



PECULIARITIES OF DEVELOPING A STRATEGY FOR THE DEVELOPMENT OF TOURISM ENTREPRENEURSHIP ENTITIES OF TERRITORIAL COMMUNITIES

ОСОБЛИВОСТІ РОЗРОБКИ СТРАТЕГІЇ РОЗВИТКУ СУБ'ЄКТІВ ТУРИСТИЧНОГО ПІДПРИЄМНИЦТВА ТЕРИТОРІАЛЬНИХ ГРОМАД

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Abstract. *At the current stage, to start any business, it is necessary to think strategically. In general, a similar business approach is just as appropriate to choose for the formation and promotion of the tourist brand of the territorial community, because tourism, in general, should focus on potential profit. When starting or planning tourism in the community by the authority or local self-government bodies, the tourism entrepreneurship strategy will have certain features. Unlike the usual tourism business, here the general public interest will be more important than the satisfaction of consumer demand. For local authorities, it is more important to consider the potential long-term impact of tourism projects than their short-term results.*

One of the most important conditions for successful tourism entrepreneurship of territorial communities is the constant determination of the relationship between the demand and supply of tourist services, which is based on the analysis of the interaction of factors that form the market situation. Therefore, the degree of expediency of making important strategic decisions is determined, first of all, based on the analysis of the state of development of the tourist market. Given the significant fluctuations in the volume of the domestic tourist market and the intensification of competition between enterprises in the field of tourism, it can be argued that the above fully applies to the market of tourist services.

Implementation of the strategic development of tourism entrepreneurship entities of territorial communities will be possible based on the effective interaction of two important and necessary elements: the state regulatory system and market entrepreneurial initiatives.

The need to improve the state regulation of tourism entrepreneurship of territorial communities is justified by a significant lag behind the similar one in European countries and accordingly requires updating the legal framework and adapting it to European requirements, progressive regulations and reproduction conditions, methodical, organizational, technical measures and other modern communicative conditions. On the other hand, a free market entrepreneurial initiative will make it possible to practically realize the socio-economic and ecological tasks of tourism entrepreneurship in the form of a branched network, various types of the corresponding tourist product.

In our opinion, the strategy for the development of tourism entrepreneurship entities of territorial communities should be understood as a comprehensive program of measures aimed at implementing the mission (general goal) of the territorial community and achieving its multiple goals.

Keywords: *tourist market; management; tourism entrepreneurship; development, tourism; local community.*



Introduction.

The analysis of the works of domestic and foreign researchers proves the multifaceted approach to developing a strategy for the development of tourism entrepreneurship entities of territorial communities. Attention is focused on the management system of tourist entrepreneurship of territorial communities, as an important element of state and regional management systems, solving issues related to tourist complexes in the regions [4, P.103-112.]. In the process of research, we have established that to develop a strategy for the development of tourism business entities of territorial communities, it is necessary to use complex, systemic and adaptive approaches.

The use of an integrated approach is based on taking into account the interrelationships of production potential, innovation potential, investment potential, potential of material resources, labor potential, and financial potential of the territorial community. A comprehensive approach is also observed in the analysis of the development potential of the objects and subjects of the tourist entrepreneurship of the territorial community. In this case, the application of a system approach is followed. For example, a tourist enterprise, or a tourist operator, or a hotel-restaurant complex is considered as a single system. We consider not only investment strategies, but also other enterprise development strategies, for example, innovation strategy.

Setting objectives.

As a third approach to developing a strategy for the development of tourism entrepreneurship entities of territorial communities, we suggest using an adaptive approach. Many people choose one strategy for the internal environment, stop there and wait for successful development, but it is not observed. They do not explore the external environment. An adaptive approach ensures quick adaptation to the conditions of the external environment. Accordingly, the adaptive approach takes into account all the necessary parameters for the development of a strategy that will allow us to quickly adapt to the conditions of the external environment, and here we adjust the opportunities and potential of tourism entrepreneurship of territorial communities [6, pp. 101-114]

Note that one of the resources for the development of tourism entrepreneurship is the presence of geomorphological assets in territorial communities. Geomorphology is the science of the construction, origin, history of development and modern dynamics of the topography of the Earth's surface. In fact, when we talk about such assets, we are talking about many natural objects — ravines, forests, hills, reservoirs [7, p.220].

For the tourist entrepreneurship of territorial communities, the main features of these objects will be the scenic/aesthetic, scientific, cultural-historical and/or socio-economic value of these objects for people. In other words, even the signs of people walking their pets or having picnics on this hill will be enough to consider this place as a geomorphological asset of the territorial community that can become the basis of a tourism business development strategy.

Note that the evaluation of each element is also carried out on the basis of their internal criteria, namely:

- picturesqueness is evaluated according to the following criteria:



1) the number of vantage points - that is, the vantage points available for a pedestrian survey of the object. Each of the viewing points should be located no more than a kilometer radius from the geomorphological object, and within this point there should be a specific viewing angle that differs from the others.

