ECONOMICS AND NATIONAL MANAGEMENT

THE THEORETICAL AND METHODOLOGICAL BASES OF TOURISM DEVELOPMENT STRATEGY OF A COUNTRY

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Formulation of the problem. The United Nations has declared the year 2017 as «Year of Sustainable Tourism» under the slogan «Sustainable Tourism for Development», noting that sustainable tourism development is a long-term strategic, effective, integrated and systemic tourism policy of the country, which brings economic benefits at the national, regional and local levels [1]. In present conditions of globalization, technological progress, innovations in information technologies, but at the same time, the terrorist threat governments should implement strategic planning for tourism development in order to achieve sustainable tourism development. However, if we analyze a number of adopted National Tourism Development Strategies, including the Ukrainian «Tourism and Resorts Development Strategy for the period up to 2026» [2], one can find a number of theoretical and methodological shortcomings that lead to the ineffectiveness of the implementation of the TDS, and thus hinder development the tourism industry of a country as a whole.

Analysis of recent researches and publications. The methodological foundations of strategic planning have been studied by leading Ukrainian scientists (alphabetically): V. Fedorchenko [3], O. Liubitseva, M. Malska [4], A. Parfiienko [5], E. Shchepanskyi [6], T. Tkachenko [7] and others.

In addition, the development of the tourism industry in tourist destinations is based on strategic planning principles and methodically supported by such reputable international institution as the World Tourism Organization (UNWTO). In particular, UNWTO is developing a conceptual framework for the development and implementation of national tourism strategies [8].

However, the issues related to the development and application of theoretical and methodological principles for the development and implementation of tourism development strategy of a country are still studied insufficiently.

The aim of the research. The purpose of this article is to develop and offer universal theoretical and methodological principles for tourism development strategy of a country.

The main material. The main task of the strategic planning of the tourism industry of the country is to formulate a national Tourism Development Strategy for a country's tourism industry, taking into account the quality and quantity of tourist products, the diversity of domestic, regional and international markets, image and positioning, branding, quality and features of distribution of promotional materials (including electronic marketing), as well as institutional mechanisms of marketing and promotion, including public-private partnership.

*Target beneficiaries of the TDS implementation:*

− a country;

− the central body of state authority responsible for tourism policy;

− tourism business;

− local communities;

−local self-government bodies;

−tourists.

The main result of the development and implementation of the national TDS is the strategic positioning of a country as a tourist destination, as well as the definition of tourist models, markets and segments of priority tourist destinations.

The development of a country's TDS should be given to the experts from the tourism industry who have scientific and methodological tools for strategic planning throughout a country. A typical mistake of governments and local administrations is that development of TDS is given to inexperienced civil servants, which then leads to inefficiencies. It is recommended to immediately provide funding to attract specialized specialists in the development of tourism strategies of countries. It should be also taken into account that is takes at least 1-3 months to develop an effective TDS of a country, so it is desirable to start its development during the low tourist season (which is November for Ukraine).

