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THE ORGANIZATIONAL-MANAGEMENT ASPECTS OF THE TOURISM INDUSTRY AS A COMPONENT OF SOCIO-CULTURAL DEVELOPMENT OF THE STATE

Today, the system of public administration requires a comprehensive approach to social and cultural development. **The purpose of the article** of the article is to study the trends of international tourism, analyze successful management approaches and diagnose the problems of the system of state management of tourism in Ukraine. The main objective of this work is to identify the main strategic objectives of the tourism industry, in particular by realizing international experience and improving the level of socio-cultural development. **The methodology** of the study consists of the use of methods of analysis and synthesis of information, as well as a comparative-legal method, systemic method, dialectical and graphic. A statistical method and an economic analysis method are used to emphasize the economic merits of tourism. The modelling method is used to create practical proposals for tourism development in the Rivne region to improve the level of socio-cultural development. **The scientific novelty** is to develop a strategy for the development of tourism on the example of the Rivne region until 2020-2025, the introduction of a comprehensive analysis of international trends in the management of the tourism sector, which is designed to form a new vision tourism as a socio-economic phenomenon, as well as the formation of a synchronous approach to industrial governance at the regional level. **Conclusions.** The authors of the article developed a strategy for the development of tourism in the regions of Ukraine as a typical document, which should take into account the cultural traditions of the local population, spiritual and historical development. Tourism development centres should be objects of historical and cultural heritage. The state and prospects of tourism development in Ukraine have been analyzed. Obstacles have been founded in the development of tourism and have been proposed ways to eliminate them. A comparison of the development of the tourism industry in Ukraine has been done and its place in the world was determined by the main socio-cultural indicators. A set of measures to stimulate the development of tourism in Ukraine has been developed.

Keywords: socio-cultural development, historical development, strategy, public administration, historical and cultural heritage.

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Організаційно-управлінські аспекти туристичної галузі як складової соціокультурного розвитку держави

Система державного управління сьогодні потребує комплексного підходу до соціокультурного розвитку. **Метою** статті є вивчення міжнародних тенденцій розвитку туризму, аналіз успішних управлінських підходів, діагностування проблематики системи державного управління туризмом в Україні. Основним завданням даної роботи є окреслення основних стратегічних завдань розвитку галузі туризму, зокрема через імплементацію міжнародного досвіду й підвищення рівня соціокультурного розвитку держави. **Методологія** дослідження полягає у застосуванні методів аналізу та синтезу інформації, а також порівняльно-правового методу, системного методу, діалектичного та графічного. Для акцентування економічної суті туризму використаний статистичний метод та метод економічного аналізу. Метод моделювання застосовано щодо формування практичних пропозицій щодо розвитку галузі туризму в Рівненській області задля підвищення рівня соціокультурного розвитку. **Наукова новизна** полягає у розробленні стратегії розвитку туризму на прикладі Рівненської області на 2020–2025 роки, здійсненні комплексного аналізу міжнародних тенденцій в управлінні галуззю туризму, який покликаний сформулювати нове бачення туризму як суспільно-економічного феномену, а також у формуванні синхронізованого підходу до управління галуззю на регіональному рівні. **Висновки.** Авторами статті розроблено стратегію розвитку туризму у регіонах України, як типовий документ, що має враховувати культурні традиції місцевого населення, духовний й історичний розвиток. Центрами стратегії розвитку туризму мають стати об'єкти історико-культурної спадщини. Проаналізовано стан та перспективи розвитку туризму в Україні. Виявлено перешкоди у розвитку туризму та запропоновано шляхи їх ліквідації. Проведено порівняння розвитку туристичної галузі в Україні та визначено її місце у світі за основними соціокультурними показниками. Розроблено комплекс заходів щодо стимулювання соціокультурного розвитку туризму в Україні.

Ключові слова: соціокультурний розвиток, історичний розвиток, стратегія, державне управління, історико-культурна спадщина.

