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MANAGEMENT OF INNOVATIVE DEVELOPMENT OF TOURISM ENTERPRISES UNDER THE CONDITIONS OF STRENGTHENING OF GLOBALIZATION PROCESSES

The article summarizes the features of world tourism development in the context of strengthening of globalization processes. It is established that the process of managing the innovative development of tourism enterprises should be structured and consistent. The stages of coordination of the management system of innovative development of tourism enterprises with modern tendencies of globalization and functioning of world tourism are determined. Priority measures have been systematized, which will ensure the effective functioning of tourism enterprises and minimize the risks of current activity in the context of strengthening of globalization. Differentiation of priority directions for coordinating the management of innovative development of tourism enterprises with the processes of globalization of world tourism depending on their specialization is carried out. It is concluded that the implementation of the proposed tools for coordinating the management of innovative development of tourism enterprises in the context of globalization creates the preconditions for improving the efficiency of their resource potential under increasing competition in the global tourism market.

Key words: innovative development; tourism enterprise; globalization processes; world tourism; tourism services; specialization of the tourism market.

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УПРАВЛІННЯ ІННОВАЦІЙНИМ РОЗВИТКОМ ТУРИСТИЧНИХ ПІДПРИЄМСТВ В УМОВАХ ПОСИЛЕННЯ ГЛОБАЛІЗАЦІЙНИХ ПРОЦЕСІВ

У статті узагальнено особливості розвитку світового туризму в контексті посилення глобалізаційних процесів. Серед ключових: прискорення темпів впровадження досягнень науково-технічного прогресу, автоматизація процесів обслуговування клієнтів, миттєве поширення інформаційних даних у міжнародному просторі світового туристичного бізнесу. Обґрунтовано, що глобалізація туристичної галузі формує передумови для зміцнення конкурентних позицій на світовому ринку відомих туристичних брендів і мереж. Наростаючі процеси глобалізації світового туризму посилюють стратегічну важливість і роль цієї галузі в аспекті ефективного розвитку національної економіки, диверсифікації ризиків її функціонування, створення нових робочих місць, підвищення рівня зайнятості населення, раціонального використання природно-ресурсного потенціалу держави та перехід на засади постіндустріального типу розвитку. Встановлено, що процес управління інноваційним розвитком туристичних підприємств має бути структурованим і послідовним. Визначено етапи узгодження системи управління інноваційним розвитком туристичних підприємств із сучасними тенденціями глобалізації та функціонування світового туризму. Систематизовано першочергові заходи, які забезпечуватимуть ефективне функціонування туристичних підприємств та мінімізуватимуть ризики поточної діяльності в умовах прискорення процесів глобалізації. Здійснено диференціацію пріоритетних напрямів узгодження управління інноваційним розвитком туристичних підприємств із процесами глобалізації світового туризму залежно від їх спеціалізації. Встановлено, що глобалізація світового туризму формує передумови для розвитку туристичних підприємств, активізації темпів їх інноваційної модернізації, появи якісно нових туристичних продуктів на ринку, розбудови об'єктів соціально-економічної інфраструктури, впровадження сучасних технологій у практику господарювання підприємств, посилення міжнародної транскордонної інтеграції суб'єктів туристичного бізнесу. Підсумовано, що реалізація запропонованих інструментів узгодження управління інноваційним розвитком туристичних підприємств в умовах глобалізації формує передумови для підвищення ефективності реалізації їх ресурсного потенціалу в контексті посилення конкурентної боротьби на світовому туристичному ринку.

Ключові слова: інноваційний розвиток; туристичне підприємство; глобалізаційні процеси; світовий туризм; туристичні послуги; спеціалізація туристичного ринку.

Problem statement in general and its connection with important scientific or practical tasks

Large-scale processes of economic liberalization and development of scientific and technological progress purposefully influence the parameters of the world tourism industry, which are formalized in the growing globalization, intensification of competition in the market of tourism services, intensification of communication relations and exchange of information between tourism entities, tourism enterprises and segmentation of the world tourism market. Such structural changes form a qualitatively new level of innovation development of tourism enterprises, which is transformed into the emergence of fundamentally different from existing counterparts in the

market of tourism products, deepening the differentiation of needs and demands of potential customers, taking into account the mentality, national and cultural-ethnic characteristics processes of functioning of the world tourism industry, intensification of international vertical-horizontal integration of tourism enterprises, formation and development of international tourism clusters.

