

## DEVELOPMENT AND MANAGEMENT OF THE TOURIST AND RECREATION COMPLEX AS A STRATEGIC DIRECTION OF THE TOURISM ECONOMY IN THE SYSTEM OF SUSTAINABLE DEVELOPMENT

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**Abstract:** The article examines the importance of developing and effectively managing the tourist and recreational complex as a strategic direction in the tourism economy, considering the principles of sustainable development. The factors influencing the successful implementation of this strategy were analyzed, in particular, infrastructure, tourism potential, socio-cultural context and environmental aspects. The management principles of the tourist and recreational complex were studied, and critical strategic approaches to ensuring sustainable development were determined. Based on the received data, recommendations are proposed to ensure the increase in competitiveness and profitability of the tourism sector based on preserving environmental sustainability and cultural heritage. The importance of careful planning, coordination, and functional cooperation of all interested parties to successfully develop the tourism and recreation complex in the context of sustainable development has been proven.

**Keywords:** strategic management; tourism; tourism economy; sustainable development; tourism development strategy.

### 1 Introduction

The development and management of the tourist and recreational complex is gaining more and more relevance in the tourism economy in light of modern challenges of sustainable development. In particular, today, tourism is recognized as one of the critical sectors of the global economy, which has significant potential in developing various countries and their regions. Thus, the growth of international travel, the development of technologies and changes in consumer preferences of tourists require new approaches to managing tourism resources not only at the level of individual enterprises but also at the level of the entire industry.

However, along with the growth of tourism volumes, problems related to the need to preserve natural and cultural resources, ensure sustainable development, and equalize the distribution of economic benefits are also growing. Accordingly, there is a need for functional improvement of tourism resource management strategies to maximize tourism benefits for the economic system with minimal negative impact on the environment and cultural heritage. That is why it is essential to consider tourism as a functional component of sustainable development, which requires the integration of economic, socio-cultural, and environmental aspects into the strategic planning and management of the tourist and recreational complex. On the other hand, the study of the mentioned issue has sufficient potential to clarify the key factors and tools that contribute to achieving a balance between economic benefit and ensuring the efficiency of the development of the tourism sector of the economy.

In addition, due to recent global challenges, such as climate change, military aggression by Russian non-humans, and the COVID-19 pandemic, tourism is becoming an even greater focus from the perspective of ensuring sustainable development. At the same time, the sustainability of the development of the tourism sector of the economy becomes a strategic goal for many countries, as it contributes to balanced economic growth, improves the quality of life of the local population, and preserves natural and cultural values. Accordingly, in dynamic

changes in the socio-economic situation and technological progress, solving the problems of effectively managing the tourist and recreational complex is essential for business and the national economy.

Thus, we conclude that the study of the development and management of the tourist-recreational complex as a strategic direction in tourism economics is particularly relevant today in the context of the needs of the modern world, where effective tourism management plays a significant role in achieving global sustainable development goals. Solving problems related to the efficiency of the tourist and recreational complex will contribute to developing new functional strategies and innovative approaches to the development of tourism that meet the modern requirements of sustainable development and contribute to the general preservation of cultural and natural heritage for future generations.

### 2 Literature Review

The study of modern approaches to managing the tourism and recreation complex based on sustainable development is familiar to economic science. In particular, several works by various scientists comprehensively consider this issue based on the need to ensure the effectiveness of tourism management.

Thus, it is worth noting the research of such scientists and practitioners as I. Britchenko [1-10], Y. Danshina [11], M. Masl'an [21] and R. Sodoma [32-34], in which the concepts and strategies of sustainable tourism development are discussed, relevant theoretical approaches and practical aspects of their implementation are highlighted. At the same time, the authors focus on defining the fundamental principles of sustainable development in the context of the tourism economy and the methods of their implementation.

In addition, it is necessary to pay attention to the works of researchers such as M. Dziamulych [12-19], O. Ramos [22], M. Rudenko [24] and I. Tsymbaliuk [37], whose books consider strategies for managing tourist flows based on the principles of sustainable development. At the same time, the authors investigate the critical aspects of the formation and management of tourist flows using modern digital and information technologies and determine the necessity of applying innovative approaches in the tourism economy. Separately, the authors determine the need for an effective banking system to serve the tourism sector based on the widespread use of online banking and digital software applications.

