

MECHANISM OF FORMATION OF A STAKEHOLDER-ORIENTED MANAGEMENT STRATEGY FOR TOURISM INDUSTRY ENTERPRISES: THEORETICAL, METHODOLOGICAL AND PRACTICAL RECOMMENDATIONS

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The article presents the theoretical, methodological and applied principles of developing a management strategy focused on the interests of stakeholders for enterprises in the tourism industry. In addition, the paper highlights the unique features of the tourism business in Ukraine in wartime. The main purpose of this study is to lay down the theoretical, methodological and practical foundations for the formation of a stakeholder-oriented management strategy for tourism industry entities. To examine these issues, a number of methodological approaches were used, including a systematic approach, methods of comparative and logical analysis, as well as theoretical models of management of organisational structures and social systems. This research identifies strategic guidelines for the restoration and development of tourism in the post-war period, and explores the challenges faced by tourism firms during the conflict.

Key words: tourism industry, management strategy, tourism business entities, stakeholder, economic instability.

JEL Classification: O22, F23, Z38

Statement of the problem. The impact of the full-scale war in Ukraine is determined by active, dynamic and global transformations in the development of world society and structural and sectoral changes in the business environment, which require the development of a new scientific paradigm that adequately takes into account the current features and trends of economic development under martial law. The economic, financial and political crisis, which is exacerbated by the instability and turbulence of the external conditions for the functioning of enterprises in times of war, inconsistency and imbalance of internal development, inadequate management, lack of a coherent and effective management system, is increasingly raising the issue of finding effective management tools. As part of a set of coordinated actions to counteract the crisis, the most urgent task is to ensure the stability of business entities by combining activities, resources and management. To do this, it is necessary to implement the most modern integration strategies that will help to harmonise technological processes, deepen mutually beneficial integration ties, and expand the scope of economic interactions with the formation of key competencies of business entities, including within the tourism industry.

In times of war, it is necessary to face new challenges and issues related to the management of the tourism industry, which has suffered significant losses and reduced acti-

vity [7]. To overcome this situation, it is necessary to analyse the different points of view of tourism professionals. In order to develop practical proposals for a strategic vision for the recovery of the tourism industry and to improve the management mechanisms during the war, it is necessary to study the creation of a stakeholder-oriented management strategy for tourism enterprises.

Furthermore, it is important to objectively look for new perspectives and strategic guidelines for existing tourism enterprises to ensure dynamic functionality and potential profitability. This should take into account the impact of globalisation and internationalisation on business, which necessitates the evolution of innovative models and management systems for all sectors of the economy in the context of consolidation of business processes, diversification of activities and expansion of regional borders of organisations. Additionally, it is important to establish effective economic cooperation and strategic partnerships with stakeholders (suppliers, consumers, contact audiences, authorities, etc.).

Analysis of the recent research and publications. Gerasymchuk Z.V., Teslenok I.M., Triboi I.A., Tkachenok T.I., Terebukh A.A. and others have considered the issues of development of the tourism and recreation industry in the context of regional management in their works. The works of these authors examine the peculiarities of tourism development,

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identify the problems of the tourism industry in Ukraine and abroad, and propose ways to solve them, including through strategic management and planning methods.

The study of the basic provisions of stakeholder theory is based on the works of such scientists as Zub A.T., Lederer D., Norton R., Kaplan D., Ugodnikova A.Yu. et al.

The analysis of numerous scientific works [1–2; 4; 6–8] demonstrates the adaptability of stakeholder-oriented management strategies for tourism enterprises. In the pursuit of consistency, these concepts need further clarification, generalisation and deepening. However, it is important to note that the studies do not offer a comprehensive approach to the problem, without detracting from the significance of the achievements. The scientific and methodological aspects of developing a stakeholder-oriented management strategy at the level of tourism enterprises and regions require further study. It is also necessary to determine the mechanism of their formation and improve their management in modern conditions, taking into account industry requirements.

