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Table of Contents:

| | | |
|----|---|------|
| | Improvement of Digital Technology in the Tourism Sector | |
| 1 | Elena Y. NIKOLSKAYA, Vyacheslav A. LEPESHKIN, Ekaterina A. BLINOVA, Ivan P. KULGACHEV, Sergey V. ILKEVICH | 1197 |
| | Study on Constructing Community - Based Tourism to Develop Source of Income in Kintamani Bangli Tourist Destination | 1202 |
| 2 | Gede Sujana BUDHIASA, Thobby WARKAMAMU, Gede SANTANU | |
| | Modern Potential of Rural Tourism Development in Kazakhstan | |
| 3 | Aday SEKEN, Azamat DUISSEMBAYEV, Aitolkyn TLEUBAYEVA, Zhaxylyk AKIMOV, Zhadyra KONURBAEVA, Saltanat SUIEUBAYEVA | 1211 |
| | The Impact of 2014 Olympic Games on Sochi Tourism Life Cycle | 1224 |
| 4 | Anna Yu. ALEXANDROVA, Ekaterina V. AIGINA, Vera V. MINENKOVA | |
| | Questions of Cluster Interaction of Tourism Development Along the Silk Road | 1235 |
| 5 | Askar SADUOV, Beibut MUKANOV, Maral ASANOVA, Raushan RAKHIMZHANOVA, Bagdat RAIMBEKOV | |
| | Development of Tourism in a Competitive and Socio-Cultural Environment | 1242 |
| 6 | Yulia P. SAVITSKAYA, Nataliya I. SKOK, Igor Yu. FOMICHEV | |
| | Tourism Services Contract in Russia and the United States | 1253 |
| 7 | Natalya A. SAVTSOVA, Maria A. VOLKOVA, Eduard V. BOGMATSERA, Natalya V. LUTOVINOVA | |
| | Elemental Management of the Development of Tourism Business with the Preservation of the Environment | 1259 |
| 8 | Ekaterina B. DEMERLE, Vera L. MOLOZHAVENKO, Alena A. POPKOVA | |
| | Travellers' Perception Towards Airline Industry in India | 1269 |
| 9 | B.R. SANTOSH, S.G. VARUN KUMAR | |
| | Sustaining Marine Ecotourism through Multi-use Planning for Securing Mangrove Ecosystems | 1281 |
| 10 | RUDIANTO, Muhamad Firdaus RIDHO | |
| | Territory Management: Urban Planning and Recreational Planning of Populated Areas in the Republic of Kazakhstan in the Second Half of the 20th Century | 1295 |
| 11 | Alla A. KORNILOVA, Yevgeniya M. KHOROVETSKAYA, Seimur E. MAMEDOV, Timur Z. OSPANOV, Dinara Y. SARSEMBAYEVA | |
| | Integration of Monitoring Systems for Tourist Destinations into National Environmental Monitoring Systems | 1303 |
| 12 | Yuliya I. KOLTUNOVA, Aleksandr A. TKACHEV, Svetlana V. TOLMACHEVA | |
| | Elasticity of Tourism Demand in the Modern World | 1317 |
| 13 | Vladimir A. BIRYUKOV, Maya V. LIVSON, Victoria B. FROLOVA, Galina A. SKACHKO, Liliya L. DUKHOVNAYA | |
| | Development of an Automated Model for Evaluating the Reproduction of Fixed Assets of the Enterprises of Hotel Industry | 1322 |
| 14 | Svitlana D. LUCHYK, Iryna V. MUSTETSA, Konon L. BAGRII, Yulia A. MANACHYNSKA, Volodymyr I. YEVDOSHCHAK | |

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Journal DOI: <https://doi.org/10.14505/jemt>