Another important direction of research in this field is the works of N. Khomiuk [20], J. Reitšpis [23], T. Shmatkovska [25-31] and I. Tofan [35], in which the authors pay attention to the critical analysis of tourism resource management and its impact on the sustainability of tourism. In particular, the problems and prospects of management of tourist complexes given sustainable development goals are highlighted. At the same time, special attention is paid to the field of green tourism of the agricultural sector as a source of reserves for tourist flows in the future.

In general, existing research in tourism management covers a relatively wide range of problems. Moreover, new challenges emerging in the global economic system require an in-depth study of key aspects of the development and management of integrated tourist and recreational complexes in the context of forming the strategic direction of the tourism economy in the system of sustainable development.

### 3 Materials and Methods

Various scientific research methods were used to study and analyze the development and management of the tourist and

recreational complex as a strategic direction of the tourism economy in the system of sustainable development, which made it possible to conduct a comprehensive study of this topic.

In particular, the initial stage of the research was to apply the system analysis method, which allowed us to consider the tourist and recreational complex as a complex system that includes various components and helped to determine the functional relationships between them. This method also made it possible to decide on the key factors and processes affecting the development of the tourist complex and identify opportunities for improving its management.

The method of economic zoning was used to analyze the economic potential of tourism and its role in economic development. This method made it possible to conduct a comparative analysis of economic indicators and identify potential strategic directions for tourism development in different areas, considering their characteristics and resources.

The comparative method was applied to analyze tourist and recreational complexes' development and management experience in different countries. It allowed comparing different approaches and strategies and determining the most effective practices for their implementation in a practical context. Applying this method made it possible to identify critical trends for making informed strategic decisions in managing the tourist and recreational complex.

In general, using these methods made it possible to carry out a comprehensive analysis and development of strategies for developing and managing the tourist and recreational complex, considering the principles of sustainable development. Each method provided an opportunity to systematize and analyze information to achieve research goals.

#### 4 Results and Discussion

One of the essential modern trends in developing the tourist market is strengthening the differentiation of tourism policy in the regional section and the decentralization of management and regulation of tourist activities. In this regard, it is necessary to consider the specifics of tourist demand and supply and the current and projected level of tourism development. The study of tourism as a system makes it possible to single out several problems, among which the key is forming and implementing state plans to develop regional tourism systems. At the same time, the functional mechanism of management of the tourist and recreational complex provides the primary function of the socio-economic development strategy, which is related to developing the country's or region's potential in the context of the attractiveness of tourist resources. This strategy should cover economic actions related to market processes and non-market actions carried out at various levels by state institutions, particularly local self-government bodies. At the same time, the formation of an effective model of management of the tourist and recreational complex will make it possible to create conditions for the investment attractiveness of tourist enterprises and allow the development of infrastructure, preserving the ecology and cultural heritage, which in the complex will contribute to increasing the well-being of the economic system as a whole.

The formed and formalized tourist complex of any state is an integral part of the global economic system and one of the growth points of the national economies of individual countries. In particular, according to the UN World Tourism Organization, the tourist complex currently generates every 11 jobs, and its contribution to the world GDP is 9%. Therefore, considering tourism's economic and social importance, the World Tourism Organization made forecast calculations of the development of tourist flows and income from tourism for the long term. In particular, the report "Tourism Towards 2030" predicts that the number of tourist arrivals worldwide will grow annually (Table 1).

Table 1: Determination of forecast values of international tourist arrivals

	Number of international tourist arrivals, million people				
	1980	1995	2010	2020	2030 (forecast)
World	277	528	940	1.360	1.809
Africa	7.2	18.9	50.3	85.0	134.0
America	62.3	109.0	149.7	199.0	248.0
Asia and the Pacific	22.8	82.0	204.0	355.0	535.0
Middle East	7.1	13.7	60.9	101.0	149.0
Europe	177.3	304.1	475.3	620.0	744.0
including:	20.4	35.8	57.7	72.0	82.0
Northern European region	68.3	112.2	153.7	192.0	222.0
Western European region	26.6	58.1	95.0	137.0	176.0
Central and Eastern European region	61.9	98.0	168.9	219.0	264.0

Source: [38]

Improving the quality of products and services within the framework of developing the tourist complex at the current stage has a significant economic, social, scientific and technical significance for specific organizations and the country's national economy. Tourists who are satisfied with the service in hotels, restaurants, service bureaus, and tourist complexes become active propagandists. They often visit these places, helping to increase the flow of tourists and creating a high reputation for their favourite tourist areas. Accordingly, the quality of service contributes to increasing the economic efficiency of tourism; therefore, improving the quality of products and services contributes to increasing the competitiveness of tourist organizations both on the domestic and international markets, which ultimately leads to the sustainable development of the country's economy and its functional integration into the global economic system.

