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MANAGERIAL PERSPECTIVES AND EFFECTS OF SUSTAINABLE TOURISM FROM STRATEGIC MANAGEMENT PERSPECTIVES

ABSTRACT

In recent years, the problem of inadequate concretization of the paradigm of sustainable tourism, its low operationalization and instrumentalization in the context of tourist systems management at various levels has become widely recognized. The publication focuses on the systematization of the perspectives and effects of sustainable tourism management - with a major purpose of demonstrating their extremely wide practical importance in developing strategic managerial solutions in the tourism industry.

The paper summarizes more than fifty basic specific issues (problems) of sustainable tourism, which it is expedient to systematize and structure in the context of strategic management of tourist systems. As a first discussion option, this publication proposes a classification-grouping of sustainable tourism management applications, structured around four groups of perspectives: 1. macro- and meso-economic, 2. institutional, 3. socio-cultural and environmental, 4. microeconomic perspectives. As an important addition, the study suggests a generalization of the main effects in the field of sustainable tourism, which should be taken into account in the development of tourist systems. Further, some explanations are given regarding the specifics of some of the central and most problematic managerial aspects of sustainable tourism in the context of the Russian tourism and hospitality industry development.

The publication also touches upon the issues of further incorporation of sustainable tourism's managerial applications into strategic decision-making, outlining the main promising scientific and practical areas. In addition, the article argues that through the sustainability paradigm unique advantages and high competitiveness of tourism systems can be achieved and ensured in the most accurate and precise way.

KEYWORDS

SUSTAINABLE TOURISM, RESPONSIBLE TOURISM, SUSTAINABLE DEVELOPMENT, COMPETITIVENESS, DESTINATION, CLUSTER, TOURISM INDUSTRY.

INTRODUCTION

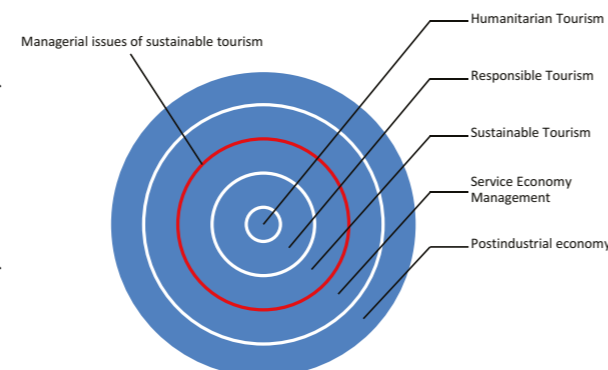
The generally acknowledged problem of inadequate concretization of the sustainable tourism paradigm, its low level of operationalization and instrumentalization in the context of managing tourism systems of various levels has become a widely recognized problem over the last years.

The concepts of "sustainable tourism", "responsible tourism" and "socially responsible tourism" are used as close synonyms in this paper. The concept of sustainable tourism can be considered a relatively well-established and recognizable common term, which is applicable to the general paradigm associated with the management of all economic, sociocultural and eco-system effects and the effects of tourism development (Fig. 1).

According to the concept of "enlightened mass tourism" by D. Weaver, [Weaver

D., 2012], in the early 2000s the dialectical consensus – the synthesis of the best that exists in the extreme concepts of the preceding periods began to develop. On the one hand, a traditional mass tourism of the 1960s-1970s, when regional economic development was at a high pace and also negative sociocultural, economic and environmental consequences increased equally

Fig. 1 Topical areas correlation related to tourism



rapidly, but the latter remained outside the focus of attention. On the other hand, according to the conglomeration of alternative types of tourism [Weaver D., 2014], which developed in the 1980s and 1990s, the main consumers must be conscious individuals who are attracted by alternative ecotourism and volunteer work. However, it is already clear that consumers of ecotourism will not rescue nor culture, neither ecosystem or local communities economic paradigm from the "asphalt roll" of mass tourism. The enlightenment of all those who are related to tourism in general gives better results than originally supposed skeptics. This applies both to the general socio-cultural awareness and to the consumer's daily behavior (for example, they are willing to pay for the service if the requirements of ecology are respected and the cultural authenticity of a place attractive to tourists is preserved) and business models of companies operating in the sphere of tourism, up to the application of "green management".

