

USE OF FOREIGN EXPERIENCES IN MANAGEMENT  
OF TOURIST ENTERPRISES

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Today, tourism is one of the main factors of global economic growth, which not only provides many competitive jobs, but is also a source of growth for some developing countries. Tourism has a multiplier effect that directly or indirectly affects the development of more than fifty sectors of the world economy. Modern Russian tour operators are actively introducing new technologies to increase their competitiveness in the global tourism market. Thus, digitalization of tourism significantly changes the business processes in the sector and allows to maximize profits by reducing the cost of production, therefore, it is crucial for the competitiveness of the sector in the long term.

We consider the main definition of competitiveness within the framework of our research to be the definition formulated by R.A. Fathutdinov, who defined competitiveness as "the ability of an object to withstand competition in comparison with similar objects in this market." Note that the author on whose definition we base it assumes that "a product or service is competitive or uncompetitive in a given market."

Tourism is a mass cultural and economic phenomenon by its nature. From the point of view of tourist product production (tourist service), Bogolyubov V.S. and Orlovskaya V.P., "a certain quantity and quality combination of goods and services, mainly of a recreational nature, prepared for sale to consumers at a certain time". is formed by offering services by enterprises that provide rendering services. These are air transport services, other transfers to the place of residence, as well as direct accommodation, meals, organization of events (sports, cultural, etc.), insurance services. This set of goods and services is shown in Figure 1.

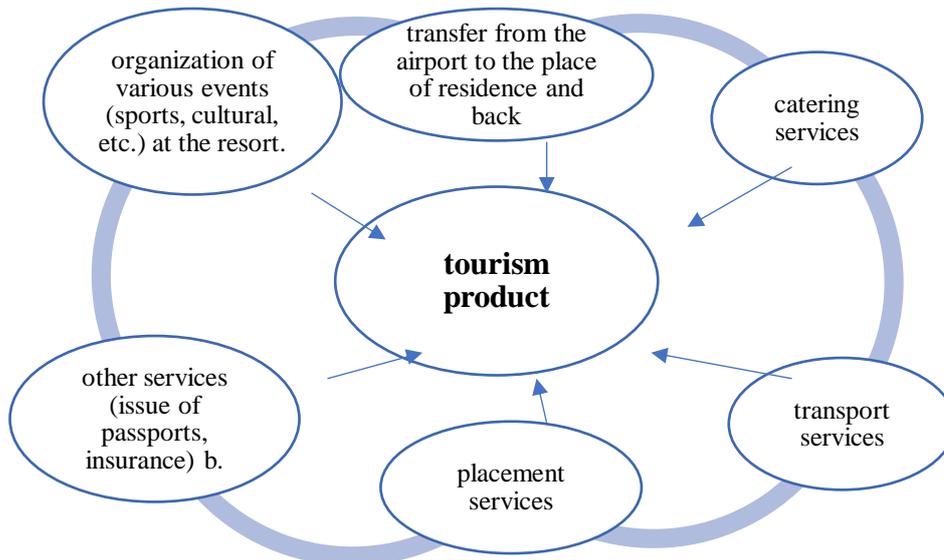
At the international level, there are three models of tourism management:

1) The first model envisages a powerful and authoritarian ministry that regulates the entire industry. Its implementation requires large financial investments in the tourism industry and infrastructure, as well as in organizing the promotion of the national tourist product abroad. This governance model is typical for Turkey, Egypt, Tunisia and Thailand.

2) The second model prevails in European countries. Its essence is that issues of tourism development are decided at the level of a multi-sectoral ministry, often with an economic bias. Such ministries, as a rule, work in two directions:

- solving issues of state regulation (regulatory provision, international cooperation in the field of tourism, etc.);
- implementation of marketing activities, participation in exhibitions, management of representative offices abroad.

This model of state regulation is typical for France, Spain, Italy, Great Britain, the Netherlands, and Switzerland, and according to statistics, it accounts for a third of international tourists.



**Figure 1. The main components of the basic package of tourist services**

3) The third model assumes the absence of central government. All issues are resolved on the basis of self-organization of the market. This model is typical for countries with developed market economies. An example of such a model is the USA.

All models of tourism management have certain advantages and disadvantages. The important disadvantages of the first model include a certain "slowness" from an economic point of view. The governing elements depend entirely on the ministry responsible for tourism activities, which, as a rule, focuses more on the social rather than the economic sphere. Among the shortcomings of the third model is the lack or absence of a social orientation in the development of the tourism industry, because it is based on the principle of profit as the main goal of the development of the tourism industry, and the population and socially vulnerable groups are taken into account on a residual basis or not taken into account at all.