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Организационно-управленческие аспекты туристической отрасли как составляющей социокультурного развития государства

Сегодня система государственного управления требует комплексного подхода к социально-культурному развитию. **Целью** статьи является изучение тенденций международного туризма, анализ успешных управленческих подходов и диагностика проблем системы государственного управления туризмом в Украине. Основной задачей этой работы является обозначение основных стратегических задач туристической отрасли, в частности путем реализации международного опыта и повышения уровня социально-культурного развития. **Методология** исследования состоит в использовании методов анализа и синтеза информации, а также сравнительно-правового метода, системного метода, диалектического и графического. Для подчеркивания экономических достоинств туризма используется статистический метод и метод экономического анализа. Метод моделирования применяется для создания практических предложений по развитию туризма в Ривненской области для повышения

уровня социально-культурного развития. **Научная новизна** заключается в разработке стратегии развития туризма на примере Ровенской области до 2020-2025 годов, внедрении комплексного анализа международных тенденций в управлении туристическим сектором, который призван сформировать новое видение туризма как Социально-экономическое явление, а также формирование синхронного подхода к управлению промышленностью на региональном уровне. **Выводы.** Авторы статьи разработали стратегию развития туризма в регионах Украины как типичный документ, который должен учитывать культурные традиции местного населения, духовное и историческое развитие. Центры развития туризма должны быть объектами историко-культурного наследия. Анализируются состояние и перспективы развития туризма в Украине. Были найдены препятствия в развитии туризма и предложены пути их ликвидации. Авторами проведено сравнение развития туристической отрасли в Украине и ее место в мире определялось основными социально-культурными показателями. Разработан комплекс мер по экономическому стимулированию развития туризма в Украине.

Ключевые слова: социально-культурное развитие, историческое развитие, стратегия, государственное управление, историческое и культурное наследие.

Actuality of research. Socio-cultural development of state depends on the preservation of cultural objects, infrastructure, and the main thing - from the social factor, whether the citizens are ready to preserve the and to multiply the cultural traditions of their place, as well as to join the preservation of the public and cultural issues for the following generations. That is why the tourism industry is one of the most dynamic areas of business over the world, which determines the specific approaches to public administration in this sphere. Touristic activities are inextricably linked to the satisfaction of the individual needs of each member of the society, who in turn are influenced by many factors of socio-cultural development. Globalization, scientific and technological progress and development of information technologies, increasing the level of well-being and solvency, changing visa regimes are just a few of the important prerequisites that influence the formation of modern tourists. It is important to understand that the profile of tourists of the XXI century is significantly different from the profile of travelers of previous periods, in particular, it concerns the number of tourists' needs. The very ability to meet these needs is a determining factor, underlying the tourist attractiveness of a particular area and its development as a successful tourist destination. As the basis for any change is effective public administration, the primary function of which is to create a favorable environment for the introduction of new socio-economic and socially important trends, it is impossible to progress without modification of the management system of the tourism industry.

State of the scientific development. In recent decades, the attention of scientists to the following topics increased: to the study of the state, problems and prospects of tourism development in Ukraine, to the specifics of the national market of tourist services, structure and subjects of the tourism industry, rationalization of their activity, as well as opportunities to use the historical, cultural and religious heritage in development regional tourism. In particular, V. Fedorchenko [1] for the first time in the history of independent Ukraine, only in 2002, described the main stages of tourism in the territory of modern Ukraine and defined the specifics of the organization of tourist infrastructure. T. Tkachenko in his monograph "Sustainable Tourism Development: Theory, Methodology, Business Realities" [2] proposed models and modifications of existing tourism management mechanisms based on adaptive (active), innovative, preventive (crisis) management and quality management, which are aimed at ensuring competitiveness in each of the segments of the tourism industry (travel agents, hotels and restaurants, health resorts, transport, etc.). One of the basic developments in the organization of tourism activities, which outlines the components of tourism, the legislative regulation of the organization of tour operator and travel agency activities and identified opportunities for tourism development in Ukraine is "Organization of Tourism" by V. Kifyak [3]. The main issues of the tourism business and features of the functioning of the tourist market, as well as the activities of the subjects of tourist activity in Ukraine are addressed by L. Agafonova, O. Agafonova [4], G. Aleynikov [5], I. Balabanov, A. Balabanov [6], M. Boruschak [7; 8], S. Havrylyuk [9], V. Gulyaev [10], O. Lyubitseva, V. Babaritskaya [11], L. Cherchik [12] and others. These studies should be defined as descriptive in nature with elements of constructive analysis of Ukraine's tourism infrastructure.