Formation of the objectives of the article (task statement). The purpose of this article is to create a theoretical, methodological and practical framework for the formation of a stakeholder-oriented approach to the management of companies operating in the tourism sector, including a comprehensive analysis of the prerequisites and strategy of management focused on the interests of stakeholders. This involves a comprehensive analysis and justification of the prerequisites and strategy of stakeholder-oriented management, as well as the development of an integrated set of mechanisms for implementing these provisions in everyday business activities. The ultimate goal is to achieve and maintain strategic competitive advantages, obtain synergistic and multiplier effects.

Summary of the main research material. In the current conditions of war, enterprises are undergoing significant and continuous transformational changes due to the processes of economic development. This makes it necessary to develop a new mechanism for formulating a management strategy for enterprises in the face of changes in the external environment. Such changes are accompanied by turbulence, crisis phenomena and global socio-economic challenges.

Tourism should be a top priority for Ukraine's economic growth, especially during the current crisis. There are many regions in Ukraine that have high potential for tourism development, but face numerous constraints, such as inadequate infrastructure, lack of highly qualified personnel with experience in the industry, poor marketing initiatives, and poor management, planning and control in the industry. Tourism is crucial to the integration of the global economy and the development of various sectors of the economy, such as hospitality, transport, trade, construction and souvenir production. In addition, tourism makes a significant contribution to improving key macroeconomic indicators [6].

However, Ukraine remains far behind global trends in the tourism market. Recently, the volume of services provided by tourism enterprises has been insignificant com-

pared to industrial sales: during the analysed period, domestic tourism employed less than 0.1% of the total number of people in Ukraine. Lately, the volume of services provided by tourism enterprises has been insignificant compared to industrial sales: during the analysed period, less than 0.1% of the total number of people employed in Ukraine was engaged in domestic tourism. The volume of services provided by the tourism industry in recent years has been insignificant compared to industrial sales: during the period under review, domestic tourism employed less than 0.1% of all those employed in Ukraine. The contribution of tourism revenues to the country's gross domestic product was also less than 2%. The decline of the industry caused by the war in the country is evidence of the underutilisation of tourism as a powerful element of the national economy.

According to the State Agency for Tourism Development (SATD), in the first two quarters of 2023, representatives of the Ukrainian tourism industry paid 22.88 million UAH to the budget. This is 11% more than in the first half of 2022 (20.64 million UAH), but 17.5% less than in the first half of 2021, when the tourism industry transferred 26.62 million UAH to the state budget.

In the first half of 2023, the total number of taxpayers engaged in tourism activities decreased by 23% compared to the same period in 2022. Among legal entities, there was a 28% decrease, while among individuals – by 21%. Compared to the same period in 2021, the overall decline was 36%, with legal entities decreasing their revenues by 45% and individuals by 32%. Hotels accounted for the largest share of state budget revenues – 63%, which amounted to 569.828 million UAH.

The amount paid in 2022 was 460.498 million UAH, and for the corresponding period of 2021, the payment amounted to 665.420 million UAH. In the first half of this year, the share of taxes paid by tourist resorts and children's health camps decreased. These accommodation facilities paid 60.428 million UAH of taxes to the budget, compared to 73.012 million UAH in the first six months of the previous year. In 2021, these accommodation facilities contributed 178.921 million UAH to the budget. Taxes paid by campsites and caravan parks almost doubled in the first two quarters of this year, amounting to 1.492 million UAH, compared to 731 thousand UAH in 2022. It is worth noting that compared to 2021, the taxes paid by these accommodation facilities have decreased [4].

However, despite these positive transformations, numerous regions across the country are facing a number of challenges. Data for the first half of 2023 show that revenues in the tourism industry have declined year-on-year. Guests pay a tourist tax, which is calculated according to the length of their stay in hotels, entertainment centres and apartment complexes, and the funds are ultimately transferred to the regional budget. The guest pays a tourist tax, which is calculated according to the length of stay, at hotels, entertainment centres and apartment complexes, and the funds are ultimately transferred to the regional budget. In 2023, tourist tax rates reached a maximum of 30 UAH for Ukrainian tourists and 300 UAH for foreign tourists.

