

УДК 338.48:379.85

**M. Horbashevska,  
L. Kyslova**

**THE ESSENCE OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM OF  
THE DEVELOPMENT OF TOURIST REGIONS IN THE MODERN REALITIES OF  
THE GLOBAL COMPETITIVE ENVIRONMENT**

*This publication reflects the essence of the organizational and economic mechanism of the development of tourist regions in the modern realities of the global competitive environment. The organizational and economic mechanism of the development of tourist regions is considered, the main elements of the organizational and economic mechanism are highlighted: market, economic, state, national and others. The reasons for the effective development of tourist regions in the global competitive environment are determined. The formation of state and European levels of development of tourist regions is considered. Factors of the influence of strategic alliances on the development of tourist regions are given, and the main competitive advantages and disadvantages in relation to their development are formed. It is established that the competition of tourist regions determines the relationship between enterprises or legal entities that provide tourism services, and also ensures the provision of a long-term nature to integrated enterprises, which simplifies the implementation of innovations, reduces tourism costs, limits competition, and reduces the risks of uncertainty in the implementation and provision of tourist services.*

**Keywords:** *organizational and economic mechanism, competitiveness, tourist region, strategic alliance, global competitive environment, tourism.*

DOI 10.34079/2226-2822-2022-12-24-83-88

**Formulation of the problem.** To determine the organizational and economic mechanism of the development of tourist regions in the modern realities of the global competitive environment, certain theoretical developments regarding the volumes of tourist and recreational potentials, tourist infrastructure, tourist enterprises and the tourism industry of the country as a whole are of great importance.

The implementation of tourist services is the basis of the development of tourist regions. Before the war in Ukraine, tourism was an important element in the development of the country's economic infrastructure, it brought a certain contribution to the country's budget and new jobs, but with the beginning of Russian aggression in Ukraine, tourism declined and practically stopped bringing profit. But we do not stop, we believe in our victory and continue to consider and identify new elements of the organizational and economic mechanism of the development of tourist regions in conditions of competition. In the conditions of global competition, it is necessary to conduct a well-thought-out policy both on the part of the state and on the part of local authorities regarding the development of tourist regions, to ensure, first of all, consumers of the tourist product.

The effectiveness of these measures depends on the implementation of various tourist services, the rational use of the existing tourist potential, as well as the formation of the development policy of the tourist regions themselves.

Tourism is an important area of economic development, it contributes to the formation of the country on the world market, the formation of full-fledged partnership relations, and having a certain tourist and recreational potential, it can become a certain catalyst for the socio-economic development of the country, but under certain conditions of state management.

**Analysis of recent research and publications.** Theoretical and practical studies of various aspects of the development and formation of tourist regions in the conditions of a global competitive environment were reflected in the works of such Ukrainian scientists as О. Lyubitseva (Любіцева, 2005), Т. Tkachenko (Ткаченко, 2009), Л. Dyadachko (Дядечко, 2007), М. Bondarenko and others. In the economic literature, there are both narrow and broad interpretations of the concept of tourist regions and the service market. But despite the large number of publications on this topic, there are certain practical aspects of the development of tourist regions, which, in our opinion, require a more detailed and balanced analysis.

According to Art. 6 of the Law of Ukraine “On Tourism” The state declares tourism one of the priority areas of economic and cultural development and creates conditions for tourism activities. There is no single definition of the term “tourism” in the studied literature. Yes, according to the Law on Tourism – temporary departure of a person from the place of residence for health, educational, professional and business or other purposes without carrying out paid activities in the place where the person is leaving (Верховна Рада України, 1995).

In terms of the number of employees, the tourism industry has also become one of the largest in the world – it employs more than 260 million people, that is, every 10th working person. Revenues from tourist trips on a global scale amount to more than 500 billion dollars. USA every year. The countries of Western Europe and the USA receive the largest profits (Кифяк, В. Ф., 2003).

**Main material of the article.** The situation that has developed in the tourism sphere of Ukraine requires an active search for means of overcoming crisis phenomena and intensification of the production of the tourist product while ensuring its necessary quality. Therefore, it is necessary to implement the strategic directions of the development of the tourism industry and take measures to accelerate it. After all, the process of accelerated development of tourism is the result of scientific and technical progress, the growth of cognitive and health needs of people and the need for international business contacts.