Thus, the primary goal of improving the tourist and recreational complex is the formation of a competitive tourist and recreational industry as one of the country or region's leading areas of territorial specialization. Its functioning significantly contributes to socio-economic development due to the increase of the revenue part of the budget, growth of investments, preservation and rational use of cultural, historical and natural heritage. An essential role in this belongs to the system of management of the processes of providing services of the tourist and recreational complex, which regulates the functions and methods of this system, subject-object relations of the complex, and connections between service and information technologies. These technologies make it possible to effectively coordinate dynamic situations inherent in the field of recreational services because, within the framework of a single tourist and recreational complex, it is possible to build an effective scheme of redistribution of financial flows from highly profitable sectors (for example, the entertainment industry) to less profitable ones in the interests of sustainable economic development of the entire complex, using the principles planned to budget. Therefore, the importance of developing such a scheme is determined by the fact that the tourist and recreational complex provides the functional needs of the relevant services for tourists and the local population, thereby significantly improving the quality of life.

In this aspect, it should be noted that the World Economic Forum annually investigates the level of competitiveness of the tourist and recreational complex in cooperation with representatives of Booz&Company, Deloitte, the International Air Transport Association, the International Union for Conservation of Nature, the World Tourism Organization (UNWTO) and the World Travel and Tourism Council. The result is a functional, analytical report on countries' competitiveness and tourist attractiveness. To determine the

competitive status of countries in the field of providing tourist services, the Tourism Competitiveness Index is developed, which is calculated as the arithmetic mean of three sub-indices:

1. Legislative basis of tourism.
2. Conditions of business and infrastructure of the tourist complex
3. Human, cultural and natural resources of tourism.

At the same time, the leading countries, according to this index, include the most developed tourism states (Figure 1).

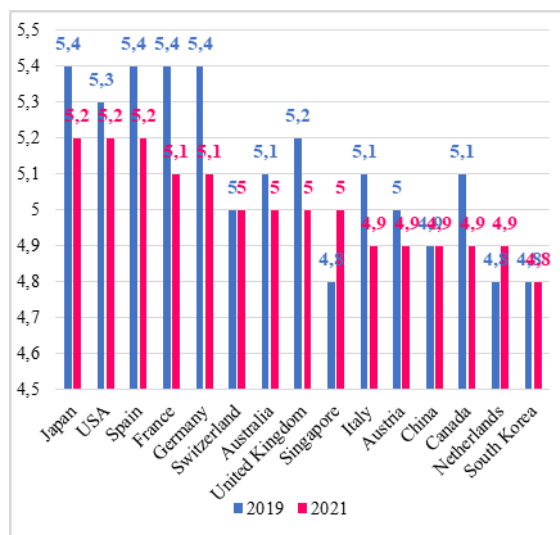


Figure 1. Top 15 Countries in Travel and Tourism Competitiveness Report  
Source: [36]

The tourism competitiveness index includes such components of the tourism complex as:

- air transport infrastructure quality;
- quality of education;
- quality of roads;
- quality of infrastructure of railways and ports;
- the quality of the national transport network;
- the quality of the natural environment.

In our opinion, the following should also be added to this list: the quality of medical care, the quality of hotel and excursion services, the quality of training of specialists in the field of tourism, the quality of food establishments and other entertainment establishments, etc.

In our opinion, management of the quality of the tourist product should also be carried out systematically; that is, at the national level, a system of strategic management of the quality of the services provided should function in the context of the functioning of the tourist complex. Such a system is a specific organizational and economic mechanism with a precise distribution of powers and compliance, regulatory and legal support, economic basis, procedures, processes and resources, which are necessary for managing the quality of the tourist product. The goal of strategic management of the quality of the tourist product, as well as the implementation of the organizational and economic mechanism of the management of the tourist and recreational complex, is to increase the profitability and competitiveness of this or that enterprise (and as a result, the national tourism sphere) by increasing not only the quality of products but also all related processes.

