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Research paper

The Tourism Resources Management Process Administration in Territorial Communities under Crisis Conditions

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Abstract

The article explores the process of tourist resources management at the level of local communities. It is determined that at the present stage, in the conditions of decentralization of the rights and powers of the authorities, these are the territorial communities that will manage resources. Since tourism is an industry that has a high competition level, it is necessary to constantly adapt the management system to the realities. The authors proposed the creation of a virtual tourist cluster, which will ensure effective administration of tourist resources at the community level. The main participants of the virtual tourist cluster and the organizational economic interaction mechanism are determined.

Keywords: *tourism, community, virtual tourist cluster, branch, administration*

1. Introduction

The current dynamics of tourism development and economic achievements from tourism make it an important sector of the world economy in terms of the dynamics of economic processes, improving the social component, preserving the environment and restoring cultural heritage. Existing national tourism resources allow us to consider Ukraine as an important tourist destination in Europe and to state its strong competitive potential [3, 8]. However, the statistical data of UNWTO are striking in the discrepancy between economic incomes from tourism activities and the volume of the attracted tourist flow [2]. A significant number of the national tourism industry problems is caused not only by the global financial crisis and internal political and economic problems, but also by such factors as inefficient use of all types of tourist resources and the integrated development imperfection of the tourist infrastructure. Therefore, the economic crisis affects the middle class, because it was always the main layer of actively traveling. And traveling is far from being the first necessity and need of a person, which means that it is not so difficult to refuse it.

2. Main body

Therefore, it became necessary to investigate the methodology of management of tourism enterprises in crisis conditions characterized by unpredictability and volatility and tourist resources at the community level in order to transform depressed areas into investment attractive. Since people will not completely refuse to travel, but they only reduce the cost and travel duration.
This clearly demonstrates the volume of tourist flows (Table 1).

Table 1: Tourist flows through 2015-2017 [15]

	Years			Deviation (+/-) to 2017	
	2015	2016	2017	2015	2016
Number of citizens of Ukraine who traveled abroad - total	23141646	24668233	26437413	3295767	1769180
Number of foreign citizens who visited Ukraine - total	12428286	13333096	14229642	1801356	896546
The number of tourists served by the subjects of the tourist activity of Ukraine - total	2019576	2549606	2806426	786850	256820
Including:					
Foreign tourists	15159	35071	39605	24446	4534
Tourists-citizens of Ukraine who traveled abroad	1647390	2060974	2289854	642464	228880
Domestic tourists	357027	453561	476967	119940	23406

Analyzing the above table, it can be concluded that the number of Ukrainian citizens who traveled abroad increases. So, in 2015 - 23.141.646 million citizens, and in 2017 - 26.437.413 million

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citizens. These circumstances have negative economic consequences for the country's economy, namely, the export of foreign currency funds abroad. During the period 2015-2017. the tendency to increase the number of incoming tourists from 12,428,286 in 2015 to 14,229,642 in 2017 is tracked. According to forecasts in 2018, this amount will grow by 9.8% and is equal to 15,624,146 tourists [11]. Thus, in Ukraine there is a tendency to increase in outbound tourism, which is negative for the economy and necessitates the development and implementation of anti-crisis measures at the regional level and the effective administration system formation (Fig. 1), where anti-crisis management will play a strategic role. This will allow to develop preventive measures and prevent the deployment and aggravation of crises.