The presence of significant historical-cultural and natural-recreational potential has enabled many countries, some of which are not even highly developed, to gain serious positions in the world tourism market (Зайцева та Корнієнко, 2012).

Economic management is built on certain decisions, which are created on the basis of analysis and many calculations for the future period, taking into account various elements of indicative planning, which has a desirable, i.e., recommended nature of national or state-wide levels.

Thanks to the rational use of the potential of tourist regions, Ukraine can take a leading place among countries with developed tourism. Today, the tourism industry is considered one of the main directions of social and economic development of the country. International tourism is becoming an important factor in the growth of the economy, the share of production, employment, as well as transactions.

Tourist activity has become a promising industry in international business, which has different directions of development, the industry of resort centers, financial opportunities and tools, the communication system, all these components are a prerequisite for the development of other branches of the economy, where new jobs are created, which solves problems related to employment of the working population.

Considering the structural elements of the organizational and economic mechanism of tourist regions in the conditions of a global competitive environment, we are guided by the concept of the organizational and economic mechanism as a set of organizational, economic forms and management methods, taking into account market levers of economic development and competitive advantages. After all, the mechanism of the functioning of the tourist services market consists in the constant coordination of the demand and supply of tourist products in the

conditions of growing competition and external (international) regulation (Гонтаржевська, 2008, с. 18).

An objective condition for improving the mechanism of regulation of tourist regions is the combination of efforts of business entities, state and regional tourism management bodies, general market and specialized infrastructure institutions, and public organizations.

The active involvement of these institutions in the regulation of competitive processes in tourist regions is determined by the need to ensure the economic realization of new forms of ownership; adjustment of disparities associated with the ambiguous level of regional development; balancing of cyclical fluctuations of demand and supply (by seasons and years); elimination or leveling of the consequences of the negative impact of external and internal environmental factors on market development and creation of competitive advantages; creation and support of tourism market infrastructure, without which the normal flow of market processes and competition is impossible (Головінець, 2008, с. 251).

Important components of the organizational and economic mechanism of the development of tourist regions are the methods of an effective marketing strategy for promoting a tourist product on the market, the compliance of the legislative framework and the management apparatus, methods of conducting foreign economic activities in the tourism industry, attracting investments, etc.

Based on the market mechanisms and competitive advantages of the regulation of tourist regions, we can note that the economic component of the mechanism largely depends on the state of economic development, on the combination of the economy with state regulation of the reproduction process. Due to the existing tax and credit-financial policy, which affects the psychology of economic entities, the effective demand of society is stimulated, through which the market is regulated and developed, economic growth is accelerated, increasing the level of employment of the population and its well-being.

At the same time, the key place in the improvement of the organizational and economic mechanism of the development of tourist regions in the conditions of a competitive environment belongs to the organizational aspect, since a certain independence and motivational competitive environment appears, despite the existing vertical of power.

The organizational mechanism includes a system of methods, techniques and tools that make it possible to influence the development of the tourist region both at the stage of formation and in the course of life. It should be noted that the organizational mechanism cannot be considered without an economic component.

The economic policy strategy for the development of the tourist region is determined by taking into account institutional factors regarding the activation of enterprises to meet the needs of domestic and foreign tourists, competitiveness in the market of tourist services, experience of domestic and international recreational tourism. In Ukraine, there is no fixed strategy for the development of tourist regions at the regulatory level.

The competitiveness of tourist regions determines the relationship between enterprises or legal entities that provide tourism services, and also ensures the long-term nature of integrated enterprises, which simplifies the implementation of innovations, reduces tourism costs, limits competition and reduces the risks of uncertainty in the implementation and provision of tourist services.

It should be noted that the development of tourist regions is determined by the concept of effective activity of tourism enterprises, which should be aimed at ensuring the legal, organizational and economic environment for the creation of a modern tourist enterprise. The main goal of the state policy in the field of tourism is the creation of modern highly efficient and competitive tourist regions in Ukraine, which would provide ample opportunities to meet the needs of Ukrainian and foreign citizens in various tourist services.

The main task of the effective functioning of tourist regions is the creation of organizational, legal and economic conditions to stimulate the development of inbound and domestic tourism, which requires a certain adjustment of the current legislation in the part that concerns the development of tourism, in particular, the introduction of changes and additions to the existing regulatory legal acts.

It is necessary to create conditions for the successful development of hotel accommodations and other tourist infrastructure, as well as to create a favorable investment climate for Ukrainian and foreign companies investing in the development of tourist regions.

