

ROLE OF REGIONAL AUTHORITIES IN PROMOTING TOURIST INDUSTRY'S DEVELOPMENT

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Annotation. The article deals with the structure of the strategic management of tourism industry. There given the characteristic of the three main stages of strategic management .Defined the main advantages and disadvantages of development strategies at the national/regions level, socio-economic development programs, programs of the tourism development in the regions.

To ensure the sustainable development of tourist industry in Ukraine, we propose to establish regional departments to promote tourism development. Tourist information centers, tourist departments of engineering, departments of international marketing activities, innovative business incubators and co-financed funds of tourism development should be in its submission.

Creating such administrative apparatus will be the basis for the formation of the country's long-term strategy for tourism development in Ukraine.

Adnotacja. W artykule rozpatrzono strukturę zarządzania strategicznego turystyką. Scharakteryzowano trzy główne etapy zarządzania strategicznego. Określono zalety i wady strategii rozwoju na poziomie krajowym (regionalnym), programów rozwoju społeczno-gospodarczego, programów rozwoju turystyki w regionach.

W celu stymulacji rozwoju przemysłu turystycznego w regionach Ukrainy zaproponowano stworzenie regionalnych wydziałów na rzecz wsparcia turystyki, w podporządkowaniu których muszą być turystyczne biura informacyjne, wydziały inżynieringu turystycznego, wydziały międzynarodowych działań marketingowych, innowacyjnych inkubatorów biznesowych, funduszy współfinansowania rozwoju turystyki.

Tworzenie takiego aparatu administracyjnego będzie podstawą do tworzenia w kraju długoterminowej strategii rozwoju turystyki na Ukrainie.

A long-term economic development of Ukraine provides for the increasing of its competitiveness in both traditional and new sectors, improving the quality of intellectual capital and labour productivity growth, innovation factors directing to provide expanded

economic reproduction. Deciding these issues requires the creation of system of clear co-operation between state, business, science and education through the use of effective tools of innovative development.

Growth of commodity production share has ensured the development of economic activity in all sectors of social production. In this regard, there is a gradual increase in services rendered to the population and, therefore, this tendency makes favorable changes in the structure of the service sector, particularly in the tourist industry. Expected positive changes make stress on the strategic management of tourist industry development in the framework of improving the mechanism of its development (Pilyushenko, 2013, p. 134).

Strategic management is a systematic approach to determining the future state's development vector or its particular region and comprises two complementary parts: analysis and defining the strategic positions and real time management.

In modern society, there are many models of strategic management, which in one way or another detail the sequence of the process's steps, however, three main stages are common to all models:

- strategic analysis;
- strategic choice;
- strategy's implementation.

Stage of strategic analysis interprets the strategic position of the region by, first, identifying changes that have occurred in the state's economic system, and identifying their effects on regional social and economic system, defining the advantages and resources of the region based on these changes (Rudakova, 2013, p. 119-120).

The main purpose of strategic analysis is the assessment of the key actions in the present and future situation of the region and determination of their specific influence on strategic choice.

One of the strategic analysis's results is the determination of the overall regional objectives, which define the scope of its activities. The tasks are defined based on the goals. They are used to represent the indices of strategic planning.

Strategic analysis includes the following components:

- The first component of strategic analysis defines the purpose and basic tasks that make up the background, where the strategies for further regional development as well as the assessment criteria are formulated. The main objectives define the way the regional social and economic system could achieve this goal in the mid- and low-terms;
- The second component of strategic analysis is to study the characteristics of the

environment where the region exists. Many environmental factors (political, technological, social and economic) affect the regional system. The external situation is changed and it needs to study the most important strategic issues;

- The third component of strategic analysis is the analysis of internal resources. It determines the quality and volume of the resources available to the region by major functional areas of activity. The purpose of the analysis is to develop an overall plan for the internal operations with the limitations have been imposed on strategic choice. Internal analysis focuses on two directions: to identify the strengths and weaknesses of the regional social and economic system and identify opportunities to influence the process of strategic planning.

The second phase of strategic management - strategic choice - has four components of the strategic choice:

- development of strategic options for the development of regional social and economic system;
- evaluation of the developed strategic options;
- choice of the development strategy for regional social and economic system;
- treatment of the plan of regional social and economic systems' functioning.