The top five regions in terms of tax payments include Kyiv and four other oblasts, with Lviv Oblast receiving 19.974 million UAH, a hundred thousand UAH less than in the same period in 2022, and Kyiv receiving 4 million UAH, almost a third less than in the first half of last year (20 million UAH) – 5 million UAH; 9.5 million UAH – Zakarpattia Oblast (this year's revenues were slightly higher than in the same period last year (8,728 thousand UAH); 8.7 million UAH – Ivano-Frankivsk Oblast, the tourist tax in 2023 was lower than last year, compared to 9,470 thousand UAH in 2022; 5.3 million UAH – in Dnipropetrovsk Oblast, the local government budget received more than 5 million UAH, which is a third more than in the first half of last year (about 4 million UAH). Other regions of Western Ukraine also saw a significant increase in tourist tax: Chernivtsi Oblast, for example, collected 419,000 UAH this year, compared to 733,000 UAH in the previous year. Similarly, Rivne Oblast collected 111,000 UAH compared to 657,000 UAH, while Volyn Oblast collected 253,000 UAH compared to 821,000 UAH [5].

Statistics from the State Agency for Tourism Development show that hotel accommodation prices in 15 oblasts of Ukraine have dropped significantly. The oblasts that experienced the biggest drop, as predicted, due to the ongoing war, are as follows: Luhansk Oblast – by 100%, Kherson Oblast – by 98%, Donetsk Oblast – by 91%, Mykolaiv Oblast – by 72%. A significant decrease was also observed in such oblasts as Zaporizhzhia (40%), Cherkasy (35%), Odesa (33%), Kyiv (29%), Kharkiv (23.5%), Ternopil (20%), Kirovohrad (18.5%), Chernihiv (11.5%), Khmelnytskyi (6%) and Ivano-Frankivsk (3%) [5].

These trends indicate both promising prospects for the dynamism and scale of development of the tourism industry and a high level of its economic attractiveness. In addition, they point to the need to create mechanisms for implementing a stakeholder-oriented management strategy for tourism enterprises. This, in turn, will provide such entities with opportunities to consolidate competitive advantages in the domestic tourism market, increase resilience and adapt to unstable business conditions [3]. The development of a stakeholder-oriented management strategy for tourism enterprises is a complex process involving many factors and challenges. A key element is the need to reconcile conflicting interests and priorities, as well as to identify and implement optimal business models. The development of such a strategy requires a theoretical and methodological framework, as well as a system of tools and levers for its effective implementation.

Thus, a comprehensive analysis of the theoretical and methodological underpinnings of the issue of developing a stakeholder-oriented management approach for tourism industry companies, taking into account the different points of view on its fundamental and substantive interpretation based on the principle of complementarity, leads to the following definition of this concept as a particular pattern of cooperation between tourism stakeholders (suppliers, actual or potential competitors, partners, customers), actual or potential competitors, partners, customers),

based on a structured relationship or informal agreement on mutually beneficial joint activities between two or more organisations that retain legal independence and economic autonomy, in order to create unique strategic competitive advantages (competencies) and value.

The purpose of implementing a stakeholder-based management strategy for tourism enterprises is to ensure a fair distribution of rights, duties, responsibilities, functions and resources among participants. This contributes to the creation of a comprehensive tourism product and an effective commercial sales system that allows each participant to maximise its competitive advantages, while adhering to the principles of independence and autonomy, and taking into account the interests of all stakeholders. The theoretical, methodological and practical recommendations for building a mechanism for forming a strategy for the stakeholder-oriented management of tourism enterprises are presented in Figure 1.