The implementation of this concept will make it possible to increase the efficiency of tourism regions based on the development of their human factor, create conditions for the competitive and investment attractiveness of tourist enterprises that have a qualified human factor, develop infrastructure, preserving the ecology and cultural heritage of the region, which together will contribute to increasing the well-being of the region in general.

The development of tourist regions is very important because the social, economic and environmental situation in the country improves due to the increase in its level. Tourism plays far from the last role, thanks to it, incomes in the regions increase, new jobs are created, there is a rapid development of both the tourism industry and adjacent ones, the transport infrastructure and culture develop, and the standard of living of the population improves. Ukraine has all the possibilities for the development of tourist regions in the modern realities of the global competitive environment.

Taking into account competitive processes, there is a need to form strategic alliances and organize their further activities. Compared to other international organizations, it is strategic alliances that have advantages over others, as they have a joint and multifaceted nature. Basically, alliances implement their activities within the same industry, have horizontal connections, legal and property independence.

Strategic alliances use exchanges between global organizations, usually at the regional level, while concluding contracts for marketing, management, franchising, and joint ventures. Thanks to strategic alliances in the tourism sector, there are all prospects for a stable load of hotel chains, flights, provision of high-quality tourist services, improvement of the qualifications of tourist personnel, etc.

Unlike Ukraine, in the countries of the European Union there are special funds for social and regional development, management of agriculture, investment banks supporting the development of tourist regions. The main one of the funds is the social one, which precisely implements the policy regarding the employment of the population, advanced training or their retraining. At the same time, the development of enterprises that provide tourist services is stimulated.

On the one hand, regulation of tourist regions within the macro level, in the presence of recreational potential, is quite important, but this is not yet an indicator that tourism will flourish and increase the level of development of the country's economy. On the other hand, there is a question of the lack of administrative decentralization in the tourism sector, given the presence of a large number of enterprises and organizations that provide tourism services. Promising opportunities to increase the level of development of tourist regions can only occur through a combination of organizational and economic mechanisms with the help of state regulation.

Increasing the level of development of tourist regions ensures the formation of national wealth (creation of new jobs, investment in human capital, taxes, transfers, rent, etc.). As the health and development of people are related to this, the well-being of the population increases, while taking into account the financial base of local self-government, employment of the population, regional incomes, and investments. Public spending on health care is replaced by a more efficient source — self-financing of regenerated human capital. Nevertheless,

improvement of the mechanism of state management in relation to tourist regions remains relevant in this matter.

The increase in the importance of tourist regions for the economy of Ukraine occurs along with the increase in the role of the state, its direct regulation and management of tourism. According to the Law of Ukraine "On Tourism", it is determined that for the state, tourism activity is one of the main directions of the national economy and culture, which creates favorable conditions for tourists (Верховна Рада України, 1995). However, all this requires organizational and economic approaches to the management of tourism activities in the conditions of a global competitive environment.

**Conclusions.** Thus, an effective organizational and economic mechanism for the development of tourist regions in the modern realities of the global competitive environment makes it possible to fulfill and realize the goals and tasks facing it on a sufficient scale, and also contributes to the implementation of the socio-economic mission of the development of national tourism policy. The development will make it possible to create a modern profitable and competitive tourism industry in Ukraine, which provides, on the one hand, wide opportunities to meet the needs of Ukrainian and foreign citizens, and on the other hand, a significant contribution to the development of the national economy.

Today, tourism activity is one of the main priority directions of the development of the economy of the state, which, in turn, implements an effective mechanism for the development of tourism, which includes the components for the successful conduct of this business in Ukraine. The proposed components of the organizational-economic mechanism, namely: normative-legal, organizational-management, financial-economic and information-analytical, will be able to ensure the sustainable development of tourist regions and in the future give it a long-term character.

