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EFFICIENCY AND COMPETITIVENESS OF THE INTEGRATED LOGISTIC CHAINS IN TOURISM INDUSTRY

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Abstract

Nowadays, an increase in the competitiveness and fierce business competition among the tourist enterprises represents an actual problem that requires the usage of findings of modern management, including those in the field of logistics, for its immediate solution. The logistical instruments allow us to find new ways of increasing the efficiency and of using the resources potential for achieving higher competitiveness among the participants of the integrated logistical chains. The purpose of creation of the logistical integrated systems of tourist service is to provide association of functional areas of logistics by coordination the actions which are carried out by independent links of system of tourist services, dividing the general responsibility within the limits of criterion function of management by reserves of efficiency and of the elements of the system. Our paper analysis the present problem and offers mechanisms for integration of logistical processes in chains in order to design and provide efficient tourism services as well as to increase their quality and the management of these services by the tourist operators on the market.

Keywords: tourism, logistics, modern management, competitiveness, efficiency

JEL Classification: L83, M11, O10, R10

Introduction

The purpose our paper is to describe the development of indicators that allow to find ways of increasing the efficiency of functioning of the integrated logistic chains in tourism. Increasing of competitive advantages and competitiveness of the tourist enterprises represents an actual problem of construction of an effective control system from logistics positions (Cooper et al., 1997; Sigala 2014).

The logistic approach demands formation of the theory, methodology, methods, toolkit, algorithms and models of the description of objects and subjects of management and also modern technologies of acceptance of organizational and administrative decisions directed on optimization of management by streams of different level in sphere of tourism (Lee and Fernando, 2015).

Now, the majority of authors and researchers contemplate a problem of maintenance of

competitiveness of the enterprise from the point of view of the marketing approach, thinking that it is defined by competitiveness of production made by them or rendered service (Strielkowski, 2012; Chiabai et al., 2014; Halkiv and Kulyniak, 2016; Puciato, 2016; or Mitsche and Strielkowski, 2016).

In this case the consideration of competitiveness of the tourist enterprise through a prism of competitiveness of service can be apprehended as the approach realized only on the operating plan or, an extreme case, tactical level of management which assume acceptance of the administrative decisions, allowing to localize an adverse situation and to minimize possible losses.

Logistic chains in tourism

Dominating activity on giving of services in tourism and direct contact of the producer and the consumer create preconditions of creation of the integrated logistical chains in tourism. With regard to the above, the use of ICT becomes very important (Abrahám and Wang, 2017).

The absence of material measurement of tourist services is a consequence of that the distribution logistics basically is presented by information moving to time and space. Logistic electronic channels will play the increasing role in effective functioning of the integrated logistic chains (Dima et al., 2014). Chains of values include five basic areas which have potential of growth of efficiency of logistic chains in logistics

1. Formation and using key competence that allows achieving more effective combination of resources;
2. Preservation of stable key competence in long-term strategic prospect;
3. Possibility of clients to take benefit for themselves, readiness to pay additional services;
4. Logistic communications between the enterprises in a logistic chain;
5. Communication with suppliers and consumers.

As criteria of an estimation of efficiency integrated logistic chains in tourism the following ones can be used:

- The general logistic costs;
- Quality of logistic service;
- Duration of logistic cycles;

In this paper, we make the analysis of modern approaches to management of logistic chains in tourism and we offer system of indicators for an efficiency estimation integrated logistic chains in tourism which will allow to develop actions directed on increasing of the satisfactions of clients, and as consequence increasing of efficiency of tourist sector.

