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SCIENTIFIC AND METHODOLOGICAL ASPECTS OF BUSINESS MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT OF THE TOURISM SECTOR ENTERPRISES OF POLTAVA REGION IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

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Abstract. The *purpose* of the paper is to summarise and present the scientific-methodological and conceptual aspects of business management and organizational development of tourist enterprises of Poltava region in the context of sustainable growth. *Methodology.* The methodological basis of the research is general scientific research methods: methods of scientific analysis and synthesis, in particular, system-logical analysis of the influence of modern information and innovative technologies on the organizational development of tourism enterprises that allows creating the prerequisites for sustainable development. The rationale for the introduction of a virtual cluster based on the process and system approaches, where the main source of information is the scientific works of foreign and domestic scientists and practitioners. *Results.* The structural-logical scheme of organizational and economic support of the virtual association of tourist enterprises of the Poltava region is formed. The main participants of the virtual association of tourist enterprises of the Poltava region are singled out. *Scientific novelty.* The expediency of creating a virtual association of tourist enterprises of the Poltava region as an instrument of organizational development in the context of modern, global trends in the development of the tourist sphere is substantiated. Participants of the virtual association, goals and objectives, principles are singled out. It is determined, which priority tasks of the Poltava region will the virtual association able to solve. *Practical implications.* It is determined by the possibility of using these research results in the development of regional tourism development programs in the Poltava region and the establishment of projects for the development of tourism enterprises. *Conclusions.* 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 "information gaps" between the market of tourist services and modern realities. Virtual association of tourism enterprises should function on the principle of self-financing. The selection of the proposed association as the main link of the information and logistics link of the Poltava region will allow diversifying sources of financing (public organizations, tourism enterprises, regional budget funds). The purpose of the virtual association will be: to increase the level and the capacity of participants of the association by facilitating the exchange of information, experience; accumulation of data on goods and services of tourism enterprises, which are a composite tourist product of the Poltava region as a tourist destination; ensuring the interrelation between the participants of the association at the local, regional, and national levels for the promotion of tourism services, defining the range of activities where the interrelations between the participants of the association are necessary (transportation, organization of excursions, leisure, provision of medical and recreational services, advertising like that). Thus, the introduction of the proposed virtual association of tourist enterprises will ensure the joint coordinated activities of all participants in the tourism services market, other institutions and organizations and public authorities on the basis of the integration approach. At the level of a tourist enterprise, the functioning of the proposed association will solve problems of information and marketing support, which will help to improve the effectiveness of their management. A promising direction of the study is the development of the organizational and economic mechanism of a virtual association of tourist enterprises in the Poltava region.

Key words: tourist enterprise, virtual association, sustainable development, organizational development, region.

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1. Introduction

At the present stage of organizational development of socio-economic systems in the tourism industry, in the conditions of a high level of competition, a gradual transition from a traditional management model (tour operator-client) to a virtual one (virtual platform-client) takes place. This is due to a number of trends at the international level: globalization, quality of service, degree of customer satisfaction, price, accessibility, comfort, emotionality of recreation services, and the like. These factors over the past decades are significantly transformed under the influence of information and innovative technologies that allow ensuring the stability of the relationship between tour operators and customers (tourists).

In the 21st century, information and innovative technologies contribute to the development of the tourism sector as they increase the availability of tourism. This, global computer reservation systems, integrated communication networks, multimedia systems, smart cards, management information systems, etc. are aimed at developing the tourist services market of tourist infrastructure, contributing to the development of hospitality in different countries of the world. Museums and cities create their own websites and virtual tours, which, on the one hand, increases the availability of tourist facilities and, on the other hand, contributes to solving a number of pressing problems. In particular, this reduces the burden on the environment and levelling the current risks of the 2008 financial crisis on the socio-economic situation of individual countries of the world (Hliebova, 2016). Therefore, in recent years, the issue of information and innovation technologies has received a considerable attention at the international level.

