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WSPÓŁCZESNE TRENDY W GOSPODARCE I SEKTORZE PUBLICZNYM

MODERN TENDENCIES IN BUSINESS AND PUBLIC SECTOR

Monograph

*Edited by
Oleksandr Nestorenko
Tadeusz Pokusa*

Opole 2016

THE ACADEMY OF MANAGEMENT
AND ADMINISTRATION IN OPOLE

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3.6. Methods for assessing the competitiveness and attractiveness of tourist destinations

Interest in the competitiveness destinations stimulated a number of studies (Chacko (1998); Porter, ME (1990); Hassan, SS (2000); Ritchie & Crouch (2003); Dwyer and Kim (2003); Mellor, Livaic, Edwards and Kim (2004) and others.), many of which were intended to diagnose the competitive position of most tourist destinations, while others have focused on specific aspects of competitiveness destinations [1-6]. Over the past 15 years of research competitiveness destinations is constantly improved and were complemented within the definition of criteria for competitiveness and their importance.

Research of competitiveness destinations helps create understanding and composition of its components. Conceptual models give an understanding of the breadth and complexity of the criteria of competitiveness destinations. But research in this area continues, the main discussion is about the importance and weight criteria and optimal composition. Modern views concerning competitiveness of tourist destinations divide it into three types: existing, potential and really achievable.

A really achievable competitive destination is the level competitiveness that can be reached in a defined period of time in view of the necessary financial and material costs [7].

Conception of formation really achievable competitiveness involves the creation of competitive target destinations profile, creation of a project forming real achievable plans for competitive life cycle destinations, and cost estimates for a new level competitiveness, characterized multiplicative effect.

Assessment of tourism competitiveness at the macro level envisages assessment of national tourism at the country level (macro-destination), the local-level – assessment of the competitiveness of regional destinations (local-destination), at the micro level – assessment of the competitiveness of enterprises of the tourism industry or tourism product.

Assessment of competitiveness in tourism hierarchical levels can pursue different goals. Since this estimate is a relative measure, it allows you determine the location of the subject, which is estimated at international, national or local travel market. Obtained an estimated information may be used for developing of strategic of plans of tourism development in the country, destinations, perspective plans for development of tourism enterprises and tourist products. Assessment of potential competitiveness can be useful in deciding on investments

Evaluation of the competitiveness macro-destinations. The reasons for that enhance competition in the global tourism market at all levels related to:

- The global financial and economic crisis, which contributed to the general decline in global tourist flows;
- Appearance on the market of new participants – tourist destinations that actively promote themselves as the attractive tourist destinations and encompass a significant proportion of tourist flows, such as Southeast Asia, Africa;
- The emergence of new forms leisure that appear in the places of permanent residence potential tourists and thus reduce need for traditional travel, that leads to a reduction in tourist flows and increased competition;
- Slowdown in of tourist flows intensifies competition for market share;
- Increase in the number of similar tourism products leads to saturation of proposals to tourist market.

Modern approaches to assessing competitiveness of countries differ in the number and composition of the indicators used to determine the level of competitiveness, and their weighed coefficients. The choice of indicators depends on: the methodology used; the possibility of obtaining the necessary information; the amounts of costs to obtain this information. Commonly used publicly available statistical data and experts.

Evaluation of the competitiveness macro Destinations relates to comparative studies. The spread has become an index rating approach. The most are known rankings of competitiveness IMD Global Competitiveness Index, and WEF. Travel Industry Competitiveness Index of different countries, taking into account factors that

affect the attractiveness of the tourism industry for development and investment. All factors are divided into three parts:

- 1) legislative regulation;
- 2) the business environment and infrastructure;
- 3) human, cultural, natural resources.

The rankings and the index Sector Competitiveness Travel and Tourism (TTCI) used statistical data and research organizations worldwide, including:

- International Air Transport Association (IATA);
- International Union for the Conservation of Nature (IUCN);
- World Tourism Organization (UNWTO);
- World Council of Travel and Tourism (WTTC);
- The results of surveys of top managers.