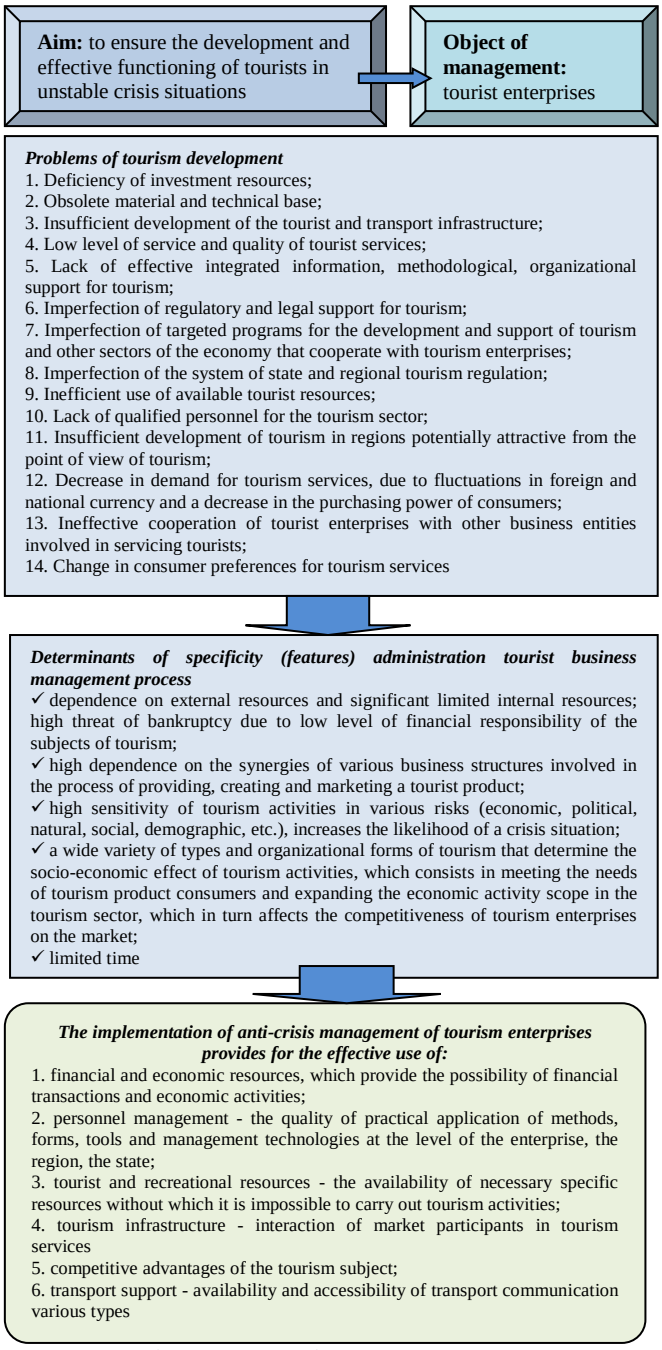


Fig.1: Features of administration of the management process at tourism enterprises (authors' own development) [1, 5, 20]

One of the important factors that actualizes crisis management is the pronounced seasonality in the tourism industry. The main reason for this is the unreadiness of most tourist sites at a decent level to accept the tourist flow in the off-season (unlike the foreign tourist infrastructure), which significantly reduces the realization of the tourist potential of Ukraine, according to this the potential of national recreational resources is not used at full capacity [2].

The following factors significantly reduce the the tourism industry competitiveness:

low level of awareness of the tourism role and importance for the economy of the region and society;

the lack of a strategy for the tourism industry development at the community level and the information lack on the real state of tourism resources in certain regions;

low level of interaction between participants in the tourism market;

most of the cultural and historical heritage objects are in terrible condition;

low quality of transport coverage of modern roads and lack of information centers;

lack of ready-made regional tourism products, which can be branded and positioned on the national and international market;

lack of effective advertising policy and limited information about the tourist product of the Poltava region in interregional, state and international markets;

imperfection of the information and communication exchange mechanism between the subjects of the tourism entrepreneurial sphere and the external environment by the Internet network means;

low level of development of virtual tourist enterprises and centers;

poor quality of hospitality workers, etc. [4, 7].

This all leads to the need to search for modern forms of administration that will not only solve vital problems at the community level, but also sustainable development. This can be achieved through the use of innovative information technologies in the process of forming a management system. It is in the 21st century that information and innovative technologies contribute to the development of the tourism sector as they increase the tourism availability. These include global computer backup systems, integrated communication networks, multimedia systems, smart cards, management information systems and the like [6].

