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Journal of Environmental Management and Tourism is an interdisciplinary research journal, aimed to publish articles and original research papers that should contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences.

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Forming Approaches to Strategic Management and Development of Tourism and Hospitality Industry in the Regions

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Abstract.

The paper refers with the development of approaches to strategic management and development of the tourism and hospitality industry in the regions. The authors justified the creation of a strategy selection model that would take into account the possible strategic positions in organization of the tourism and hospitality industry, as well as unexpected strategic changes in the external business environment that might occur on its path. The model is based on the system of strategy selection and classification of unexpected strategic changes in the external business environment. It is proved that the application of the strategic management concept in tourism and hospitality industry is possible only taking into account the specifics of the organization's activities, interests of service consumers, existing competitive conditions, and the sustainable development principles. It is revealed that there is a need in a holistic management system that would meet current and future requirements of the dynamic development of the tourism and hospitality industry, and can be implemented at different levels including regional level.

Keywords: concept; system; tourism; service; strategy; development; destination

JEL Classification: L80; L83.

Introduction

The development level of productive forces has significantly increased in many countries. This has become a significant factor of active search for new forms of their territorial organization towards obtaining additional gains from optimal allocation of economic actors. Among them, almost the greatest interest is captured by newest forms of productive forces such as technology parks and logistic centers, which have proven to be well-functioning

territorial formations due to the concentration within their boundaries of different kinds of economic activities, among which significant place belongs to the tourism and hospitality industry.

The specifics of the current situation are that there has already been an awareness of the importance of the tourism and hospitality industry development as an effective means of significant earnings of foreign currency, creation of new jobs, stimulus for the development of social and market infrastructure, as well as the industry for potential investments, etc.

Tourism and hospitality sector is not only one of the forms of human activity, but also important socio-economic phenomenon in the contemporary world. It includes dynamic and multifaceted activity, which is present in the social, cultural, psychological, territorial, and economic spheres. It is projected that the tourism and hospitality industry will become one of the most significant world employers.

In addition, the industry under study plays an important role in stimulating economic development, and brings significant benefits to the regions. The development of the tourism and hospitality industry is one of the priority guidelines to increase functioning efficiency of those or other territorial entities. It is hard to overestimate the role of its activities in the implementation of the contemporary paradigm of socio-economic development, the ultimate goal of which is to improve human living conditions, as well as satisfy the material and spiritual needs.

The study of strategic management and development issues of the tourism and hospitality industry in the regions is reflected in works of Volkov, *et al.* (2016), Gromova, *et al.* (2014), Morozova (2013), Musaeva (2016), Smirnova (2013), etc.

However, the conceptual basis of tourism and hospitality resources formation are controversial, the methodology of strategic development of companies in this industry is not sufficiently developed, the individual characteristics of tourism and hospitality actors are taken into account not in full when forming long-term development programs. All this does not allow implementing in practice task planning for development of this sphere.

1. Methods

The methodological basis of the present study includes the following general scientific methods: analysis and synthesis of existing theoretical and methodological approaches and concepts, research towards forming the development strategy of tourism and hospitality industry; structural and logical approach in systematization of factors influencing the development of the industry; factorial analysis when determining the impact of factors on the level of customer satisfaction by the quality of tourism and hospitality services.

Information base of the study includes legislative and legal acts, statistical materials of the state authorities and local self-government, scientific publications of domestic and foreign scientists on issues of the tourism and hospitality industry development (Gorbunov, Efimova, Kobets and Kilinkarova 2016; Tatuev, Rokotyanskaya, Kiseleva, Nagoev and Shailieva, 2016).

During the study, it is planned to develop approaches to diagnostics of companies involved in the tourism and hospitality industry in the regions, to justify the socio-economic development strategies of the tourism actors, and to define a framework for marketing strategy development. In addition, the aim of the research consists in justifying approaches to formation of set of indicators reflecting the quality of tourist and hotel services, identifying and formulating the main guidelines of strategic development of companies involved in the tourism and hospitality industry at the regional level.

2. Results

Given the current functioning conditions of organizations involved in tourism and hospitality, we consider it expedient to create a model for choosing a strategy that could consider possible strategic positions of the organization and unexpected strategic changes that may occur in the external business environment. The model is developed based on the strategy choice and classification of unexpected strategic changes in the external business environment. It is proposed to construct it through three stages (Figure 1).

The first stage involves the development of a business model that is a strategic tool to display the tourism and hospitality position of the company in the market depending on the interaction of two factors. This is carried out using quantitative information, which is always available and reliable.