- 15 **Spatial Planning for Health Tourism Development in Belokurikha Resort** 1331
Aleksandr N. DUNETS, Inna G. ZHOGOVA, Oleg S. AKIMOV
- 16 **Main Directions of Improving the Quality of Professional Tourism Education at the Current State of Russian Tourism Industry Development** 1338
Olga BREL, Anna ZAYTSEVA
- 17 **Digital Economy in the Management System of Tourism Enterprises** 1345
Victoria B. FROLOVA, Galina M. AVRAMENKO, Svetlana A. BESKOROVAYNAYA, Aleksandr V. SHELYGOV, Olga E. MATYUNINA
- 18 **Territory Brand: Approaches to Definition, Simulation Methodology** 1351
Viktoriya POBIRCHENKO, Elena SHUTAIEVA, Anna KARLOVA, Elena POLYUKHOVICH
- 19 **Certification of Services in the Managerial System of Ecotourism Development** 1365
Marina L. BELONOZHKO, Stepan M. KIRICHUK, Anatoly N. SILIN
- 20 **Development of Cross-Cultural Communication in International Tourism** 1376
Ofeliia A. AZAROVA, Ekaterina N. GORYACHEVA, Sergey V. ILKEVICH, Oksana I. SEVRYUKOVA, Liudmila V. STAKHOVA
- 21 **Contribution of Tourism Products in Creating Satisfying Quality of Tourism Services and Tourist Loyalty** 1382
Tri Palupi ROBUSTIN, Raden Andi SULARSO, Imam SUROSO, Diah YULISETIARINI
- 22 **The Economic Determinants of the World Medical Tourism Industry Development** 1392
Vadim V. BAYEV, Ivan S. BAKHOV, Nataliia V. HOLOVACH, Liybov O. ZGALAT-LOZYNSKA
- 23 **Tourist Attractions of Batur Geotourism, Bali** 1399
I Wayan Basi ARJANA, Ni Made ERNAWATI, I Ketut ASTAWA
- 24 **The Perception of Lack of Security of Tourist in the Latacunga City and Its Impact on Tourism Demand** 1405
Diego Fabricio BRAZALES HERRERA, Edison Damián CABEZAS MEJÍA, Belén Johana SANTAMARÍA TORRES
- 25 **People and Nature in the Development of Border Tourism in Indonesia** 1417
Iva RACHMAWATI, Machya Astuti DEWI, Meilan SUGIARTO, Sri ISSUNDARI

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Elemental Management of the Development of Tourism Business with the Preservation of the Environment

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Abstract:

The management of tourism is currently based on the assumption that the movement of people is primarily an individual's desire for knowledge of the world and is formed on the basis of natural reflexes. Therefore, tourism was previously considered as a system for transmitting impressions and information about the environment through a subjective impression among travelers. As tourism develops, it becomes an international economic category, which is determined by the desire to convey as accurately as possible the possibility of changing the place of impressions and thus form an innovative human potential. In this regard, the management of the industry in mutual development with the principle of environmental conservation forms the relevance of the research. The novelty of the study is determined by the fact that each of the controls in tourism must take into account not only the criteria of economic benefits, but also the desire to compensate for the damage caused by the impact on the environment. The authors clarify that the formation of management by elements is based on the understanding that each of the objects of management in tourism has not only an economically expressed assessment, but also is determined by its role in the functioning of a particular ecosystem. The practical significance of the study is determined by the fact that there is a need to develop programs that take into account not only the practical application of environmental principles, but also represent its development structurally for depressed regions.

Keywords: tourism; ecosystem; management; mechanism; development of tourism.

JEL Classification: Q57; Z32; Z39.

Introduction

The tourism of the 21st century is an activity that provides a solution to a large complex of economic, social, environmental, and even political problems (Rempel 2012). In terms of income growth in the global economy, it is ahead of business whales such as oil production and the automotive industry and provides a tenth of the world gross domestic product (Tsartas 2000). Such an undeniable success of tourism lies in the fact that in the era of globalization, informatization, growing human needs for cognition of the surrounding world are more easily met (Chen *et al.* 2015). Therefore, a new component of the modern tourism paradigm is human mobility, which allows

us to overcome difficult geographic obstacles and gain access to the socio-cultural environment of various countries and peoples (Hong-Yi and Jui-Che 2012, Kupatadze and Kizilöz 2016).

According to the World Tourism Organization (United Nations World Tourism Organization; UNWTO), over the past twenty years, tourist flows in the world have doubled, from 435 million people in 1990 to 675 million people in 2000 and 1000 million persons in 2013. The number of employees in the industry is more than 260 million people (World Tourism Organization, 2016). According to UNWTO forecasts, by 2020, international tourist arrivals are expected to increase 2.2 times in 2000 (from 698 million to 1.561 billion trips). The growth in the share of income from tourism is projected: from 476 billion dollars to \$ 2 trillion. The tourism industry, as well as the tourism-related sectors of the national economy, provide employment for up to 12% of the EU's working-age population, creating up to 10% of the EU's GDP (estimated at 24 million jobs) (Tian *et al.* 2016).

Russia has the prerequisites for intensive development of domestic and foreign tourism: favorable climatic conditions, interesting historical heritage, significant cultural, recreational potential, favorable geographical position (Coccossis and Parpairis, 2000, Sukhova *et al.* 2018). In fact, Russian citizens are investors of foreign countries, that is, outbound, not domestic tourist flows prevail, which is the most painful issue, because tourism, according to specialists, brings only \$ 4 billion to the budget in the form of taxes (Nyaupane 2014). The impact of tourism on the Russian economy is still insufficient (Belitskaya 2018). This is due to the underdevelopment of tourism infrastructure (accommodation, catering, rehabilitation, related and communication spheres) and the poor quality of the services provided (Zhou *et al.* 2014). Although the changes have already occurred. According to the UNWTO estimate, as of 2007, Russia accounted for about 3% of the global tourist flow, and already in 2012 the growth rate of this industry was 13% in our state. The situation deteriorated again with the onset of the crisis in 2014. In particular, with regard to the inbound tourist flow in 2015, it decreased by almost half compared to 2013. As for the outbound tourist flow, it has not changed much.