The index Sector Competitiveness Travel and Tourism on the structure is not permanent. Thus, by 2013 it consisted of indicators, which were combined into 3 groups, and in 2014 it became necessary to assess the competitiveness of macro destinations also indicators that determine the condition of natural and cultural resources. Thus the renewed Competitiveness Index sector of travel and tourism as of 2014, includes four sub-indexes, which are based on 90 indicators grouped into 14 components [8]:

1. Sub-indexes «Enabling Environment», composed of five pillars: Business Environment (12 indicators); – Safety and Security (5 indicators); – Health and Hygiene (6 indicators); – Human Resources and Labour Market (9 indicators); – ICT Readiness (8 indicators);

2. Sub-indexes «T&T Policy and Enabling Conditions», composed of four pillars, which directly affect the tourism and travel industry: Prioritization of Travel & Tourism (6 indicators); International Openness (3 indicators); Price Competitiveness (4 indicators); Environmental sustainability (10 indicators);

3. Sub-indexes «Infrastructure», composed of four pillars (fixing the availability and quality of infrastructure): Air Transport Infrastructure (6 indicators); Ground and Port Infrastructure (7 indicators); Tourist Service Infrastructure (4 indicators);

4. Sub-indexes «Natural and Cultural Resources» – reflects the availability of natural and cultural resources required for the development of tourism and composed 2 pillars: Natural Resources (5 indicators); Cultural Resources and Business Travel (5 indicators) [8].

Assessments in points assigned to the indicators within the range of 1 to 7. Assessment 7 corresponds to maximum. Each of the 14 components calculated as the unweighted average of the individual of variables components (indicators). Sub-indexes, in turn, calculated as the unweighted average of the respective components.

Table 1. Rating of Sector Competitiveness Travel and Tourism [9]

Country	Index, 2011	Index, 2013	Index, 2015
Switzerland	5,74	5,66	5,0
Germany	5,41	5,39	5,2
France	5,14	5,31	5,2
Australia	5,11	5,17	5,0
USA	5,43	5,32	5,1
UK	5,39	5,38	5,1
Spain	4,54	5,38	5,3
Italy	4,43	4,9	5,0
Singapore	5,63	5,23	4,9
Ukraine	3,8	3,98	-
...
Haiti	2,9	2,59	2,7
Chad	2,87	2,61	2,4

The rating in 2011 was attended by 139 countries in 2013 – 140 countries (first place was taken by Switzerland), in 2015 – 141 Country (Spain took the first place).

Ukraine in the ranking in 2013 won in the 3.98 evaluation with seven possible points and took 76th place in the ranking of 140 countries. This is the highest place that is occupies Ukraine during the period of calculation of the Index. But this result indicates rather the restoration of the lost positions after the crisis (respectively 78th and 77th place in 2007 and 2008). However state does not entered the ranking in 2014 and 2015 due to the inability of its inclusion due to lack of necessary data. In the last fourth report 2015 travel and tourism sector, the World Economic Forum (WEF), the top lines of the rating took Spain, Germany, France, USA, UK, Australia and Italy.

Evaluation of the competitiveness local-destinations. Evaluation really achievable competitiveness can provide guidance when developing of strategic plans of growth and increased competitiveness of tourist destinations. Moreover, the presence of economic calculations to assess the realistically achievable competitiveness of destinations can serve as an additional of stimulus in attracting investment to the tourism industry. Ensuring the competitiveness of tourism on the local – and macro-levels allow the create a stable environment for the efficient operation of enterprises tourism industry at the micro level.

Conception of formation of the competitiveness of tourist destination provides:

- Create the desired (target) profile competitive destinations given its lifecycle,
- Assess the expenditure on of achieving the desired and really achievable competitive profile,
- Project formation really achievable competitive profile.

The algorithm of this process is shown in Figure 1.