Analyzing the tourism management systems of these countries, we can conclude that all tourism activities at the national level in Spain are determined by a single criterion.

According to the law, each of the seventeen autonomous regions has its own legislation on tourism activities, the main provisions of which correspond to the above national legislation. The rights and obligations of both the tourist organization and the consumer of tourist services are detailed in the legal documents. The law clearly delineates the duties within the tourism industry and provides clarifications on various aspects of tourism products and shared travel. In Spain, all issues of tourist activity are handled by the State Secretariat for Trade, Tourism and Small Business, which is directly subordinate to the Ministry of Economy. The central executive power in the management of TRK is limited by local authorities, which decide the following important issues: certification of services, licensing, development of tourism industry strategy, etc. In order to coordinate the activities of local authorities in Spain, the Tourism Development Council was established, which includes representatives of all levels of government, as well as representatives of private businesses. In most cases, the Council's decisions are only advisory in nature.

According to the world experience, the success of the development of the tourism sector is directly dependent on how the sector is accepted at the state level, and on the large-scale and effective support of the state. Therefore, the state plays the main role in regulating the operation and development of tourism in all developed countries from the point of view of tourism.

The analysis of state regulation and development of tourism in the countries of the world revealed the main directions of activities in the field of tourism by the governments of different countries (Table 1).

In our opinion, it is appropriate to study the tools used to stimulate the development of tourist activity based on the experience of the most developed countries from the point of view of tourism (for example, France and China, Asian countries, which implement the western model of tourism management).

Currently, in most countries of Western Europe, the management of the tourism sector at the level of the Central executive authority within the competence of a multi-sectoral ministry is the most common model.

Tourism is one of the important sectors of the economy of the Republic of France, its share in the GDP of the country is about 7 percent. France is the best example of a consistent state policy of tourism development. This is a centralized program for the development of tourism as an important element of the socio-economic development of the entire country.

In France, the tasks of developing state policy in the field of tourism are carried out by the General Directorate of Entrepreneurship (Direction générale des entreprises, DGE) under the jurisdiction of the Ministry of Economy, Industry and Digital Technologies.

**Table 1**

**Priority directions of state activity in the field of tourism**

<b>Countries</b>	<b>National tourism management structure</b>	<b>Priority areas of state activity</b>
France	Ministry of Economy, Industry and Digital Technologies	1. Development of social tourism. 2. Environmental protection.
Spain	Ministry of Economy	1. Environmental protection. 2. Regulating the legal framework. 3. Licensing, certification. 4. Coordination of regional tourism organizations.
Italy	Ministry of Industry, Crafts and Trade	1. Regulating the regulatory framework. 2. Licensing. 3. Coordination of regional tourism organizations. 4. Statistical activity. 5. International cooperation.
Hungary	Ministry of Economy	1. Marketing research. 2. Selling tourist products in foreign markets. 3. Providing tourists with information. 4. Introduction of modern computer technologies 5. Development of incoming tourism.
Greece	Ministry of Development, Trade and Industry	1. Strengthening the material and technical base through subsidies and tax incentives. 2. Development of inbound tourism. 3. Licensing.
Turkey	Ministry of Tourism	1. Full support at the state level. 2. Strengthening the material and technical base through subsidies and tax incentives, investments, preferential loans and customs payments.

		3. Development of inbound tourism. 4. Simplification of the visa procedure.
China	State Administration of Tourism Affairs	1. Improvement of the legal framework. 2. Budget investments and subsidies. 3. Tax benefits. 4. Stimulation of innovations. 5. Development of small business support infrastructure. 6. Giving benefits on loans, loans, targeted grants, etc.

Previously, in France, at the level of the executive body, tourism was under the authority of the Ministry of Transport and Public Works, which included the State Secretariat for Tourism and the Department of Tourism. The Ministry of Transport and Public Works has established a scientific-research laboratory to study the development of tourism in France. This laboratory includes representatives of state organizations, local authorities, tourism business, as well as representatives of the community of scientists and experts. The laboratory, which has the task of studying the trends of tourism development in France, is designed to collect, analyze and present all the information related to tourism to the interested parties.

In recent years, the largest tourist market in the world has been formed in the People's Republic of China. According to the estimates of the main State Tourism Administration of the People's Republic of China, the number of incoming tourists in 2015 was 128 million, and the number of outgoing tourists was more than 120 million.

The state policy of the economy of the People's Republic of China in the field of tourism is primarily aimed at regulating and supporting business activities in this field.

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