Analysis of recent research and publications

The theoretical basis of the study is a number of publications by economists, which raise the question of finding new approaches to managing the innovative development of enterprises, including tourism. These are, in particular, the scientific works by V. Pleskach [1], A. Khartman [2], A. Kinash [3], S. Illiashchenko [4]. Peculiarities of functioning of modern tourism enterprises under the conditions of intensification of globalization processes and digitalization of economy are the subject of research by T. Vasylytsiv, V. Voloshyn, V. Vasylytsiv [5], T. Vasylytsiv, R. Lupak, M. Kunytska-Ilyash [6], O. Skarga [7], O. Mulska, O. Levytska, V. Kutsyk [8]. As the role of globalization in the implementation of economic activity in the digitalization of the economy is growing, there is a need to build a new concept of managing the innovative development of tourism enterprises.

Highlighting previously unsolved parts of the general problem to which the article is devoted

Despite a significant amount of research on the management of tourism enterprises, innovative aspects of modern enterprises development in tourism sector have remained out of the attention of scientists and, therefore, are little studied. As the role of the factor of globalization in the implementation of economic activity in the digitalization of the economy is growing, there is a need to build and theoretically comprehend a new concept of managing the innovative development of tourism enterprises.

Formulation of the article purposes

The purpose of the article is to study the features of managing the innovative development of tourism enterprises in the context of increasing globalization processes.

The main material

Structural changes form a qualitatively new level of innovative development of tourism enterprises, which is transformed into the emergence of fundamentally different from existing counterparts in the market of tourism products, deepening the differentiation of needs and requests of potential customers taking into account the mentality, national and cultural-ethnic characteristics of the latter, functioning of the world tourism industry, intensification of international vertical-horizontal integration of tourist enterprises, formation and development of international tourism clusters. In view of this, the expediency of developing effective organizational and economic measures to harmonize the parameters of the management system of innovative development of tourism enterprises with modern trends of globalization and the functioning of world tourism is objectively determined.

The growing processes of globalization of world tourism increase the strategic importance and role of this industry in terms of effective development of the national economy, diversification of risks of its functioning, job creation, employment, rational use of natural resources and the transition to post-industrial development. Establishing an effective management system for innovative development of tourism enterprises, taking into account globalization trends in world tourism, involves the transition to qualitatively new principles of management, tourism business and customer service, which requires not only attracting additional sources of funding for innovation projects, improving their technical and technological support, but also changes in the conceptual paradigm of innovation management of tourism enterprises, based on the principles of system, rationality, balance, impartiality and economic feasibility; coordination of parameters of domestic and foreign strategic vectors of development of the tourism industry; giving priority to world trends in the operation of tourism enterprises; using scientifically sound approaches to the development, testing and implementation of innovations.

The process of coordinating the management of innovative development of tourism enterprises should be structured and consistent, which provides for the expediency of its observance within a clearly defined stage of action.

The organization of the management system of innovative development of tourism enterprises requires compliance with the strategic focus on the development of effective measures to minimize the risks of globalization of world tourism, which includes: 1) implementation of preventive mechanisms to overcome the destabilizing impact of transformations on domestic tourism enterprises; 2) minimization of the probability of disruption of the implementation of joint international innovation and investment projects of tourism enterprises by introducing the practice of insuring their potential risks, taking into account the regional and sectoral specifics of the latter; 3) implementation of a set of measures to ensure the appropriate level of economic security of tourism enterprises in terms of its functional components (financial, market, personnel, logistical, environmental, informational, legal, etc.); 4) formation and development of adaptive properties of tourism enterprises in the process of interaction with the factors of the foreign market environment; 5) harmonization of the institutional basis for regulating the activities of tourism enterprises in the context of globalization and liberalization of the world market for tourism services; 6) establishment of effective transnational consulting support for coordination of the process of innovative development of domestic tourism enterprises based on strengthening the latter's participation in international innovation and grant projects, conferences, exhibitions, symposia, etc.; 7) transition to the practice of rapid response of enterprises to anticipate globalization challenges by taking into account the parameters of forecast scenarios of innovative development of the world tourism industry; 8) study and implementation of the achievements of best practices of world experience in managing the innovative development of tourism enterprises in the context of globalization of

economic relations; 9) strengthening the participation of domestic tourism enterprises in international integration associations to lobby and defend their own commercial interests in the global tourism market; 10) organization of the subsystem of innovation risk management of tourism enterprises based on the monitoring and maintenance in the maximum allowable values of indicators of their economic security.

