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FEATURES OF THE TOURISM ENTERPRISES MANAGEMENT IN THE CONDITIONS OF EXACERBATION

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Introduction. In the modern world, tourism plays a strategic role in the economies of many countries and in the world economy as a whole. It has a stimulating effect on a significant number of industries, has a high pace of development and contributes to the preservation of the historical and cultural heritage of society. For Ukraine, that has significant tourist and recreational resources, the development of tourism industry, which stimulates the emergence of new types of entrepreneurial activity, is promising. It contributes to an increase in budget revenues on different levels (cities, regions, countries). However, an increase in the dynamism of environmental factors, increased competition, and aggravation of socio-economic contradictions led to the actualization of the management of tourism business enterprises in an environment characterized by a large number of threats.

Therefore, the solution to the problem of ensuring the rational use of tourism and recreation potential is possible only if tourism is organized effectively based on the forecasting and leveling of possible threats and dangers that occur in the tourism sector. Dangers and threats affect the activities of tourism enterprises, which today is one of the most dynamic and promising sectors of the world economy, and determines the solution to the problems of managing the safety of travel companies.

The development of tourism is due to the insignificant need for investment in the organization of tourism activities, the significant tourism potential of the territories (natural, historical, cultural, ethnographic and infrastructural resources, etc.) and the growing desire of society to visit other places, get acquainted with the culture of other nations, as well as the desire to satisfy the needs for organized recreation and recreation. Accordingly, taking consumer demand for various tourist products, most travel companies provide services for organizing domestic and international tourism.

Analysis of recent researches and publications. The study of the safety of tourism enterprises was examined in the works by domestic and foreign scientists, in particular: N. Kulitska, A. Orlik, A. Kalchenko, H. Kozachenko, N. Korzh, A. Liashenko, N. Reverchuk, A. Kamushkov, A. Korniienko, A. Matsova, O. Kokoreva, S. Nalyvaichenko V. Tkach and others.

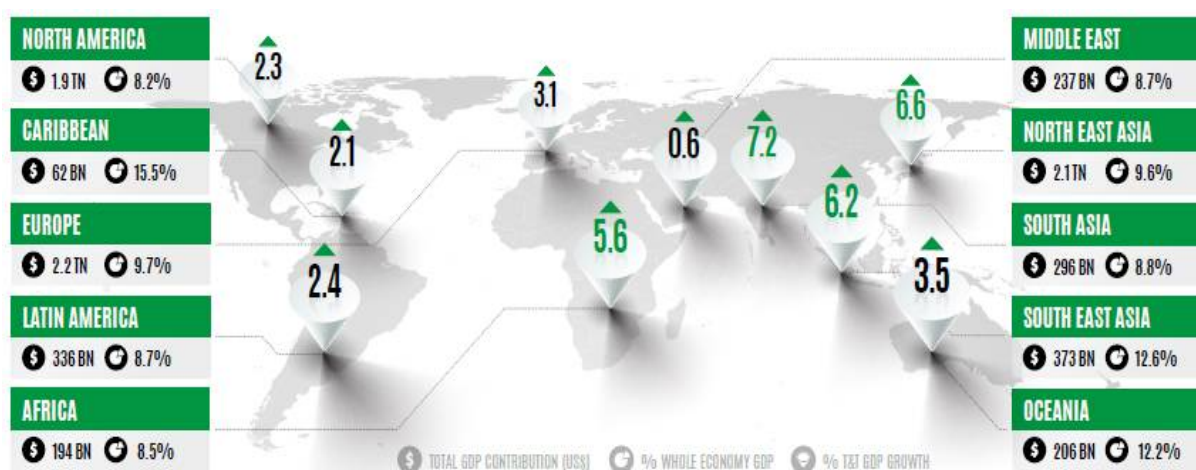
In the works of these authors, the issues of economic security of tourism enterprises were considered, the nature of the threats and dangers in tourism and the possibilities of their prevention were determined. It should be noted that the tourism sector is characterized by the dynamism of environmental factors and the complex forecasting of the consequences that necessitate a constant study of threats and dangers for the security management system at tourism enterprises, taking into account the socio-economic situation in the state and geopolitical changes. However, this issue requires further research and discussion.