Thus, the creation of effective mechanisms and tools for implementing the strategy of stakeholder-oriented management in the tourism industry enterprises is characterised by transparency, openness, trust, a high degree of organisational flexibility, mutual benefit, interdependence, complementarity, synergy; they are implemented in compliance with the principles of legal independence, economic independence, ensuring that the interests of all stakeholders are taken into account [7]. Foreign and domestic research on this topic allows identifying different stakeholders in the tourism industry enterprise, finding out their motivations and requirements. This information is the basis for formulating the objectives of the management strategy (Table 1).

Taking into account the motivations and needs of the tourism enterprise's stakeholders allows to harmonise and align the interests of those initiating partnerships and potential participants. Based on this, specific goals can be developed and agreed upon, which will facilitate the decision on the feasibility of forming a strategic partnership for all stakeholders. These segments include, in particular, joint projects aimed at promoting information about the region, certification of tourist attractions, and development of specific infrastructure facilities [8].

Thus, development is not all-encompassing, but is carried out only in certain segments where there are common interests. In this case, cooperation between stakeholders is based on common interests, which leads to a synergistic effect that ultimately leads to the development of the region and the industry. Such cooperation is manifested in the form of partnerships. As they are implemented, the region's tourism and recreation industry is experiencing comprehensive development. This progress is primarily due to the unity of interests between stakeholders, which contributes to the achievement of optimal results.

Conclusions. Strategic management is a methodical process of determining the future direction of development of a particular sector of the national economy. It consists of two interrelated components: analysis and definition of strategic positions, and real-time management.