2) viewpoint distance - related to the number of viewpoints and determines the average distance between them. To do this, it is necessary to divide the total sum of distances between all observation points by the number of observation points. This criterion is measured in meters.

3) surface area - determines the size of the geomorphological object in comparison with other objects on the territory of the territorial community under investigation. The indicator for measurement here is relative - you can use square meters (usual indicators for measuring the area of the area).

4) surface height - here the height of the geomorphological object is already measured in comparison with other objects in the territory of the community or region.

5) Contrast of colors on the object - when measuring this indicator, be honest and rely on feeling. For example, dark gray and black can be in the same color scheme, while sand gray and charcoal black can form an interesting contrast.

- *scientific value is assessed according to the following criteria:*

1) paleological interest - reflects that the place has a certain history of changes and that it has actually acquired this appearance as a result of these changes. An example can be the formation of a ravine due to winds. Human intervention can be just as interesting here (for example, the emergence of hills as embankments for certain economic or other needs). Such stories bring life to a place, and therefore arouse interest in it.

2) representativeness - this criterion characterizes what importance the territory already has at this stage for science. This criterion can have very different characteristics. For example, this area can be studied in geography by students of a local school, or it is a known fact that this area was studied by scientists. This indicator does not have quantitative characteristics - it should be more qualitative and give an assessment of the territory in comparison with other similar territories in the community.

3) area - according to this criterion, it is necessary to answer the question of how the size of the evaluated territory is related to the size of other similar objects in the territory of the community under investigation. This indicator is measured in percent.

4) rarity - this criterion answers the question of what and how many similar objects exist in the territorial community under investigation.

- *cultural value is assessed according to the following criteria:*

1) cultural and historical customs that indicate the symbolic and historical significance of the object for the territorial community. Material objects (ruins, buildings, etc.) are not evaluated according to this criterion.

2) embodiment in art - refers to the representation of an object in any artistic work, from photography to singing. However, when evaluating according to this criterion, it is necessary to take into account the quality and popularity of both this work and the author of the work.



3) historical and archaeological relevance - determines the presence of historical architectural structures or ruins at the site. When evaluating according to this criterion, the quality of preservation of these buildings can be taken into account.

4) Religious and Metaphysical Relevance – This criterion includes popular mythology, beliefs about the object.

5) artistic and cultural events - includes events organized both on the site and in relation to the site. Events that have passed but are no longer taking place are taken into account.

- economic value is assessed according to the following criteria:

1) accessibility - is evaluated by the parameter of the distance from the object to the objects of the transport infrastructure, as well as by the parameter of which transport will help to reach the object (car, local transport, national transport).

2) risks - this criterion evaluates the management of the object (does the economic entity to whose area of responsibility the object belongs supervise it, its preservation, the state of security at the object?).

3) the annual number of visitors in the community and the region as a whole is determined not only for the geomorphological object, but also for the region as a whole, because it allows to assess the potential of attracting already existing tourists to the object.

4) the official level of protection - for an economic indicator, an object that is more protected at the state level (such as an architectural monument) is less attractive, because the potential for economic activity at the object will be lower due to protection.

5) attractiveness - this refers to the significance of the attraction for tourists of different levels. Including this indicator balances the previous indicator.

Thus, the development of a strategy for the development of tourism business entities of territorial communities can be interpreted as a relationship between the legal, organizational, financial and economic conditions of the management mechanism for the development of tourism business entities. In turn, the process of developing a strategy for the subjects of tourism entrepreneurship of territorial communities involves the goal, setting the task, defining the principles, methodical approach, methods of implementing management decisions, functions and management tools with the definition of the development model for the long-term and current period, identifying opportunities for improving economic activity, due to the introduction of new approaches to increase the competitiveness of tourism business entities and depends on external and internal factors.

Internal factors influencing the development of tourism entrepreneurship of territorial communities can be divided into organizational and economic. The organizational factors of the environment of internal influence include the level of development of intra-industry relations, the level of organizational and personnel management. The economic factors of the internal environment include marketing activities (segmentation of the tourist market, advertising activities), investment, price, financial and credit and tax policies of the tourist business, seasonality, quality and range of tourist services.

Creating and implementing a strategy is a rather time-consuming procedure.



However, the development of various options for actions increases the possibility of choosing a rational strategy, and in the process of discussing the strategy, the level of contradictions in the interests of owners, managers, and employees of the tourism business of territorial communities decreases.