Substantiation of unresolved parts of a common problem. Despite a significant number of scientific and practical developments aimed at the management and development of tourism enterprises, the issues of managing tourism enterprises under environmental threats remain insufficiently investigated. The article is devoted to the solution of the above-mentioned issues.

Formulation of the problem. Carrying out this study, the authors have determined the goal to investigate threats and dangers that have a significant impact on the management of tourism enterprises in order to identify measures to eliminate them and minimize the consequences, which will help create the prerequisites for sustainable development.

Main material. Today, tourism is one of the most developed sectors of the world economy, has high growth rates and development dynamics, and also contributes to the formation of integration processes, the formation of the image of tourist regions, and helps to increase the efficiency of socio-economic development of countries. By 2018, the total contribution from tourism to GDP amounted to \$ 27.507 billion (3.2% of GDP). This indicator is projected to grow by 3.6% to \$ 2,849.2 billion in 2019. This primarily reflects the economic activity of industries such as the hotel industry, travel agencies, airlines and other passenger transportation. 3.6% per annum to 4,065.0 billion US dollars (3.5% of GDP) in 2029 [10].

Let us analyze the global trends in the development of tourism in the world, one of the main indicators of the development of international tourism is the indicator of the number of tourist arrivals, which characterizes the volume of tourist flows in a certain region and the volume of income from tourism (Fig. 1) [10].



Based on the analysis of the above data, we can conclude that the leading position in the development of international tourism is occupied by European countries, as evidenced by the high percentage of tourists' arrival and profits from international tourism.

Table 1

World countries ranking by Travel and Tourism Sector Competitiveness Index for 2018 [9]

Place in rating	Country	Competitiveness rating
1	Spain	5.5
2	France	5.4
3	Germany	5.4
4	Japan	5.4
5	The USA	5.3
6	The UK	5.2
7	Australia	5.1
8	Italy	5.1
9	Canada	5.1
10	Switzerland	5.0
...
78	Ukraine	3,7
...
140	Haiti	2,59

It is worth noting that the level of tourism development depends on state participation in the process of promoting a tourism product and expanding sales markets, which allows to increase revenues and reduce costs. Thus, it is advisable to assert that maintaining a high level of tourism competitiveness and ensuring compliance with international quality standards is characteristic of economically developed countries (Germany, Switzerland, Austria, Czech Republic, Great Britain, etc.) with broad market development opportunities, culture and service the standard of living of the population, perfect legislative and regulatory framework.

However, we note that the current conditions, in which business entities operate, including in the tourism sector, are characterized by an exacerbation of not only geopolitical, international and other contradictions, but also a slowdown in the pace of socio-economic development. Accordingly, more stringent requirements are put forward for the management of enterprises, which is due to the need not only to take into account existing threats and dangers, but also to develop measures to prevent them.

Therefore, one of the strategic objectives of the modern tourism business enterprise management system is to ensure economic security, which is the state of the enterprise in which the subject uses the most efficient use of available resources to prevent, mitigate or protect against possible dangers and threats, and ensures the achievement of goals in high competition and economic risk [5]. In this context, the strategic objectives of the tourism business management system are to solve a number of pressing problems, in particular, to ensure the efficient use of existing potential and capabilities, to prevent threats and eliminate threats, and to create favorable conditions for functioning and sustainable development. Since travel agencies belong to the service sector and the effectiveness of their functioning depends on interaction with interested parties (customers, suppliers, local authorities and society, etc.) and the state of environmental factors (economic, political, natural, etc.), then it becomes necessary to study precisely the concepts of “threat” and “danger” for travel agencies.

In particular, the term “threat” is understood as the potential possibility of harming business entities by certain factors of the internal and external environment [2]. Or, threats are potential or real conditions, factors or actions of individuals and legal entities that violate the normal financial and economic situation of business entities and are capable of causing great harm up to the termination of its activities [6, 9]. Thus, the threat is the result of the negative impact of internal and external factors on the enterprise [1], including those associated with unfair competition and violation of laws and regulations, which may result in potential or real losses for the tourism organization; whereas by the concept of “danger” it is necessary to understand the objectively existing reality, which can upset the balance of all economic entities [3]. It is worth noting that from the point of view of the functioning of the enterprise as a socio-economic system, the threats that affect its activities cannot be identified with a complex of destabilizing environmental factors, and hazards with environmental factors.