The development and implementation of the TDS must cover nine main stages and include the development and implementation of a marketing plan for promotion of tourist products. Stages of creation and execution of the TDS can be divided into four blocks: an analytical unit, an actual strategic unit, a marketing block and a practical one. Schematically, the phases of the development and implementation of a TDS are demonstrated using the model in Figure 1.
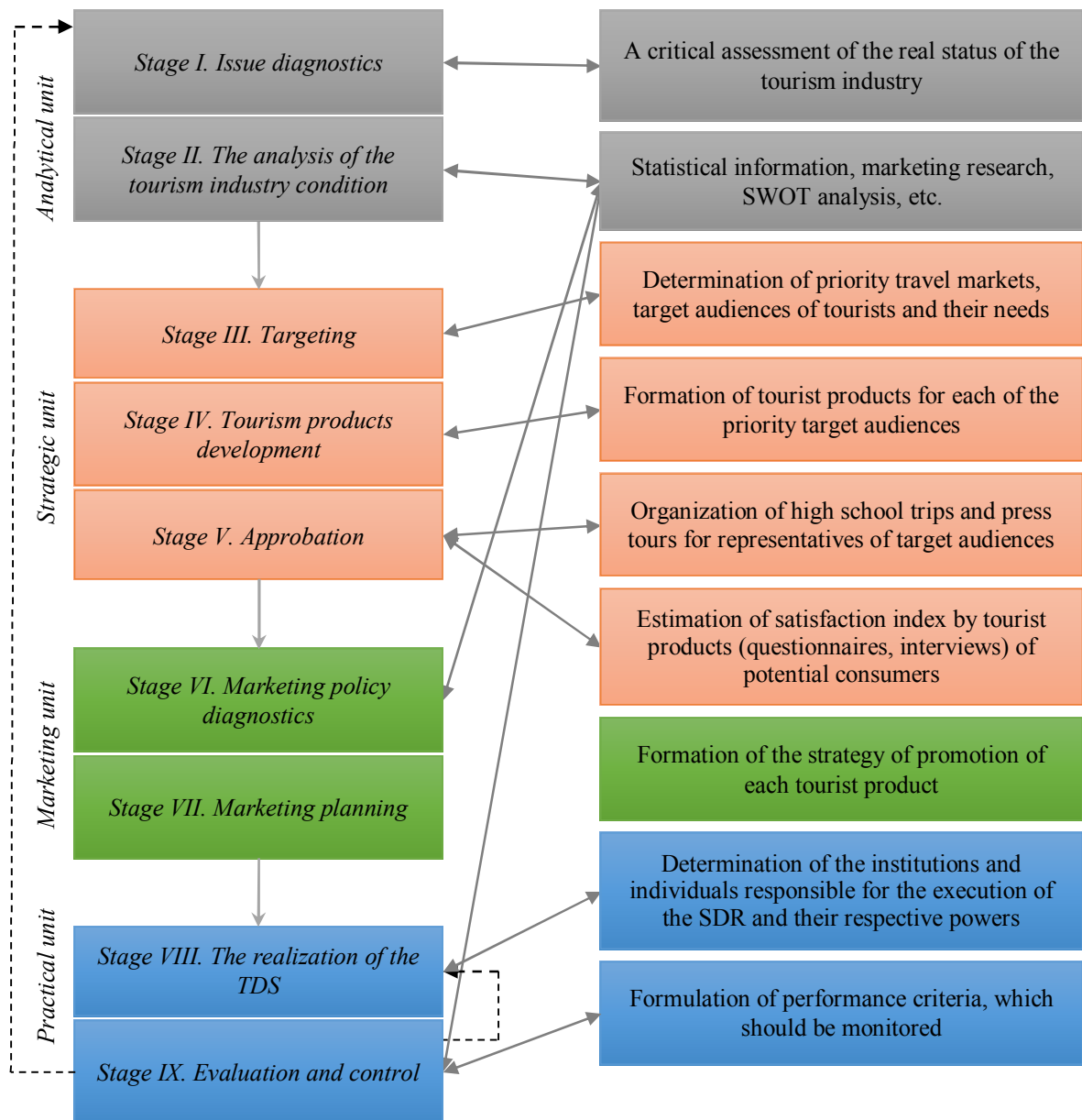
Fig. 1. Stages of TDS development and realization

Stages of the development and implementation of the TDS:

I. *Diagnostics and realization of tourism issues.* To consider and evaluate the current quality and standard of a tourist product, both existing and potential, in terms of its diversity (natural, cultural, recreational).

II. *Analysis of the tourism market.* To analyze the existing and current models of tourism existing in a country; to involve the main and auxiliary sources of information gathering; to conduct a series of surveys of visitors in key tourist destinations to assess the existing domestic, regional and international image of a country as a tourist destination.

III. *Targeting earmarked audiences of tourist products.* To develop profiles of short, medium and long-term perspective targeted international tourist markets (tourists' suppliers) and allocation of segments in these markets that can be attracted as tourists to the country. To identify benchmarks for arrival and departure of inbound and outbound tourists in terms of five-year periods by type, category, needs, etc.

IV. *Development of tourist products.* Based on certain target audiences of tourists with their needs and characteristics, it is necessary to prepare 5-10 tourist products for each target group.