In the process of developing a strategy for the development of tourism entrepreneurship of territorial communities, it would be extremely useful:

First, deepen the research of rent and rent relations; economic assessment of recreational land, urban, village and other territories; mechanisms of formation, distribution and appropriation of differential rent I and II, monopoly rent, taxation of services containing rent. Currently, Ukraine does not have a special system for extracting rental income. It is about rent as income of the state - the owner of the subsoil and land [52];

Secondly, to develop methods for determining the proportions and rates of development of all types of subjects of tourism entrepreneurship of territorial communities, in the strategies of socio-economic development of communities using economic and mathematical models and Soft computing to maximize the output of gross added value [8, p.111];

Thirdly, to activate and expand research on the problems of modeling the development of tourist attractions in the system of strategies for the development of territorial communities. For example, the direction of development of the concept of weakly controlled forecasts of the development of territorial communities, green tourism, the creation of tourism infrastructure, segmentation of the population by interests and activities, recreation, etc., which is based on methods known in solid state physics, combined with the theory of fuzzy sets, turned out to be promising (fuzzy logic) based on the developed model of fuzzy logical conclusion. Management, knowledge presentation, decision support, approximation, structural and parametric identification, pattern recognition, and optimization systems are built on the basis of fuzzy logic, which are successfully used in the tourist entrepreneurship of territorial communities [9,10].

The system of effective management of resource potential of enterprises makes it possible to determine which of its internal characteristics weaken the effectiveness of achieving efficiency in the management process. Efficiency is achieved through the implementation of successive actions that are carried out during management [11].

Since the competitiveness of the hospitality product depends on its personalization, the peculiarity of the promotion of such services lies in the development of personalized relations with customers. Thus, the concept of integrated marketing communications, in which the synergistic effect is achieved not only by combining various elements of marketing communications, but also due to the formation of communication interaction at several levels, is considered the main methodological basis for managing marketing communications of the hotel and restaurant business subjects of tourist activity with potential consumers [5, p. 168].

Conclusions from the study.

The development of tourism entrepreneurship of territorial communities will allow, in addition to the resort potential, to highlight the other most characteristic



types of tourism and recreation, to reflect the most characteristic and important for the development of the community existing and promising territories and objects, to understand the target groups of service users for each type of tourism, as well as to determine the elements of tourism infrastructures - their availability, readiness for service, quality, needs. Such identification will make it possible to more rationally promote the main tourist products specific to the territorial community, as well as to develop them more effectively in the future to increase the number of tourists in certain types of tourism, expand the boundaries of the tourist season, and attract new tourism entrepreneurs and investors.

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Анотація. У статті зазначено, що суб'єкти туристичного підприємництва територіальних громад поділяються на: ті, які здійснюють туристичну діяльність (туристичні оператори та туристичні агенти) та на ті, які забезпечують туристичну діяльність та можуть надавати послуги з тимчасового розміщення, харчування, екскурсійні, розважальні та інші види туристичних послуг. Обґрунтовано, що данна класифікації суб'єктів туристичного підприємництва територіальних громад вказують на центральну роль у наданні комплексного кінцевого туристського продукту саме туристичними операторами та агенціям.

Обґрунтовано, що створення та впровадження стратегії - досить трудомістка процедура. Для її спрощення запропоновано використовувати трьох фазний процес розробки реалізації стратегії розвитку туристичного підприємництва територіальних громад.

Визначено, що у процесі розробки стратегії розвитку туристичного підприємництва територіальних громад було б надзвичайно корисним:

По-перше, поглибити дослідження ренти і рентних відносин; економічної оцінки земель рекреаційного призначення, міських, селищних та інших територій; механізмів утворення, розподілу та привласнення диференціальної ренти I та II, монопольної ренти, оподаткування послуг, що містять ренту. Нині в Україні спеціальна система вилучення рентних доходів відсутня. Йдеться про ренту як дохід держави – власника надр і землі;

По-друге, розробити методи визначення пропорцій і темпів розвитку всіх видів суб'єктів туристичного підприємництва територіальних громад, в стратегіях соціально-економічного розвитку громад з використанням економіко-матиматичних моделей і *Soft computing* для максимізації випуску валової доданої вартості;

По-третє, активізувати і розширити дослідження проблем моделювання розвитку туристичній атракцій в системі стратегій розвитку територіальних громад.

Проаналізовано, що розвиток туристичного підприємництва територіальних громад дозволить окрім курортного потенціалу виділити інші найбільш характерні види туризму та відпочинку, відобразити найбільш характерні та важливі для розвитку громади існуючі й перспективні території та об'єкти, зрозуміти цільові групи користувачів послуг по кожному виду туризму, а також визначити елементи туристичної інфраструктури – їх наявність, готовність до обслуговування, якість, потреби. Така ідентифікація дозволить і більш раціонально просувати притаманні територіальній громаді основні туристичні продукти, а також більш ефективно їх розвивати в подальшому для збільшення кількості туристів по певних видах туризму, розширенні меж туристичного сезону, а також до залучення нових туристичних підприємців та інвесторів.

Ключові слова: туристичний ринок; управління; туристичне підприємництво; туризм; територіальна громада.