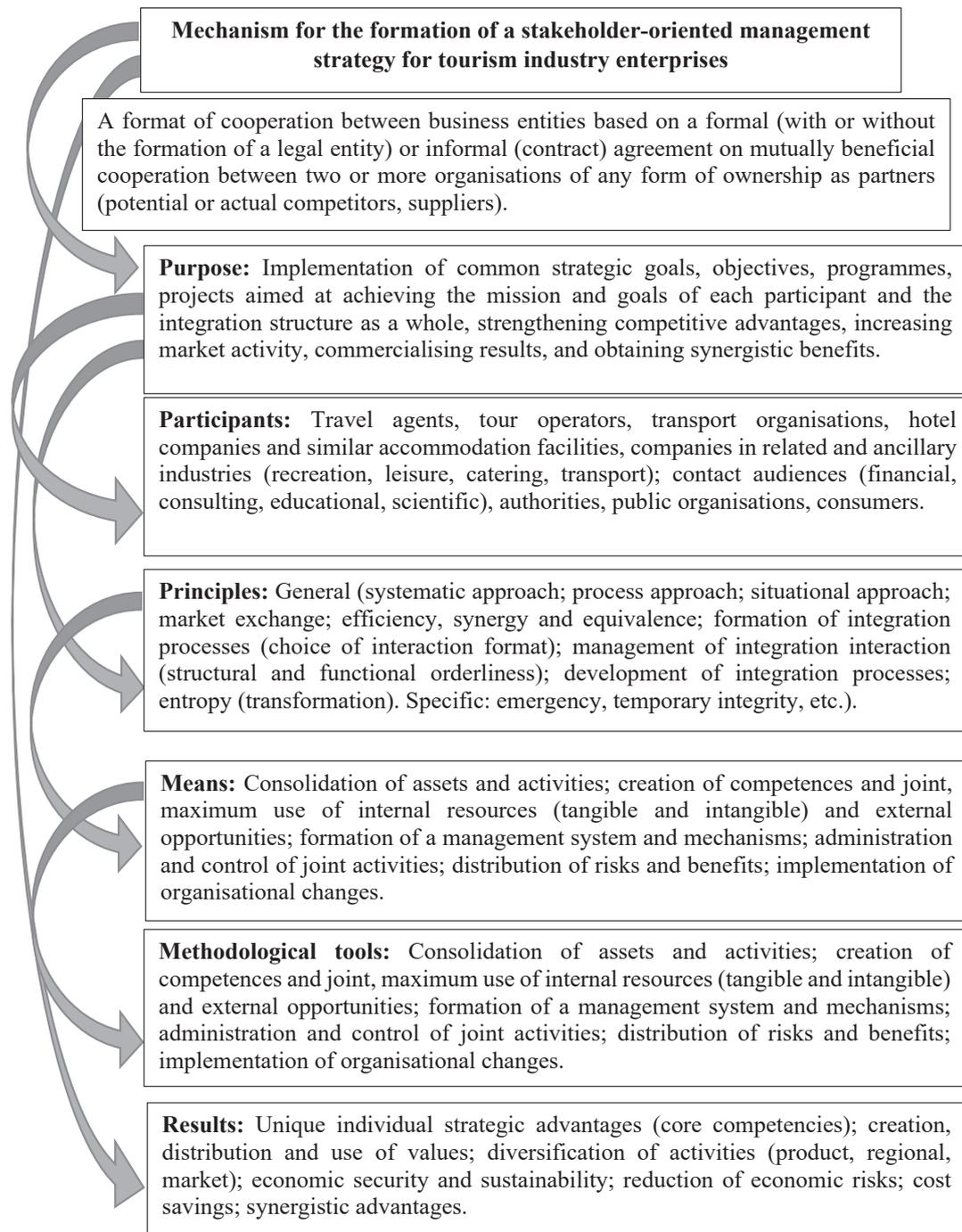


Figure 1 – Theoretical, methodological and practical recommendations for building a mechanism for the formation of a stakeholder-oriented management strategy for tourism industry enterprises

Source: created by the authors on the basis of [3; 7; 8]

The mechanism of forming a stakeholder-oriented management strategy contributes to the harmonisation of economic interests, increase of efficiency and effectiveness of enterprises' activities and is a priority strategic guideline for the development of territories, industries, national and international economy as a whole. Implementation of effective mechanisms and instruments of stakeholder-oriented management at the enterprise level leads to maximisation

of profits, optimisation of business portfolios, sustainable operation and increased resilience to external changes. Thus, to manage new forms of business cooperation, extensive research and development of theoretical, conceptual and methodological provisions are required. Such interactions form a new scientific paradigm and a new subject area.

In this case, it is about creating a synergistic effect from their actions, which will guarantee the comprehen-

Table 1 – Main expectations of participants and stakeholders in the tourism industry

Participants and stakeholders	Motivations and needs
State	Creation of a competitive national tourism market; provision of consumers with quality tourism services; increase in budget revenues from the activities of tourism enterprises; receipt of foreign exchange earnings from tourism development; reduction of public spending on tourism development; growth of the country's tourism potential; rational use of natural and recreational resources; international cooperation.
Travel agent companies	Unique individual strategic advantages (key competences); creation, dissemination and use of values; diversification of activities (product, regional, market); economic security and sustainability of development; growth of business value and profitability; reputation building; reduction of economic risks; cost savings; synergistic advantages.
Supplier partners	Creation of a competitive market offer; formation of sustainable logistics systems; gaining additional knowledge and experience; profitability of relations; stability of relations; redistribution of created values, distribution of responsibilities; strengthening of specialisation; synchronisation of tourism product development; control of the market and tourism product (offer) development; cost reduction.
Competing partners	Redistribution of market power (market dominance); weakening of competition in the market; reduction of costs for performing certain functions (common information systems, common staff training programmes); coordination of activities (pricing policy, marketing programmes, etc.); increase in investment attractiveness of business; creation of infrastructure.
Intermediary partners	Increased economic benefits; stronger relationships; creation and distribution of added value; reduced risks.
Consumers	Maximising customer satisfaction, increasing the customer value of services, improving the quality of services, optimising prices.
Personnel	Increasing salaries; ensuring social protection and social responsibility; creating conditions for career growth and individual development.
Managers	Implementation of the market concept and development strategy; improvement of the communication process; opportunities for professional growth and development of professional competences; increase of powers; satisfaction of economic incentives.
Business owners, investors	Increase in market share; growth of business value, return on investment and assets; market value added, cash flow and return on invested capital; acceleration of project payback period.