V. *Testing of tourist products by potential tourists.* Assess the relevance of the developed tourist product to the needs of the target audience by organizing the fam-trips for tour operators, travel agencies and representatives of the tourism sector of the relevant tourist market. To conduct questionnaires and personal interviews after the tour, which help to identify the advantages and disadvantages of tourism products, as well as collect suggestions on how to improve it. To adapt tourism products, taking into account proposals for both its content and promotion.

VI. *Diagnosis of existing marketing policies.* To evaluate current marketing and advertising programs in a country, including pre-designed promotional materials, distribution channels, and e-marketing methods. To review the existing institutional framework for marketing of a country as a tourist destination, as well as to identify and propose organizational changes needed to ensure the effective implementation of a marketing strategy with the participation of a strong public-private partnership.

VII. *Marketing plan development for the implementation of a TDS.* To prepare mid-term and long-term marketing plans (five to ten years respectively) to promote developed tourism products, including recommendations on brand designation and identification of financial and technical resources needed to implement the strategy. The general marketing plan will include a detailed short-term marketing and advertising program for the first five years that will determine the activities, goals and estimated annual costs.

VIII. *TDS realization.* The most important thing at this stage is the definition of key performers and responsible persons for an effective implementation of a TDS. It is recommended to carry out an implementation of a TDS at the level of central executive authorities, which implement the state policy in the field of tourism. It is important here to entrust the execution of a TDS to such an executive structure and those officials who have the authority to take certain management decisions, have authority and advisory voice among other executive bodies, the appropriate level of competence and the political will to perform this TDS. Ideally, the Ministry of Tourism should be the main body responsible for the TDS, and the Minister should be assign as a responsible person.

IX. *Assessment and control of the effectiveness of the TDS.* To conduct regular and systematic monitoring of the developed Strategy for predefined performance criteria. It is recommended to conduct control measurements once a quarter, and a detailed analysis of the effectiveness of the implementation of the TDS once per every six months. It is recommended that the efficiency criteria are unified with the criteria used in the ratings of global economic and tourism organizations such as UNWTO, WEF, WTTC, etc. In case that a TDS is not sufficiently effective, it is necessary to identify the causes of the failure and adjust the implementation of the TDS for remedying the shortcomings.

The peculiarities of the formation and application of a methodology for collecting information on socio-economic indicators of tourism development. Since most of the TDS stages require an analysis of the current state of the tourism industry, we will consider some details, techniques and tools for information collecting and analyzing.

In order for a government of any country to determine accurately an impact of a tourism industry on a country's economy, to develop an effective strategy for the development of an industry, and to be able to provide reliable and comprehensive information to potential investors, the existence of a well-established tourism statistics system is extremely important. For the prompt, representative and complete information on the state of the national tourism industry, close cooperation between the following institutions is necessary: the National Statistics Service, the State Border Guard Service, the National Bank and the Central Authority, which implements the state policy in the field of tourism.

As a development strategy information base it is recommended to use the Tourism Satellite Account system (hereinafter – TSA). The new system of satellite accounts provides great opportunities for planning and development of regional policy. An annual TSA update will help ensure that accurate data is available to bring tourism and travel to the economic strategy and employment tactics [9].

Aggregation is a process of converting micro-data into aggregated information, using such tools as counting, determining the average amount, calculating the marginal deviation, etc.

Aggregated data is a result of data transformation at the unit level into quantitative indicators that characterize the features of the whole population.

Aggregate indicators of a TSA are defined aggregates, which are intended to reflect the size of the share of tourism in the corresponding economy: internal tourist expenses; domestic tourism consumption; gross value added in the tourism industry; gross added value directly related to tourism; gross domestic product directly related to tourism.

The TSA uses two main aggregate demand indicators (tourism consumption and aggregate demand), and, using a separate inter-industry balance model to these two aggregates, the «satellite account» helps to construct two complementary, aggregate indicators of the tourism proposal and travel: the tourism and travel industry, the economy of tourism and travel. The first of these, the tourism and travel industry, includes only those areas that directly produce the industrial product of the «industry» (only direct contribution) for comparison with contributions from other sectors of the economy, while the second – the economy of tourism and travel – includes more broader understanding of the role of tourism and travel, in the scale of the whole economy, that is the set of direct and indirect contributions. The development of a TSA for tourism and travel will allow measuring more accurately the efficiency of the industry, as well as assessing its contribution to the economy of a country and any tourist destination.