The basic unit of a business model is a certain kind of product, called strategic business unit, which was obtained by allocating certain types of activities in the general scope of corporate services focused on specific market segment.

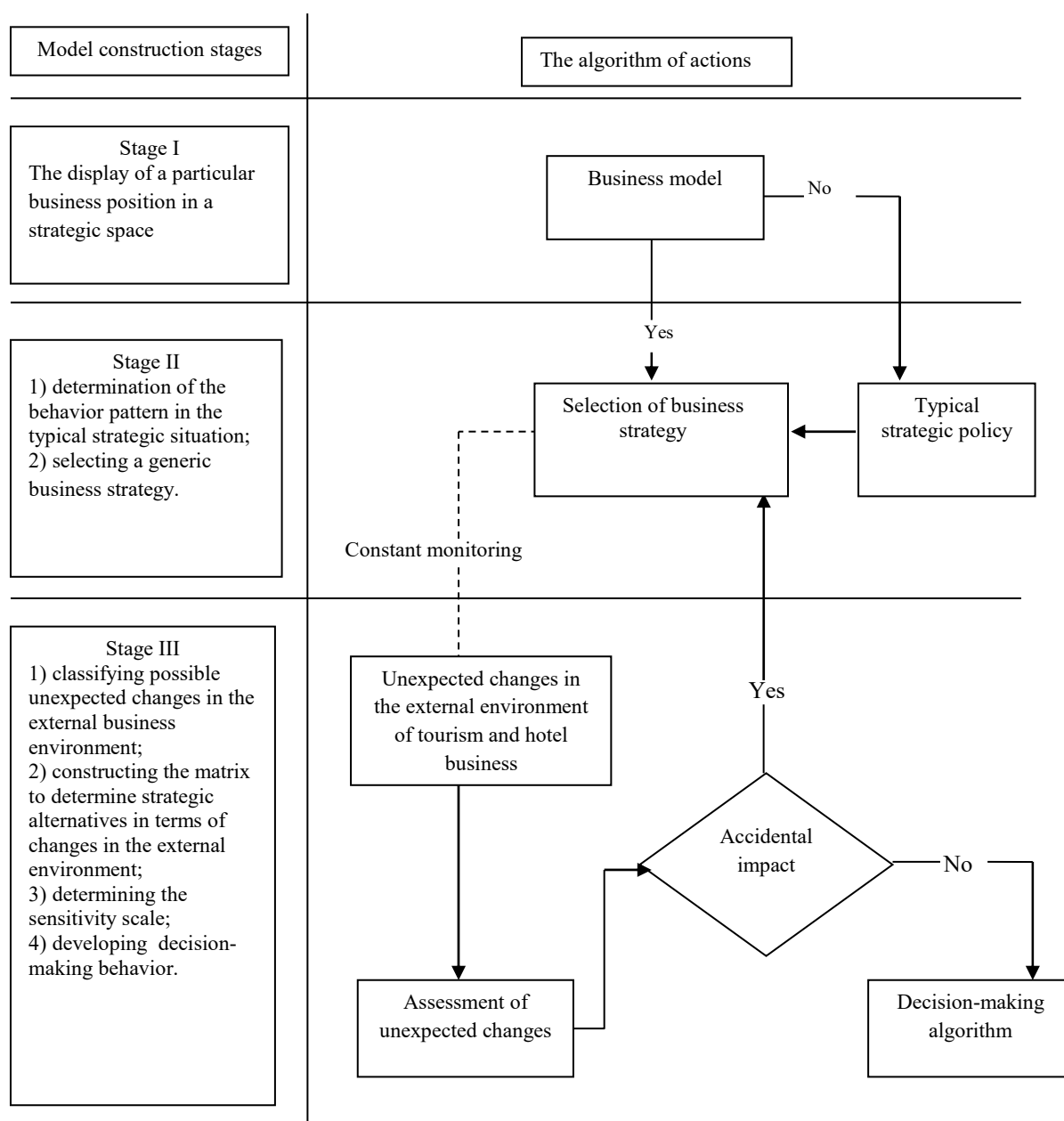
For each cost of business in the total scope of services of the organization operating in the tourism and hospitality industry, we suggest using a percentage indicator, which can be calculated by the formula (1):

$$V_i = \frac{Y_i}{Y_0} \cdot 100\%, \quad (1)$$

where V_i – is the percentage of a unit of business in total sales of tourist and hotel services during the base period (the proposed period is one year); Y_0 – is the total volume of sales of tourist and hotel services for the base period (thousand rubles); Y_i – is the volume of rendered tourist and hotel services of i -th group over the same period. In this case $Y_0 = \sum Y_i$.

