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 level of operationalization and instrumentalization in the context of tourism 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 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. micro-economic 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 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 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 characteristic phe-nomena of 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 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 publi-ca-tion 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 jour-nal. 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

| Management Paradigm                  | Researchers’ Focus            | Publication         |
|--------------------------------------|------------------------------|---------------------|
| General economic aspects of...       | Ethical imperative.           | Mitlin D., 1992     |
| Sustainable tourism development...   | Rigid opposition of mass and...| May V., 1991        |
| Sustainability of tourism industry:  | Very weak, strong, very stable.| Turner R., Pearce D.|
| Radical interpretations:             | zero economic growth         | Butman I., 1994     |
| Transition to the stability paradigm | flexible understanding       |                    |
| The potential for successful integra-tion and eco-cultural centrum |                    |
| of “sustainability” concept and tourism products. |                    |
| Convergence of mass and sustainable tourism |                    |
| Development of a sustainable tourism policy |                    |
| Sustainable tourism combining models. |                    |
| Convergence of mass and sustainable tourism. |                    |
| "Enlightened tourism." Criteria and indicators of sustainable tourism. |                    |
| Development of a sustainable tourism policy |                    |
| From 2013 to the present day         |                              |                    |

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 main literary sources are presented in Table 1. According to the table, the research initially focused on ethical issues, educational issues and possible alternatives to mass tourism. Gradually, the sustainable tourism management issues became primary.

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 given in the table. 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 sus-tainability 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 environment, and additional motivation for solvent consumers. It is only in recent times, the need for greater stability of development, the best varie-ty of tourism types, in-tra-industry and inter-industry synergy, consulting, professional-ization of personnel, value systems of corporate and regional(inclusive) identity, 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 outcome
come is expressed and the less negative outcome aspects from the standpoint of sustainable tourism, the more favorable its im-pact on competitiveness.

Outcomes systemization of sustainable tourism development

Well-structured and representative classification of multiplicative and synergetic outcomes of the residential recreational-tour-ist cluster was developed by Z. I. Sozueva [2009]. The fullness of the business environment development (self-organization and adaptation), operational synergy, investment synergies, 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 outcomes 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, 3. The effects are divided into basic, generally recognized, relevant to the sustaining 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 2. The Main Problems of Sustainable Tourism

| Macro- and meso-level | Micro-level | Institutional | Social, cultural and environmental outcomes |
|-----------------------|------------|--------------|---------------------------------------------|
| • multiplicative effect; | • satisfaction of consumers; | • stakeholders’ analysis; | • estimated capacity of the resource; |
| • loss due to imperfection of the structure; | • joint production and | • investment policy; | • resource efficiency; |
| • harmonious development of all sectors of the tourist sector; | • foreign investments; | • administrative burdens; | • payment for resources; |
| • development of related sectors; | • reputation effects; | • Corporate Social Responsibility; | • Social tourism; |
| • expert and import of the region in which the tourist destination is located; | • purposeful construction of the attractive-nest of the tourist region; | • Audit of destination; | • volunteer services; |
| • the number of employees in the tourism sector; | • providing competitiveness and synergy | • good public relations; | • local communities; |
| • regional inflation; | • positive externalities; | • property rights protection; | • affordable tourism; |
| • the development of tourism in peripheral hard-to-reach, deprivate-s and rural areas; | • commissions and committees on sustainable tourism in councils on | • fair trade; | • social justice; |
| • monitoring and indica-tors of sustainability; | • tourism development and tourism development of clusters; | • differentiation of local res-di-lents | • fair trade; |
| • distribution and providing infrastructure; | • tourism development of regional tourism; | in-income; | • cultural contexts; |
| • regional development; | • commissions and committees on tourism development and tourism | • cultural heritage protection; | • cultural contexts; |
| • green economy; | • development of regional tourism; | • cultural appropriation; | • cultural contexts; |
| • smoothing of seasonality | • development of tourism in regions and municipalities; | • cultural tourism; | • cultural tourism; |
| | • development of tourism in municipalities; | • tourism and nature; | • cultural heritage; |
| | • development of tourism in rural areas; | • development of tourism; | • tourism and nature; |
| | • development of tourism in rural areas; | • development of tourism; | • tourism and nature; |
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| | • development of tourism in rural areas; | • development of tourism; | • tourism and nature; |