In addition, in order to determine the exact impact of this industry on the economy, the United Nations World Tourism Organization has developed a system of satellite tourism accounts, consisting of ten tables. The aggregated information from various sources is limited to special tables indicating the special indicators, such as: the costs of inbound visitors, internal visitors and outbound, the total output of products for the tourism sector, the share of tourism in the gross domestic product, the impact of tourism on employment, etc.

However, while in the EU member states data on tourist expenses is received from hotels and other places of accommodation, in some post-Soviet countries (Russia, Belarus), the active use of filling the immigration form is currently being used when crossing border visitors, where, along with other information, there is a need to specify the amount of cash in foreign currency that a visitor brings to the country of entry, which is a rather outdated and ineffective method, as a modern tourist carries out the majority of payments by cashless payments with a card.

In addition, UNWTO has developed a methodology for conducting research at border posts, in particular, by filling out by a visitor a questionnaire on the purpose of travel, costs, and other information when entering a country [10]. Georgia, for example, introduced such a modern methodology for data collection in 2006.

The development of strategic documents on the development of tourism in Ukraine through a representative information base will optimize the potential benefits of the tourism industry in Ukraine, both for business and for the regional community and the environment. It is necessary to introduce in the planning and development of tourism a great interconnectedness and interaction at all levels of executive power. The medium- and long-term goals of the Ukrainian government should be the provision of the highest possible equity in the distribution of benefits from the development of the tourism industry among all regions and segments of the population. This can reduce the socio-economic differentiation between cities and rural areas, which in turn will help to improve the quality of life and increase the well-being of the Ukrainian citizens.

Methods of collecting information on the state of tourism development of a country / destination:
Main sources:
    1)   tourism tax rates;
    2)   data from the State Statistics Service;
    3)   data of the State Border Guard Service;
    4)   the data of the State Fiscal Service of Ukraine;
    5)   data of the National Bank (on the amount of expenses of inbound, outbound and domestic tourists);
    6)   data of marketing research (conducted by a specialized sociological institution, following the scientific methodology of conducting sociological research).
*Alternative (auxiliary) sources:*

1) data of mobile operators (monitoring of the country, region of residence of subscribers, who entered the country / destintation for a certain period);
2) the data of accommodation establishments;
3) data of tourist information centers;
4) data of air carriers, railroad carriers, carriers, sea and river carriers, etc.;
5) data of tourists;
6) data on visits to tourist facilities, museum institutions, natural and historical and architectural reserves, etc.;
7) data of tour operators and travel agencies;
8) data of tourist associations and non-governmental organizations.

In addition, the data used to analyze the tourism industry can be divided into administrative and data sociological research.

Administrative data is a set of units and data obtained from administrative sources. This information is collected and systematized in accordance with the implementation of administrative provisions.

Sociological research data is a collection of different types of information that have been obtained through quantitative and qualitative research.