In the tourism sector, the dangers and threats to the safe state of functioning of the subjects of tourism activity can be defined as a concept that characterizes a process, action or phenomenon that results in the possibility of reducing the competitiveness of a tourism product, which leads to a decrease in demand, which in turn leads to a decrease in profits [3]. In particular, the main dangers for the functioning of a tourism enterprise are as follows (Table 2).

Thus, the dangers in the presence of appropriate conditions turn into threats that can lead not only to a decrease in profitability, but also to bankruptcy of business entities of the tourism industry. It should be noted that the threats to the security of a tourism enterprise are caused, on the one hand, by factors of a general economic nature (macro level), which have a negative impact on a significant number of business entities in the tourism industry and, therefore, threaten national economic security [4].

In particular, it is possible to confirm the occurrence of such a phenomenon as the bankruptcy of tour operators, the number of which in recent years has been growing not only in Ukraine, but also in other countries of the world (Great Britain, Germany, USA, etc.).

On the other hand, they are caused by factors related to the lack of thought and the inefficiency of managerial decisions made by the management of the enterprise itself (micro level). Therefore, security threats may arise in the environment external to the tourism company and may be associated with errors in the development and implementation of certain reforms, with the amorphous state scientific, industrial and innovative policies, loss of control over economic processes, etc. There are a significant number of approaches to the classification of threats, in particular: by origin, by direction, by degree of formation, by field of activity, by the degree of subjective perception, etc.

Without going into the disclosure of all approaches to the classification of threats, we dwell only on those that are essential for considering issues related to ensuring the safety of the tourism industry.

These threats, on the one hand, interconnected, condition each other, but, on the other hand, are very autonomous. This is determined by complex subordinate relationships that are characteristic of the state, region, and tourism enterprise.

The main risk factors for the tourism business enterprise definition

The main risk factors for the tourism business enterprise	
Ineffective management, use by management of outdated or ineffective methods and tools	Ineffective marketing, advertising and information activities
lack of knowledge by the leadership of the legislative framework governing relations in the field of tourism	insufficiently wide range of services
misuse of available resources	negative image of the company among partners and consumers
weaknesses in the management decision-making system	breach of confidential information
lack of use of effective communication technologies with partners, consumers, government bodies and other contact audiences	lack of practical application of a customer-oriented approach to customer service
absence or limited use of information and communication technologies in the process of organizing tourism activities and tourism customer service	loss of attractiveness for customers due to outdated material and technical base, which is due to the rapid return on investment and the reluctance of owners to invest in fixed assets
unqualified staff	lack of internal reserves for rapid adaptation to change
selection of unreliable partners and investors	outflow of qualified personnel, incorrect assessment of their qualifications, their low competence
low competitiveness of the enterprise	the death of leading experts and executives
lack of financial control by management, which causes inefficient use of financial resources	significant omissions in both tactical and strategic planning, related primarily to the choice of purpose, incorrect assessment of the capabilities of the company, errors in predicting changes in the environment

Thus, the interconnection and conditionality of these threats is manifested, for example, in the fact that if the state supports an ineffective tax policy with respect to business entities, breach of the security of enterprises, which will manifest itself in a significant reduction in their income, will entail the indebtedness of tourism enterprises to municipal and state budgets, in turn, will cause a violation of the security of the region and the state. The autonomy of the considered threats depends on the level of freedom and rights granted by the state to the regions and enterprises of the tourism sector, as well as on the level of expenses following the manifestation of the threat [5].

First of all, the classification according to the origin of the subjects of threats is important, it is divided as internal and external. Internal threats to the activity of the subject of tourist activity are stipulated primarily by the insufficient qualifications of its employees, unscrupulous, conflicting, criminal behavior. Under all conditions, the source of such threats is the personnel of business entities, persons involved in ensuring its activities, as well as production or management technologies in the course of business of the subject.