The descriptive approach, with the emphasis on the concept of sustainable tourism (in broad sense), is still prevailing. The crisis situation resulted in the fact that in the 1990s and 2000s a lot of publications came out, in which the authors attempted to understand what sustainable tourism was – an inclusive alternative to mass tourism or a marketing trick to attract responsible tourists with a broad outlook [Lansing P., De Vries P., 2007]. This kind of criticism is not quite adequate due to the fact that during the last decade sustainable tourism is perceived as a new mod-

el for the development of mass tourism, which does not involve confrontation with the common practice. This model provides some flexibility, attention to limitations in the use of resources and socio-cultural context.

The generalization and classification of applied special problem areas and characteristic phenomena of sustainable tourism are useful for demonstration of a powerful arsenal that can be involved in the strategic management of the tourism industry. Managers, mediators, analysts and researchers of the tourism and hospitality industry will receive a focused management interpretation of the main factors, typical problems of sustainable tourism effects development due to systematization and classification.

On the basis of the literature on these issues, typical problem situations, models and approaches related to ensuring the sustainability of development in the tourism and hospitality industry are identified and examined. The issues of management and the effects of sustainable tourism received conceptual coverage primarily in the Journal of Sustainable Tourism, the leading publication not only in the field of responsible and sustainable tourism, but also in international tourism researches. There are many practical illustrative examples relating to management practices in different industries and different geographic areas in this journal. Tourism Management Journal focus on management issues in the tourism sector. These two publications contain about half of the proceedings relating to sustainable tourism management.

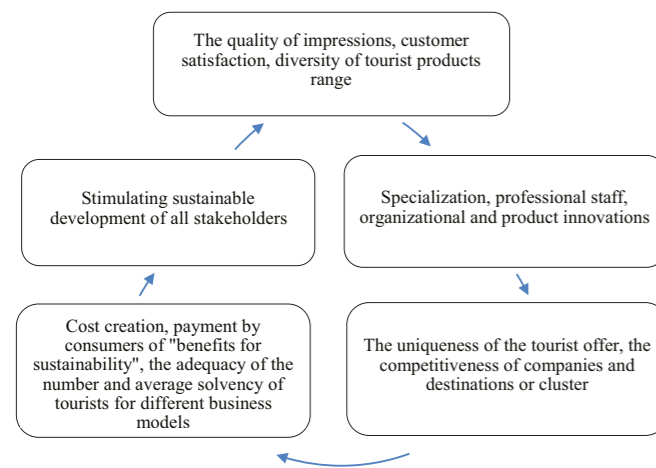
Table 1
The periodization of the research focus shift in the paradigm of sustainable tourism

