Methods project management in the field of tourism and recreation

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Abstract. The purpose of the proposed article is a theoretical study of project management methods in the field of tourism and recreation, which justify the need for a modern tourist enterprise to direct efforts to the development or improvement of new products or services. The methodology is based on scientific and special research methods. Methods of analysis, synthesis, systematization, classification, generalization of economic and methodical literature, scientific publications were used. Horizontal analysis, vertical analysis, trend analysis, comparative analysis, analysis of relative indicators were also used. Scientific novelty. The study of the features of various approaches to project management in the field of tourism and recreation necessitated a thorough analysis of their advantages and disadvantages. The author considered key problems in management processes and identified ways to overcome them during the implementation of tourism activities by business entities. Conclusions. The article solves important problems of the tourism sphere through the effective management of projects in tourism and recreation, the appropriate choice of price and marketing policy strategies, ensuring the quality of tourism and recreation services. Based on the analysis of the considered projects in the field of tourism and recreation, we emphasize that the effectiveness of the design process depends on productive management; coordinated activity of project participants; peculiarities of national culture, resources, market conditions; strategies for the sustainable development of tourism in a specific region. Project management in the field of tourism and recreation needs to take into account the peculiarities of tourist services, which consist in the instability of demand, changes in quality and storage conditions, and correctly chosen methods of project management create opportunities for increasing the competitiveness of the destination. It has been proven that the effectiveness of project management in the field of tourism and recreation largely depends on...
1 Introduction

In the context of globalization and due to intense competition in the international tourism market, the importance of close cooperation between the state and business in marketing and advertising activities in the direction of promoting the country's tourism product is increasing. This, of course, requires significant financial costs, but in the end, the partnership will pool financial resources and bring significant income. The areas of cooperation are mainly the development of tourism products, the development of tourism infrastructure, education and training for the tourism sector, which can be implemented in relevant projects.

To date, the development of the tourism industry is characterized by project-oriented areas and is determined by the need to rework the direction of project management at the state level. In Ukraine, there is an important scientific and practical problem of developing an effective centralized project management system, in particular, the disclosure and justification of the systemic foundations for managing projects in the field of tourism and recreation. The effectiveness of these projects depends on their thoughtful management, and the projects themselves are not yet fully equipped with methodological developments, which does not always provide a result.

In addition, in the context of Ukraine’s European integration, the implementation of international project management standards under Ukrainian realities in various fields is underway. Moreover, at the present stage of development of Ukrainian tourism enterprises in the conditions of war, pandemic, unstable economy and economic crisis, the issue of further strategic development becomes relevant. This determines the priority of the formation of a motivational mechanism for managing projects in the field of tourism and recreation. We emphasize that at present there are significant risks in organizing the activities of tourism enterprises, which form the advantages and disadvantages of the strategic management of tourism and recreation enterprises. Of course, under such conditions, the influence of various factors on the strategic management of tourism enterprises becomes a regularity and gradually slows down the process of forming a motivational mechanism for project management [2, p. 126–127].

Note that this style of management is based on the exact observance of time, material support and labor resources. In this context, a theoretical study of project management methods in the field of tourism and recreation is an urgent scientific problem, since it requires studying the improvement of management in the context of timing restrictions, the disappearance of financial stability, and optimization of the use of material and technical resources. That is why, it is extremely relevant today to conduct a practical study of the development and justification of projects based on tourism enterprises, as well as the improvement of the project management system in order to increase their efficiency.

The relevance of the study is also enhanced by the fact that today it is important for Ukraine to cooperate with European countries and use their experience in managing various projects in the field of tourism and recreation. This will be a guarantee of future success in the development of the tourism and recreation complex and will become an auxiliary factor in the development of a strategy in the field of tourism and recreation in Ukraine. At the same time, we emphasize that the inclusion of Ukraine in various structures of the European Union requires our state to develop and improve relations between the center and the regions. This should comply with the standards of regional policy and promote the
2 Materials and Methods

During the preparation and writing of the article, both scientific and special research methods were used. Since the task was to substantiate the concept of “project” from them and give it a general description, the methods of analysis, synthesis, systematization, classification, generalization of economic and methodological literature, scientific publications were used. The methods used also made it possible to substantiate and explore approaches to project management at a tourism enterprise and evaluate the possibilities and feasibility of their implementation. In the course of performing calculations of the financial and economic state and efficiency of project activities, horizontal analysis, vertical analysis, trend analysis, comparative analysis, and analysis of relative indicators were used. Taxonomic analysis was used to analyze the product range of the enterprise.

3 Results and Discussion

Project activity is typical for all spheres of functioning of the economic space. Marketing is characterized by relevant research projects and promotions, technology projects are developed in the design departments, and sales network improvement projects are formed in sales. In production, attention is always focused on the production of quality products, predictability and repeatability of actions, and managers are engaged in the standardization and rationalization of production processes. After enterprises join the market, complex projects for their restructuring and restructuring are developed. At the same time, the process of project management in the field of tourism and recreation focuses on tourist flows and begins with the study of all solutions.