Justification for the choice of V_i parameter should be based on consideration of the following aspects: at present, accurate calculating of the market proportion is extremely difficult; the sales volume of the company operating in tourism and hospitality industry is actually the volume of its market in each specific period; for each company, the key challenge is the absolute sales growth, even in the context of reduction of its market share; in dynamic conditions it is possible that market share could rise while sales of services are declined.

Figure 1. The model of strategy selection for tourism and hotel business actors under the conditions of unexpected changes in the external business environment



In this case, the parameter V_i is entirely suitable for the medium-term strategic analysis of the significance of a unit of business in the overall scope of tourist and hotel services. To characterize the contribution of each unit

of business in total rate of change in sales volumes of tourist and hotel services we can use the percentage indicator of a business unit (2):

$$T_i = \frac{A_i}{A_0} \cdot 100\%, \quad (2)$$

where T_i – is the proportion of a business unit in the rate of change in sales volumes of the tourist and hotel services for the base period according to a linear trend, %; A_0 – is the trend coefficient of total sales in the base period; A_i – is the trend coefficient of the i -th group of services for the base period.

The formula of a linear trend for sales volume function of the tourist and hotel services is the first-degree polynomial equation (3):

$$Y_0 = A_0 X + B_0, \quad (3)$$

where Y_0 – is the estimated sales volume (thousand rubles); X – is the estimated period (month); A_0 – is the equation parameter, which can be interpreted as the estimated change (increase or decrease) in sales of tourist and hotel services compared to the previous period; B_0 – is the equation parameter, which can be interpreted as the theoretical volume of sales for the initial period (thousand rubles in the 1st month).

A similar calculation must be implemented for each unit of tourism and hotel business. For this end, we should separate monthly data regarding the implementation of each business unit from the total monthly sales volume. Within this framework, the trend equation for each i -th business unit will have the following form (4):

$$Y_i = A_i X + B_i, \quad (4)$$

Since $Y_0 = \sum Y_i$, then in accordance with the additivity property of linear functions $A_0 = \sum A_i$, a unit increase in total sales volume consists of unit increments in the sales volumes of all business units included in the scope of tourism and hotel organization.

The second stage of the model involves determining the behavior pattern, considering the strategic position of the organization operating in tourism and hospitality industry at the regional level. This allows conditionally breaking the whole strategic space into several areas with similar relative distinctiveness of the business environment, targets, and strategic alternatives.

A similar analysis of the corporate target figures can be rationally used in the course of strategic management. For effective positioning and conquest of market niche, the company will need to develop certain common strategic behavior pattern, which will be followed by all members of the tourist destination.

The choice of purposes can be entrusted on local executive power bodies responsible for the tourism and recreation issues, or carried out on the initiative of the companies themselves and organizations operating within the specific tourist destination that, in our opinion, is a more effective way. Knowing own strategic position, organizations and other companies, being members of the tourist destination, can elect a typical strategy for further future activities.

Hence, we can conclude that each organization of tourism and hospitality industry, which is in a particular strategic position, is characterized by a certain set of strategies. However, unexpected strategic changes can make such an impact, which even a leading company having a good tourist potential, stable position, and strong competitive capacities, may be forced to leave this market niche just due to these changes, excluding other factors.

At the same time, a rather average or poor organization of the tourism and hospitality industry has the opportunity to improve its status through the use of these unexpected changes. That's exactly why in the developed model we must start from a set of strategies that are common to organizations being in different strategic positions.

At the nationwide level, it is very important to know the strategic positions of the main players in the tourism and hospitality industry, as well as specificities of choosing by these players of their own strategies out of a significant number of strategic alternatives under the conditions of unexpected strategic changes.

In order to effectively develop the industry sector under study, we should know exactly, where exactly it is necessary to invest the most rationally, as well as make other efforts (e.g., managerial) in terms of a strategic perspective. This requires an objective assessment of the organization's strategic positions, which operate within the existing tourist destinations.

Such assessment can be carried out in cooperation with the private business, for example, in conjunction with the Federal Agency for Tourism under the Ministry of Culture of the Russian Federation at the national level, as well as between local executive authorities and industry representatives at the regional level.