Management Paradigm	Researchers' Focus	Publication
<i>Before 1995</i>		
General economic aspects of sustainable tourism (economic growth, employment in the industry, external effects), aspects of socio-cultural and ecosystem stability	Ethical imperative. Rigid opposition of mass and alternative tourism. Sustainability of tourism development of the tourism industry: very weak, weak, strong, very strong.	[Mitlin D., 1992] [May V., 1991]
Resilience in terms of correlating anthropocentrism and utility, on the one hand, and ecocentrism and anti-globalism, on the other.	Radical interpretations: from anthropocentrism and utility to bio-, eco- and cultural centrism, zero economic growth	[Turner R. K, Pearce D. and Bateman I., 1994]
<i>1995–2003</i>		
Transition to the stability paradigm flexible understanding	The potential for successful integration of "sustainability" concept and tourism products. Practices of sustainable tourism in places of mass tourism. Stakeholder models in a tourist destination. General understanding of the sustainability principles long-term relationship with the competitiveness of a destination, the beginning of determinants' systematization of sustainability in tourism. Recognition of the irreversibility of mass tourism and a digression from the principle of alternativeness	[Hunter C., 1997] [Hassan S. S., 2000; Brent Ritchie J. R., Crouch G. I., 2003] [Liu Z., 2003]
<i>2004–2012</i>		
Sustainable and mass tourism combining models.	Convergence of mass and sustainable tourism. "Enlightened tourism." Criteria and indicators of sustainable tourism. Development of a sustainable tourism policy	[Weaver D., 2012; 2014] [Indicators, 2004] [Beaumont N., Dredge D., 2010]
<i>From 2013 to the present day</i>		
Sustainable tourism is part of values and business models creation, not just regulation of the tourism sector.	Deepening in various aspects of competitiveness and sustainability. Successful commercialization of sustainability in business models. Public private partnership. Committees and commissions responsible for the sustainable development of tourism, at the councils for tourism and the development of territories, regional tourist communities, organizations involved in the marketing of territories. Further elaboration of policies in the sustainable development of tourism. In-depth study of sustainability indicators	[Sustainable Tourism, 2013; Gamma K., Mai R., 2018]

THE EVOLUTION OF RESEARCH TRENDS IN THE FIELD OF SUSTAINABLE TOURISM DEVELOPMENT

This paper deals with the periodization of the research focus shift in the paradigm of sustainable tourism, as well as the systematization of the main and additional effects in the management of sustainable tourism with reference to the main literary sources are presented in Table 1–3. According to the table 1, the research initially focused on ethical issues, educational issues and possible alternatives to mass tourism. Gradually, the sustainable tourism management issues became primary.

Fig. 2. Mutually reinforcing of competitiveness positive outcomes on the basis of sustainable development



CLASSIFICATION OF SUSTAINABLE TOURISM MANAGEMENT PROBLEMS

More than 50 basic private problems of sustainable tourism have been identified (Table 2) on basis of literature review and practice of regulators in the field of tourism sustainable development at the national, regional and municipal levels. The attribution of some problems to a group may lead to a discussion. In some cases, the intersection is obvious in meaning, so the distribution is made according to the predominant attribute. The presented table does not claim completeness.

INTERCONNECTION OF SUSTAINABLE DEVELOPMENT AND COMPETITIVENESS

Thanks to the sustainability and accountability paradigm, it is possible to find the unique advantages of a specific place faster and more effectively in order to ensure its competitiveness in the tourism market. For the same purpose, it should be recognized that responsibility and sustainability are more productive assets than obligations. In such case, the sustainable tourism implies the existence of long-term competitive advantages, innovations, multiplicative effects, the uniqueness of the tourist offer, the innovative environment, and additional motivation for solvent consumers. It is only in recent times, the need for greater stability of development, the best variety of tourism types, intra-industry and inter-industry synergy, consulting, professionalization of personnel, value systems of corporate culture, etc. was showed in professional books, while all this provides a concept of sustainable development. As a result, the positive outcomes must strengthen each other and themselves become more stable at the industry level as a whole (Fig. 2). So the more positive out-