The most common threat posed by the staff of tourism organizations is its unprofessional activity, especially at the lower level of performers. In addition, fraud with financial resources and property, financial instruments, and plastic means of payment occupies a significant place here. It should be noted that in terms of damage, fraud, as a threat to the activities of business entities, is in the first place. Moreover, fraud schemes, as a rule, each time apply more advanced, or even completely new ones.

Threats arising from imperfect technologies can be caused by the use of expensive materials, information support, as well as technologies in which there are no security elements or such elements are inadequate situations in which the tourism industry operates. This should also include the imperfection or lack of methods that would regulate the actions of business units during certain operations, coordinate such actions taking into account the impact on the situation and provide control over operations at all stages.

Such shortcomings form certain prerequisites for the negative behavior of individual employees related to the uncontrolled introduction of funds of travel companies, violation of their activities.

The main subjects of external threats in the business activities of tourism enterprises may be: competitors; persons carrying out criminal activities and criminal groups; clients and partners of tourism entities; bodies of control and supervision; individual unscrupulous employees of government agencies, law enforcement agencies and authorities; mass media; former employees of tourism enterprises; special services of foreign states, persons and organizations associated with them, whose purpose is to obtain economic information (for example, employees of embassies, consulates, etc.); persons and organizations whose actions contain signs of terrorist activity.

In addition, external threats can be caused by natural disasters and technological accidents and catastrophes that can occur near tourist facilities and tourist destinations and threaten them with their damaging factors.

A special type of threat to the activities of tourism enterprises may arise due to a certain political situation both in the country and in its individual regions. The imbalance in the activities of public authorities at all levels of government, affects the socio-economic status, crime rate and corruption, can contribute to the creation of situations with a high degree of risk, both for tourism enterprises and tourists.

It should be noted that the overwhelming majority of threats are formed in the sphere of relations between subjects of tourism activity, that is, with respect to these subjects by external ones. Thus, the growth of specialization in the process of providing tourism services, on the one hand, necessitated a greater integration of tourism entities requiring high discipline in meeting obligations, and on the other, created conditions under which tourism enterprises for various reasons do not fulfill their obligations, continuing its activities despite the sanctions imposed on them.

Practice shows that domestic tourism enterprises can operate at a loss for several years without experiencing bankruptcy. The bulk of the activities of such enterprises is in the shade and is informal.

We identify the main threats that affect the activities of tourism enterprises (Fig. 2).

Threats affecting tourism enterprises	
1	Inadequate financing of tourism projects, which significantly limits investment and tourism development financing
2	Inadequate development of transport, tourism and market infrastructure;
3	Unreliability of partners (enterprises and organizations providing services for accommodation, food and transportation of tourists, etc.);
4	Political and administrative instability within the state;
5	The threat of bankruptcy as a result of the inability to pay financial obligations to consumers of tourism products;
6	Threats of a natural, man-made, biological nature pose risks to the life and health of tourists during the trip, in which the tourism company is responsible, including and financial;
7	Imperfection of the legal support of tourism activities, unfavorable tourism policy of the state;
8	The decline in socio-economic development affects the standard of living and purchasing power of the population;
9	Fierce competition, the emergence of new competitors in the market with an updated assortment of tourism goods and services;
10	Ecological safety and environmental pollution

Fig. 2. The main threats that affect the activities of tourism enterprises

Based on the analysis of threats and dangers that may arise in the process of activity of tourist enterprises of Ukraine, the following are of particular relevance and weighty influence:

firstly, the danger of ineffective management and unskilled personnel. Indeed, the advanced training of specialists in the field of tourism in modern socio-economic conditions is due to the growing needs of tourism enterprises in competent personnel capable of ensuring the formation of a high-quality competitive tourism product in accordance with European and world standards [6].

secondly, a legislative threat, in particular state regulation of the licensing and certification of tourism entities. Thus, in the course of the research, a number of shortcomings in the regulatory framework governing issues in the tourism sector were identified and affect the safety of tourism entities.