Globalization of world tourism forms preconditions for development of tourism enterprises, intensification of rates of innovative modernization of the last, emergence of qualitatively new tourism products on the market, development of objects of social and economic infrastructure, introduction of modern technologies in business practice, strengthening of international cross-border integration of tourism business entities, which together provides resource support for the formation of the processes of expanded reproduction of tourism enterprises on an innovative basis. Along with this, current trends in the development of world tourism require the formation of adequate mechanisms and tools to harmonize the innovation management system of tourism enterprises with the growing processes of globalization. On the one hand, such management organizational and economic tools should be based on the capabilities of its own resources of a particular tourism enterprise, and on the other – to provide the mandatory possibility of attracting additional resource support of financial, economic, logistical and intellectual nature.

The globalization of the tourism industry creates the preconditions for strengthening the competitive position in the world market of well-known tourism brands and networks, which intensifies the pace of expansion of their offices in countries. This, on the one hand, raises the norms and standards of customer service, and on the other hand, makes it more difficult for small and medium-sized enterprises to compete. The emergence and intensification of the spread of advanced innovative technologies in the global tourism market, characterized by high standards of tourist services, reliable operation in the face of growing transformational changes, as well as a sufficient level of satisfaction of potential customers, not only strengthen the competitive position of well-known tourism brands but also push low-competitive enterprises out of the market. In this context, the priority tool for improving the management system of innovative development of the tourism enterprise is the use of franchising technology, which, on the one hand, allows to effectively implement advanced innovative developments in management practice, and on the other – to minimize project costs for innovation development. The use of franchising technology in managing the innovative development of tourism in the context of globalization forms a number of advantages, the main among which are: the minimization of commercial risks of the innovative project, due to the use of proven technologies that have proven to be effective in various economic conditions and market environment transformations; reduction of operating costs for the development of innovations and providing technical and technological support for the maintenance of innovative business processes; the possibility of guaranteeing a minimum rate of return in the process of implementing franchising technology, due to the presence of already formed image characteristics in the market of technology of the introduced tourist brand; minimization of errors in the operation and development of innovative business processes based on the principles of franchising technology; guaranteeing the appropriate level of quality of the provided tourist service, which is provided by constant outsourcing support of innovation development management on the basis of franchising.

A characteristic trend of globalization of economic relations and world tourism, which distorts the established approaches to tourism business, customer service and implementation of innovative projects, is to increase customer mobility in choosing the priority tourism service and the subject of its provision, regardless of geographical location. On the one hand, this is due to the relentless development of transport infrastructure, the emergence of new tourist routes, the development of international air services, and on the other – the growth of incomes, simplification of border crossings, the general trend of visa liberalization. Increasing the level of mobility of tourists in the international dimension intensifies the pace of innovative development of enterprises primarily in the following aspects: 1) internationalization of the target audience of consumers of tourism services encourages enterprises to diversify approaches to customer satisfaction based on their cultural, ethnic and religious characteristics; 2) establishing effective communications regarding the international exchange of experience in the field of innovative tourism, which forms a two-way relationship, in which the client forms the parameters of the request in the context of innovative modernization of the tourism enterprise; 3) along with the growth of the level of mobility of tourists, the international mobility of innovative technologies in the field of tourism business is increasing, which stimulates the processes of innovative modernization of enterprises; 4) differentiation of customer requests for a tourist product, due to international characteristics, requires the formation of qualitatively new multifunctional approaches to the provision of tourist services; 5) intensification of competition in the world tourism market initiates the implementation of structural changes in the organization of innovative business processes of enterprises.