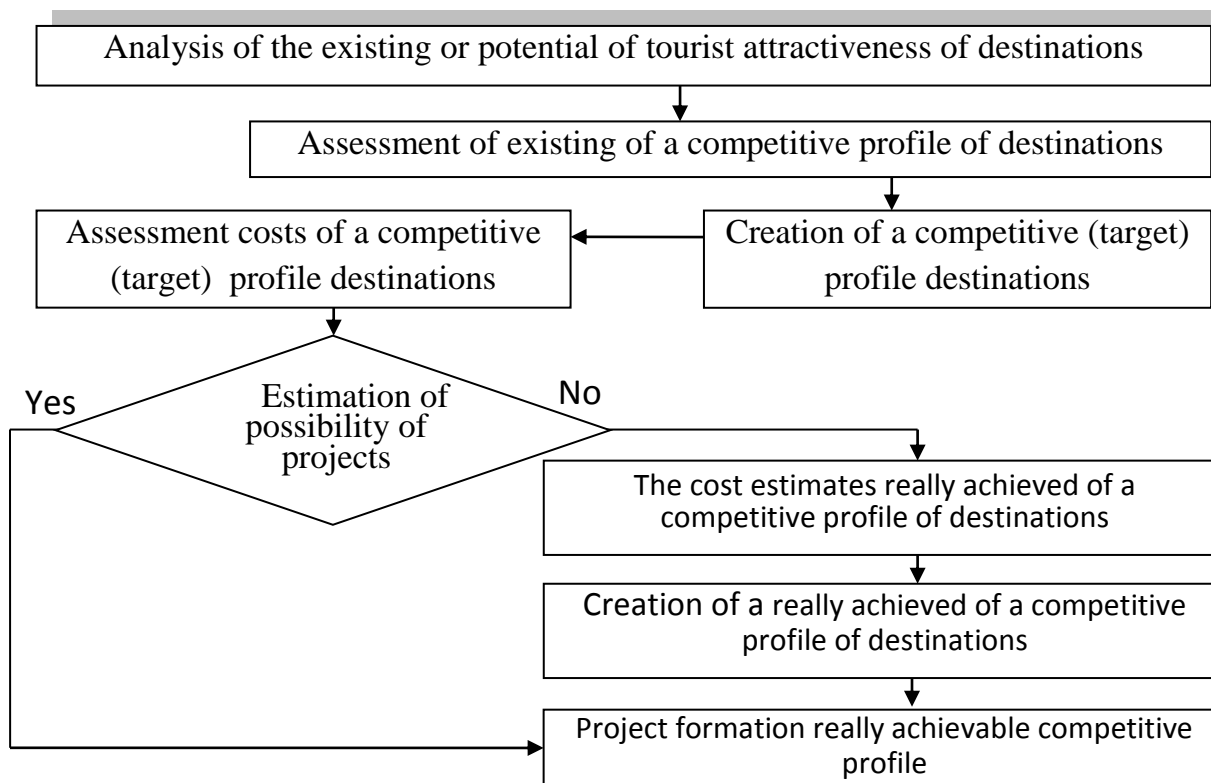


Fig. 1. Algorithm establishment competitiveness of tourist destinations

Evaluation of the competitiveness of tourist destinations allows us to estimate those costs that are necessary to reach the target the competitiveness of in the given time interval. The development of tourist destinations and their competitiveness is cyclical because competitiveness is always connected with timeframes and costs.

It is proposed methodology of assessing the competitiveness of tourist destinations. It provides a quantitative and qualitative assessment.

Quantitative evaluation carried out by means calculating the series of economic indicators based on which formed integrated indicator of economic the competitiveness of tourist destinations.

Qualitative assessment includes an analysis and assessment of the attractiveness of tourist destinations. This approach will allow to receive accurate assessment of the competitiveness of tourist destinations.

1. The quantitative effect of the involvement of investment (implementation of costs – Z) on the development and increased competitiveness tourist destinations is as follows:

$$\Delta NT = NT_1 - NT_0, \quad \Delta CF = CF_1 - CF_0,$$

$$\Delta NE = NE_1 - NE_0, \quad \Delta GDP = GDP_1 - GDP_0,$$

NT_0, NT_1 , – number of tourists before and after implementation of costs,

CF_0, CF_1 – cash flows from tourism before and after implementation of costs,

NE_0, NE_1 – number of employed in the destinations before and after implementation of costs,

GDP₀, GDP₁ – GDP destinations before and after implementation of costs,
 Δ – growth of relevant indicators.

These costs have a significant multiplier effect, because the results can not only enjoy the company of the tourism industry but also other stakeholders

2. The coefficient of efficiency of economic activity tourist destination (C_{EED}):

$$C_{EED} = \frac{\Delta GDR}{Z}$$

3. The coefficient of efficiency of the tourism industry destinations:

$$C_{ETI_d} = \frac{\Delta CF}{Z}$$

4. Revenue per tourist a tourist destination:

$$D_T^1 = \frac{D_1}{NT_1} \rangle D_T^0 = \frac{CF_0}{NT_0},$$

D_T^0 , D_T^1 – Revenue per tourist a tourist destination before and after implementation of costs.

5. Pay-Back Period costs (P-BPc) should be no larger than period of tourist attractiveness, which is formed according to the costs:

$$PBP_c = \frac{Z}{\Delta CF} \quad \text{or} \quad PBC_c^1 = \frac{Z}{\Delta GDR}$$

6. Coefficient of satisfaction / dissatisfaction of consumers distance C_S/C_{DS} :

$$C_S = 1 - C_{DS}, \quad C_{DS} = \frac{NT_{DS}}{NT},$$

NT_{DS} – the number of dissatisfied tourist the quality of services destinations.

7. Coefficient of loyalty tourists to destinations (coefficient of returning tourists)

CRT:

$$CRT = \frac{NT_P}{NT},$$

NT_P - the number of guests for the period destinations visited several times.