According to the proposal, we consider considering the model of business growth proposed by P.V. Zabelin [7], where the author identifies five stages of the life cycle of enterprises, namely: existence





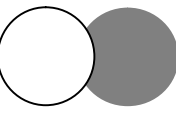
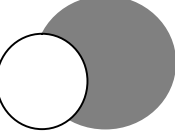

(formation), survival, success (success-freedom, success-growth), rise and maturity, which can be used to manage the tourism business in an environment with a high level of danger.

This model shows the transformation of management variables such as systems and management style, organizational structure, strategy and the influence of the business owner regarding the time criterion. According to the views of the author [64], the set of management components at each stage of the development of the company must be adequate to its internal and external environment, otherwise the performance of the company will decrease.

On the basis of the business growth model, the product life cycle and the enterprise development process under the crisis conditions presented in [7, 9], we offer an improved model of anti-crisis management of tourism enterprises (Table 3).

Table 3

Model of crisis management of tourist enterprises (systematized and improved by the authors)

Growth Stage	Stage 1 (foundation)	Step 2 (development)	Stage 3 (operation)	Step 4 (maturity)	Stage 5 (decline)
Level of economic, business activity					
General strategy of the enterprise	None	Survival	Holding positions	Sustainable development	Restructuring / Recession
The level of development of automated control systems	not formed	In the process of forming	Prevailing	Prevailing	Change (improvement) / liquidation
Positioning in an external (competitive) environment	Search and selection of the main strategic areas of activity, goal formation	Formation of a clear own market position in relation to consumers, competitors, partners	Deployment of the main key areas of activity, the formation of a business image and business environment	Ensuring the functioning and development of economic activity, stabilization of business activity	Regenerative growth, reloading and reorientation of economic activity / liquidation (destruction), exit the market
Business  Owner 					
Type of crisis	Leadership crisis	Management crisis, organization crisis	Management crisis, result crisis, strategic crisis	Crisis of management, crisis of control	The crisis of financial regulation, the crisis of activity, the crisis of leadership
Accessibility to advertising	Absent	Limited access	Wide access	Wide access	There is access as needed

The proposed model allows you to determine the features of managing a tourism business enterprise at each stage of its development, taking into account the level of business activity, the overall strategy, the level of development of automated control systems, especially positioning in the external environment and accessibility to advertising, as well as the ratio of owner participation in the business processes of the enterprise every step. This model allows you to assess the general condition of the tourism company in the process of its development, to form and implement appropriate anti-crisis measures, to increase the effectiveness of the management system as a whole.

Conclusion. To summarize the above, it can be argued that the issue of security in tourism is one of the priorities in modern conditions. Based on the analysis of the essence of the concepts of “threat” and “danger”, the

main threats and dangers for tourism enterprises in the conditions of variability of environmental and internal factors are determined. Security threats, firstly, are the awareness of actions or the desire for them in all areas of the tourism enterprise and at all levels of competence, are aimed at causing losses through open or veiled thefts, abuse, etc. Secondly, it is miscalculations and errors at all levels of management in connection with incompetence, negligence, inaction. Thirdly, these are threats from external structures in connection with their actions, indicated in the first two situations. But in all cases, they are associated with the processes, resources, costs that occur in the economic activity of a tourism enterprise.

However, the processes are primary, threats are secondary, and this determines the need to consider threats primarily in connection with business processes, related areas of activity, resources, costs, centers of occurrence, results.

Therefore, the study of the management of tourism business enterprises in the face of aggravation of dangers and threats is very relevant and require further study and development, will be the goal of further scientific research.