Methods of evaluation and control of the effectiveness of the Strategy for tourism development. At the final stage of the implementation of the TDS – but systematic and periodic – it is advisable to use the above-mentioned tools for collecting and analyzing information on the state of the tourism industry and comparing the performance criteria of the TDS with the pre-set. The recommended criteria for the effectiveness of the TDS must be in accordance with the generally accepted world criteria for the effectiveness of the tourism sector and proposed in figure 2.
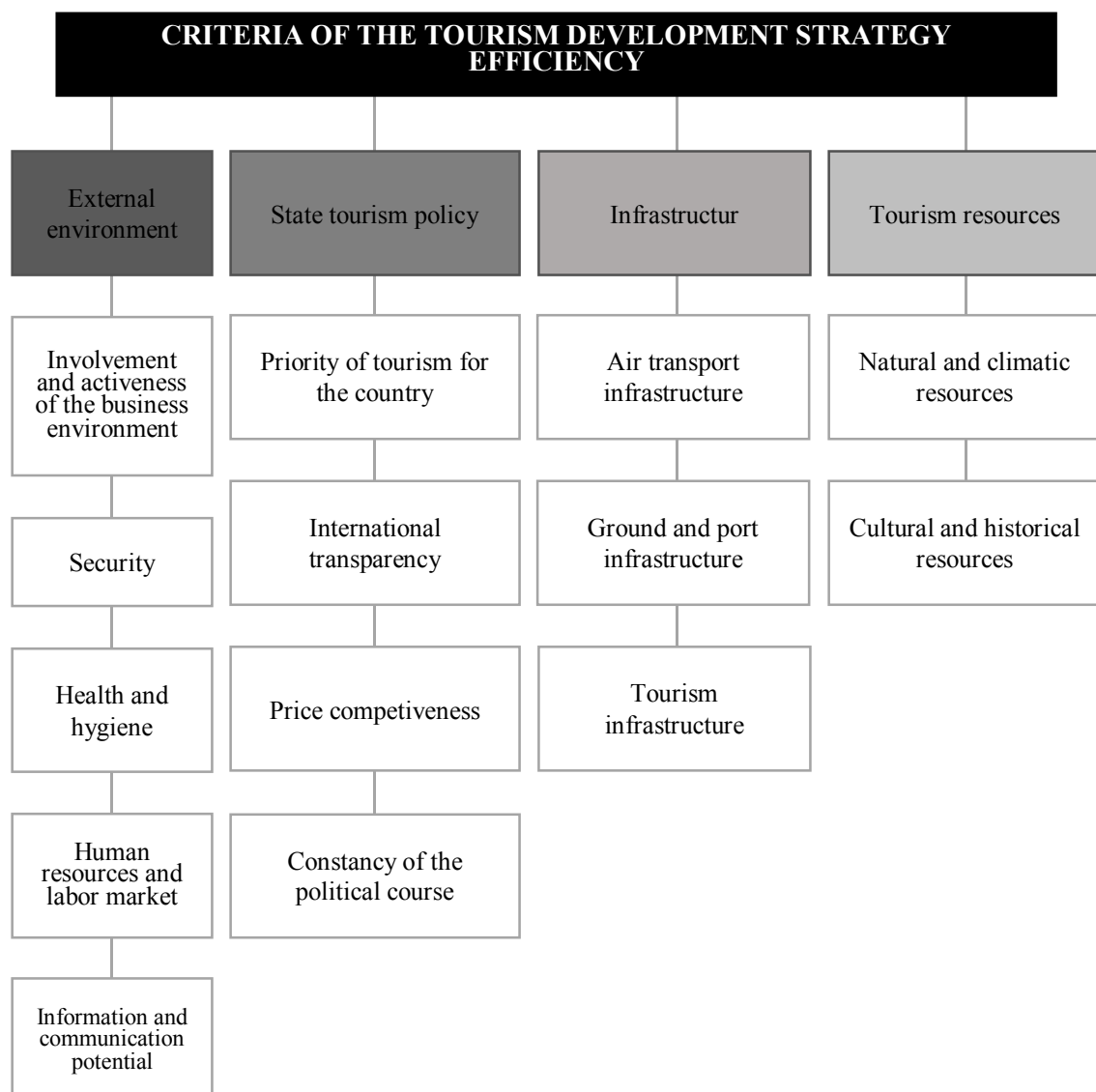
Fig. 2. Recommended criteria for the effectiveness of the TDS implementation of a country

Economic analysis of tourism. Tourism directly and indirectly causes an increase in economic activity in places visited (and beyond), mainly due to the demand for goods and services to be produced and provided. In the economic analysis of tourism, the "economic contribution" of tourism is distinguished, which reflects the direct impact of tourism and is measured by Tourism Satellite Account and the «economic impact» of tourism, which is a much broader concept that covers the direct, indirect and multiplier effect of tourism, which is estimated using models. Economic impact studies are aimed at quantifying the economic benefits as an absolute increase in the welfare of tourists in the monetary sense beyond the level that would have been achieved in its absence.

In addition to the conceptual criteria that should be the main indicators of the effectiveness of the tourism strategy, it is worth using the unified analytical units in the tourism sector, created by statisticians, by dividing or merging observation units with the help of estimates and conditional calculations recognized by international tourist organizations.

Gross value added directly related to tourism– is part of the gross value added created in the tourism industry and other sectors of the economy that directly serve visitors.

Gross value added in the tourism industry – is the total value added of all tourist products of tourist industry objects, regardless of whether all of their products were provided to visitors, as well as the level of specialization of their production process.

