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 is expected 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 tourist 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 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 lose nor change, neither ecosystem nor 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 a "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 model 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 characteristics of specific sustainable tourism are useful for demonstration of a powerful arsenal that can be in-volved 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 re-ceived 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 related to managing practices in different industries and different geographic areas in this journal. Tourism Management Journal focus on management issues exclusively in the tourism sector. These two publications contain about half of the proceedings relating to sustainable tourism management.

Table 1

<table>
<thead>
<tr>
<th>Management Paradigm</th>
<th>Researchers’ Focus</th>
<th>Publication</th>
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<tbody>
<tr>
<td>General economic aspects of sustainable tourism (economic growth, employment in the industry, external effects), aspects of socio-cultural and ecosystem stability</td>
<td>Ethical imperative. Rigid opposition of mass and alternative tourism.</td>
<td>[Mitlin D., 1992]</td>
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<tr>
<td>Sustainability of tourism development of the tourism industry: very weak, strong, very strong.</td>
<td>Sustainability of tourism development.</td>
<td>[May V., 1991]</td>
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<tr>
<td>Resilience in terms of correlating anthropocentrism and utility, on the one hand, and ecocentrism and anti-globalism, on the other.</td>
<td>Radical interpretations: from anthropocentrism and utility to bio-, eco- and cultural centism, zero economic growth</td>
<td>[Turner R. K, Pearce D. and Butman I., 1994]</td>
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<tr>
<td>Transition to the stability paradigm: flexible understanding</td>
<td>The potential for successful integration of “sustainability” concept and tourism products.</td>
<td>[Flux C., 1997]</td>
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<td></td>
<td>Potential of sustainable tourism in places of mass tourism.</td>
<td>[Hussain S. S., 2000; Brett Etchell J.B., Crouch G. L. 2003]</td>
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<td></td>
<td>General understanding of the sustainability principles long-term relationship with the competitiveness of a destination, the beginning of determines systematization of sustainability in tourism.</td>
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<td></td>
<td>Recognition of the irreversibility of mass tourism and a divorce from the principle of alternativeness.</td>
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<td></td>
<td>Criteria and indicators of sustainable tourism. Development of a sustainable tourism policy</td>
<td>[Indicators, 2004]</td>
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<td></td>
<td>From 2013 to the present day</td>
<td>[Beaumont N., Dudge D., 2010]</td>
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Sustainable tourism is part of values and business models creation, not just regulation of the tourism sector.

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

Fig. 1 Topical areas correlation related to tourism
The evolution of research trends in the field of sustainable tourism development problems

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 major scientific and methodological sources are presented in Table 1–3. According to the table 1, the research initially focused on ethical issues, educational issues and was possible alternatives to mass tourism. Gradually, the sustainable tourism management issues became primary.

Interconnection of sustainable 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 im-plies the existence of long-term competitive advantages, innovations, multiplicative effects, the uniqueness of the tourist offer, the innovative and effective regional recreation from the viewpoint of tourism consumers. It is only in recent times, the need for greater stability of development, the best varie-ty of tourist types, in-tra-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-

Outcome systematization of sustainable tourism development

Well-structured and representative classification of multiple- catalytic and synergistic outcomes of the international recreational-tourist cluster was developed by Z.I. Sozueva [2009]. The fullness of the business environment development (self-organization and adaptation), operational synergy, investment network, synergy 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 Table 3. 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 significant 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.
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, local governments, and the sphere of tourism, the pro-visions 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 perspective. [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 need 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 declaration [Dorec, 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 culture through improving the development of recreation and tourism infrastructure; creation of additional workplaces; the solution of a number of important social problems relates 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 is presented only on the one hand, and the criteria of the Global Council for Sustainable Development and the criteria for the assessment of sustainable tourism 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 auto tourists. In this case, therefore, 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 touristic 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 re-moved 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 flows that would point to single objects of cultural and historical value, in those places where infrastructure is only beginning to develop and there are no permanent tourist flows. The value of a predictive cultural-touristological approach is in the development of the poor tourism infrastructure as a system-forming basis for the development of a concomitantly developing model of tourist territory – the development of sustainable tourism [Smirnova I. G., 2018].