Also to pay attention to the relative growth rate of GDP, NT, CF, Dt, NE Based on these indicators is possible calculate the integral index (Index) the competitiveness of tourist destinations (IIC):

$$IIC = \frac{\sum_{i=1}^n C_i \times q_i}{n} \times \frac{1}{PBC_c^1} \quad \text{or} \quad IIC = \frac{\sum_{i=1}^n C_i \times q_i}{n} \times C_{CEA}$$

C_i – the i-th coefficient estimates the competitiveness of tourist destinations;

q_i – the weight of the i-th coefficient determined by an expert; n – number of factors.

The integrated index the competitiveness of tourist destinations allows us to estimate the position of destinations in the ranking of destinations, the cost effectiveness of achieving the desired (target) level of competitiveness.

Evaluation of management of competitiveness in the tourism sector in the Ukraine has no legal value.

Currently, in most regions developed and approved regional strategies (programs, concepts) of tourism development, but given the fact that the only methodical base of the industry is not available, the program fundamentally different. In addition, the indicators of competitiveness and accounting policies in these programs often missing or duplicated indicators strategy.

At the regional level tourism development strategy include the following indicators of tourism development: the volume of domestic and inbound tourism flow; the volume of tax and other mandatory payments to the tourism industry in the budgets of all levels; the volume of services provided to the population in tourism; the amount of accommodation on the territory; the number of people employed in tourism. These indicators can be attributed to socio-economic effect of tourism.

Complete results of competitiveness management of tourist destinations can show quantitative and qualitative indicators, which are statistically available, be a minimum of subjective interpretation. Thus, for evaluating management competitiveness of the tourist destination must focus on the competitiveness of the tourism product and the quality of life of the territory. The economic indicators of activity facility management will be beneficial for of the state subsystem of social and economic development management and social indicators – for the population destinations.

Social effect is traditionally defined as a specific result concerning of all population or a group of people, who have benefited.

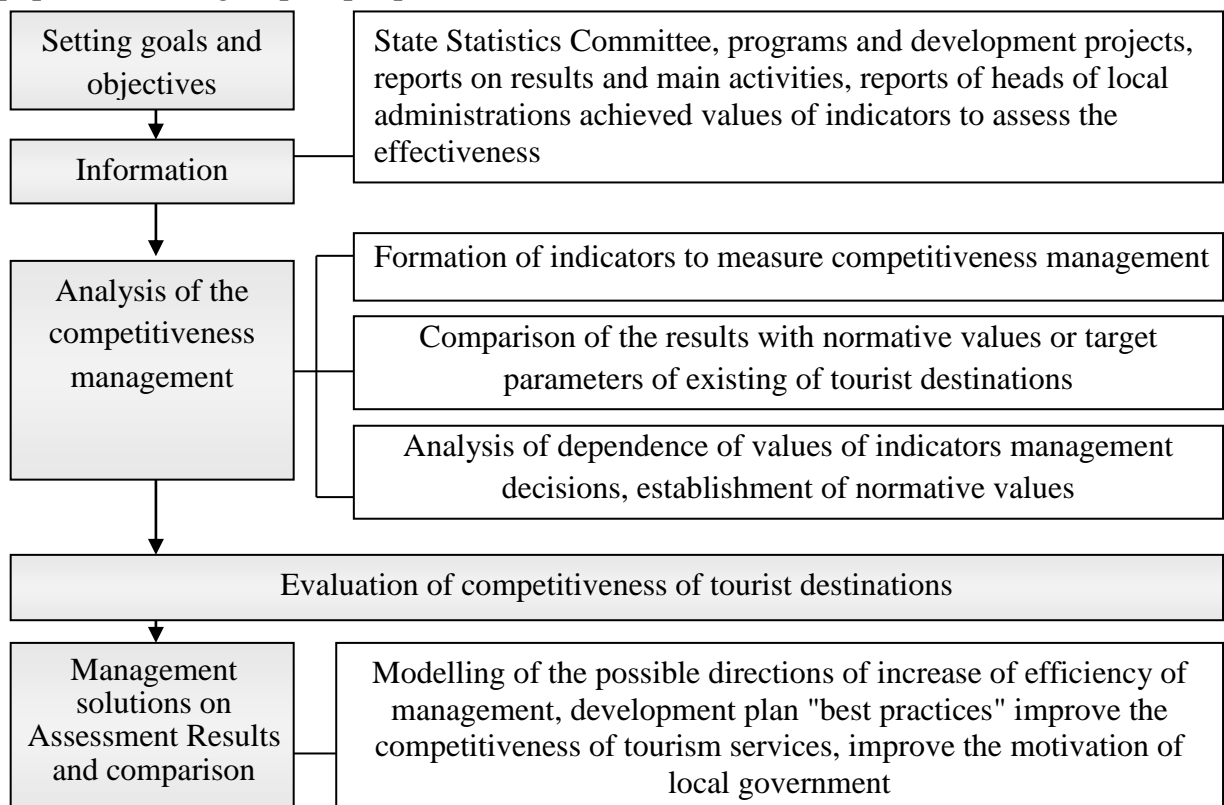


Fig. 2. Scheme of evaluating management system competitiveness of the of tourist destinations in the region