Gross value added of tourist products – is the cost of tourism products less the cost of intermediate consumption.

The gross margin of the reservation service provider – is the difference between the cost of the sale of the service and the cost received by the supplier by the reseller of the service.

Gross domestic product is directly related to tourism – the sum of gross value added (at basic prices), created in all sectors in response to domestic tourism consumption, as well as the amount of net taxes on tourism products and imports included in the cost of these costs in consumer prices.

Tourist consumption has the same formal definition as tourist expenses. However, the concept of tourist consumption used in the Tourism Satellite Account goes beyond travel costs. In addition to the amount paid for the purchase of consumer goods and services (as well as valuables for own use or gifts) for the purpose and during tourist trips (which coincides with the monetary operations related to tourism). Tourist consumption also includes the cost of conventionally calculated accommodation services, tourist social transfers in kind and other types of conventionally calculated consumption. These transactions should be evaluated using sources other than information collected directly from visitors, for example, reports of hotel establishments, calculations of conditionally calculated services of financial intermediation, etc.

Travel expenses is the amount spent on consumer goods, services and valuables for own use or donations, paid for and during tourist trips. They include the costs incurred by visitors at their own expense, as well as expenses incurred or reimbursed by other persons.

Conclusions and suggestions. Given the proposed theoretical and methodological principles of a country strategic planning and/or in order to address the shortcomings of the already developed National Tourism Development Strategy, it is recommended that experts and strategic planning experts develop a more effective TDS based on the nine steps described above.

In addition, it is necessary to monitor at each of the stages of the TDS implementation its effectiveness through the proposed criteria and tools.

The effectiveness of the TDS implementation depends on the following factors: the level of integration of all stakeholders (government officials, tourism business and civil society, which protect the interests of tourism consumers); taking into account available resources and external risks; compliance with the powers of the executors, the ability to make decisions and / or the availability of political will to perform the TDS; the time span between the time of the development of an TDS and its adoption (ideally – no more than six months).

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Романова Анна Анатоліївна, кандидат економічних наук, доцент. Чернігівський національний технологічний університет. **Теоретико-методологічні засади стратегії туристичного розвитку країни.** Виділено, описано та схематично зображено модель Стратегії туристичного розвитку (далі – СТР) на основі дев'яти основних етапів розроблення та реалізації, а саме: 1) діагностика та усвідомлення проблем у туристичній сфері; 2) аналіз туристичного ринку; 3) таргетування цільової аудиторії споживачів турпродукту; 4) розроблення турпродуктів; 5) апробація турпродукту на потенційних туристах; 6) діагностика існуючої маркетингової політики; 7) розроблення маркетингового плану просування турпродукту; 8) реалізація СТР; 9) оцінювання та контроль реалізації СТР. Проаналізовано особливості формування та застосування методології збору інформації щодо соціально-економічних показників розвитку туристичної галузі. Визначено та схематично зображено рекомендовані критерії ефективності реалізації СТР країни. Сформульовано визначення таких понять у туристичній статистиці, як агреговані показники допоміжного рахунку туризму; допоміжний рахунок туризму; адміністративні дані; економічний аналіз туризму; валова додана вартість безпосередньо пов'язана із туризмом (ВДВТ); валова додана вартість у галузях туризму (ВДВГТ); валова додана вартість турпродукту; валова маржа постачальника послуг бронювання; валовий внутрішній продукт безпосередньо пов'язаний із туризмом (ВВПТ); туристичне споживання; туристичні витрати тощо. Визначено основні та допоміжні джерела збору інформації про стан туристичного розвитку країни/дестинації: показники туристичного збору; дані Державної служби статистики; дані Державної прикордонної служби; дані Податкової інспекції; дані Національного банку; дані маркетингових досліджень; дані мобільних операторів; дані закладів розміщення; дані туристично-інформаційних центрів; дані авіаперевізників, залізничних перевезень, автоперевізників, морських та річкових перевізників тощо; дані фахівців туристичного супроводу; дані відвідувань туристичних об'єктів, музейних установ, природних та історико-архітектурних заповідників тощо; дані туроператорів та турагенцій; дані туристичних Асоціацій та недержавних організацій.