Table 2 The Main Problems of Sustainable Tourism

Macro- and meso-level	Microlevel	Institutional	Social, cultural and environmental
<ul style="list-style-type: none"> • multiplicative effect; • loss due to imperfection of the structure; • cluster policy; • harmonious development of all sectors of the tourist sector; • development of related sectors; • export and import of the region in which the tourist destination is located; • the number of employees in the industry; • regional inflation; • transformation on the territory for admission of tourists without damage to protected natural territories; • redevelopment of former industrial territories; • the development of tourism in peripheral, hard-to-reach, depressive and rural areas; • monitoring and indicators of sustainability; • tourist and providing infrastructure; • regional development; • green economics; • smoothing of seasonality 	<ul style="list-style-type: none"> • Satisfaction of consumers; • joint production and customization; • value creation chain; • network forms of organization and promotion of the product; • purposeful construction of the attractiveness of the object for the tourist through innovation; • consulting; • uniqueness of the offer; • distribution of professional competences; • processability and innovation; • digitization; • increase of property cost; • bonus to a price due to sustainable tourism development; • green management 	<ul style="list-style-type: none"> • Stakeholders' analysis; • investment policy • foreign investment; • administrative burdens; • reputational effects; • Corporate Social Responsibility; • Audit of destination; • providing complementarity and synergy • positive externalities; • property rights protection • commissions and committees on sustainable tourism in councils on tourism and development of territories, regional tourist communities, organizations engaged in marketing of territories; • national, regional and municipal programs; • public-private partnership; • certification on the conformity to the environment and values of ecotourism; • non-governmental organizations 	<ul style="list-style-type: none"> • Estimated capacity of the resource; • resource efficiency; • Payment for resources; • Social tourism; • volunteer services; • local communities; • affordable tourism; • social justice; • fair trade; • differentiation of local residents by income; • cultural contexts; • cultural appropriation, cultural borrowing; • intercultural exchange; • ethnic tourism; • safety of tourists; • hospitality programs oriented to guests coming from specific countries belonging to a particular religion, etc.

come is expressed and the less negative outcome aspects from the standpoint of sustainable tourism, the more favorable its impact on competitiveness.

OUTCOMES SYSTEMIZATION OF SUSTAINABLE TOURISM DEVELOPMENT

Well-structured and representative classification of multiplicative and synergistic outcomes of the regional recreational-tourist cluster was developed by Z.I. Sozieva [2009]. The fullness of the business environment development (self-organization and adaptation), operational synergy, investment synergism, network effects and diffusion of knowledge are especially important for

the long-term sustainability of the tourist complex. This matrix is a very successful conceptual synthesis, but it is necessary to discuss the outcome and more concrete effects of sustainable tourism. The nature, mechanisms of action, the effectiveness of these outcomes are detailed in tourism researches of foreign scientists. We tried to systematize them in tabl. 3, 4. The effects are divided into basic, generally recognized, relevant to the sustainable development of the tourism industry, and additional, the interpretation of which can be different.

By no means all effects can be uniquely accepted, but they have a very important cognitive value and make the paradigm of sustainable tourism more acceptable to all stakeholders. It's no exaggeration to say that many of these effects are inspired by reflections, comparisons, arguments, debates and further research: both conceptual and situational.