It should be noted that at the annual International Consumer Electronics Show (CES), leading experts proposed the development of various information and technology products designed to simplify and timely prevent possible desires and needs of travellers. So, with the help of the service Streetview now it is possible not only to make virtual tours online but also to preview tourist objects, places, routes. At the CES, virtual technologies were offered that would allow, for example, air carriers to determine in real life the needs of passengers in the cabin of the aircraft, and the accommodation facilities already use these novelties so that the guest could choose and equip the room before arrival in accordance with their own needs and tastes (Makhovka, 2017). Thus, in recent decades, it is the processes of globalization and internationalization through information and innovative technologies that open up both opportunities for the sustainable development of tourism enterprises and also necessitate a continuous organizational development, taking into account national peculiarities. In particular, in Ukraine in the Strategy for the Development of Tourism and

Resorts for the period until 2026 (Resolution of the Cabinet of Ministers of Ukraine "Strategy for the Development of Tourism and Resorts for the period up to 2026", 2017), the need to create information and marketing support for the tourist infrastructure and development of staffing is emphasized. In the context of these tasks, it is advisable to study the possibilities of creating and developing virtual regional tourist associations, which will create a single information space that will increase the investment attractiveness of the tourism industry, not only for the development of domestic tourism but also at the international level. It is crucial to create attractive tourist destinations on a global level.

In the direction of the organizational development of modern tourist enterprises based on market demand and the current legislation on the use of information and innovative technologies, it will create favourable conditions for attracting foreign and domestic investments, grants, carry out constant monitoring of the domestic tourism market, analyse tourism resources of the region and popularize cultural heritage and spiritual achievements in Poltava region. In 2017, the first national project "Zruchno Travel" was created. This portal has combined travel services, a base of tourist resources, destinations, and places where you can find a place to relax, leave feedback about the restaurant, hotel, and event. This creates prerequisites for the need for the further organizational development of the tourism sector, the constant updating of information on tourist activities, the development of new tourist routes and the like. Thus, each region has an opportunity to develop its tourism industry and create a single information space but the need for an independent solution to the problems of updating information on its tourism potential. To a certain extent, the further development of the information space in terms of tourism opportunities of the regions and the use of their potential will depend on the solution of a number of organizational tasks for human and infrastructural support.

2. Statement of the main material of the study

At the present stage, the globalization and development of IT technologies have made possible to create a rapid development of the tourism industry in the world and has revealed new opportunities to improve the quality of service and the emotionality of services.

According to the World Tourism Organization (WTO), the share of tourism in the creation of the gross national product (GNP) of the countries of the world in 2015 reached 11-12%. In addition, the results of the conducted studies of the WTO provide that the tourist movement by 2020 will grow up to 1 600 000 000 tourists a year, which will spend 2 trillion US dollars, that is, 5 billion a day. Together with the telecommunications industry, information technologies, tourism will ensure

economic growth in the 21st century. The key factors for success are price, quality, animation, and the complexity of services.

For Ukraine, which has significant tourist and recreational resources, the deterrent factor in the development of the tourism industry in Ukraine in general and in the Poltava region in particular is the insufficient level of use of modern innovative information technologies in the tourism sector that is confirmed by the low level of development of information and communication infrastructure in the tourism sector; lack of relevant information databases, whose profile is focused on tourism and tourism activities in the region; lack of effective advertising policy and limited information on the tourist product of the Poltava region in interregional, state, and international markets in English; imperfection of the mechanism of information and communication exchange between the subjects of

the entrepreneurial sphere of tourism and the external environment by means of the Internet network; low level of development of virtual tourist enterprises and centres; lack of a state electronic system for providing tourism operators with operational information on changes in demand, supply, prices, tariffs on tourism goods and services, and the like. In conditions of growing social and economic instability, tourist organizations and enterprises are forced to search for new forms of organization and conduct of economic activities that allow: minimizing costs; promoting modern tourist products; forming a permanent customer base; improving the image of the enterprise; having feedback from key customers. These tasks can be solved by introducing new information and communication environments that, with the help of unique technologies based on interactivity, multimedia, globality, anonymity, asynchrony, low marginal costs, ensure communication