Today, there are four main views on tourism as a socio-economic phenomenon in the modern world (Barsch *et al.* 2002, Bolgova *et al.* 2016):

- tourism as a separate branch of the national economy (in most countries of the world);
- tourism as an inter-sectoral complex or a complex type of economic activity that forms a tourist product from products (works, services) of different industries (types of economic activities);
- tourism as an independent type of economic activity;
- tourism as a tourist activity during the holidays.

This emphasizes the positioning of tourism in the modern world as a multifaceted socio-economic phenomenon, is the object of study of many sciences (management, cultural studies, economic and social geography, tourism studies, tourist cartography, etc.) (Zhang *et al.* 2014). At the United Nations Conference on Trade and Development in 1971, the following definition of the tourism industry was proposed: "This is a combination of production and non-production activities aimed at creating goods and services for travelers" (Candela and Figini 2012).

The World Tourism Organization defines tourism as leisure travel and one of the types of outdoor activities, and tourism activity refers to production and service activities, the purpose of which is to provide travel services and travel arrangements (Gössling, 2003, Krechetov *et al.* 2018a). There are about 40 types of economic activity in various sections that are directly or indirectly related to tourism. All of them are grouped into 17 sectors, in particular: agriculture, transport, construction, wholesale and retail trade, processing industry, temporary accommodation and food, information and telecommunications, financial and insurance activities, education, health care, art, sports, entertainment and recreation *et al.* (Liu and Tan 2015, Krechetov *et al.* 2018b).

In a broad sense, the tourism industry is defined as an interbranch complex, which provides for its implementation by the main business entities, including through intermediaries (banks, insurance companies, transport companies, accommodation and catering, etc.), various types of economic activity (financial, marketing, information, insurance, banking, transport, accommodation and catering services, rehabilitation, etc.) with a view to meet the needs of consumers (tourists) in recreation, entertainment, food, rehabilitation and the like (Romão 2018).

1. Materials and Methods

The methodological basis of the research is the method of comparative analysis. The study defines the concept of tourism and its correlation with economic categories. It is indicated that, methodically, we define a system of indicators that are uniform in content and comparable at all levels of government and at the international level, characterizing the volume of tourist activity and the impact of tourism on the economy of a country (region). Based

on the analysis of the source, we consider tourism as an economic system in the form of a cyclical model with a continuous sequence of acts of production and consumption of tourist products (Aimagambetov *et al.* 2017).

The secondary methodological basis of the study is the management method, which we use in order to compare the target parameters of tourism management and the socio-economic environment as a whole. Thus, we note that each of the systems for assessing the structural components of tourism affects the socio-economic environment of the region as a whole, and accordingly the use of the management method allows to adjust financial flows that ensure the development of the tourism industry at the regional level.

2. Results

The implementation of these measures is reflected in the current tourism policy (Junevicius and Albrektas 2017). The Ministry of Economic Development has prepared a roadmap for the development of the tourism industry for the next six years. Financing up to 2024 can be estimated at up to 100 billion rubles. Currently, the export of tourist services in Russia amounts to \$ 9 billion, but in 5-6 years it can exceed \$ 20 billion. The priority will be the development of "points of attraction" of tourists. The directions will be divided into several categories: the "highest" level will be given to places recognizable on the international market - Moscow, St. Petersburg, Vladivostok. The "unique" status will be assigned to such areas as Baikal and Kamchatka. In the first it is enough to remove the barriers, the second needs investments in infrastructure. Separately allocate the national level. These areas cannot compete globally but are interesting to the residents of Russia. These are the resorts of the Krasnodar Territory, Crimea, the Caucasus and Altai. They need to be made more accessible and better.

Regions together with business, experts, architects and marketers will create the concept of a single brand, a comprehensive development plan, standards of hospitality and quality of services. For compliance with the standards of a single brand, business will receive additional support measures and inclusion in promotion programs at the national and international levels. Among the support measures are now discussed exemption from land tax and property tax exemptions during the implementation of the investment project, benefits for contributions to extra-budgetary funds, accelerated depreciation of fixed assets. Separate preferential loans at 3% are provided for investments in hotels. Small and medium business in tourism will also be able to receive loans under the program of 8.5%. Investment projects in priority areas will be able to qualify for preferential receipt of land and buildings, lower rental payments, subsidizing the connection fee to the networks. Funding is provided for public-private partnership projects and concessions.