Table 3. The main effects in the sustainable tourism management

| Effect/Outcome | Nature, mechanism of action, consequences of the effect | Literature |
|----------------|------------------------------------------------------|------------|
| • spell-over | • Concentrate and indirect effects of the tourism industry development, mainly within the cluster, including the effects of concentric development of tourist destinations | [Ma T., Hong T., Zhang H., 2015] |
| • Stochastic approaches | • Effects of interaction between stakeholders from the perspective of tourism development and tourism development at the city level | [Roed E. T., Byrd E. T., 2007] |
| • Economic-chains effect | • Identifying oneself primarily as a subject of the natural environment, a transformation of political and social agents 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 environment, and additional motivation for solvent consumers. It is only in recent times, the need for greater stability of development, the best varie-ty of tourism types, in-tra-industry and inter-industry synergy, consulting, professional-ization of personnel, value systems of corporate and regional(inclusive) identity, 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 outcome come is expressed and the less negative outcome aspects from the standpoint of sustainable tourism, the more favorable its impact on competitiveness. |
| • Destination interdependencies: substitution vs synergies | • The comparative effect of competition and mutual complementation of destinations in international tourism, including in the context of complex structures. | [Braun Richard J., Crush G. L., 2003] |
| • Infrastructural integration and multipurpose use | • For example, the non-profit organization Tourism in the United Kingdom (sustainable transport) is engaged in projects for the integration of suburban cycle and walking trails and urban transport, combined: multi-mode system. | [Combining, 2018] |
| • Co-creation | • The creation and consumption of tourist services are increasingly linked, the consumer becomes a partner in the producers service process. | [Hall M., Williams A., 2008] |
| • Cultural integrity vs Social change (social progress) | • The tourism involvement degree in the joint creation of tourist prod-ucts positively affects satisfaction, loyalty and the amount of expenses. | [Klaus Semmelmann, Stehling, Sauer R. E., 2012] |
| • Expatriation | • The consumer is willing to exchange for the environmental friendliness of tourism products, if he is better informed about the quality and perceives the product as more valuable to himself in terms of life quality. | [Lee I.-S., Han L.-T., Hsu H.-Y. et. al., 2010] |
| • Path plasticity | • There are more options for developing tourism systems based on the same resources. | [Rathlevsky, Thorhuls B., 2013] |
| • Cultural change vs Social change (social progress) | • 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 Growth" and "Ecological Footprint". | [Liu Z., 2003] |
| • Tourism demand vs Tourism supply | • The effect of growing interest on the part of tourists and in the subsequent tourist reality links to the tourist demand for the tourist service. | [Rathlevsky, Thorhuls B., 2013] |
| • Competitive advantage | • The comparative effect of competition and mutual complementation of destinations in international tourism, including in the context of complex structures. | [Combining, 2018] |
| • Economic-chains effect | • The comparative effect of competition and mutual complementation of destinations in international tourism, including in the context of complex structures. | [Combining, 2018] |
| • Cultural change vs Social change (social progress) | • The effect of the optimal balance between preserving cultural identity | [Hunter C., Shaw J., 2007] |
| • Cultural change vs Social change (social progress) | • 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 Growth” and “Ecological Footprint”. | [Okazaki E., 2008] |
| • Economic-chains effect | • The comparative effect of competition and mutual complementation of destinations in international tourism, including in the context of complex structures. | [Combining, 2018] |
| • Cultural change vs Social change (social progress) | • 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 Growth” and “Ecological Footprint”. | [Okazaki E., 2008] |
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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 in the sphere of tourism, the pro-vision 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., Feduchkova S.G., 2016; Jura S.E., Smirov I.G., 2018]. Nevertheless, there are still systemic issues of sustainable tourism development in Russia, which reflect the external and systemic 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 Insular and Incoming Tourism in the Russian Federation (2011–2015)” 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 [Docree, 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 tourism 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 attaining to cultural values, as well as patriotic education of the younger generation of the country” [1]. A detailed comparison of the provisions and indicators contained in the FPP, 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 for co-financing and etc are analyzed more often in the domestic literature.