The general terminological principles, the service provision of the tourist product, the methodology for the development of tours, the organizational specificity of the activity of managers of the tourism industry in the organization of tourist trips are considered by: The school and the team of authors [13], as well as V. Babaritskaya and O. Malinovskaya [14], G. Mikhailichenko [15] and others. Most of the available specialized literature contains partial descriptive information, in particular, on information support for tourism activities, such as M. Malska and V. Hudo [16] who provide brief information on the importance of information systems in the tourism sector, their potential opportunities for using in the related industries. Researchers argue that improvements to the tourism industry's management organization can be achieved through the use of automated management systems and computer technologies, while enhancing productivity, quality of service and speed of tourist service. However, the issue of public administration of the tourism industry in the field of socio-cultural development has not been sufficiently studied, all of which formed the need for our study.

Primary state research. Important fact is the intensification of tourist flows in Europe, which travelers have come to visit more often. Thus, according to 2017 data, 51% of the total number of international trips were made by European countries. The upward trend continues. In 2018, the number of foreign tourists in Europe has increased by another 6% and reached 713 million. It is expected that in 2019, the world's tourist flow will increase by another 3-4% due to stable fuel prices, which leads to the availability of air transportation. There is also a tendency to increase significantly the number of trips from developing countries [17-20].

Speaking of statistics, the trends in travel geography and top travelers cannot be ignored. This is the basis for forming a clear vision of the end consumer. So, the World Tourism Organization points out that four out of five tourists do not travel outside their geographical region. Therefore, Europeans travel mainly to Europe. As for the nations that are leading the way in their travel expenses, China's tourists, who spent \$ 258 billion in 2017, are the most dominant ones. In second place with double the figure of \$ 135 billion. tourists from the United States of America, on the third - travelers from Germany with expenses of 89 billion dollars. The ten countries that spent the most money on travel included the United Kingdom, France, Australia, Canada, the Russian Federation, Korea and Italy. Tourism is the third largest export category in the world, generating over 1.6 trillion. dollars. It is second only to the chemical and energy industries, ahead of the automotive and food industries [17]. Tourism is an important source of foreign income for both developing and advanced economies, as well as an important component of national export strategies. In many developing countries, tourism is a major export category.

Social importance of tourism. Tourism is a major generator of job creation in all occupational categories. The tourism industry employs more than 313 million people (ie every 10 employees). This includes jobs directly related to tourism, indirectly related to tourist services (related industries) and induced jobs (a need generated by, for example, a large-scale event). In global sense, tourism is a major employer for women and young people, and plays a crucial role in empowering the entrepreneurial sector and sociocultural development of the individual. G20 Leaders Declared "Importance of Travel and Tourism Industry as a Means of Creating Jobs, Enabling Economic Growth and Development" in the Declaration of the Annual Meeting of June 18-19, 2012 in Los Cabos, Mexico to "develop initiatives to facilitate travel that will help create jobs, secure decent work, reduce poverty and ensure global socioeconomic growth" [20].

Ecological importance of tourism. State policies and regulations in the tourism sector determine the degree to which the political environment of the tourism sector development in the country is facilitated. The factors of this group are: giving preferences to foreign owners; reservation of property rights; promotion of foreign direct investment; the need for visas and the complexity of obtaining them; openness of the country to bilateral air services agreements; transparency of state tourism policy; time and cost to start a business. Government environmental policies and factors that contribute to enhancing its environmental sustainability are crucial to ensure the country's tourism attractiveness in the future. The factors of this group include: rigidity and degree of regulation of environmental standards; sustainable development of the tourism industry; carbon dioxide emissions; concentration of solids in the air; endangered species of flora and fauna; ratification of the conventions for nature protection.

Historical and institutional aspects of tourism development. In 2007, the World Economic Forum introduced an analysis of the global tourism industry and the calculation of the Tourism and Travel Competitiveness Index (TTCI). Each year, experts from the World Space Forum, in collaboration with representatives of Booz & Company, Deloitte, the International Air Transport Association (IATA), the International Union for the Conservation of Nature (IUCN), the World Tourism Organization (UNWTO) and the World Travel and Tourism Council (WTTC), develop competencies for each country and an appropriate rating is generated. TTCI identifies barriers to successful tourism development at the national level and develops concrete measures to improve the competitiveness of countries in the global tourism services market. Each year, the number of countries represented in the ranking of the World Economic Forum is increasing. In the last analyzed period of 2017, 136 countries were evaluated. The degree of involvement of the world community testifies to the growing popularity and importance of this rating as a benchmark for tourism development [17-20].