The roadmap is planned to introduce electronic visas, allowing to obtain permission to enter Russia remotely, without a visit to the consulate. Thus, the possibility of simplified entry to Moscow and St. Petersburg with the purchase of a comprehensive tourist package is being considered. Now a simplified procedure is in effect for the Far East for citizens of 18 states, since July it must work in the Kaliningrad region. In 2017, the country's income from tourism rose to three trillion rubles, which is about 3.47 percent of GDP. The growth of tourism revenues is one of the strategic objectives, and the industry's contribution to GDP should be at the level of developed countries - about 10 percent. However, market participants believe that further progress is impossible without structural changes: improving the transport and road infrastructure, simplifying the visa regime and the stay of tourists, improving the quality of the material base and services.

There is great potential in tourism in Russia. The tourism industry each year adds a certain amount of interest. In 2018, this is 15 percent, a very good indicator, 60 million people traveled across Russia. Entry flow has reached 24 million people. The huge potential of the industry lies in the geographical features, in the fact that the country can give the tourist more than today. Any improvements to the transport infrastructure immediately increase the flow of tourists. It is planned to spend more than 4 billion rubles on the promotion of the Russian tourist product on the world and domestic markets until 2025. More than half of this amount is planned to be allocated from the federal and regional budgets, according to the working version of the federal target program on the development of tourism until 2025. Advertising can give a serious impetus to the growing popularity of Russia's richest tourist potential, but, first of all, the infrastructure for travelers should be actively developed, experts say.

2.5 billion of the 4 billion rubles that are planned to be spent on the popularization of the Russian tourist product, they want to allocate from the federal and regional budgets, the rest - from extrabudgetary sources. This is stated in the working version of the Federal Target Program "Development of domestic and inbound tourism in the Russian Federation (2019-2025)". So, about 2.2 billion rubles (of which 936 million are from the federal budget) have been used to conduct an information campaign and the dissemination of social advertising about tourism in Russia on the world and domestic markets. For example, it is planned to organize publications in various media, conduct press tours, place outdoor advertising and messages on the Internet.

Among the activities of the program are also international, all-Russian, inter-regional tourist forums, exhibitions and other similar events. They plan to spend 1.4 billion rubles on this (678 million from extrabudgetary sources). A separate line of expenses included "the creation of competitive digital content" - this will require 402 million rubles; the Federal Target Program says. Most of this amount - 344 million - should be allocated from the federal budget. Advertising can be an effective way to promote. And billions in funding in this case is justified. Russian tourist product lacks advertising and external communication. Against the background of the scope and interest in the country, which appeared after the World Cup in 2018, there was a good platform for Russia to actively promote its tourist product in 2020. For more effective promotion, advertising should be systematic, planned, thoughtful.

The effect of advertising will be much more noticeable in conjunction with other equally important measures for the development of tourism in Russia. When a consumer sees that he is offered a holiday in hotels with good service at an adequate price, when the infrastructure in recreation areas is developed, people will begin to travel more willingly around the country. The contribution of tourism to GDP, considering program activities in 2025, will amount to 5.33 trillion rubles. The concept of the Federal Target Program "Development of domestic and inbound tourism in the Russian Federation (2019-2025)" was adopted by the government in May 2018. It involves the development of the infrastructure of tourist facilities, training of personnel in this industry, subsidizing entrepreneurs engaged in the tourist market, etc. According to the calculations of the Federal Agency for Tourism, investments in the industry will be more than justified - according to the concept text, the end result of the FTP will be the growth of the total tourist flow in Russia by 28%.

The document was developed as a continuation of a similar federal target program for 2011-2018. In the rating of 38 departmental federal target programs compiled by the Ministry of Economic Development, the tourism program took one of the top lines, receiving a "above average" rating. A number of indicators, such as investments in fixed assets of accommodation facilities, the number of beds in hotels and hostels, have been significantly exceeded. The draft Strategy for the development of tourism in the Russian Federation until 2035 will be submitted to the Government of the Russian Federation until July 10. The strategy also provides for the solution of problems with the lack of high-quality specialists in the tourism industry, as well as with the dissemination of information about the Russian tourism opportunities within the country and abroad. It is planned to develop measures for tax incentives and visa facilitation.

Among the tasks for the next 15 years is a twofold increase in the number of domestic tourist trips per inhabitant of the Russian Federation by 2035 by ensuring the availability of tourism, recreation and rehabilitation services for all Russians. The ministry will also seek to increase the export of tourist services of the RFF by \$19.7 billion by 2035 and Russia's entry into the top 10 tourist destinations according to the UNWTO report. Tour operators are the main sources of sustainable mass tourist traffic, but their financial stability requires improvement. It is necessary that financially reliable market players do not leave it. This will avoid the risks of counterparties and will contribute to stable demand. We need financially transparent, financially stable players. This also applies to insurance companies that are willing to take risks and at the same time ensure the safety of the tourist.