#### Бібліографічний список

- Верховна Рада України, 1995. Закон України про туризм № 324/95-ВР від 15.09.1995. *Відомості Верховної Ради України*, 31, ст. 24.
- Головинець, В., 2008. *Туризм України: економічні та організаційні механізми розвитку*. Тернопіль : Вид-во «Терно-граф».
- Гонтаржевська, Л. І., 2008. *Ринок туристичних послуг в Україні*. Донецьк: Східний видавничий дім.
- Дядечко, Л. П., 2007. *Економіка туристичного бізнесу*. Київ: Центр навч. літ-ри.
- Зайцева, В. та Корнієнко, О., 2012. Міжнародний туризм та глобалізація в сучасному світі. *Вісник Запорізького національного університету*, 2 (8), с. 55–65.
- Кифяк, В. Ф., 2003. *Організація туристичної діяльності в Україні*. Чернівці: Книги-XXI, 300 с.
- Любіцева, О. О., 2005. *Ринок туристичних послуг (геопросторові аспекти)*. Київ: Альтерпрес.
- Ткаченко, Т. І., 2009. *Сталий розвиток туризму: теорія, методологія, реалії бізнесу*. Київ: Київ. нац. торг.-екон. ун-т.

#### References

- Diadechko, L. P., 2007. *Ekonomika turystychnoho biznesu [Economics of tourist business]*. Kyiv: Tsentr navch. lit-ry. (in Ukrainian).
- Holovynets, V., 2008. *Turyzm Ukrainy: ekonomichni ta orhanizatsiini mekhanizmy rozvytku [Tourism of Ukraine: economic and organizational mechanisms of development]*. Ternopil : Vyd-vo «Terno- hraf». (in Ukrainian).
- Hontarzhavska, L. I., 2008. *Rynok turystychnykh posluh v Ukraini [Market of tourist services in Ukraine]*. Donetsk: Skhidnyi vydavnychy dim. (in Ukrainian).

- Kyfiak, V. F., 2003. *Orhanizatsiia turystychnoi diialnosti v Ukraini [Organization of tourist activities in Ukraine]*. Chernivtsi: Knyhy-XXI. (in Ukrainian).
- Liubitseva, O. O., 2005. *Rynok turystychnykh posluh (heoprosorovi aspekty) [Market of tourist services (geospatial aspects)]*. Kyiv: Alterpres. (in Ukrainian).
- Tkachenko, T. I., 2009. *Stalyi rozvytok turyzmu: teoriia, metodolohiia, realii biznesu [Sustainable development of tourism: theory, methodology, business realities]*. Kyiv: Kyiv. nats. torh.-ekon. un-t. (in Ukrainian).
- Verkhovna Rada Ukrainy, 1995. Zakon Ukraïny pro turyzm [Law of Ukraine on tourism] № 324/95-VR vid 15.09.1995. *Vidomosti Verkhovnoi Rady Ukraïny*, 31, st. 24. (in Ukrainian).
- Zaitseva, V. and Korniienko, O., 2012. Mizhnarodnyi turyzm ta hlobalizatsiia v suchasnomu sviti [International tourism and globalization in the modern world]. *Visnyk Zaporizkoho natsionalnoho universytetu*, 2(8), p. 55–65. (in Ukrainian).

Стаття надійшла до редакції 02.12.2022

**Горбашевська М. О.**  
**Кислова Л. А.**

#### **СУТНІСТЬ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОГО МЕХАНІЗМУ РОЗВИТКУ ТУРИСТИЧНИХ РЕГІОНІВ В СУЧАСНИХ РЕАЛІЯХ ГЛОБАЛЬНОГО КОНКУРЕНТНОГО СЕРЕДОВИЩА**

*Дана публікація відображає сутність організаційно-економічного механізму розвитку туристичних регіонів в сучасних реаліях глобального конкурентного середовища. Розглянуто організаційно-економічний механізм розвитку туристичних регіонів, висвітлено основні елементи організаційно-економічного механізму: ринкові, економічні, державні, національні та інші. Визначені причини ефективного розвитку туристичних регіонів в умовах глобального конкурентного середовища. Розглянуто формування державного та європейських рівнів розвитку туристичних регіонів. Надані фактори впливу стратегічних альянсів на розвиток туристичних регіонів та сформовані основні конкурентні переваги та недоліки стосовно їх розвитку. Встановлено, що конкуренція туристичних регіонів визначає взаємовідносини між підприємствами або юридичними особами, які надають туристичні послуги, а також забезпечує надання довгострокового характеру інтегрованим підприємствам, при якому спрощується впровадження інновацій, зменшуються витрати на туризм, обмежується конкуренція та знижуються ризики невизначеності у реалізаціях та забезпеченні туристичних послуг.*

**Ключові слова:** організаційно-економічний механізм, конкурентноспроможність, туристичний регіон, стратегічний альянс, глобальне конкурентне середовище, туризм.