So, we conclude that increasing the efficiency of the tourism and recreation complex can be implemented by coordinating the development strategy with the elements of the organizational and economic mechanism and implementing the appropriate methods and techniques of the organizational and economic mechanism at

the micro, meso, and macro levels. Such a scheme for the development and implementation of the strategy for the tourist-recreational complex determines the dependence and interconnection between individual elements of the organizational and economic mechanism. Focusing on dynamic development and the results of effective cross-sectoral interaction of various tourist and recreation complex structures, it is expedient to search and research scientific directions for improving the development mechanism of functioning at each level. It is also noteworthy to explore ways to enhance and activate the economic potential of the tourist-recreational complex, the specific utilization of which depends directly on the available tourist-recreational resources and demand (both domestic and international), as well as the level of economic interaction between sectors of the national economy. Accordingly, the following provisions should be formed at the national level as a concept of strategic management of the quality of tourist services within the development of the tourist complex:

- general improvement of the quality of products and services as the main principle of the tourism sector;
- mastering of quality management methods by managers and specialists at all levels of tourism management;
- formation of legal, economic, social, organizational, and technical conditions that enable tourist organizations to successfully solve quality-related tasks;
- formation of a mechanism to protect consumers from substandard products.

Therefore, the management system of the operational processes of the tourism and recreation complex as a whole and its objects should consider the possibilities of coordination and functional integration of service processes of adjacent enterprises, the need and reserves for expanding the production capacity of tourism and recreation production, increasing labor productivity and improving its quality. All this should be ensured by the interconnection of the production, investment and innovation potentials of tourist enterprises included in the complex.

In general, for the balanced development of the tourist and recreational complex, it is necessary to implement several coordinated measures at the micro, meso, and macro levels. In particular, at the micro level, the primary task is to improve the quality of service to tourists and vacationers, form a network of small private hotels and other types of accommodation facilities, and gradually develop the service infrastructure. At the meso level, an important issue is the formation of perspective plans for the development of recreational zones and the regulation of the recreational load on tourist and recreational territories, the assignment of individual zones to the status of a nature reserve with their further use for recreational purposes, as well as the implementation of a tourist marketing complex. At the macro level, an important task is an intersectoral coordination and the formation of a positive image of the country or region on the international tourism market, the development of nationwide programs to stimulate tourism, the gradual improvement of legislation in the field of tourism, and the improvement of standards in the industry.

## 5 Conclusion

Thus, we conclude that ensuring the quality of services in the modern conditions of the development of recreational and tourist complexes is one of the most critical components of the efficiency and profitability of the subjects of the tourism industry. At the same time, the quality of individual components of the tourist complex determines its competitiveness. The system of strategic management of the quality of tourist services within the framework of the development of the tourist complex in modern conditions should become a permanent process of activity aimed at increasing the level of services provided in the field of tourism, improving the elements of the production of related services and implementing national quality systems. That is why all processes of designing, ensuring and maintaining the

quality of a tourist product should be integrated into a strategic quality management system.

Accordingly, increasing the rating positions of the tourist attractiveness of the tourist and recreational complex is one of the critical socio-economic tasks and a necessary condition for ensuring the development of tourism and the successful integration of this complex into the world tourist market. In this aspect, the study of tourist attractiveness as a multi-indicator is relevant, in which a set of indicators of tourist potential is accumulated, which creates the basis for its effective use and conditions the formation of demand for tourist products.

Thus, the main task of developing the tourism sector at present is the need to create long-term programs for the development of the industry and their financial support based on the construction of an adequate investment infrastructure. The modern investment policy should successfully combine the country's regional, state and international interests while ensuring progress in socio-economic life. All this will make it possible to form a strategic course for the development of the territory based on the formation of a single, balanced recreational complex capable of ensuring the sustainable development of tourism, focused on establishing and maintaining a balance between the preservation of natural and historical and cultural resources, economic interests and social needs and the development of tourism, as well as, creating favorable conditions for the formation of a quality tourist product.

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