The final Recommendations of the Forum are being finalized, in which it is determined that the most important condition for achieving the goals and objectives in the development of domestic and inbound tourism is ensuring its safety, since safety and protection of tourists and respect for their dignity are indispensable for the development of tourism in any country. In the Strategy for the development of tourism in the Russian Federation until 2035, it is proposed:

1. As one of the objectives of the Strategy to determine - ensuring the safety of tourism, raising awareness and assisting tourists. The security of tourism in international tourism markets is, on the one hand, a factor in increasing the competitiveness of the national tourism product, and on the other hand, a means of manipulating and unfair competition. According to this criterion, the US State Department puts Russia at the same level with such countries as Tajikistan, Azerbaijan, China, Egypt, etc. Experts of the World Economic Forum on the level of tourism security of Russia placed 109th. According to the Strategy for the Development of Tourism in the Russian Federation until 2020 (approved by the Government of the Russian Federation No. 941-p dated May 31, 2014), the priority task is to create and maintain a favorable image of Russia as a safe, interesting, accessible tourist destination. Security issues are also enshrined in the Action Plan for the implementation of this Strategy. As a goal of the Federal Target Program "Development of domestic and inbound tourism in the Russian Federation for 2011-2018", the desire to recognize our country favorable for visits has been established, which will increase its place in international ratings, including in terms of safety.

2. Implement measures to further improve state policy, regulatory framework and interagency cooperation in the field of tourism security and empower the relevant federal government body to coordinate and control in accordance with Article 3.1 FZ-132 of November 21, 1996 "On the fundamentals of tourist activities In Russian federation". So far, this authority has not been exercised, the responsible federal government body has not been determined. Tourism security is a multi-faceted and interdepartmental task. Many federal executive bodies (the Government of the Russian Federation, the Ministry of Economic Development, the Ministry of Internal Affairs of Russia, the Emergencies Ministry of Russia, the Federal Security Service of Russia, the Russian Guard and others), the authorities of the constituent entities of the Russian Federation and local governments participate in its implementation. Many issues of tourism security are solved at the "junction" of the powers of ministries and departments, the Federation - the subject of the Federation - the municipality. This requires the creation of a single information space, the maintenance of statistical observations, coordinating influence and control. However, this is not for today.

3. Discussion

The main participants of the tourist services market are the manufacturers of the tourist product, the state represented by authorized bodies and the direct consumers of these services are tourists (D'Amore 2009). They are interconnected by various financial transactions and liabilities - payments of taxes and fees, consumer spending, investment investments, government guarantees, social and state payments and other payments. The tourism process is presented as a continuous and cyclical, because the provision of tourism services is not a one-time, but a constantly recurring activity, in which all elements of this system participate.

Tourism as a complex economic system is the totality and unity of relations, phenomena and processes occurring in the tourism industry. The tourism system is represented by a system of relations between its main subsystems and the external environment (Shu-Juan 2012). The tourism system is based on two subsystems: the subject and the object of tourism (Gribust 2018). A tourism entity is a participant in a tourism event, that is, a tourist who satisfies his or her need for a trip (journey) to a tourism object by obtaining specific tourist services (accommodation, food, transport, information and advertising services, etc.). He can receive these services independently or through intermediaries. Objects of tourism can be objects, places, facilities, events and everything that is potentially the purpose of a trip for a tourist (tourist). This may be a tourist region, a destination or in general a country with all its tourist resources and facilities.

The tourism system exists in a specific environment, which is represented by the economic, social spheres, serving tourism, the environment, technology and legislation, and state tourism policy. These factors are the main and not the only ones and have a great influence on tourism, and it, in turn, forms its own requirements for the environment (Li *et al.* 2011). So, tourism is an open economic system that can and should be managed using the methods and principles of government and taking into account market mechanisms of self-regulation. At the state level, we should, in our opinion, clearly distinguish between the concepts of public administration and state regulation of the tourism industry, without identifying them (Anszperger 2017).

Government regulation of the tourism industry is a set of centralized and mandatory methods of influence of public authorities on the tourism sector in order to achieve specific goals of a practical nature and functional direction (Liu and Leung 2019). The main methods of influence of public authorities on tourism are:

- direct (adoption of regulations, approval and financing of targeted integrated programs, the establishment of standards and limits, the placement of government orders, licensing, certification, standardization, government budget expenditures, etc.);
- indirect (instruments of innovation, fiscal, budget, monetary, investment, depreciation, social policies).

One of the advanced approaches to management in the conditions of general dynamism, unpredictability and variability of the business environment is strategic management. But in scientific circles, the question of how the concept of strategic management is able to provide modern economic systems with effective development, the best chances of survival, commercial success and financial stability remains unresolved.

