внутрішнього українського туристичного бізнесу, так і для туристичного бізнесу загалом. Під час кризи компаніям варто переключитися на внутрішній туризм, оскільки іноземні відвідувачі переважно не подорожують через COVID-19; 2020 року кількість в'їздів скоротиться на 44 % — до 7,5 млн, а кількість вихідних туристів — знизиться на 48 %, до 10 млн; у короткостроковій перспективі відновлення буде відбуватися за рахунок внутрішнього туризму; для прибуваючих туристів буде зафіксовано середньорічний темп росту на 16 % за прогнозований період, тоді як для туристів, які виїжджають, буде зафіксовано 19 % середньорічного темпу росту. Для виявлення і подолання бізнес-криз компанії повинні зосередитися на внутрішньому аудиті як інструменті мінімізації втрат бізнесу. Він має охопити питання виявлення таких ризиків, оцінювання їх з метою оцінки бізнес-результат в разі, якщо найближчим часом компанія зіштовхнеться з кризою, а також надати рекомендації та процедури, які мають бути зосереджені на мінімізації втрат туристичної галузі як життєво важливого сегмента економіки країни.

Ключові слова: аудит, туризм, туристичний менеджмент, ризик, криза, Україна

JEL Класифікація: D81, L83, M29