Methodologically, the *Travel and Tourism Competitiveness Index of the country* consists of four sub-indices: environmental friendliness (I); public policy and favorable conditions for travel and tourism (II); infrastructure (III); natural and cultural resources (IV). They contain 14 sets of metrics that combine more than 70 evaluation criteria. The authors conducted in this study an analysis of world tourism reports that emphasize the multiplier effect of tourism, its complexity, the need to evaluate socio-cultural effects. According to the World Council, the total contribution of the tourism sector to the GDP of Ukraine is almost UAH 160 billion, which is 6% of GDP [17]. At the same time, direct tourist expenditures amounted to UAH 42.8 billion, the rest - indirect and induced contributions. In order to improve the situation in the tourism industry, a number of laws, decrees and decrees have been developed and adopted that outlined the main directions and prospects for the development of the tourist sphere of Ukraine. Ukraine is one of the foremost places in Europe in terms of the availability of natural and historical and cultural resources capable of stimulating considerable interest among domestic and foreign tourists.

Cultural significance of tourist objects. The resort and recreational territories of our country make up about 9.1 million hectares, that is, 15% of its territory. Mineral water reserves make it possible to use them in volume over 64 thousand cubic meters per day. There are more than 130 thousand monuments on the state register in Ukraine, 57206 of which are archeology monuments (418 of which are of national importance), 51364 - monuments of history (142), 5926 - monuments of monumental art (44), 16293 - monuments of architecture, town planning, landscape art and landscape (3541).

There are 61 historical and cultural reserves in our country, 13 have the status of national ones. In Ukraine there are 1230 hotel establishments (total number of places - 104 thousand), which serve about 4 million people annually (17.5% of them are foreigners), 3.3 thousand sanatorium and health resorts with a

total capacity of about 481 thousand beds that take in almost 3.2 million holidaymakers every year (14% of them are foreigners). More than 130 universities (thousands of future travel managers), 4 research institutes of the Ministry of Health of Ukraine and the Scientific Center for Tourism Development of the Ministry of Culture and Tourism of Ukraine provide scientific, methodological and personnel support in tourism and resorts. The tourism industry of our country employs more than 243 thousand people (1.4% employment) on a permanent basis and about 1 million people seasonally, which indicates the urgent need to increase the number of jobs in this field [17-21]. It is worth noting that in recent years there has been a steady movement in Ukraine towards a reorientation towards international priorities.

Socio-cultural problems of tourism development. The degree of realization of Ukraine's tourism potential has not been fully disclosed to date but has several positive developments. The main obstacles hindering the development of the tourism sector in Ukraine today are mainly management, economic, environmental, social and cultural factors. Ukraine has one of the lowest positions on the criterion "Priority of the tourism industry" - it holds 90th place. In detailing this criterion is unprecedentedly low indicator "Priority of development of the industry for the government of the country", which placed the country only at 122th place, that is 15th position out of the end [20]. The general picture is explained by the subindex indicators "State policy and creation of favorable conditions in the field of travel and tourism". In 2019, for the first time in the history of the country, the President recognized tourism as one of the top five socio-cultural priorities for Ukraine's future development. In addition, the tourism community announced 2019 - the year of quality in tourism. Obviously, considering the international trends is happening and there is hope of a significant shift from 122 positions on the criterion "Priority of development of the industry for the government of the country" in the global competitiveness rating. Although at first glance it is only one position out of more than 70, it is crucial for significant shifts by all other criteria. These aspects are emphasized as without understanding the intersectoral nature of tourism and the potential of socio-economic returns to the industry, no management model will be effective and strategic planning effective. Moreover, at the present stage, any strategy should include measures for the formation of a proper perception of tourism not only by public authorities, but also by all participants in the tourist environment - otherwise, the management model will not be properly adopted, and therefore its level of practical importance will be reduced.

Development of tourism development strategy based on socio-cultural approach. The scientific product of this research, considering international trends, is developed by the authors of the "Tourism Development Program on the Example of Rivne Region for 2020-2025". By systematizing trends, realities and prospective challenges for the Rivne region, it is possible to outline a set of directions for public administration of the industry for 2020–2025 (Table 1).