There are others that deserve attention in scientific terms, the definitions of "strategic management", the authors of which focus on certain features and aspects of this concept. In our opinion, the reason for such a variety of definitions of this concept lies in the fact that each of them belongs to the corresponding stage of the evolutionary development of theories of strategic management.

So, within the framework of traditional management approaches, we offer the following definitions of strategic management:

- 1) from the position of the process approach, strategic management can be defined as a single process or a series of continuous interrelated actions, *i.e.*, separate management functions. In tourism, we consider

- strategic planning, organization and coordination of activities of subjects of tourism activities and personnel management to be the main managerial functions;
- 2) from the standpoint of the systems approach developed in the works of representatives of the humanistic school and the social school, in particular, G. Ackoff, L. Bertalanffy, D. Forrester, C. Bernard, G. Pascal, and others, strategic management can be viewed as a vision prospects for the organization as a whole and for the organization's relations with the external environment. We considered this approach in tourism above, concluding that tourism is an open economic system that can and should be managed using the methods and principles of modern management;
 - 3) the situational approach (P. Lawrence, J. Lorsch, T. Bernie, J. M. Stolker, and C. Perroy) were representatives to state that for strategic management a set of such tools and methods should be used, the use of which is determined by the situation, then There is a specific set of circumstances that currently significantly affect the position of the control object.

Modern management practice proves that the situational approach is considered the most advanced among management approaches, the use of which allows to take into account the influence of factors of the internal and external environment. The essence of the situational approach to the management of tourism is to adapt the management system of the tourism industry in specific circumstances, which in a certain period of time have a great influence on its functioning. The adaptation is based on "situational thinking", which helps managers make decisions about the appropriateness of using certain techniques and methods of management in specific circumstances to achieve their goals. In the late 90s of the twentieth century. A new approach to the definition of the essence of strategic management has been formed, which can be described as conceptual or synthetic. In accordance with the modern interpretation of the strategic management of its main aspects in the field of tourism can be defined:

- focus on long-term success;
- maximum use of the experience of management theory and practice to ensure the stability of competitive positions in the context of the globalization of social development;
- strategic orientation of staff, adequate and timely response of the tourism organization to changes in the changing external environment.

So, at the present stage of the existence of the theory of strategic management of tourism development, much more theoretical substantiation and practical recommendations in the field of this problematic are prepared for the subjects of the primary link of the economy - enterprises, while the problems of sectoral and national strategic development are not sufficiently investigated due to the lack of comprehensive theoretical and methodical approaches of strategic management at various hierarchical levels. The tourism industry ranks second in the global economy after the computer and electronics industry. Russia has significant objective prerequisites for the gradual dynamic development of the tourism industry, given the significant tourist and recreational potential, historical and cultural monuments, a reserved fund, which are not fully used today.

Accelerating the development of tourism depends on the level of development of its infrastructure in such basic components as ensuring: the presence of an extensive transport network, a developed hotel industry, catering establishments, tourist information services (in information and tourist centers), a system of promotion of the tourist product, human potential, level of tourist services in the regions, the safety of tourists in the field. Regions and destinations have a tourism potential that, if used effectively, can not only develop the tourism business, but also give impetus to the development of the national economy. A systematic study of world economic management experience in tourism shows that with effective strategic management, business entities in this sphere are able to develop individual tourist destinations, as well as the state as a whole. This is due to the fact that:

- tourism enterprises are part of the national economy, as they unite business entities that are functionally designed to create, promote and market tourism products, taking into account the optimal use of the tourist potential of the territory. In particular, the integrative sphere of tourism is functionally connected with more than 40 types of economic activity, as already mentioned above;
- the main objective of the economic activity of enterprises of the tourism sector is to implement a competitive tourist product aimed at spiritual and physical rehabilitation, prevention and improvement of the health of citizens, information and educational activities.

The tourism industry in the Arctic regions is at a constant development stage due to the low competitiveness of the existing tourism infrastructure, the lack of adequate funding for tourism facilities, the high level of depreciation of the existing hotel facilities, the poor state of the roads and sometimes no transport links, and the lack of information about the available tourist resources. The difficult socio-economic situation for the development of

tourism can be improved by developing an effective system of strategic management of the development of the industry at the macro level. Imagine it in Table 1.