Organizational the effect of management in this area is expressed in the fact that the results of the activities to achieve the desired (target) competitiveness of tourist destinations proposed and implemented measures that improve balance structure tourism market, the competitive environment, tourism infrastructure, its safety, innovation of tourism and others, resulting in increased competitiveness of tourist destinations.

To assess the outcome of competitiveness management of tourist destinations in the dynamics can use the method of determining integral evaluation of management competitiveness of the tourist destination. Consideration of the competitiveness tourist destinations, of interest for different categories of users of this information.

For government authorities of tourism evaluation of competitiveness tourist destination is important from the perspective of the development of recreation areas, the comparative characteristics competitiveness destinations, inclusion in the Register of objects funding under the state programs in the evaluation of proposed development projects in the tourism destinations.

Department of tourism management in the region on the basis of this assessment can use it in development strategy destinations, identifying weaknesses of tourism development projects of tourism development destinations in the art in order to include them in the plan of financing of programs within the framework of territorial development.

Potential investors, who are considering tourism as one of possible directions of investment, may use assessment of competitiveness of tourist destinations when making investment decisions.

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for the survival of the company on the market. Changes in the perception of the organization's structure became a reality. Increasingly used modern methods and management concepts in order to find effective solutions to increasing efficiency and determining the axis of strength-market success. Staying in outdated and rigid structures of functional company loses a chance to compete effectively with other entities, which by changing their thinking and focus on the processes become more dynamic, flexible, and achieve better results in terms of productivity, quality, and thus of estrus customers ever increasing service levels earning their loyalty.

3.2. Nataliia Chupryna. Features of the functioning of modern enterprises in the ecological development.

In the article the model of functioning of market economies. Dedicated environmental component of the system at the micro and macro. Counts change the system time. Communication systems are characterized by elements of strength. The strength of the links between the various elements of a system are different. The power relations elements of the system depends on the goals of the system and its constituent elements. The main characteristics of the coupling between the elements of the system.

3.3. Bozena Gajdzik. Multi-criteria classification and estimation of contractors in the manufacturing company.

This publication presents multi-criteria classification and estimation of contractors in the manufacturing company. The orders concern the tasks, which increasingly affect the functioning of ordering. In the conditions of a multitude of commissioned work required of contractors a greater level of identification with the objectives of the client. Creating this type of cooperation must be based on clear criteria for selecting contractors for specific tasks.

3.4. Valentyna Bobrovník. The model of information and analytical system of motor transport business process monitoring.

The model of information and analytical system of motor transport monitoring aimed at business process management has been developed. In the context of the model offered the problem of structuring the activity of motor transport enterprises according to the processes may be solved. The use of the abovementioned model in practice allows to form a system of business process management at a modern motor transport enterprise.

3.5. Alla Grinko, Paul Grynko, Olha Kvasha. Economic management the strategic development of the enterprises of restaurant business.

Modern restaurant business is extremely dynamic that makes owners and heads of enterprises to enhance management methods and technology constantly. The monograph based on results of the carried-out analysis reveals the questions concerning tendencies of development of restaurant business in Ukraine, gives definition to economic management and provides elements of management strategy of restaurant economy of the enterprises.

3.6. Natalia Korzh. Adaptation manifestations of psychological protection and motivational formations of personality of a student.

Methods for assessing the competitiveness of tourist destinations were analyzed at the macro and local level. Were analyzed processes of formation and development of tourist destinations and the existing criteria for assessing their competitiveness. Discusses the concept formation of competitiveness of tourist destinations and the methodology of its evaluation. Based on the determination of the coefficient of efficiency of economic activities of the tourist destination and the total coefficient of efficiency of the tourist destination it is possible to calculate the effect of attracting investments for the development of tourist destinations. Assessment of the cost to reach the target of level of competitiveness is suggested to calculate with the help of the integral index of competitiveness of the destination.

3.7. Olena Lytvynenko. Proposals for the organization of choice franchising network.

The practice of developed countries shows that successful trend of forming small business organization is franchising network. The article is about the functioning patterns and modern development tendency of franchise system under conditions of the globalizing business; proposed the procedure entry the small business – franchisee – to franchising network.

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