The third construction stage of the model includes the development of a matrix identifying strategic alternatives taking into account strategic changes in the external business environment, as well as algorithm of the strategy selection model in terms of unexpected strategic changes taking into account the strategic position of the organization involved in tourism and hospitality. The list of unexpected strategic changes in the external business environment, as a rule, must include at least the groups and subgroups of classification criteria.

Unexpected strategic changes in the business environment force the organization of the tourism and hospitality industry changing its strategy. It should be noted that not all changes can exercise influence on the organization's activities. For one company, these changes may be catastrophic in terms of their impact, while at the same time they could be favorable or even salutary for another company, and finally, they can be neutral for the third company.

The organization operating in tourism and hospitality industry, perhaps, does not always require changing corporate strategy at sudden unexpected strategic changes. This is precisely why more practical implementation of the strategy selection model requires using the scale that would allow determining the feasibility of using this model in the context of unexpected strategic changes, as well as forecasting strategic positions.

3. Discussion

The reliability of the presented approaches to strategic management and development of the tourism and hospitality industry in the regions is supported by the following advantages: the relevance and attraction because of model versatility; the possibility of using the model by both large, medium-sized, and small organizations involved in the tourism and hospitality; and the use of the impact sensitivity scale of unexpected strategic changes.

The application of proposed approaches will be the most effective at the level of tourist destinations for organizations that operate within the framework of these destinations. However, at the state level, this process can be very lengthy and costly or it can acquire a status characterized by just formal implementation of the basic stages of development strategies' formation of the concerned industry for all participants (Agamirova, Agamirova, Lebedeva, Lebedev and Ilkevich 2017; Kim, Hwang and Fesenmaier 2014; Unalan 2013; Yudina, Uhina, Bushueva and Hirozhenko 2016).

Therefore, in today's domestic economic realities we should establish a special institution in the form of business association with a flexible organizational structure and a small number of permanent participants, which would have functioned on the basis of public-private partnership mechanism through cooperation of regions, business, and consumer sector within the industry, as well as would be engaged in trading activities of tourism and hospitality services, performing the role of the labor exchange, and providing analytical activities towards forecasting of tourism and hospitality market.

The purpose of establishing this institution consists in consolidation and implementation of interests of its participants as representatives of different hierarchical levels of the industry, as equal partners, towards improving coordination of their activities and the development of strategic management mechanisms of tourism and hospitality under the conditions of constant changes in the business environment. Since the creation of a new institution is always in need of additional funding and special legal provision, we propose to use an already existing body, namely the Federal Agency for Tourism, the activities of which may be improved in accordance with the new goals and objectives.

Conclusion

Summing up the above, we can note that the application of the strategic management concept in tourism and hospitality industry is only possible given specificity of the organization's activity, the interests of tourism and hospitality service consumers, the existing competitive conditions, and the sustainable development principles.

The concept of sustainable tourism and hospitality has emerged in response to two problems: on the one hand, the need to develop a profitable industry, and, on the other hand, the necessity to take into account the limitation of available natural resources, their preservation, and enhancement for future generations.

The scale and importance of the tourism and hospitality industry are indicative of its belonging to the strategic sectors of the national economy and potentially attractive economic activity. This requires a holistic management system, which would meet current and future requirements of the dynamic development, and would be implemented either at state or regional level.

Since the main participants of the tourist destinations are companies with a small number of personnel, the use of sophisticated management systems to respond to unexpected strategic changes is not appropriate, if only because of the limited number of employees. Therefore, there is a need to create a simpler model of neutralization

of unexpected strategic changes considering the strategic position of the organization dealing with tourism and hospitality.

Every company, which is involved in a tourist destination, should choose its own target, which will be used to determine the strategic position and factual corporate strategy (minimizing risk, protection of leadership, strengthening the market advantages, minimization of losses, market penetration, etc.). Based on the analysis of strategic positions of all participants of tourist destination, we can conclude concerning the choice of strategy for a whole tourist destination. This approach is effective for implementing strategic management of tourism and hospitality industry development at the regional level.

Practice has shown that depending on the stage of tourist destination life cycle, the attitude of local residents to increased tourist activity can be expressed in the form of euphoria (at the stage of emergence and development), when the tourists are welcomed gladly as well as with apathy or even unfriendly (at the stage of stagnation and a sharp decline in development), when anti-tourist sentiments are beginning to spread among the local population.