Table 1. Managing the development of the tourism industry at the macro level

| | | |
|--|--------------------------------------|--|
| Process steps | 1. Goal statement | Ensuring the implementation of the objectives of the development of the tourism industry at the national level in an unstable and dynamic environment using the existing tourist potential in the long term. |
| | 2. Strategy development and approval | Provides for the development and approval of the National Strategy for the Development of Tourism. |
| | 3. Strategy implementation | It provides for the creation of the necessary conditions and the corresponding resource support for the implementation of the strategy, the monitoring of its implementation and, if necessary, its adjustment. |
| Process participants | Subject | State and non-state authorities in tourism |
| | An object | The tourism industry of the country as a whole, which is represented by: tour operators, travel agents, tourism resources, accommodation, catering, other travel service providers and the final consumer of these services. |
| Instruments of subject influence on the object | Functions | Setting the rules of the game; forecasting development trends; prioritization; stimulation of development through tax, financial, investment and other benefits. |
| | Principles | Focus; complexity; efficiency; consistency; balance of interests. |
| | Methods | Administrative and legal: the formation of the legislative field of tourism activities; development of the main directions of state policy in the field of tourism; licensing of tourism activities; standardization and certification of tourism services; the use of administrative and economic sanctions for violation of legislation in the field of tourism; economic: allocation of budgetary funds for the development of tourism; creating a favorable investment climate for the modernization of the material and technical base of tourism; development of a tax system for the tourism industry; development of insurance services in the field of tourism and the like. |
| | Tasks | Attraction of investments; increasing tax efficiency; stimulation of consumer activity of the population; development and expansion of services; rational use of tourism potential; ensuring the safety of tourists and travelers. |

So, the main components of the process of strategic management of tourism development at the macro level are the stages, participants and tools of influence. We distinguish three main stages of the strategic management of tourism development at the macro level:

Stage 1. The formulation of the goal of strategic management of tourism development at the state level. It should be noted that even in strategic documents there is no clear definition of this goal. Although there is already a focus on strengthening the role of tourism in the full implementation of socio-economic and humanitarian functions, preserving the environment and cultural heritage, creating high-quality new and improving the existing infrastructure, creating new jobs, filling budgets of all levels, increasing the share of services in the GDP structure.

Stage 2. Development and approval of tourism development strategy. As already noted, in our country the prototype of such a strategy is still the tourism development strategies of individual resorts.

Stage 3. Implementation of the strategy, which provides for the creation of the necessary conditions and appropriate resource support for this implementation, monitoring its implementation and, if necessary, adjusting the strategy (Villa *et al.* 2017). Unfortunately, the existing tourism development strategy of individual resorts does not imply any specific stage of its implementation and expected results. Therefore, there is no reason to talk about the effectiveness of the implementation of this document.

As for the main participants in the process of strategic management of tourism development at the macro level, they are the subject of management (the management system) - state and non-government authorities in tourism, which directly or indirectly influence its development and the object of management (the managed system) - the tourism industry the country as a whole, which is represented by:

- tour operators (tour operators) - legal entities established under the law, for which the exclusive activity is the organization and provision of a tourist product, the sale and provision of tourism services, as well as intermediary activities to provide characteristic and related services and who, in the prescribed manner, obtained a license for a tour operator activity;

- travel agents - legal entities established under the law, as well as individuals - business entities engaged in mediating the sale of the tourist product of tour operators and tourist services of other subjects of tourist activity - as well as mediating the implementation of the characteristic and related services;
- business entities that provide temporary accommodation (accommodation), meals, sightseeing, entertainment and other tourist services;
- guide-interpreters, guides, sports instructors, guides and other specialists of tourist support;
- individuals who are not business entities and provide services for temporary accommodation (accommodation), meals and the like;
- tourism resources: natural (landscape, water, climatic, natural, biosphere reserves, dendromes, zoos, botanical gardens); historical and cultural (monuments of architecture, archeology, history, art, ethnography); socio-economic (material and technical base of subjects-suppliers of tourism and infrastructure industries, means of communication, road facilities);
- consumer goods and services (tourists).

The main toolkit of the subject's influence on the object of strategic management in the field of tourism, we have defined the functions, principles, methods and objectives. Among the functions of the main place is the definition of the rules of the game, that is, the formation of the regulatory field of tourism activities. Among the principles, an important role is played by purposefulness, that is, the development of tourism in accordance with a specific goal and objectives. Among the principles should be highlighted and the balance of interests of all participants in the process of strategic management of tourism development: the state (region, destination), the tourism organization and the consumer of a tourist product or service.

Among the methods of influence of the subject of management on an object in tourism, we have identified two main ones:

- 1) administrative and legal: the formation of the legislative field of tourism; licensing of tourism activities; standardization of tourism activities and certification of the tourist product; introduction and application of administrative and economic sanctions for violation of legislation in the field of tourism;
- 2) economic: the allocation of budgetary funds for the development of tourism; creating a favorable investment climate to create a new and modernize the existing material and technical base of tourism; development of a tax system for the tourism industry; development of insurance and banking services in the field of tourism; stimulating innovation in tourism and the like.