Table 3 The main effects in the sustainable tourism management

Effect/Outcome	Nature, mechanism of action, consequences of the effect	Literature
Multiplicative and accelerative effects	It is desirable not only the multiplicative but also the accelerating effect (when after the initial investment in the tourist sector the cycle of investment inflow is induced).	[Teigeiro L. R., Diaz B., 2014; Немкович Е.Г., 2010]
Spill-over	Concomitant and indirect effects of the tourism industry development, mainly within the cluster, including the effects of concentric development of tourist systems	[Ma T., Hong T., Zhang H., 2015]
Stakeholder approaches	Effects of interaction between stakeholders from the perspective of tourism development coordination effectiveness at the regional and municipal levels	Byrd E.T., 2007
Eco-citizenship effect	Identifying oneself primarily as a subject of the natural environment, a radical transformation of social and political views and values (ecologism). For comparison, according to the environmental concept, ecosystem problems can be solved without fundamental changes in production and consumption. The literature shows the positive manifestations of informed consumption and consumer choice as a factor for the provision of sustainable tourism practices.	[Dobson A., 2007; Gamma K., Mai R., 2018; Miller G.A., 2003]
Attitude-behaviour gap	Even well-informed consumers, including sustainable tourism activists, behave in such a way that there is clearly a lack of respect for high values. If they are aware of the inconsistency of their behavior, they do not try to behave differently, but rationalize and try to justify their actions, up to the correction of values	[Juvan E., Dolnicar S., 2014]
Destination interdependencies: substitution vs synergies	The comparative effect of competition and mutual complementation of destinations in international tourism, including in the context of complex routes.	[Brent Ritchie J.R., Crouch G.I., 2003]
Infrastructural integration and multipurpose use	For example, the non-profit organization Sustrans in the United Kingdom (abbr. to sustainable transport) is engaged in projects for the integration of suburban cycles and hiking trails and rail transport, combined, multi-modal formats	[Combining, 2018]
Co-creation	The creation and consumption of tourist services are inextricably linked, the consumer becomes a participant in the production service process.	[Hall C.M., Williams A., 2008]
Selfish altruism	The tourists involvement degree in the joint creation of tourist products positively affects his satisfaction, loyalty and the amount of expenses	[Grisseman U.S., Stokburger-Sauer N.E., 2012]
Path plasticity	The consumer is willing to overpay for the environmental friendliness of tourist products, if he is better informed about this quality and perceives the product as more valuable to himself in terms of life quality.	[Lee J.-S., Hsu L.-T., Han H. et al., 2010]
Cultural integrity vs Social change (social progress)	There are more options for developing tourist systems based on the same resources	[Halkier A., Therkelsen H., 2013]
Tourism demand vs Tourism supply	The effect of the optimal balance between preserving cultural identity and social change in the context of sustainable tourism. Includes the concepts of "Limits of Acceptable Change", "Visitor Impact Management" (Visitor Impact Management). Definition of socio-cultural and economically expedient boundaries of culture appropriation and cultural heritage commercialization.	[Liu Z., 2003]
Repeat visiting	The effect of growing interest on the part of tourists and in the subsequent tourist flows due to the expansion of the tourist's offer even in the form of separate components (excursion, transport, etc.), but especially amenities and transport.	[Kelley H., Rensburg T.M., Jeserich N., 2016]
Local communities empowerment	In the context of sustainable tourism, these effects are in terms of flexibility and variability of routes, including the effects of repeated and multiple visits in search of new combinations of travel.	[Jang S., Feng R., 2007]
Tourism over reliance, tourism dependency	The ability of local communities to develop informed, relevant and elaborated proposals, initiatives and approaches to tourism development.	[Cole S., 2006]
Sustainable tourism yield, economic-environmental trade-offs	Models of tourism development focusing on the interests of local communities	[Okazaki E., 2008]
	If local business is deeply integrated in the tourist product cost creation, extremely high losses are possible in the event of a systemic sector crisis, when there is a sharp decline not only in the tourism industry, but also in adjacent to it	[Lejrraga I., Walkenhorst P., 2010]
	Benefits of sustainable tourism development, total income minus economic costs and taking into account the full compensation of the "environmental footprint" and negative consequences in the socio-cultural plan.	[Lundie S., Dwyer L., Forsyth P., 2007]
	Environmental footprint, measure of exposure to the human environment.	[Hunter C., Shaw J., 2007]

CURRENT ISSUES SUSTAINABLE TOURISM MANAGEMENT IN RUSSIA

Recently, the efficiency of public-private partnership mechanisms in the tourism and hospitality industry, the role of state authorities of the RF subjects, local governments in the sphere of tourism, the provision of additional guarantees to investors by regional and federal authorities, the use of regional budgets for co-financing and etc are analyzed more often in the domestic literature. [Anzorova S.P., Fedochukova S.G., 2016; Jura S.E., Smirnova I.G., 2018]. Nevertheless, there are still systemic issues of sustainable tourism development in Russia, which reflect the extreme lack of a systematic approach to the development of sustainable tourism in the context of managing complex tourism systems.

Issue 1. In the Federal Target Program (FPP) "Development of Inside and Incoming Tourism in the Russian Federation (2011-2018)" there is no detailed mapping of approaches to the development of sustainable tourism and mechanisms for the implementation of best practices, there are only abstract slogans in the deliberately blurred formulation [Decree, 2011]. For example, referring to the strategy and goals of sustainable development of the destinations, the following is stated: "Creating conditions for improving the quality of Russian citizens' life through the development of recreation and tourism infrastructure; creation of additional workplaces; the solution of a number of important social problems related to satisfying the needs of various categories of Russian citizens in active and proper rest, strengthening health and attaching to cultural values, as well as patriotic education of the younger generation of the country". A detailed comparison of the provisions and indicators of FTP efficiency on the one hand, and the criteria of the Global Council for Sustainable Development and the criteria for the assessment of sustainable tourism of the Assembly of European Regions – on the other [Tourism Sustainability Examination, 2010], shows how poorly reflected groups of sustainable tourism development problems, and even

basic indicators are absent. [Rassokhina T.V., Sesyolkina A.I., 2013].