**Issue 2.** As the number of offers increases, some unproductive stage occurs, when further expansion of the audience of tourists becomes less profitable. The so-called “Virtuous periphery syndrome” The effect of changing the balance of power and capabilities in the “center-periphery” relationship, which is a result of territorial development and territorial interaction导致s to the emergence of new, sometimes paradoxical, aspects of power and capabilities from the perspective of territorial interaction. The value of a productive 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 territorial development – on the example of the autonomous large cities of Russia [Mitin I.I., 2012] and the development of tourism in Russia are now mainly 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 tourism infrastructure. The current trends in 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 attaining to cultural values, as well as patriotic education of the younger generation of the country [1]. A detailed comparison of the provisions and indicators contained in the FPP, 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 for co-financing and etc are analyzed more often in the domestic literature.

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**Issue 4.** The purposeful modeling of the attraction sites for activating flows to the regions of Russia is sometimes called “artificial motivation” [Agaminova E.V., Agaminova E.V., 2015]. The development of the 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 region. The problem of activating flows to the regions of Russia is sometimes called “artificial motivation” [Agaminova E.V., Agaminova E.V., 2015]. The development of the 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 region.

The development 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 underes-timated [Fjirr, V.A., 2016]. The first art-clusters appeared in 2005–2010. The most vivid and significant example is the “Krasny Oktyabr” movie studio. 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. The development of tourism is at the intersection stage and now it develops in the hotel business. At the same time, consulting is a very important factor in ensuring the long-term sustainable development of the 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 the analysts, researchers, media-tors and managers, the more substantive consideration of management problems. The more knowledgeable about the ecological, social, and economic interrelationships, impacts and effects of tourism the more or less understandable.

**Table 4.** Additional Effects Systematization in the sustainable tourism management

| Effect/Outcome | The impact of tourism in tourism destinations on the state and society |
|----------------|-------------------------------------------------------------------|
| Structural shock | A special kind of loss in the last years that was not addressed at an earlier stage in the cost creation chain and initially did not reach the destination |
| Enlightened tourism | Paradox “mass tourism – alternative forms of tourism – enlightened mass tourism” on the principle of “the role of amateurs – tourists” |
| Reducing tourism’s carbon footprint | The role of tourism in reducing carbon footprint and combating climate change |
| Sustainable tourism vs sustainable mobility | The effect of transport communication and mobility of tourists in terms of the high-specific impact of the component in ensuring the overall development of the tourism system |
| Virtuous periphery syndrome | The effect of the change in the balance of power and capabilities in the “periphery-center” relationship, the emergence of new, sometimes paradoxical, aspects of power and capabilities from the perspective of territorial interaction |
| Excessive infrastructure | The tendency to create excessive infrastructure in the region |
| Niche/Cluster development | The specialization of the tourism industry on specific segments of the market |
| Choice confusion | As the number of offers increases, some unproductive stage occurs, when further expansion of the audience of tourists becomes less profitable |
| Platform development | The formation of a tourist platform to attract tourists to the region |
| Uproar and downslope customization | The cost of the tour, obtained with downsizing customization (the tour provider offers a package to the tourist in the maximum level, and/or the release the unnecessary components), the very small number of tourists is a cost of the tour with downsizing customization, and customization focused on the maximum quality of services are more prone to choose downwards customization of the tour |

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