At that, it is necessary to focus on the psychological impact of the increasing volume of tourist activities on local residents in the tourist destination that can lead to emotional stress and social changes in the region. Socio-cultural conflicts between tourists and the local population may be caused by the following: causing harm to cultural heritage (including vandalism), the increase in cases of violation of law, wrongdoing, and public order disturbances (thefts, illegal export of cultural heritage, increased crime), changes in surrounding historical landscape, using the best natural resources that are depleted and slowly restored (in some tourist destinations it is even about drinking water), loss of traditional places of rest for local residents due to the formation and operation of special infrastructure facilities of the tourism and hospitality industry.

Combination of factors may also depend on geographical characteristics of the tourist destination. At the present stage, scientific research and international environmental programs are aimed at conserving areas of coastal tourism, water and mountain areas, which can be regarded as a geographical format, preserving within them individual sub geographic formats of sustainable development of the tourism and hospitality.

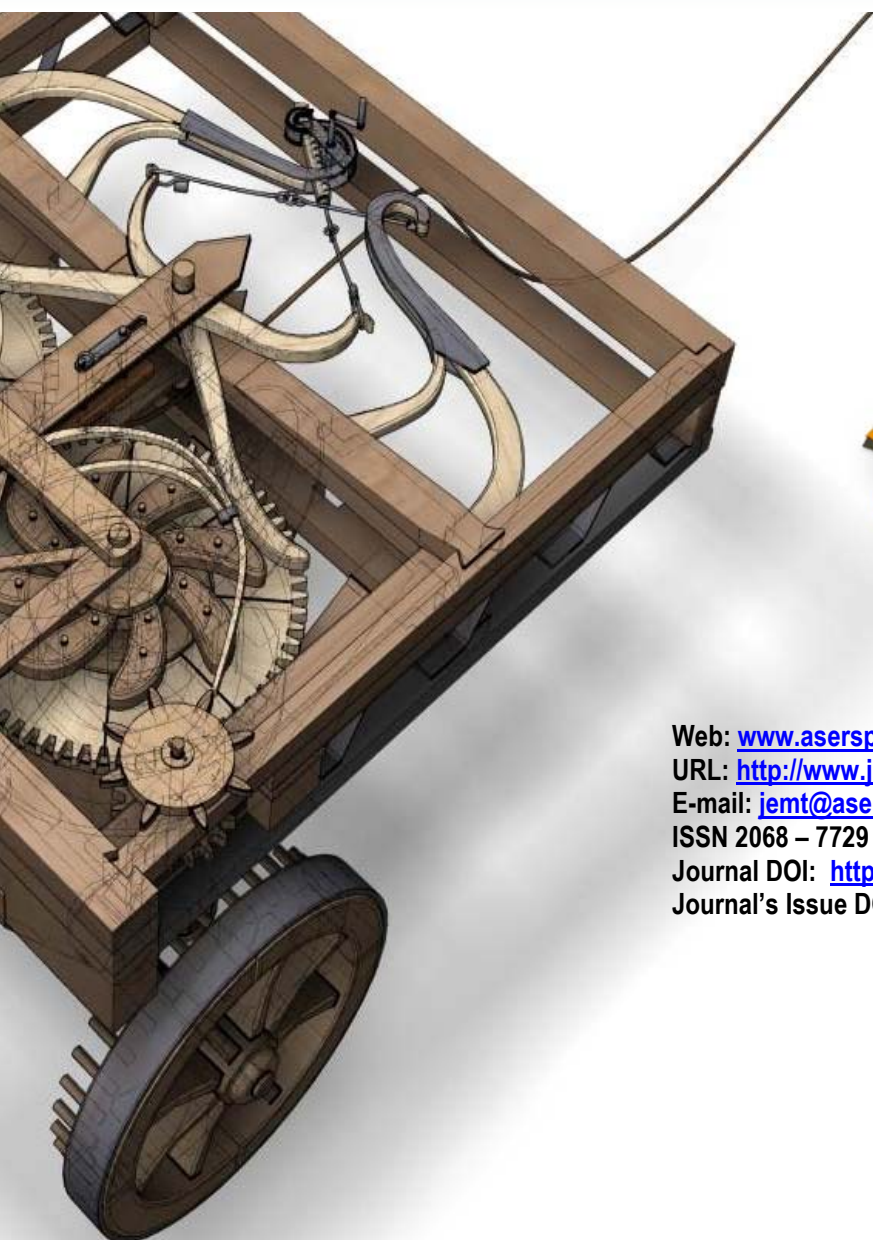
Impact of responsible factors can be focused independently within a certain format - environmental, economic, and socio-cultural, or be integrated. Possible development vector of the tourism and hospitality industry in connection with the impact of combination of factors at the tourist destination determines the progressive or regressive nature of changes.

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