Issue 2. The goals of sustainable development are mentioned even less frequently in the regional programs and strategies of tourism development, projects of tourist and techno-economic clusters. The mention of the sustainability paradigm is extremely rare. There are no separate conceptual sections devoted to the sustainability of development in the programs, strategies, and design documentation of clusters. There are also no specialized organizational coordination structures (councils, commissions, committees). Foreign best practices of regulatory practice at the level of councils on tourism and development of territories, regional tourist communities, organizations involved in the marketing of territories, companies acting as intermediaries between congress organizers and the city, where in the past five or seven years quite often appeared individual commissions and committees on sustainable tourism development in Russia, is not yet known. In fact, not even the principles and values of sustainable tourism are declared. The above mentioned disadvantages are noted with regard to the creation of not only tourist clusters, but also autotourist clusters, where, obviously, there is a specificity of ensuring sustainable development.

Issue 3. There is no understanding of the possibilities of using the cultural context in the development of tourist areas. It would be useful for many regions and municipalities to develop models for integrating the cultural context while routing through territories, where tourist interest objects are removed from each other and there is no linking infrastructure. Such studies are relevant due to the fact that there is a need to create stable tourist flows to single objects of cultural and historical value, in those places where infrastructure is only beginning to develop and there are no secondary objects of display. The value of a productive cultural approach is in the development of the poor tourism territories infrastructure as a system-forming basis for the development of a concentrically developing model of tourist territory initial development. Studies at the intersection of the humanities, geography [Mitin I.I., 2012] and the development of tourism in

Russia are only now emerging. The number and quality of such research and workings in Russia, unfortunately, are still at a low level, and this seems to be the most important factor crippling the development of cultural and educational tourism.

Issue 4. The purposeful modeling of the attraction sites for activating flows to the regions of Russia is sometimes called "artificial motivation" [Agamirova E.V., Agamirova E.V., 2015]. The experience of recent years has shown that this is not only a key aspect of the tourism industry innovation, but also an important parameter of responsible and sustainable development of the territory, since tourist flows are projected according to the principles of distribution and diversification, do not cause social tension.

Redevelopment of urban industrial areas is a very actual special case of creation and/or addition of artificial attraction, more precisely the search for optimal combinations of cultural-historical monuments and innovative interpretations and the formation of a city environment.

Creative clusters are a new type of public space, one of the most interesting and even in some ways the nodal themes of the development of sustainable tourism in Russia, which is so far underestimated [Fjerar V.A., 2016]. The first art-clusters appeared in 2005–2010. The most vivid and significant example is the "Krasny Oktyabr" in Moscow. But only in recent years, art spaces have become perceived as promising places, which can be visited by both Russian and foreign tourists. This is especially true under conditions of general economic stagnation and saturation of the commercial real estate market.

Issue 5. Consulting in the field of tourism is at the inception stage and now it develops in the hotel business. At the same time, consulting is a very important factor in ensuring the long-term sustainability of the tourism and hospitality industry, as it usually appears at the stage of cluster development (when there is a need for professional expertise and business processes and a solvent demand for such services). Consulting is developed by professionals who are capable of strategic and conceptual counseling at the stage of business design, optimization of individual business processes within the framework of qualified service management services (PSOM) [Brandon-Jones A., Lewis M., Verma R et al., 2016], taking into account the specifics of tourism and hospitality.