Therefore, the authors suggest creating a virtual tourist cluster at the level of a territorial community or joint territorial communities.

The formation of a competitive virtual association of tourist enterprises will ensure the formation and promotion of the destination brand as a unit of association. Accordingly, the territory of the Poltava region, we consider as a tourist destination, attractive for tourists, which thanks to the unique tourist resources and the available infrastructure offers a ready-made tourist product.

The creation in the Poltava region of a virtual association of tourism enterprises provides for:

organization of joint activities of tourism enterprises, state regional authorities, educational institutions and other economic entities for close cooperation, the purpose of which will be active promotion of sustainable tourism development in the region;

favorable conditions for the interest of tourists in the consumption of tourist products creation;

investment climate improvement;

organization of joint events and projects of effective use of tourist and recreational resources;

effective promotion of the regional tourist product;

effective advertising, marketing, image policy realization and providing information and analytical components of tourism enterprises.

So, the proposed virtual association envisages not only the establishment of communication links and joint cooperation, but the interconnection of business processes aimed at organizing the formation of Poltava region competitive tourist product, the provision of tourist services by tourist enterprises.

Taking into account the strengthening of the development and influence of international integration processes in the world, the growth of the social and economic life informatization of the society, the necessary information inadequacy about the tourism op-

portunities of regions and the statistical data necessary for analyzing the economic activities of tourism subjects and the trends in the tourism market development, tourism information space is not fully presented.

The experience of the EU countries shows that the virtual association as a modern form of business organization in the field of rural (green) tourism should take into account the processes of automation and society informatization, which combines the following three factors: the formation of unification policy by creating favorable opportunities for the tourism business development in depressed rural areas and support for developed areas at the regional and national levels; activation of the use of modern progressive-innovative technologies due to introduction of modern IT technologies into practice; public-private partnership effective development in the field of tourism, which will stimulate close cooperation between public authorities and the private sector, which will effectively use the resources and reserves of the region, thus ensuring each tourist enterprise internal development [6, 12].

Taking into account the tendency of formation of the knowledge economy, the main efforts should be aimed at increasing the business activity of tourist enterprises, and one of the development directions is the allocation of potential tourist and recreational zones of the region as a tourist destination and support for the formation and functioning of virtual associations of tourist enterprises, providing for the possibility of adaptation of virtual technologies to tourism business taking into account industry specific features.

Based on the positive world experience, we note that the high rates of tourism development as a sphere of the economy bring us to the growth of tourism income and opportunities to improve the socio-economic status of individual territories, and strengthen the process of globalization at different levels of government. In particular, at the level of the state, the coordination function role is intensified, since global cooperation and the virtual network constantly contribute to the renewal of products, processes, markets, stimulate the processes of capital redistribution, form transnational networks of business ties that allow attracting highly qualified specialists from different countries, commercialization, production, marketing, etc., resulting in the emergence and distribution of virtual organizations.

We agree with the opinion of A. V. Kataev [18] that a virtual organization is a network of business cooperation embracing the main business of this organization, its external environment (suppliers, consumers, etc.) whose functioning is coordinated and combined with the help of modern information technologies and telecommunications, together with the least developed principles of organization, largely ensured the formation of virtual organizations. Virtual collective groups of people are necessary to create a certain value to meet specific needs. At the same time, there is no physical collective as an organization, but only a combination of special abilities occurs in the system. That is why it becomes capable of creating the necessary value. The virtual organization concept offers fundamentally new opportunities for business and is widely used in the 21st century [14, 18].

Therefore, it is advisable to intensify the introduction of information technologies and modern Internet capabilities by introducing new forms of organizing information and analytical support for the management of tourist enterprises on the basis of the Virtual Association of Tourist Enterprises electronic resource, namely: virtual tourist information centers, virtual libraries, virtual business incubators, virtual tourist information etc., which will allow the development of an international (inbound) and domestic tour in Ukraine both in general and in the Poltava region in particular.