The objectives of the strategic management of tourism development at the macro level, we identified:

- attraction of investments by improving the investment climate in the field of tourism;
- increasing tax efficiency on the part of all participants in this process through the introduction of transparent and fair rules for each participant;
- stimulation of consumer activity of the population by improving the quality of tourist services;
- rational use of tourism potential with the protection and preservation of natural objects and ecosystems in areas where a large number of tourist objects are located;
- ensuring the safety of tourists and travelers and the like.

Conclusion

So, taking into account all the above, we argue that the strategic management of tourism development is a continuous dynamic process, the purpose of which is to ensure the realization of the development goals of the tourism industry at the local, regional and national levels in an unstable and dynamic environment using and building up the existing tourism potential in the long run. The end result of this process is the development and implementation of a strategy for the development of tourism in the state, and its main tools are functions, principles, methods and objectives.

Thus, strategic management of the development of tourism as an object of scientific research is a complex socio-economic phenomenon. Therefore, the application of the concept of strategic management in the development of tourism is possible only taking into account the specifics of the activities of tourism organizations, the interests of consumers of tourism services, national priorities of socio-economic development, the existing conditions of competition and a number of other factors and features.

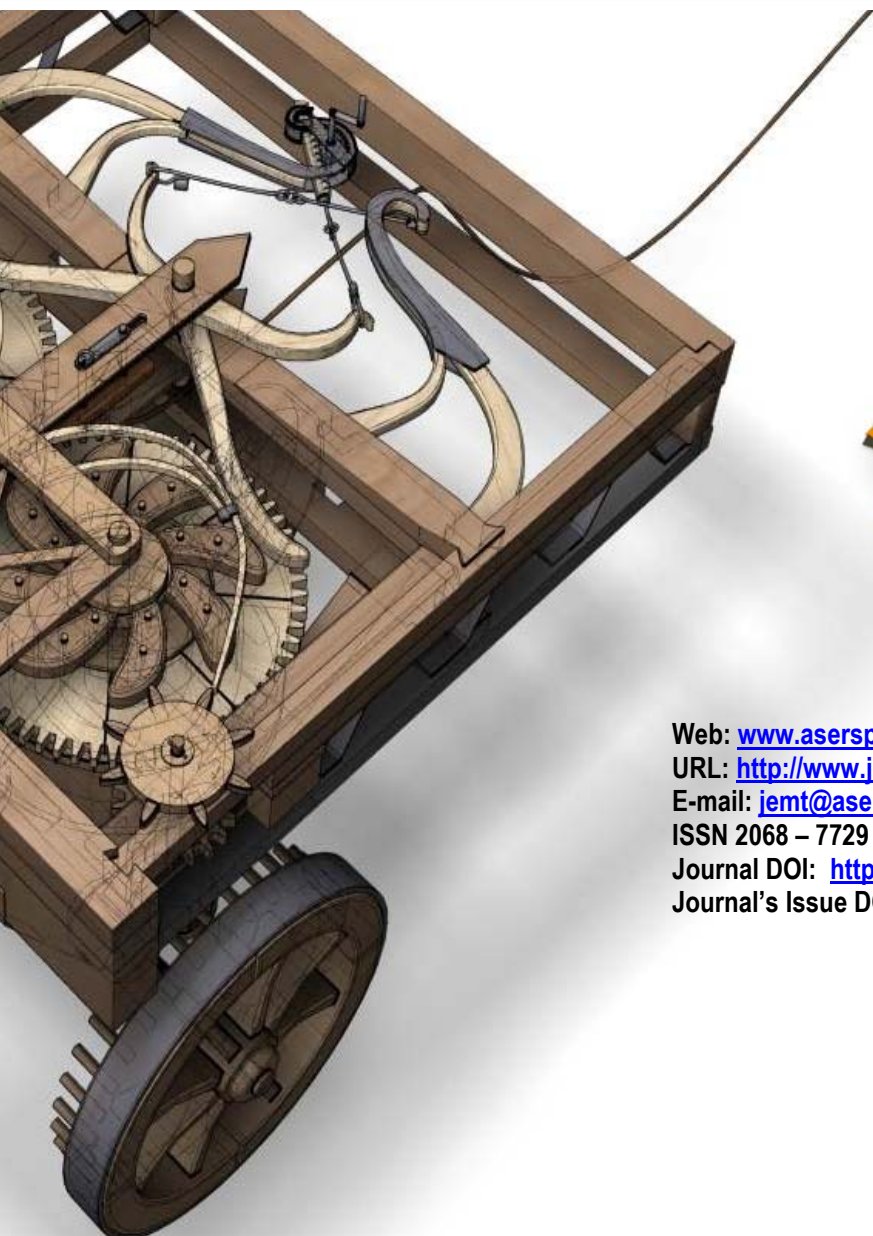
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