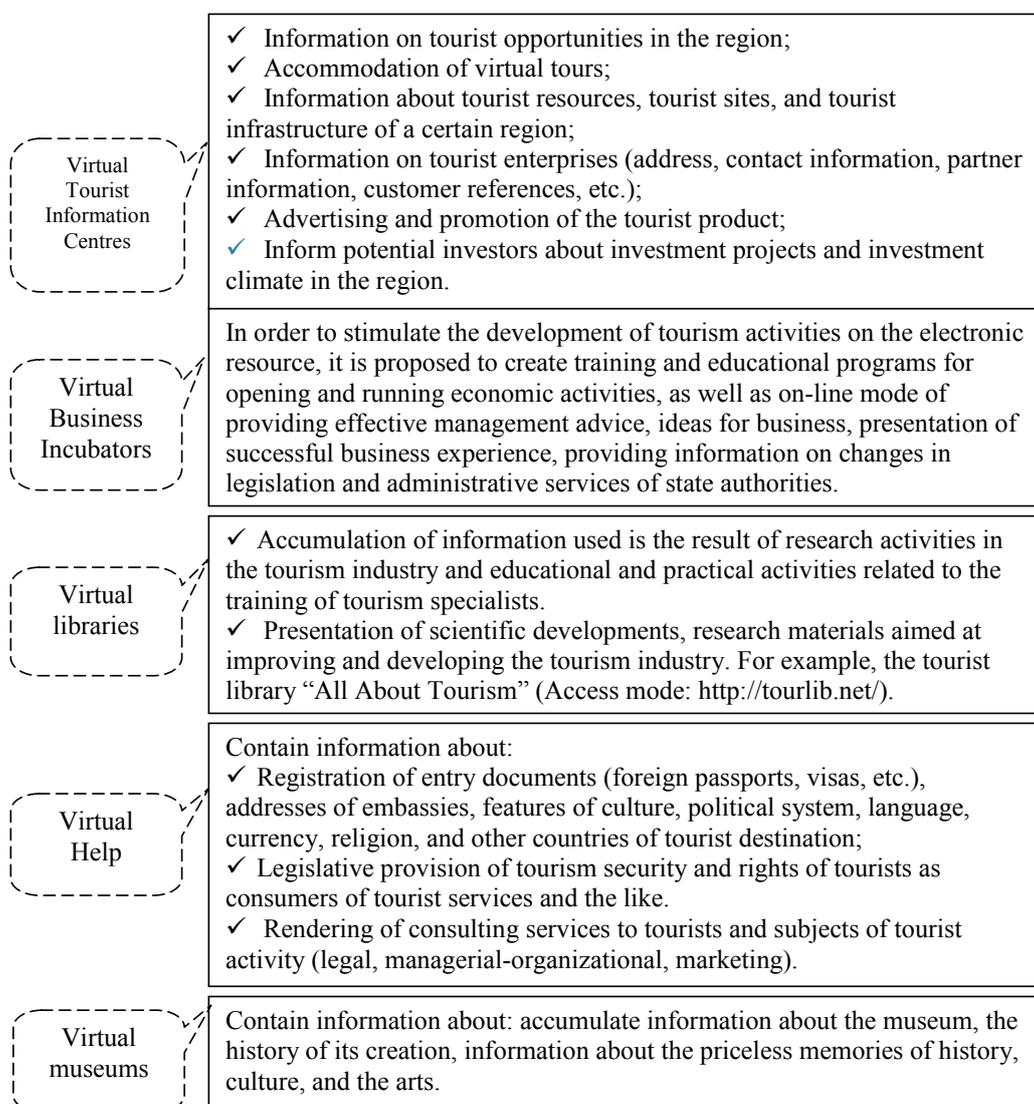


Fig. 1. Proposed modern forms of the organization of information and analytical support of management of tourist enterprises in Ukraine [the author’s development]

of individuals. Such “social” associations are formed as the points of intersection of users having common interests (discussions, conferences, etc.) arise or they show interest in a particular topic. On these basic theses, further “zones of mutual interest” are built that promote mutual understanding and readiness to accept new values (Dzyundzyuk, 2011). We believe that in the period of shortage of financial resources and the growing need to save them, modern information technologies contain opportunities for the development of virtual tourist enterprises, in particular, those that provide services for rural (green) tourism, characterized by the dominance of small businesses, unstable income, minimal (or lack) of advertising. Negative is the local information vacuum about the activities of international organizations and introduced projects in the tourism field (Astafieva, 2002). Therefore, in the context of the unfolding of the global financial crisis, one of the most promising forms of economic integration of tourism enterprises is the formation of virtual tourist associations, represent groups of business structures, firms, organizations and institutions operating in tourism and related business spheres (Figure 1), which will ensure the development of international (inbound) and domestic tourism both in Ukraine and in the Poltava region, in particular.

