

Shevchenko H. M., Doctor of Economic Sciences
Petrushenko M. M., Doctor of Economic Sciences
Institute of Market Problems and Economic-Ecological Research
of the National Academy of Sciences of Ukraine
Odesa, Ukraine

DOI: <https://doi.org/10.30525/978-9934-26-064-3-33>

**THE RELEVANCE OF CHANGE MANAGEMENT
IN THE FIELD OF WELLNESS AND RECREATION
DURING THE COVID-19 PANDEMIC**

The importance of the paper topic is determined by the need to create an organizational environment and economic instruments for making and implementing managerial decisions to ensure social and environmental security, as well as stabilizing the changing factors of population wellness associated with the situation of COVID-19 pandemic [1]. The role of wellness and recreation, which includes the restoration of strength and health of people, the organization of recreation with involvement of recreational infrastructure [2; 3], encourages the search for new management approaches and organizations that can provide an appropriate and timely response to the crisis caused by COVID-19.

The beginning of the institutional basis formation for the implementation of wellness recreation policy in Ukraine was founded with the document “Roadmap for a Competitive Development of Ukrainian Travel and Tourism Industry” and its update in the form of a special report “COVID-19 Pandemic and its Effects on the Ukrainian Tourism Sector”, prepared with the EBRD support under the European Union’s EU4Business initiative [4]. At the same time, theoretical-methodological and scientific-applied approaches to the formation of organizational-economic mechanism for managing change in the field of wellness recreation in the context of the COVID-19 pandemic remain undeveloped.

Methodological substantiation and organizational-economic mechanism development of change management in the field of health

recreation are necessary, within the COVID-19 impact on the behavior of parties interested in the production and consumption of wellness and recreational services. For this it is necessary to solve the following tasks associated with the aftermath of the COVID-19 pandemic:

- formation of conceptual foundations for the use of opportunities for accelerated development of wellness recreation on the basis of situational and crisis management approaches combination at the microeconomic level;

- generalization and improvement of principles, functions and methods of change management at the level of organizations in the field of wellness and recreation, operating in the underdeveloped market of tourist and recreational services;

- substantiation of axiological and behavioral factors of management in the field of wellness recreation, taking into account the peculiarities of the change management concept, adapted to the destabilizing conditions of socio-economic activity;

- reflection of the organizational-economic components for managing changes in the model of market and state regulation in the field of wellness and recreation;

- substantiation from the point of view of the motivational tools for managing changes in the field of wellness and recreation;

- formation of a theoretic-methodological approach to the prognostic assessment of the consequences of the COVID-19 pandemic in the field of wellness recreation, taking into account socio-ecological, medical-biological and medical-economic factors of recreants health assessment;

- development of the methodological approach to assessing the quality of wellness and recreational services;

- development of the methodological approach to change management in the field of wellness and recreation on the basis of project management.

Accordingly, the main expected results of the work include:

- the concept of using the opportunities for accelerated the wellness and recreation development based on a combination of

situational and anti-crisis management approaches at the microeconomic level;

- the classification of principles, functions and methods of change management at the level of organizations in the field of wellness and recreation, operating in an underdeveloped market of tourist and recreational services, complicated by the effects of the pandemic COVID-19;

- recommendations for reorientation of value and behavioral factors in the field of wellness and recreation, taking into account the peculiarities of the concept of change management, adapted to the destabilizing conditions of socio-economic activity;

- two-level model of organizational-economic mechanism for managing change in the field of wellness and recreation in the pandemic COVID-19: the reflection in structure, policy and indicators of the recreational organizations of the changed behavior of its employees, and taking into account the component of international cooperation in state, market and public regulation the consequences of the pandemic;

- the motivational tools for managing changes in the field of wellness and recreation caused by the consequences of the COVID-19 pandemic;

- the proposals to take into account organizational changes related to the consequences of the COVID-19 pandemic in the design of wellness and recreational activities.

The expected results of the research are focused on the use of the Committee of the Verkhovna Rada of Ukraine on Family, Youth Policy, Sports and Tourism and the Committee of the VRU on Health in substantiation and legislative support of the policy for wellness and recreation, and in scientific- applied organizational and economic activities, in particular on the balanced development of wellness, recreation and tourism at different levels (in the activities of economic development departments at the level of regional state administrations, at the municipal level, namely the departments of culture and tourism of city councils in the implementation of the action plan for the formation and promotion of recreational-tourist potential of cities),

and for the inter-level interaction and formation of decision-making mechanisms for sustainable and safe development of recreational areas.

References:

1. UNDP (2020) COVID-19 and the SDGs. How the “roadmap for humanity” could be changed by a pandemic. Available at: <https://feature.undp.org/covid-19-and-the-sdgs>
2. Petrushenko M., Shevchenko H., Burkynskyi B., Khumarova N. (2019) A game-theoretical model for investment in inclusive recreation and wellness in Ukraine: the regional context, *Investment Management and Financial Innovations*, no. 16(4), pp. 382–394. DOI: [http://dx.doi.org/10.21511/imfi.16\(4\).2019.32](http://dx.doi.org/10.21511/imfi.16(4).2019.32)
3. Shevchenko H., Petrushenko M., Burkynskyi B., Khumarova N., Opanasiuk Y. (2020) Management of wellness and recreation in urban agglomerations, *Problems and Perspectives in Management*, no. 18(1), pp. 231–241. DOI: [http://dx.doi.org/10.21511/ppm.18\(1\).2020.20](http://dx.doi.org/10.21511/ppm.18(1).2020.20)
4. EBRD (2020) COVID-19 pandemic and its consequences in the field of tourism in Ukraine: The update to the document “Roadmap for competitive development of tourism in Ukraine”. Available at: <http://www.ntoukraine.org/assets/files/EBRD-COVID19-Report-UKR.pdf>