The tourism industry information component in the Poltava region will be able to accumulate a multidimensional information database about the tourist features of the region, its tourist and recreational resources and visit sites, cultural and historical features, information on the level of development and analytical data on tourism activities based on the proposed virtual tourism enterprises.

Specialization of the Virtual Association of Tourist Enterprises should be directed not only to a certain type of tourism, but also to the integrated tourism product of the Poltava region and to provide for stimulating the development of rural (green), historical, cultural, (educational), religious, sports, ethnic, hunting, event (festival) tourism. Especially we propose to focus on the development of rural (green) tourism in the Poltava region, which, in our opinion, has significant advantages in the field of organizing tourism activities.

From the organizational and managerial point of view, the establishment of a voluntary tourist association of tourist enterprises in the Poltava region in a virtual way is, first, economically profitable, since it will help to save financial costs and use resources, exchange experience, which will significantly improve the implementation of anti-crisis management of tourism enterprises in the conditions the global financial crisis; secondly, it will help to increase the adaptability, flexibility and dynamism of business processes between the participants in a virtual association of tourism enterprises, and to optimize the process of ensuring the of tourism industry development in the Poltava region.

Consequently, the proposed virtual voluntary tourism association is an innovative – a new form of organization of joint activity of enterprises in the tourism field, which allows them to ensure their high competitiveness, reduce costs and improve the economic activity efficiency and ensure the development of the region. Taking into account current conditions, it is necessary to actively involve all interested participants and potential partners in the process of creation and organization of the voluntary tourism association activity in the Poltava region.

It is advisable to form the following members of the virtual tourist voluntary association of the Poltava region (Figure 3.3):

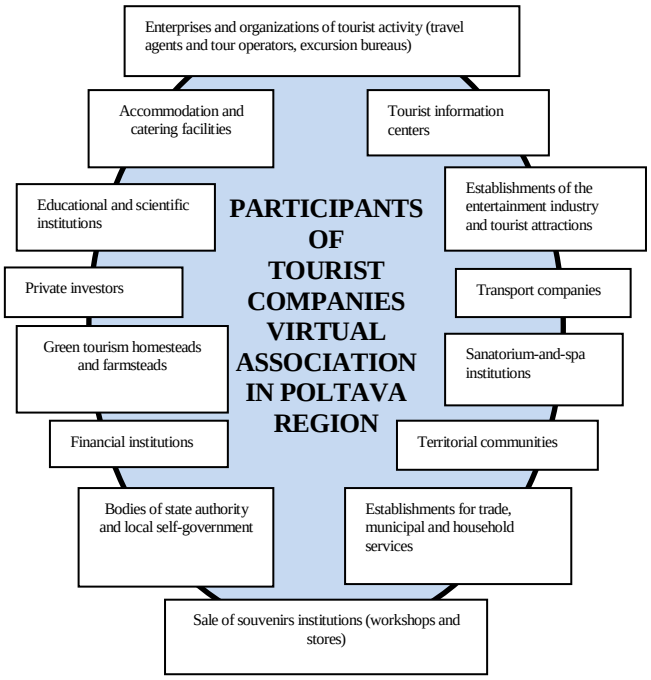


Fig. 2 : Virtual association of tourist enterprises of the Poltava region (developed by the authors)

Members of this association can enter both on an ongoing basis, and work on an associated basis or temporarily to achieve their goals. In the process of the association's functioning, similar and interconnected enterprises and organizations complement each other and cooperate with the goal of creating mutual trust relations, exchange of ideas and information, coordination of actions. It is the high degree of trust that makes it possible to reduce the cost of transactions between partners. Even if the travel companies did not work together before, but had information about each other