The purpose of the virtual association is:

- raising the level and capacity of the participants in the association by facilitating the exchange of information and experience;
- accumulation of data on goods and services of tourism enterprises, which are a composite tourist product of the Poltava region as a tourist destination;
- ensuring the interrelation between the participants of the association at the local, regional, and national levels for the promotion of tourist services, identifying the range of activities where the relationship between the participants of the association is necessary (transportation, organization of excursions, leisure, health services, advertisements, and like that);
- holding joint organizational events to concentrate efforts aimed at implementing regional programs for the development of tourism and rural areas, namely seminars, trainings, fairs, conferences.

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

- organization of joint activities of tourism entities, state regional authorities, educational institutions, and other business entities for close cooperation, the purpose of which will be to actively promote the sustainable development of tourism in the region;
- creation of favourable conditions for the interest of tourists in the consumption of tourist products;
- increasing the investment attractiveness of the tourism industry, Poltava region;
- effective promotion of the region’s tourism product at the international level;

- increasing awareness of owners of tourism enterprises and tour operators on innovation and innovative technologies in the tourism industry;
- formation of a unified information base on innovation and innovative technologies that have received a practical application in tourist enterprises of Poltava region;
- formation of a positive image among consumers in tourism enterprises engaged in innovation activities;
- support for the organization and implementation of innovative technologies or innovations in tourism enterprises;
- educational institutions to expand the base of practices in the training of tourism specialists and to form not only theoretical knowledge but also practical skills and develop students’ positive attitude to entrepreneurship;
- increasing revenues to budgets by increasing the profitability of tourism activities;
- raising the level of qualification and professional development, intellectual and scientific potential of specialists in the sphere of tourism;
- attraction of funds for the preservation of cultural heritage.

So, the distinctive feature of the proposed virtual association is the information-analytical direction and multi-level orientation to organizational and analytical support for the development of the tourism industry and the social and economic sphere of the region.

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, educational), religious, sports, ethnic, hunting, event (festival) tourism.

From the organizational and managerial point of view of creating a voluntary tourist association of tourist enterprises of the Poltava region in a virtual plane are:

First, it is economically advantageous since it will help to save financial costs and share resources, exchange experience, will significantly improve the effectiveness of anti-crisis management of tourism enterprises in 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 development of the tourism industry in the Poltava region.

Thirdly, virtual reality, depending on the context and goals of creation, can act for a person in different ways: to be an information and communication medium and an artistic and aesthetic space; create a game situation and at the same time include in it fragments of real life, strengthening the complexity of understanding and assessing what is happening; form a special psychological

state that reveals in a person the world of new emotions and sensations, blurs the line between the real and the surreal; be a special educational environment; and, finally, to act as a quasi socium – a special type of “unrealistically existing” sociocultural space, a kind of being-mode “virtual person” [Hliebova, 2016]. It is the virtual tourist association that will allow us to take into account the current trends in the development of the tourism industry, which are the catalyst for further organizational changes:

- 1) creation and use of virtual tours (Ukraine in 3D, Traveling by Ukraine, Carpathians in 3D, Museums of Ukraine online, etc.);
- 2) additions to the tourist reality (for example, along the streets of Prague, you can go through 13 Prague spooks, which can be seen using Google StreetView). In Ukraine, namely in Poltava, there is developed a route using QR codes “Path of Legends”.

So, the proposed virtual voluntary tourism association acts as an innovative new form of organization of joint activity of enterprises in the sphere of tourism, allows them to ensure their high competitiveness, reduce the level of costs and increase the efficiency of economic activity and sustainable development of the region.

It is advisable to propose the formation of the following composition of the main participants of the virtual tourist voluntary association of the Poltava region (Fig. 2).

At the same time, this approach allows you to go beyond the simple exchange of data between computers and, finally, create a network similar to a giant virtual computer accessible in remote access from anywhere, regardless of the user’s location. This will not only solve specific applications but also offer services to find the necessary resources, gather information about the status of resources, store and deliver data.

The efficiency and effectiveness of the association are confirmed by the formation of a competitive tourist product and the level of development of the tourism industry as a whole and maximum consideration of interests of all stakeholders in the virtual association of tourist enterprises in the Poltava region (Table 1).

In the opinion of the authors, 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 tourist industry in the Poltava region by promoting tourism products and informing about the tourism opportunities of the Poltava region.