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 the consumer refuses the unnecessary components), turns out to be higher than the cost of the tour with ascending customization, and consumers focused with the impossibility to make a decision and increased irritability of choice confusion. As the number of offers increases, some unproductive stage occurs, when further expansion of the artificial motivation for forming client flows into tourist areas is sometimes called “armour industry. Намагаются пресечь нозавтра социальную стабильность. The beginning of this was the process of the creation of the International Exhibition of Russian Tourism (Russian Federation and CIS) CRCF of the Ministry of Culture and Mass Media, which developed and combined the stage of business design, optimization of individual business processes within the framework of qualified service management services (PSM) [Brand-On Jones A., Lewis R. et al., 2016], taking into account the specifics of tourism and hospitality.

### Table 4

<table>
<thead>
<tr>
<th>Effect/Outcome</th>
<th>Prospects for studying sustainable tourism management issues</th>
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<tr>
<td>Structural holiness</td>
<td>A special kind of loss in certain cases that was withdrawn at an earlier stage in the cost creation chain and initially did not reach the destination</td>
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<td>Enlightened mass tourism</td>
<td>Paradox: “mass tourism – alternative forms of tourism – enlightened mass tourism” on the principle of “all tourism activities are operations”</td>
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<td>Reducing tourism’s footprint</td>
<td>Witty analogy with the ecological footprint, emphasizing the importance of sustainability in creating and developing a tourist route from the point of view of nature and natural environments</td>
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<tr>
<td>Sustainable tourism vs sustainable mobility</td>
<td>The effect of transport communication and the mobility of tourists in terms of the high-speed significance of this component in ensuring the overall development of the sustainable tourism system</td>
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<tr>
<td>Vitruvian periphery syndrome</td>
<td>The effect of changing the balance of power and capacities in the “center-periphery” relationship, the emergence of new, sometimes paradoxical, aspects of power and capacities from the tourist periphery</td>
</tr>
<tr>
<td>Excessive infrastructure</td>
<td>The tendency to create inefficiencies of excessive scale</td>
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<tr>
<td>Choice confusion</td>
<td>As the number of offers increases, some unproductive stage occurs, when further expansion of the artificial motivation for forming client flows into tourist areas is sometimes called “armour industry. Намагаются пресечь нозавтра социальную стабильность. The beginning of this was the process of the creation of the International Exhibition of Russian Tourism (Russian Federation and CIS) CRCF of the Ministry of Culture and Mass Media, which developed and combined the stage of business design, optimization of individual business processes within the framework of qualified service management services (PSM) [Brand-On Jones A., Lewis R. et al., 2016], taking into account the specifics of tourism and hospitality.</td>
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<td>Upgrade and downslope customization</td>
<td>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 the consumer refuses the unnecessary components), turns out to be higher than the cost of the tour with ascending customization, and consumers focused with the impossibility to make a decision and increased irritability of choice confusion. As the number of offers increases, some unproductive stage occurs, when further expansion of the artificial motivation for forming client flows into tourist areas is sometimes called “armour industry. Намагаются пресечь нозавтра социальную стабильность. The beginning of this was the process of the creation of the International Exhibition of Russian Tourism (Russian Federation and CIS) CRCF of the Ministry of Culture and Mass Media, which developed and combined the stage of business design, optimization of individual business processes within the framework of qualified service management services (PSM) [Brand-On Jones A., Lewis R. et al., 2016], taking into account the specifics of tourism and hospitality.</td>
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### PROSPECTS FOR STUDYING SUSTAINABLE TOURISM MANAGEMENT ISSUES

Systematization (see Table 4) demonstrates the need for a comprehensive and focused under-standing of sustainable tourism management as an extensive area of knowledge, skills related to the management of all varied economic, social-cultural and ecosystem interrelationships, impacts and e-fects of tourism development. As the effects of sustainable tourism management, in principle, 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 analyst, 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 refinements and operationalization for others. Ex-isting concepts and experience provide the basis for finding specific tools and solutions to the applied tasks of sustainable tourism in the conditions of the system and 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 sustainable tourism development. 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 develop-opment of companies, coop-eration 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 accord- ing to goals and indicators of sustainable development. Incorporation of sustainable tourism indicators into industry statistics. Eco-Certification (certification for sus-tainable development), which in many ways solves the problem of unwillingness of con-sumers to pay for more due to the absence of corresponding systematic requirements.
- The dissemination of best international practices and development of the consultation, the dissemination of knowl-edge of the real tourism industry. Намагаются пресечь нозавтра социальную стабильность. The beginning of this was the process of the creation of the International Exhibition of Russian Tourism (Russian Federation and CIS) CRCF of the Ministry of Culture and Mass Media, which developed and combined the stage of business design, optimization of individual business processes within the framework of qualified service management services (PSM) [Brand-On Jones A., Lewis R. et al., 2016], taking into account the specifics of tourism and hospitality.

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