The third key step in the strategic process is to implement the strategy of regional social and economic development. The most important factor in the strategy's implementation is a treatment of plan for further development of regional social and economic system, which considers the use of investment resources (Rudakova, 2013, p. 120).

At the present stage of tourist industry development in Ukraine a clear strategy of management tourism development should be formulated. This strategy would give an opportunity to fully unleash the tourism potential of country and provide maintenance of chronic deficit budget.

Strategies and programs for regional social and economic development of Ukraine contain sections which describe the main priorities, goals and objectives to stimulate tourism development.

The criteria for the implementation of priority are as follows:

- the revival and development of tourist centers: historical, cultural, spiritual, natural, and others;
- conducting comprehensive research and economic studies for the development of the tourist industry, works on the restoration, maintenance and regulation of tourist sites and territories;
- development of international cooperation in the field of tourism and recreation;

- drafting of regional tourism development program.

The following tasks should be solved to realize the priority: inventory of regional tourist resources, the formation and maintenance of an appropriate register; restoration of historic and cultural monuments; recreational areas and modern tourist infrastructure creation; opening tourist routes to visit sites of particular cultural and historical value, creation of innovative and animation programs for tourist services; facilitate the implementation of water tourism and recreational trails with thematic animation programs, their inclusion into a regional network of tourist and excursion routes; creation of appropriate conditions for the reception of religious tourists; drafting the projects of original (branded) activities of event tourism (tourist festivals, celebrations, parades, carnivals, competitions, relays, etc.) and its implementation in the regions; popularization of monuments, historical and cultural centers of the region in the media, publication of popular science, information and reference publications about important historical and cultural sites in the region.

Regions with natural and recreational attraction and regions with cultural and recreational attraction will get the highest development in future.

The purpose of tourist and recreation branch development, according to the Strategy is to provide the public with popular and valuable rest and sanitation, deeper acquaintance with the historical and cultural heritage of the native land and Ukraine as a whole, the increase in revenues to state and local budgets from tourism.

Strategic objectives to achieve the goal are the following: the introduction of effective mechanisms for financial and economic regulation of the industry; building of new and reconstruction and modernization of existing tourist and recreational facilities; building up of tourist centers' infrastructure; sustainable use, conservation and restoration of natural, historical and cultural environment; improvement of the organizational structures of tourism and recreation management.

To the favorable opportunities of tourism development we can include the improvement of a region's image, ensuring environmental safety and use of the recreational potential, interest of foreign investors in the region, etc.

Of course, we defined the threats. Sharp changes in the exchange rate and inflation, rising prices on energy sources, accelerating of economic development of competing regions, growing a shadow economy are among them.

One of the Strategy's priorities is ensuring the environment protection in the peoples' awareness, creation the effective environmental, recreational and tourist infrastructure of the area, development of ecological and rural tourism, development of tourist routes, and

expanding infrastructure in organization of tourist routes.

Some results of strategic management at the regional level in 2013 are reflected in the programs of economic and social development of the Ukrainian regions.

A strategic planning, forecasting and programming should be the basis of the strategic management of tourism development.

The task of regional planning is to ensure the ideal development of the agriculture in the region into a single economic complex of the country; improvement, specializing of the areas; establishing the ideal proportions; efficient use of human and natural resources and production facilities; to distribute the productive forces. Strategic planning for regional tourism development should include the following steps:

- Preparation of the concept of regional development;
- Justification for significant proportions;
- Formation of the target programs.

The main aim of the tourism development in the region is to focus on activities towards stabilizing and enhancing quality of life, which can be realized by improving the efficiency of the economy and providing more revenues to the budgets on all the levels by enhancing innovation and investment processes in the tourism industry.

Tourism development strategy defines the following activities of local government, as:

- Management of tourism development;
- Management of budget and finance;
- Economics and business administration;
- Management of land and property;
- Management of the external economic activity;
- Protection of the environment.

A concept of the tourism development in the region is a focused complex document that includes the most important system development policy in strategic perspective based on necessary and sufficient economic independence (strategic priorities, goals, proportions and arrangements).

The structure of the concept of the tourism development in the region should include the following sections:

- Social, environmental, structural policies;
- Regional research and innovation policy, policy development of related industries, training of human resources and employment;
- Politics of tourism infrastructure, investment and foreign policy;

- Fiscal, credit and tax policies;
- Politics of property relations.