Virtual association of tourism enterprises should function on the principle of self-financing. The selection of the proposed association as the main link of the information and logistics link of the Poltava region will allow diversifying sources of financing (public

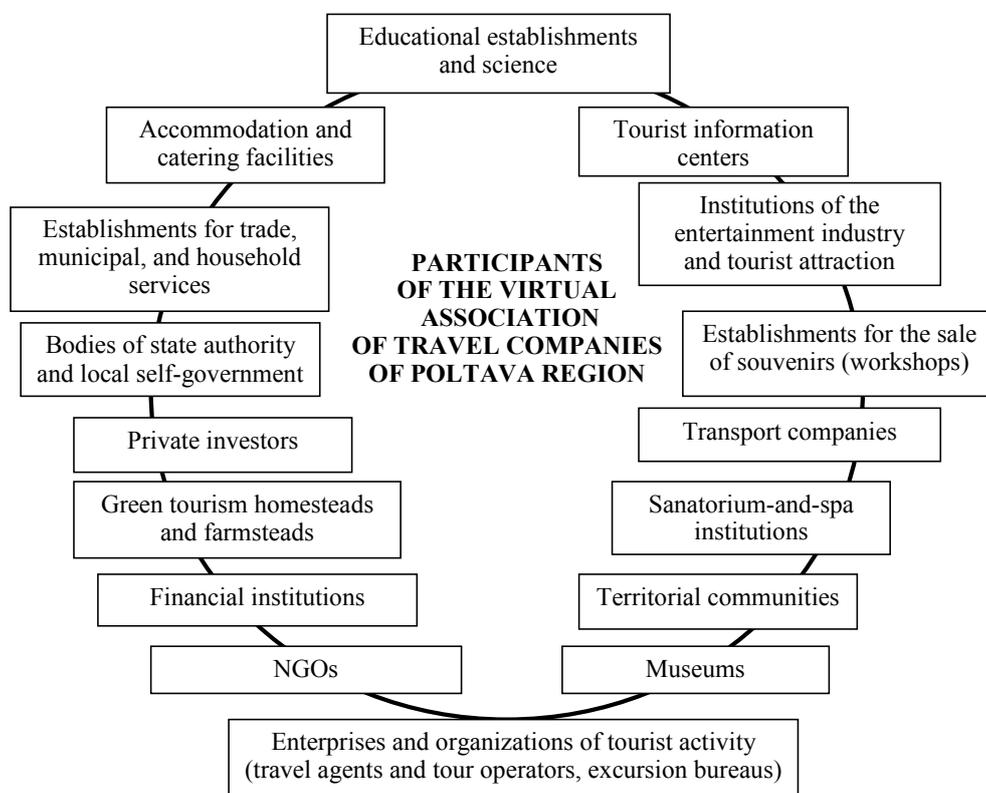


Fig. 2. Virtual association of tourist enterprises of the Poltava region (developed by the author)

Table 1

The system of interests of participants of a virtual association of tourist enterprises in the Poltava region

Participant	Participant Interest
Bodies of the state regional authority (administration)	<ul style="list-style-type: none"> ➤ Increase in budget revenues from taxes; ➤ Increasing social and economic development of the region; ➤ The emergence of new forms of economic activity in rural areas through the development of services, in particular rural (green) tourism; ➤ Political and socio-economic importance since the proposed association of tourism enterprises should be considered as a form of social responsibility (obligation) to the population; ➤ The possibility of creating conditions for the diversification of economic growth in the region; ➤ A new modern form of interaction between the state and business on the basis of public-private partnership; ➤ The possibility of a real effective management impact on socio-economic processes in the field of tourism activities in the region.
Entrepreneurial sector	<ul style="list-style-type: none"> ➤ Increase of economic subjects of entrepreneurial activity; ➤ Growth of business activity and balance of competitive forces; ➤ Increasing the role of social responsibility of enterprises engaged in tourism; ➤ Establishment of close, conscientious, legitimate relationships between participants in the tourism market ➤ The ability to quickly efficiently sell goods and services by enterprises.
Household sector	<ul style="list-style-type: none"> ➤ Diversification of economic activities and sources of profit for households in rural areas through the development of rural (green) tourism; ➤ Growth in meeting the demand for tourism services in the region.
Educational and scientific sector	<ul style="list-style-type: none"> ➤ Possibility of practical implementation of scientific achievements in the field of tourism; ➤ Training of specialists for the tourism industry, which will provide new jobs created by qualified personnel.
All members of the association	<ul style="list-style-type: none"> ➤ Ensuring economic, social, technological efficiency from tourism: ➤ Ensuring the integration, synergy effect from joint activities; ➤ Stimulation of introduction of innovative technologies in the sphere of tourism business; ➤ Accumulation of resources and attraction of investments.