Ключові слова: стратегія розвитку туризму, міжнародний туризм, туристична індустрія, допоміжний рахунок туризму, туристичне споживання, економічний аналіз туризму.

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The Theoretical and Methodological Bases of Tourism Development Strategy of a Country.
There are the model of the Tourism Development Strategy (TDS) highlighted, described and schematically depicted on the basis of nine basic stages of development and implementation, namely: 1) diagnostics and awareness of problems in the tourism sector; 2) analysis of the tourism market; 3) targeting the audience of tourism products; 4) development of tourist products; 5) testing of tourist products for potential tourists; 6) diagnostics of existing marketing policy; 7) development of a marketing plan for promotion of tourist products; 8) implementation of the TDS; 9) assessment and control of implementation of a TDS. The peculiarities of the formation and application of the information methodology gathering on socio-economic indicators of the tourism industry development are analyzed. The recommended criteria of the effectiveness of a country's TDS implementation have been identified and schematically illustrated. The definitions of concepts in tourism statistics have been formulated, such as aggregate indicators of the tourism supplementary account; tourism supplementary account; administrative data; economic analysis of tourism; gross added value directly related to tourism; gross value added in the tourism industry; gross value added of tourist products; gross margin of the reservation service provider; Gross Domestic Product directly related to tourism; tourism consumption; travel expenses, etc. The main and auxiliary sources for collecting information on the state of tourism development of a country / destination have been determined: tourism tax rates; data of the State Statistics Service; data of the State Border Guard Service; data of the State Fiscal Service of Ukraine; data of the National Bank; marketing research data; data of mobile operators; data of accommodation establishments; data of tourist information centers; data of airlines, railroad carriers, sea and river carriers, etc.; data of tourists; data of tourist objects visits, museum establishments, natural, historical and architectural reserves, etc.; data of tour operators and travel agencies; data of tourist associations and non-governmental organizations.

Key words: tourism development strategy, international tourism, tourism industry, tourism supplementary account, tourism consumption, economic analysis of tourism.

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Теоретические основы стратегии туристического развития страны.
Выделена, описана и схематично изображена модель Стратегии туристического развития (далее – СТР) на основе девяти основных этапов разработки и реализации, а именно: 1) диагностика и осознание проблем в туристической сфере; 2) анализ туристического рынка; 3) таргетирования целевой аудитории потребителей турпродукта; 4) разработка турпродуктов; 5) апробация турпродукта на потенциальных туристах; 6) диагностика существующей маркетинговой политики; 7) разработка маркетингового плана продвижения турпродукта; 8) реализация СТР; 9) оценка и контроль реализации СТР. Проанализированы особенности формирования и применения методологии сбора информации о социально-экономических показателей развития туристической отрасли. Определены и схематично изображены рекомендованные критерии эффективности реализации СТР страны. Сформулировано определение таких понятий в туристической статистике, как агрегированные показатели вспомогательного счета туризма; вспомогательный счет туризма; административные данные; экономический анализ туризма; валовая добавленная стоимость, непосредственно связанная с туризмом (ВДВТ); валовая добавленная стоимость в области туризма (ВДВГТ); валовая добавленная стоимость турпродукта; валовая маржа поставщика услуг бронирования; валовой внутренний продукт, непосредственно связанный с туризмом (ВВПТ); туристическое потребление; туристические расходы и т.д. Определены основные и вспомогательные источники сбора информации о состоянии туристического развития страны / дестинации: показатели туристического сбора; данные Государственной службы статистики; данные Государственной пограничной службы; данные налоговой инспекции; данные Национального банка; данные маркетинговых исследований; данные мобильных операторов; данные средств размещения; данные туристических информационных центров; данные авиаперевозчиков, железнодорожных перевозок, автоперевозчиков, морских и речных перевозчиков; данные специалистов туристического сопровождения; данные посещений туристических объектов, музейных учреждений, природных и историко-архитектурных заповедников и т.д.; данные туроператоров и турагентств; данные туристических ассоциаций и негосударственных организаций.

Ключевые слова: стратегия развития туризма, международный туризм, туристическая индустрия, вспомогательный счет туризма, туристическое потребление, экономический анализ туризма.