The decision of questions of increasing of efficiency of functioning of the integrated logistical chains of tourist service can become a basis of the target program of development of tourism in the Rostov region which urged to co-ordinate interests of all co-operating elements of tourist system taking into account resource possibilities of region. And it will provide conditions for the maximum satisfaction of requirements of tourists. It is known that there is a great amount of cultural and natural sights and other different tourist objects in Rostov region. According to the

Rosstat, they are: 65 museums, 8 theatres, a big circus, a zoo, 543 architectural monuments, 57 archeological monuments, 18 monuments of monumental art of federal importance, national park, natural reserve and more than 70 natural monuments. Some outstanding and famous people were there such as Suvorov, M. Sholohov, A. Popov, m. Gorkii, V. Mayakovskii and many others. Besides the cultural – educational tourism there is an ecological tourism which becomes very popular as there are plenty of nature's monuments. These are our potential that can be developed due to the effective interaction of the integrated logistic chains.

Logistics is a universal science which is used in various spheres of economic life of a society. Researches were made in the field of logistics by such scientists as B.A.Anikin, D.D.Bauersoks, A.M Gadzhinsky, D.Kloss, V.S.Lukinsky, M.Porter, T.A.Prokofiev, I.O.Protsenko, O.D.Protsenko, N.N.Semenov, V.I.Sergeev, A.A.Smehov, L.A.Sosunova, V.N.Stakhanov, V.I.Stepanov, D.Stok, V.V.Shcherbakov and others.

Such scientists worked on perfection of methodology of an estimation of efficiency integrated logistic chains as A.P.Dolgov, D.A.Ivanov, L.B.Mirotin, S.A.Uvarov and others. With reference to tourist sector methodology of use of logistics and an estimation of efficiency of logistic chains was developed by such scientists as A.U.Aleksandrova, I.T.Balabanova, V.C.Bogolubova, A.G.Granberg, V.S.Senin.

However, modern specificity of logistic integrated chains in tourism has found only partial reflexion in approaches and methods of the specified researchers which demanded to concentrate on system developing of indicators of an estimation of efficiency of functioning of the given chains, for the purpose of increasing of satisfaction of clients and efficiency of tourist sector.

At the same time, there are very few studies on conceptual questions of the organization and designing of logistical systems of tourist service with the account of logistical potential of resource base of regional tourism that defines relevance of the present research.

Tourism logistics

Before considering of logistical potential of resource base of regional tourism, it is necessary to stop on such concept, as “tourism logistics”, representing one of modern scientifically-practical directions. In tourism logistics, it is studied the logistical features of tourist branch, besides it is considered the possibilities and preconditions of application of logistical principles in its organization and formation of effective management, including by means of introduction of model of state-private partnership, and also the organization of effective operative control in particular.

Necessity and expediency of using of logistical principles and receptions for tourist service is caused by possibility of raising considerably of profitability of tourist business by reduction of expenses and increasing of level of logistical coordination of all operations of tourist service. The logistical approach allows to solve problems of a sustainable development of tourism, safety and restoration of recreational-tourist resources.

If we take into consideration the logistics of travel agency it can be considered as one of mechanisms of maintenance of effective management in tourism. The modern and innovatively focused travel agency accepts logistics as the effective approach to management of tourist, material, information and financial streams for the purpose of reduction of expenses by manufacture and realization of a tourist product. Result such logistics process tourist activity is formation of optimum volume of the tourist's packages that perform during certain time with the corresponding coordination of orders and transport.

The successful organization of logistics of tourist service is based on use of such important

means as:

- Perfection of control systems by organization activity as a whole;
- Production reorganization;
- Application of new effective management methods which could provide optimization of means of achievement of necessary goals.

Speaking about the organization of logistics of tourist service it is necessary to stop on such question, as logistical potential of resource base of tourism in the region, a connected number of the interconnected components.

First of all, it is a question of level of attendance of region (a tourist flow) which excess leads to the harmful ecological or other consequences which are growing out of actions of tourists or a consequence of functioning of the serving infrastructure.

Further it is necessary to consider that the certain volume of a tourist flow following in region, can entail negative consequences for local population that whereupon will lead to deterioration of relations with tourists.