organizations, tourism enterprises, regional budget funds). Also, a virtual association of tourist enterprises will promote active cooperation with national, international institutions and organizations. This will increase the competitiveness index in the field of travel and tourism, which is determined by international organizations (the World Tourism Organization (UNWTO), the World Travel and Tourism Council (WTTC), the International Air Transport Association (IATA), the International Union for Conservation of Nature (IUCN)). This indicator is formed on the basis of a number of indicators, which are grouped into 14 components and combined into 4 sub-indexes, characterizing the favourable environment in the country for tourism development, public policy, infrastructure, and available natural and cultural resources. Ukraine in the Travel and Tourism Competitiveness Index 2017 received an assessment of 3.5 points out of seven possible and was on the 88th place.

In the previous rating of 2015, no studies of Ukraine on this Index were conducted. At the same time, compared to the available estimate for 2013, when we occupied 76th place out of 140 countries, we lost 12 positions. The contribution of the tourism industry of Ukraine by experts is estimated at 1,300,000 USD or 1.4% of GDP, in the Ukrainian tourism sector employs 214.4 thousand people or 1.2% of the total number of employees. For comparison, in Poland the tourist sphere is estimated at almost 8 million USD or

1.7% of GDP, employment – 275.4 thousand people or 1.7%; in Turkey – 35.9 million USD or 5% of GDP, employment – almost 600 thousand people or 2.3% of the employed population. As the analysis of research data shows, in our country, the business environment does not contribute to the development of tourism, as evidenced by the 124th place in this component. The security level in the country has a negative influence – 127th place. Unfortunately, directly the sphere of tourism in Ukraine is also not considered a priority, in particular, according to the indicator “the priority of tourism development for the government of the country,” experts took us to 122nd place. Competitive advantages in this rating, as well as in many others, are the assessment of human resources and labour market (41 steps) and health and hygiene – 8th place. Thus, the formation of a tourist association will reduce “information gaps” between tourist enterprises and tourists. Since there is a large tourist potential in Ukraine, its effectiveness remains low.

Therefore, the integration of virtual associations with modern smart technologies that are introduced in the world economy and in Ukraine will solve a number of problems related to ensuring the quality of services (in hotels, restaurants, museums, during transportation, visiting festivals, conferences, and other events). To create prerequisites for sustainable development since smart technologies at the city level are realized through the concept of

“smart city”. It includes “smart economy”, “smart mobility”, “reasonable environment”, “smart people”, “reasonable living”, “reasonable management”. For example, Sokolovska O.O. (Sokolovska, 2014) notes that the city in order to support sustainable development requires a new quality of solutions based on the widespread use of information technologies that ensure the economic and environmental use of urban life systems. It allows modernizing the city’s infrastructure with fundamentally new opportunities for centralized management, new levels of services and security. Today, the concept of Smart City has been introduced in many cities of the tourist-developed countries: Spain, the United Arab Emirates, Germany, China, and South Korea. This allows forming the competitiveness of tourist services both in the national and international markets. In the smart city concept, tourism priorities are: clustering of the tourist community of the city, the creation of a tourist mobile application, the use of QR codes for all tourist sites, the single tourist ticket, the placement of web cameras at the main tourist sites of the city, the installation of electronic displays in museums information in different languages, providing mobility of tourists with physiological disabilities.

3. Conclusions

The study allowed substantiating the role and importance of a virtual association of tourist enterprises in Poltava, which will create the prerequisites for sustainable development and create the competitive advantages of a tourist product that is offered for domestic and foreign tourists. Now there is a lot of information about tourist and recreational resources in Ukraine and rhodium tourism but in most cases, the information is outdated or untrue. The absence of integration mechanisms between the main participants of the tourism market leads to the fact that the efficiency of using the tourist potential of not only the Poltava region but also Ukraine is low. This confirms the importance of the competitiveness index in the sphere of travel and tourism in Ukraine in 2017 significantly deteriorated compared to 2015. A promising direction of the research is the development of an integration mechanism for cooperation between tourist enterprises (hotels, restaurants), museums, theatres, the local community, state authorities and universities within the framework of the “smart city” concept. In the Poltava region, local self-government bodies actively work in this direction, actualizing the introduction of virtual forms of organizing the activities of tourist enterprises.

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