Source: created by the authors on the basis of [3]

sive growth of the tourism and recreation industry in the region. In view of the above, the expansion of cooperation and partnership between stakeholders should be the primary basis for the reliable and efficient development of the region's tourism and recreation industry. Such partnerships should be dominant in the formation of regional development goals, which will allow for a targeted approach to rationalising the use of the region's recreational opportunities. Thus, it is recommended that stakeholders establish a framework for cooperation to support the sustainable

growth of the tourism and leisure industry in the region. Exploring the goals and needs of stakeholders, investigating their concerns and addressing the challenges of cooperation between them is vital to ensure the successful growth of the tourism and recreation sector in the conflict-affected region. The use of potential opportunities to involve stakeholders in territorial and industrial development is essential for maintaining competitiveness, strengthening their potential and is a key aspect of management. This is also a promising area for joint research.

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МЕХАНІЗМ ФОРМУВАННЯ СТЕЙКХОЛДЕРНО-ОРІЄНТОВАНОЇ СТРАТЕГІЇ УПРАВЛІННЯ ПІДПРИЄМСТВ ТУРИСТИЧНОЇ ГАЛУЗІ: ТЕОРЕТИКО-МЕТОДИЧНІ ТА ПРАКТИЧНІ РЕКОМЕНДАЦІЇ

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У статті викладено теоретичні, методологічні та прикладні засади формування та розвитку стейкхолдерно-орієнтованої стратегії управління підприємств туристичної галузі. Розглянуто методологію їх розвитку на основі комплементарності у межах стратегічного управління. Сформовано положення концепції формування стейкхолдерно-орієнтованої стратегії управління підприємств туристичної галузі та розроблено механізми її імплементації. У статті розкрито особливості функціонування туристичного бізнесу в Україні в умовах війни. Мета дослідження полягає у розробленні теоретичних, методологічних і практичних засад формування стейкхолдерно-орієнтованої стратегії управління підприємствами туристичної галузі, комплексному аналізі та обґрунтуванні імперативів та стейкхолдерно-орієнтованої стратегії управління, формуванні комплексу взаємопов'язаних механізмів практичного впровадження її положень у діяльність підприємств з метою набуття та утримання стратегічних конкурентних переваг та отримання синергетичних та мультиплікативних ефектів. Для дослідження зазначеної проблематики використовувалися різні методологічні підходи, в тому числі системний підхід, методи логічного і порівняльного аналізу, а також теоретичні підходи до управління і моделювання соціальних систем і організаційних структур. Визначено стратегічні орієнтири відновлення та розвитку туризму у повоєнний час. Проаналізовано проблеми, з якими довелось зіткнутися підприємствам туристичної сфери під час війни. Обґрунтовано теоретико-методичні та практичні рекомендації щодо побудови механізму формування стейкхолдерно-орієнтованої стратегії управління підприємств туристичної галузі, враховуючи мотиви і потреби учасників та стейкхолдерів підприємства туристичної діяльності. Це дозволяє об'єднати та узгодити інтереси як ініціатора партнерських відносин, так і потенційного учасника, та на цій основі сформулювати консолідовані цілі про доцільність стратегічного партнерства для всіх зацікавлених сторін. Теоретико-методичні та практичні рекомендації щодо механізму формування стейкхолдерно-орієнтованої стратегії управління підприємств туристичної галузі можуть знайти застосування у практичній діяльності органів влади на макро- і мезорівнях при розробці варіантів управління взаємодією стейкхолдерів у процесі регулювання прямих інвестицій, програмно-прогнозних і проектних розробок, стратегій розвитку суб'єктів в галузі туризму.

Ключові слова: туристична галузь, стратегія управління, суб'єкти туристичного бізнесу, стейкхолдер, економічна нестабільність.

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