Table. 1

Rivne Region Tourism Development Program for 2020-2025

№ n/o	Section of tourism industry development strategy	Contents of the Strategy section
1.	<i>Management:</i> Management of human resources	The processes of decentralization have radically changed the structure of human resources in local governments and actualized the need for new approaches to territorial development. Without proper guidance from public authorities, there will be no quick and effective response to the challenges of time. There is a need for dissemination of information, assistance in setting priorities, developing the flexibility to build a new system of public-private partnerships. Promoting competition, not only among business players, but first and foremost among territorial communities, as a major motivating and stimulating tool.
	Study	
	Motivation	
	Creating an environment of high competition	
2.	<i>Investments:</i> Creating mechanisms for the development of different types of investment	Achieving economic effects is the most powerful incentive mechanism. Co-financing, state involvement in actions initiated by non-state actors is an indicator of one-way traffic, which encourages and encourages initiative. At the same time, financial participation is a way to show that it is a priority and to orient not only those players who have already contributed to the realization of national goals, but also those who are still deciding in which direction to move.
	Impact investment support	
	Provision of mechanisms for state participation in the implementation of logistics projects that meet the strategic goals of tourism development	
	The practice of engaging in a Program/Strategy for public or business initiatives with the consolidation of initiating executors	

3.	<i>Innovation and creativity:</i> Setting 1-3 priority goals for implementation over the Program / Strategy period	An analysis of international practice has shown that, for rapid progress, the community must be aware and ready for change. Unfortunately, the introduction of innovations "from the mountain" is not effective, so the state must first of all contribute to the formation of "innovative" thinking, to actualize what seems like a distant prospect, but will soon become a daily reality. International experience demonstrates that small towns are the centers and generators of change. The plain has huge urban potential - 13 historic cities.
	Implementation of the practice of systematic active communication with the public, preferably active youth, by type of thematic hubs	
	The focus on small towns and United Territorial Communities to form their positive tourist image	
4.	<i>Aggressive marketing:</i> The new advertising approaches	It envisages adaptation of the tourist information management system in order to create a positive tourist image of the territory. Such image is formed thanks to a well-planned advertising of tourist attractions, historical and cultural and architectural monuments, organization of action tours, weekends, family vacations, etc.
	Use of modern interactive tools for positioning the tourist potential	
	Design and branding of destinations	
5.	<i>Sustainable development and environmental and socio-cultural imperatives</i> Improving the welfare of the population of the United Territorial Communities	It aims to effectively manage the processes of creating and marketing a tourism product to ensure the sustainable development of the territory and the environment. The territories and objects of the nature reserve fund become centers of tourism development (except for nature reserves), where tourist routes, ecological trails are laid for the education of young people in the love of their native land, nature, ecological education.
	Improving the environment	
	Cultural and spiritual development of personality	
	Environmental education and upbringing	
	Preservation of objects of historical and cultural heritage and nature reserve	

Source: suggested by the authors.

Conclusions. The development of the tourism industry is one of the priorities of socio-cultural progress of modern countries, as it allows to properly realize the full potential of cultural, social and ethnographic development, geography, history, increase the level of investment attractiveness of the country and intensify the processes of its integration into the world economic system. The development of tourism contributes to the development of related industries (primarily due to the multiplier effect), enhances the competitiveness of the national economy as a whole and the living standards of the population. That is why the policy of promoting tourism in economically developed countries is of paramount importance in the system of forming a strategy for their development. In this regard, integrated criteria, such as the Travel and Tourism Competitiveness Index (TTCI), have been introduced to assess the progress of tourism development countries. The calculation of this index in the process of conducting research in the socio-cultural sphere of developed countries, allows to identify the main obstacles to the successful development of tourism at the national level and to develop specific measures to minimize them, which will inevitably increase its competitiveness in the world market of tourist services. The above-mentioned index of competitiveness of the country in the field of travel and tourism consists of three subindices: regulatory legal framework in the field of tourism; tourist business environment and infrastructure; human, cultural and natural resources of each country in the field of tourism. The strategy of tourism development proposed in this study, in the example of Rivne region for 2020-2025, comprehensively considers the socio-cultural approach. International experience focuses on close stakeholder communication to effectively regulate the tourist environment.

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