It is obvious that the trend of increasing the level of mobility of tourists requires the restructuring of existing approaches to managing the innovative development of tourism enterprises and involves the implementation of the following priority measures:

- formation of mechanisms to improve transport accessibility of facilities where tourist services are directly provided, on the basis of participation in innovative projects of road infrastructure development, diversification of transport connections of tourist enterprises, increasing efficiency and comfort of tourist transportation, spreading the practice of systemic transfer of clients to all stages of consumption of a tourist product (including for potential foreign tourists), establishment of cooperation with the international transport companies in a segment of the organization of passenger transportations of foreign tourists;

- managing the development of adaptive properties of innovative business processes of the tourist enterprise, by ensuring the flexibility of the latter, bringing them into line with ethnic, cultural and religious characteristics of foreign tourists, diversifying the range of tourist services taking into account the specific national interests of potential customers. multicultural components in the structure of the tourist product, which is strategically focused on meeting the needs and requirements of foreign tourists

- organization of preventive mechanisms to minimize the risks of illegal migration under the guise of primary consumption of tourist products, by establishing effective cooperation of tourist enterprises with border and customs authorities, strengthening monitoring of potential areas of illegal migration processes, approval of insurance practices against illegal migration adequate financial support from foreign tourists, purchase of a return ticket, use of customer biometric data to purchase a tourist product.

The processes of globalization of world tourism are accompanied by a relentless pace of implementation of scientific and technological progress, automation of customer service processes, instant dissemination of information data in the international space of world tourism business.

It is obvious that a set of priority areas for coordinating the management of innovative development of enterprises with globalization and current trends in the functioning of world tourism should be differentiated depending on their specialization.

A strategically important attribute of managing the innovative development of tourism enterprises in the context of growing globalization processes is to ensure safe conditions for tourists, given the current international security challenges caused by illegal migration, the growing number of refugees worldwide, the presence of so-called "frozen" military, increasing the risk of terrorist attacks.

Table 1

Differentiation of priority areas of coordinating the management of innovative development of tourism enterprises with the processes of globalization of world tourism depending on their specialization

Specialization of enterprises	Priority areas
Motel	Strategic orientation on carrying out innovative modernization of the system of popularization of tourist products among the target audience of potential clients taking into account the development of the relevant network of transport routes
Hotel	Intensification of processes to bring the norms and standards of customer service in line with the requirements of world best practices of well-known hotel and restaurant branded chains
Private homestead	Innovative diversification of the range of tourist products of rural green tourism and the implementation of management mechanisms to attract foreign customers to the domestic tourism market
Sanatorium	Implementation of innovative mechanisms for establishing the principles of rational use of recreational resources and natural facilities in the context of sustainable development of the state

For domestic tourism enterprises, the solution of this problem becomes especially relevant, given the presence of a military conflict in the Donbass and the specifics of the geographical and territorial location of Ukraine at the intersection of eastern and western logistics and transport corridors. Ensuring the appropriate level of security for tourists requires comprehensive implementation of organizational and economic measures at a macro- (elimination of existing institutional gaps in the regulation of security in the provision of tourist services, strengthening sanctions and liability for violating current legislation in the field of tourism safety, improving the efficiency of mechanisms border and customs control on the basis of their automation and minimization of human intervention) and at the micro level (dissemination of the practice of implementing mechanisms for verifying customer information based on biometric data of tourists, introduction of information technology in documenting and customer service in the provision of travel services specialized structures to ensure the proper level of safety of tourists) management of economic relations.

Conclusions from this study and prospects for further exploration in this direction

Thus, the growing challenges of globalization of world tourism objectively require the timely development of adequate mechanisms and tools to improve the management of innovative development of tourism enterprises, which provides for their strategic focus on the following measures: organization of international marketing research to identify promising foreign tourists; harmonization of domestic and international standards of tourism, implementation of norms and requirements of international technical regulations for the implementation of innovative projects in tourism, formation of a mechanism for monitoring compliance with international standards of quality of tourism services, modeling foreign economic risks of tourism, dissemination of franchising technology, diversification of approaches to customer satisfaction taking into account their cultural, ethnic and religious features, establishing effective communications regarding the international exchange of experience in the field of innovation, the formation of mechanisms to improve transport accessibility of the network of tourist services, managing the development of adaptive properties of innovative business processes of tourism in accordance with globalization challenges, organization of preventive mechanisms to minimize risks of illegal migration of the population, popularization of innovative products of domestic tourism enterprises on the world market, formation of mechanisms of electronic commercialization of innovative products of enterprises, guarantee of safe conditions for rest of tourists.

The implementation of the proposed tools for coordinating the management of innovative development of tourism enterprises under globalization creates the preconditions for improving the efficiency of their resource potential in the context of increasing competition in the global tourism market.

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