Therefore, the concept of regional tourism development determines important structural changes in the social and economic development in the form of important priorities, goals; moreover, it ensures their implementation through economic, organizational and legal mechanisms. A complex development program that includes a system of integrated programs is based on the concept of strategic region. The process of tourism's development strategy in the region is one of the important activities of the executive and legislative bodies at all levels (Cachan, 2001, p. 48).

A prediction as a link between theoretical developments and economic practice is an important part of the state regional policy's mechanism.

Weather is a science-based vision of a certain social and economic process or phenomenon and possible ways to meet these goals. It has a high chance of a confirmation despite the fact that its development is based on the system of qualitative and quantitative indicators. The overall aim of the forecast of tourism development in the region is to ensure objectivity of the developmental solutions in the future.

The regional forecasting has reached unimaginable proportions over the past 30-40 years. The forecasts and regional development programs including foreign investment are completed both on the national (within the country) and international levels (SEZ Euro regions, etc.). At the macro level the projections that can be industry, problematic, complex are made for the country.

The projections for tourism development in the region display:

1. The analysis and evaluation of tourism development in the earlier periods, identification of the trends and problems of economic development.
2. Condition of the use of tourist potential in the region and the ecological situation.
3. Weather conditions in regional markets.
4. Directions of the problems solutions of tourism development in the region.
5. Objectives and priorities for tourism development in the region and measures to make them.
6. Basic indicators for tourism.
7. Conclusions about tourism development in the context of the regional economy over the medium period (Cachan, 2001, p. 50).

The basis for predicting tourism development in the region is the system achieved macroeconomic indicators, the state social standards and norms of the population provisions,

national and ethnic characteristics of the region, characteristic of the social infrastructure, opportunities for potential investors and investment attractiveness of the region.

Regional prediction is based on the following principles:

- Consistency, multiplicity of strategic and tactical objectives;
- Unity of quantitative and qualitative characteristics of the forecast;
- The ideal combination of different approaches and methods, hierarchical choice of specific means for solving problems;
- Aggregation of the key indicators and indicators of regional forecast based on the forecast period, sequence of stages and possible achievement of its goals.

Development of the forecasts of tourism development in the region occurs in several stages. On the first stage carried out a comprehensive analysis and systematization of regional and inter-regional development problems.

On the second stage “trees purposes ”are made, which are based on their precise ranking according to the priorities for regional development and available financial resources.

Constraints and criteria that determine the limits of acceptable solutions and means to achieve their goals are formulated on the third stage. Goals and projects that do not require significant capital investment are implemented first.

The fourth step the possible scenarios in the future depending on the chosen ways of solving regional problems are tested. Scenario – is a general model that both describes the expected results of certain changes and determines the necessary resources to achieve them (Cachan, 2001, p. 47).

The key principles of regional tourism development program are: highly targeted focus on the result; clear definition of priorities; coordination of the efficient use of all resources; permanent development program activities; competitive conditions of the program; handling and control of the development and implementation of the program.

Programme of Tourism Development in the regions necessarily coincides with the state project of economic and social development of Ukraine for a year. These programs display:

- Analysis and evaluation of tourism development for the current period, the main problems of tourism development in the region;
- Key indicators of tourism development;
- Consolidated income plan;
- Indicators of related industries;
- Regional tourism infrastructure;

- Human resources;
- Environmental protection and rational use of natural resources;
- The level of development and economic efficiency of travel and related services.

State regional tourism development program is designed to enhance economic activity and development of market relations in the regions; solution of social problems related to employment, development of tourism infrastructure; mitigation of local social and economic crises; conditions for environmental security in the region, etc (Cachan, 2001, p. 54).

In spite of developed strategies, programs and plans, there are some obstacles to the implementation of the specific directions in the regional development. The main are the following:

- lack of financial support of tourist infrastructure facilities;
- weak regulatory framework;
- absence in most regions actually existing tourist information centers.

To ensure the sustainable development of tourist industry in Ukraine, we think it is necessary to establish regional departments to promote tourism development. Tourist information centers, tourist departments of engineering, departments of international marketing activities, innovative business incubators should be in its submission.

Creating such administrative apparatus will be the basis for the formation of the country's long-term strategy for tourism development in Ukraine.

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