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Черниш Ірина Володимирівна, доктор економічних наук, доцент. **Маховка Вікторія Михайлівна**, кандидат економічних наук. Полтавський національний технічний університет імені Юрія Кондратюка. **Особливості управління підприємствами туризму в умовах освітлення.** Мета статті полягає у вивченні особливостей управління підприємствами туристичного бізнесу в умовах загострення. Розглянуто основні показники розвитку туристичного бізнесу в різних країнах світу. Досліджено загрози і небезпеки, які впливають не тільки на систему управління підприємствами туристичного бізнесу, але й на їхню безпеку. Аналізуючи, систематизуючи та узагальнюючи наукові праці багатьох учених, було розглянуто сутність понять «небезпека» та «загроза», а також визначено основні чинники небезпек, що є характерними для діяльності підприємства туристичного бізнесу. У результаті вивчення було визначено основні загрози та небезпеки суб'єктів туристичної діяльності, які виникають у процесі функціонування туристичних підприємств і пов'язані з недоліками управління матеріальними, інформаційними, людськими, фінансовими та іншими ресурсами туристичних підприємств. У процесі дослідження було запропоновано модель зростання бізнесу, яку можна застосувати для управління підприємством туристичного бізнесу в умовах середовища з високим рівнем небезпек. Згідно з поглядами авторів, набір компонентів менеджменту на кожному

етапі розвитку туристичного підприємства повинен бути адекватний її внутрішньому та зовнішньому середовищу, інакше результативність діяльності фірми буде знижуватись. Пропонована модель дозволяє визначити особливості управління підприємством туристичного бізнесу на кожному етапі його розвитку, враховуючи рівень ділової активності, загальної стратегії, рівень розвитку автоматизованих систем управління, особливості позиціонування в зовнішньому середовищі й доступність до реклами, а також співвідношення участі власника в бізнес-процесах підприємства на кожному етапі. Перспективами подальших досліджень є визначення потенційних напрямів мінімізації ризиків та загроз, що забезпечить не тільки відповідний рівень конкурентоспроможності туристичного підприємства, але і його розвиток.

Ключові слова: туристичний бізнес, туризм, небезпека, загроза, управління.

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Chernysh Iryna, Doctor of Sciences (Economics), Associate Professor. **Makhovka Viktoriia**, PhD in Economics. Poltava National Technical Yuri Kondratyuk University. **Features of the tourism enterprises management in the conditions of exacerbation.** The purpose of the article is to study the characteristics of managing tourism enterprises in the face of increased threats. The authors examined the main indicators of the development of the tourism business in different countries of the world. The threats and dangers that affect not only the management system of tourism enterprises, but also their safety are also investigated. As a result of the study, the authors identified the main threats and dangers of subjects of tourism activities that arise during the functioning of tourism enterprises and associated with the shortcomings in the management of material, informational, human, financial and other resources of tourism enterprises. In the process of research, a business growth model is proposed that can be used to manage a tourism business enterprise in an environment with a high level of danger. According to the authors, the set of management components at each stage of the development of the company must be adequate to its internal and external environment, otherwise the effectiveness of the company will decrease. Prospects for further research is to identify potential areas for minimizing risks and threats, will provide not only an appropriate level of competitiveness of a tourism company, but also its development.

Key words: tourism business, tourism, threat, danger, management.

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Черниш Ирина Владимировна, доктор экономических наук, доцент. **Маховка Виктория Михайловна**, кандидат экономических наук. Полтавський національний технічний університет імени Юрія Кондратюка. **Особенности управления туристическими предприятиями в условиях обучения.** Цель статьи заключается в изучении особенностей управления предприятиями туристического бизнеса в условиях повышенных угроз. Рассмотрены основные показатели развития туристического бизнеса в разных странах мира. Исследованы угрозы и опасности, которые влияют не только на систему управления предприятий туристического бизнеса, но и на их безопасность. В результате изучения были определены основные угрозы и опасности субъектов туристической деятельности, возникающие в процессе функционирования туристических предприятий и связанные с недостатками управления материальными, информационными, человеческими, финансовыми и другими ресурсами туристических предприятий. В процессе исследования была предложена модель роста бизнеса, которую можно применить для управления предприятием туристического бизнеса в условиях среды с высоким уровнем опасности. Согласно взглядам авторов, набор компонентов менеджмента на каждом этапе развития фирмы должен быть адекватен ее внутренней и внешней среде, иначе результативность деятельности фирмы будет снижаться. Перспективами дальнейших исследований является определение потенциальных направлений минимизации рисков и угроз, обеспечение не только соответствующего уровня конкурентоспособности туристического предприятия, но и его развития.

Ключевые слова: туристический бизнес, туризм, угроза, опасность, управление.