The next important thing is a level of the tourist flow, which in case of exceeding makes destructive impact on not renewed resources.

In all resulted cases, the logistical potential limits limiting indicators of a tourist flow in recreational-tourist resources of region. During its first phase, it is defined the existing degree of using of all kinds of recreational-resource potential of region. For this purpose, it is necessary to consider the total number of consumers of recreational resources of region and objects of a tourist infrastructure, and also a standard indicator of using it on one person. Comparison of the received indicator with actual resource base will allow to define a parity between them. At detection of insufficient resource base for an existing tourist flow in the given region there is a necessity of additional capital investments for development of resource potential of region or acceptance of measures on restraint of a tourist stream.

The second phase of the analysis consists in research of possibilities of development of tourism in region. At first it is necessary to make the forecast of indicators of increase in a tourist flow in region. Thus, it is necessary to consider that the additional investments necessary for conformity of actual and necessary potentials, are already executed. The following stage of the second phase of the analysis represents calculations of necessary additional expenses for satisfaction of requirements of a prospective tourist stream at this or that level from a recreational-tourist resource.

Thereupon, there is the approach with use of quantity indicators of recreational-tourist resources which underlies economic methods of definition of logistical potential of corresponding resources. The logistical estimation of a tourist resource, including, object of a cultural heritage, should be based on its quantitative characteristics. The last, in turn, should be connected with kinds of tourist activity which generate the given resource, and his environment.

For example, when the earth is concerned, a land represents its tourist resource that is undoubtedly important for mountains environment. The given concrete resource - mountains generates variety of tourist activity, among which mountaineering, rock-climbing, ecological tourism and so forth. In turn the water environment with such resource, "river-lake-sea-channel", generates various kinds of boating such, as cruise, yachting, scuba diving, diving, descent on rafts, swimming by boats, fishery and so forth. For the generalized economic and logistical estimations it is accepted to use two parameters:

- Potential capacity (potential) of a tourist resource - its maximum value defined for the concrete period of time without restrictions in consumption;
- The consumer capacity of a resource representing actual value of volume of a resource, accessible to consumption during the concrete period of time, taking into account restrictions of consumption, seasonal prevalence, transport availability, etc.).

Conclusions

One can see that in some cases, the logistical potential of recreational-tourist resources can be defined through an indicator of economic productivity of resources, and also with use of dynamic model of the concept of innovations.

Thence, knowing the resource area, having defined its productivity and having established rational average norm of consumption of a resource counting on one tourist, it is possible to calculate the greatest possible admissible flow of tourists on this resource, that is to find its logistical potential.

Furthermore, it is necessary to designate such important direction as formation of information model of logistical system of tourist service (LSTS) that provides a certain operations procedure:

- Research of features of functioning of separate structural divisions from positions of their influence on separate aspects of logistic process in tourist service;
- Formation of system of the rights, duties and a measure of responsibility of heads of the structural divisions defined as logistical information centres LSTS;
- Working out and finishing to logistical information centres LSTS of planned (standard) tasks in the form of current or capital budgets;
- Maintenance of control of performance of the established tasks with logistical information centres LSTS by reception of the corresponding information (reports), its analysis and an establishment of the reasons of deviations;

Information system should provide with the necessary information not only the administrative personnel of administration of territory, but also first of all interests of a wide range of external users.

Subjects of sphere of tourism both on macro and at micro logistic levels demand deeper analysis of actions (operations) with the basic flows - tourist and service ones for the purpose of the account of expenses of resources on performance of these actions directed on effective and rational management by operations on a basis of "seven rules» logistics and creation of conditions for realization of competitive advantages of business that (table) allows to name their logistical ones. It is necessary to notice that each tourist enterprise independently develops own logistical strategy of servicing.

At the same time, all tourist enterprises that very often operate approximately equally. Therefore, it is necessary to consider a definition of logistical potential of concrete region in order to establish the right approach to the tourism supply chains and their implementation.

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