and maintained informal connections within the region, all this creates a basis for trust.
Enterprises - members of the association get the opportunity for:
permanent representation of their interests in the face of the authorities;
access to human capital;
disseminate information on tourism brands, travel products in the region through conferences, events and cluster support;
maximum use of information and communication technologies (advertising on the Internet, electronic trade in tourist services);
form a local industry labor market, which makes the exchange of workers, their internships, advanced training;
to reduce the cost of services through the joint use of tourism resources and tourism infrastructure, the expansion of the range of suppliers and consumers of tourism services, that compete with each other, development of cooperation, contractual specialization;
to attract financial resources on a different basis (grant organizations, financial institutions, etc.) [17].
The intensive growth of the volumes and expansion of the boundaries of international tourism, the dynamic development of the world tourism industry, its emergence as the leading industry in the world economy led to the creation of international tourist organizations to streamline and regulate the tourism activities of different countries. Since the 20's of the XX century. a whole system (over 200) of different levels and competencies has been established (over 200) of world, continental and regional tourist organizations (assemblies, unions, associations, agencies, federations, confederations, associations, commissions, committees, foundations, councils, centers, bureaus, institutes) designed to regulate tourism and travel.
This led to a new understanding of the regional development essence as the consequences of using the internal potential of the regions. The essence of this process consists in shifting the emphasis from direct state regulation of regional development to stimulating the autonomous mechanism formation in the regions and in encouraging private entrepreneurship. Regional policy is currently designed to promote the independence and self-development of economic entities in the region, the choice of the optimal allocation of resources in the region and increase its competitiveness [4, 19].
So, it should be noted that the formation of a single information platform for tourism in the Poltava region will allow:
1) increase the efficiency of promotion of tourist services and products in Poltava region;
2) increase the level of tourists' awareness of tourist and recreational resources and leisure activities not only for tourists, but also for the inhabitants of the region;
3) expand the base of practices in training tourism specialists at educational institutions and to form not only theoretical knowledge but also practical skills and develop students' positive attitude towards entrepreneurship;
4) reduce advertising costs by owners of green estates;
5) increase revenues to budgets by increasing the profitability of tourism activities;
6) increase the tourist provision volume and related services, incomes of enterprises and organizations that are members of the virtual association;
7) create additional jobs;
8) contribute to the development, improvement and use of the region infrastructure (tourism, finance, transport, information)
9) increase the social and economic potential and living standards of the population;
10) improve the investment climate in the region and attract additional investment resources to the tourism industry;
11) to create an accessible, dynamic, reliable information database about the peculiarities of the tourist industry in the Poltava region;
12) intensify the advertising activities and focus on the competitive advantages of the tourist product of the Poltava region, which will improve the tourist image of the region at the national and international level;
13) raise the level and professional development, intellectual and scientific potential of tourism professionals.
In the authors' opinion, the creation of a voluntary virtual tourism association will improve the quality of organizational, coordination, information, communication, reference, innovative scientific, practical and educational functions, ensure the development of the tourism industry in Poltava region by promoting tourism products and informing about the tourism opportunities of the Poltava region [5, 16].
The choice of such a form as a voluntary tourist virtual association is due to the fact that, as world practice shows, it will help to reduce the "information gaps" between the tourism services market and modern realities. At the same time, the model development for the formation and operation of a virtual association of tourism enterprises should be based on the use of a multidimensional approach with the aim of creating a favorable business environment for tourism entities, providing for:
training of owners and other private persons on the basics of organizing and conducting activities in the field of rural (green) tourism;
support by higher education institutions, namely qualified personnel and modern scientific ideas and developments;
support of large tourist enterprises (leading tourism operators operating on the domestic market of tourist services);
support of public authorities.

3. Conclusions

The study allowed substantiating the role and importance of the virtual association of tourist enterprises in Poltava, which will allow increasing the efficiency of administration of the tourist resources of the region, creating prerequisites for sustainable development and creating competitive advantages of the tourist product offered for domestic and foreign tourists. Now there is a lot of information about tourist and recreational resources in Ukraine and event tourism, but in most cases the information is outdated or untrue. A promising area of the study is the administration of tourism resources through the development of an integration mechanism for cooperation between tourism enterprises (hotels, restaurants), museums, theaters, the local community, government authorities and universities.

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