

## VIII. СОЦІАЛЬНІ ТА ЕКОНОМІЧНІ АСПЕКТИ СТАЛОГО РОЗВИТКУ ГРОМАД

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### KEY PRINCIPLES OF TOURISM SUSTAINABLE DEVELOPMENT MANAGEMENT

Management of the tourism sphere is a well-researched topic with an extensive conceptual and categorical scientific apparatus. But in the light of sustainable development and management of such development, this area takes on new features. Thus, N. Korzh and I. Basyuk believe that the key principles of managing the sustainable development of the tourism sector, along with the classic principles of project management (systematicity, complexity, purposefulness, prioritization and security), are specific, new principles, namely:

coordination of the strategic goal of the tourist destination with the goals of the produced tourist product;

equal and open interaction between producers of goods and services that make up the «tourist destination» complex;

analysis and control of the volume and nature of tourist activities in order to preserve tourist resources;

monitoring and control of financial activities for the use of tourist resources;

analysis of the resource base of the destination and gradation in the implementation of financial mechanisms of tourist activity;

interaction between state and non-state organizations in order to effectively regulate the sustainable development of the tourist destination;

use of tools of civil society for the purpose of social region development [2, p. 78-79].

The analyzed principles of sustainable development management of the tourism industry encourage their systematization and the creation of an own system of management principles of the tourism industry sustainable development (Fig. 1).



**Fig. 1. System of management principles for the sustainable development of the tourism industry (created by the author).**

So, let's detail the principles of managing the sustainable development of the tourism industry:

*The principle of universality.* Management of tourism activity, aiming at its sustainable development, covers all aspects of tourism activity - material, organizational, strategic, and is characterized by multidimensionality, multiplicity of ways to apply the principles of classical management theory, multidimensionality of decisions in their external and internal relationships.

*The principle of legitimacy.* Since tourism activity is regulated by legal norms, accordingly, the management of such activity must comply with the established legal norms and be carried out exclusively within the legal field. The legal bases of such activity are regulated by the Constitution, defining the protection of the right to rest, the Law of Ukraine and other normative documents. National legislation of Ukraine is consistent with international legislation, implementing international conventions on the protection of human and citizen rights. In addition, the legislative development of the tourism industry does not stop, it is in constant interaction with the participants of the tourism market in order to meet new tourist needs.

*The principle of complexity.* Such a phenomenon as management in general and management of the sustainable development of tourism is a single complex system that is influenced by external and internal factors that stimulate each link of the system to update. A complex management system is able to operate in the «tourist resource-tourist product» system, which satisfies the demand of visitors [1, p.480].

*The principle of unity.* The unity of the management system for the sustainable development of tourism means the interaction and mutual influence of each individual link of the system.

*Principle of stimulation or inspiration.* This principle is one of the most important principles in working with human potential. Management of incentives, creation of conditions for the implementation of tourist projects, opening of tourist destinations, improvement of existing tourist destinations, rebranding and other measures are carried out under the condition of constant development of human capital, professionalization of employees and opportunities to reveal creative potential [3, p.119].

*Principle of interaction.* Cooperation in the management of the tourism industry at different levels ensures the sustainability of its development, directing all interested parties to a consensus in solving various issues.

*Axiological principles.* Penetration of hospitality ideas into the Ukrainian business requires the implementation of the highest standards of service, which contribute to a deep conviction in the value of the offered services. The quality of a tourist service is measured, in addition to its material equivalent, by emotional satisfaction or disappointment. Therefore, the ideological significance of such a tourist service comes to the fore, and its implementation requires moral and spiritual efforts.

*The principle of flexibility (conducting a flexible policy).* A flexible response to external and internal stimuli obtains a sustainable development management system and provides opportunities for an adequate response to economic challenges, ensuring its stable development. The sustainable development of the system builds the confidence of the consumer of the tourist product regarding the observance of the terms of service provision, its quality, reliability and safety.

Thus, each of the analyzed principles is interconnected with others, influences others, and at the same time is influenced by other principles. Therefore, a system of principles actually emerges, on the basis of which the management of the sustainable development of tourism is implemented.

In today's globalized world, irreversible processes of interpenetration and mutual influence of various fields of knowledge are taking place, especially this process is felt in management systems. Existing differences in the management of various spheres are minimized, pushing for the invention of a complex system capable of functioning in different spheres and different conditions, including crisis situations, therefore, the value of the system of principles is undeniable, because the unity of the system ensures effective management of sustainable development, and in our case, effective management of sustainable tourism development.

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