PROSPECTS FOR STUDYING SUSTAINABLE TOURISM MANAGEMENT ISSUES

Systematization (see Table 4) demonstrates the need for a comprehensive and focused understanding of sustainable tourism management as an extensive area of knowledge, skills related to the management of all varied economic, socio-cultural and ecosystem interrelationships, impacts and effects of tourism development. As to the effects of sustainable tourism management (see Table 3, 4), this is also a very important aspect of the substantive consideration of management problems. The more specific effects will be noticed, formulated and studied in details by the analysts, researchers, media-tors and managers, the more interesting and informative would be this branch of managerial analysis in tourist researches from the perspective of practical

refractive and operationalization for others. Existing concepts and experience provide the basis for finding specific tools and solutions to the applied tasks of sustainable tourism in the context of strategic management of tourism systems different levels. The concept of sustainable tourism, which is being introduced to business models, to tourism industry planning and regulating practice, is not only a kind of ethical code, but a large matrix of managerial applications. The development of sustainable tourism will contribute to the stable work of the industry in the conditions of increasing incoming and inland tourism, improving organizational and methodological approaches to the development of tourism systems in the future. In conclusion, we will mention promising areas for further development of sustainable tourism opportunities:

- Formation of stable competitive advantages and reduction of risks of unbalanced development of companies, cooperation of firms, creation of clusters and destinations.
- Creation of policy documents on the tourism industry development strategy, inclusion of sections devoted to responsible and sustainable tourism, in national, regional and municipal tourism development programs.
- Organizational and methodological support, for example, checklists for tourist systems of different levels according to goals and indicators of sustainable development. Incorporation of sustainable development indicators into industry statistics. Eco-Certification (certification for sustainable development), which in many ways solves the problem of unwillingness of consumers to pay for more expensive products that meet modern requirements.
- The dissemination of best international practices and the development of consulting, the dissemination of knowledge accumulated in the domestic tourism industry. The beginning of this process was the creation of the International Responsible Tourism Center (Russian Federation and CIS) [ICRT of the RF and CIS, 2018], which participates in the development of more than forty tourism projects in Russia.

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Table 4
Additional Effects Systematization in the sustainable tourism management

Effect/Outcome	Nature, mechanism of action, consequences of the effect	Literature
Structural leakages	A special kind of loss is lost earnings that was withdrawn at an earlier stage in the cost creation chain and initially did not reach the destination	[Mitchell J., Ashley C., 2010]
Enlightened mass tourism	Paradigm "mass tourism - alternative forms of tourism - enlightened mass tourism" on the principle of "thesis - antithesis - synthesis"	[Weaver D. B., 2014]
Reducing tourism's carbon 'footprint'	Witty analogy with the ecological footprint, emphasizing the importance of sustainability in catering and gastronomic tourism from the point of view of practice and values.	[Gossling S., Garrod B., Aall C. et al., 2011]
Sustainable tourism vs sustainable mobility	The effect of transport communication and the mobility of tourists in terms of the high specific importance of this component in ensuring the overall sustainability of the development of tourist systems	[Hoyer K. G., 2000]
Virtuous periphery syndrome	The effect of changing the balance of power and capabilities in the "center-periphery" relationship, due to the emergence of new, sometimes paradoxical, aspects of power and capabilities from the tourist periphery.	[Shakeela A., Weaver D., 2012]
Excessive infrastructure	The tendency to create infrastructure of excessive scale	[Илькевич С. В., Сахарчук Е. С., 2014]
Choice confusion	As the number of offers increases, some unproductive stage occurs, when further expansion of the choice leads to such negative consequences as the consumer's refusal of the choice in connection with the impossibility to make a decision and increased irritability	[Park J.-Y., Jang S., 2013]
Upgrade and downgrade customization	The cost of the tour, obtained with descending customization (when the tourist service provider offers a product to the tourist in the maximum equipment, and he refuses the unnecessary components), turns out to be higher than the cost of the tour with ascending customization, and consumers focused on the maximum quality of services are more prone to choice descending customization of the tour	[Jin L., He Y., Song H., 2012]

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