An important way to improve the management process in the field of tourism and recreation is the sequence of its development, when each action must perform a specific task that leads to the achievement of the project goal. It is this goal that is the driving force of the project, and all the efforts made to plan and implement it are aimed at achieving it.

For example, there may be the development of a production plan, which consists in searching for an idea, determining the characteristics of the project, which consists in substantiating this particular innovative tour, developing a project program, calculating its cost, developing an advertising project and, as a result, the actual implementation of a tourist product. Thus, a project management system is being formed in the field of tourism and recreation, which in fact is a set of processes, tools and methods of project management. It also includes the definition of requirements for the results of the project and its implementation; goal setting; requirements for the quality, timing and cost of project implementation; the ability to adjust plans in accordance with changes in the external or internal environment. As a result, we note that project management in the field of tourism and recreation is a methodology for organizing, planning, managing, coordinating human, financial and material and technical resources throughout the project cycle, aimed at effectively achieving goals by applying management methods and technologies to achieve certain draft results [9, p. 9-10].

European integration in the field of tourism is a relevant and important component of the entire complex of state policy in the field of tourism. The development of international tourism cooperation in combination with European integration processes in Ukraine leads to the formation of prerequisites for the activation of tourist complexes, the effective use of tourism resources, the formation of a cross-border infrastructure network, the development of tourism infrastructure nodes, the establishment of interregional tourist exchanges, the development of international tourist flows.
of the Ukrainian economy and culture. The activity of Ukraine in this direction is determined at the legislative level, in particular, by the Law of Ukraine “On Amending the Law of Ukraine “On Tourism No. 1282-IV (section VII, Article 35), as well as in accordance with the Decree of the President of Ukraine ensuring the implementation of state policy in the field of tourism”. Ukraine, through its own representation in the European Union, has applied for inclusion in the cooperation programs in the field of tourism, according to which the parties must develop cooperation between tourism organizations, explore new areas and opportunities for joint activities, conduct information support, train personnel [7, p. 614].

An important area of cooperation with the European Union in the field of tourism and recreation was Ukraine’s participation in the National TACIS Program. It was written to increase the possibilities of tourism infrastructure in the directions of international transport corridors, and the reconstruction of roads, the construction of tourism infrastructure and service facilities were determined by practical steps. In addition, a number of programs envisaged the expansion of cultural ties, the preservation of historical and cultural heritage, the simplification of border crossing, the development of transport and its infrastructure, border areas and tourism resources. It was with the active assistance of the European Union that a cross-border tourism project was implemented in Yaremche called “Development of cross-border tourism and networks in Ivano-Frankivsk (Ukraine) and Maramuresi (Romania)”, which encouraged the creation of an Ecotourism Center in Yaremche. The second project “Velostrana” within the framework of the cross-border cooperation program “Romania-Moldova-Ukraine”, aimed at developing a network of walking and cycling routes in the region, and its partners are the Carpathian National Natural Park and the Romanian organization Asociatia PentuTurisim [5, p. 74-75].

Also important was the implementation of the FORZA project - a comprehensive tourism project in Transcarpathia of ecological, social and economic direction, within the framework of which, back in 2005, the Rakhiv tourist center and the Transcarpathian tourist route in the Rakhiv region were created, and the Transcarpathian tourist route was founded with a length of 80 km. Such projects are aimed at promoting eco-tourism in Ukraine, designed to emphasize respect for the preservation of natural, landscapes and historical and cultural features of the territory, to promote the active participation of local residents in rural or green tourism. The FORZA project also included the creation of new forms of cooperation in the field of tourism; new opportunities for tourism in the border areas and active marketing activities [3, p. 112-113].

Most Ukrainian-Polish projects in the field of tourism and recreation are being implemented in Lviv, Volyn, Zakarpattia, Ivano-Frankivsk, Rivne and Ternopil regions. The Lublin and Podkarpackie voivodships are responsible for most of the projects, the Ukrainian side is responsible for the implementation of 18 Polish-Ukrainian projects. In particular, the following tourism projects were implemented in the Program of Cross-border Cooperation “Poland-Belarus-Ukraine”: “Lyubashev-Yavorov: two potentials, a common chance”; “GeoKarpaty - creation of the Polish-Ukrainian tourist route”; “Underground city: development and promotion of tourism by creating a cross-border tourist route along the underground routes of Lviv, Rzeszow and Lublin”; “Yaroslav-Uzhgorod: a common initiative to improve the tourist attractiveness of historical partner cities”; “Polish-Ukrainian cooperation for the development of tourism in the border area” and others. It should be noted that the European Union finances the tourism project “Establishment of the International Ukrainian-Polish Association of Mountain Guides in the Carpathians”, implemented with the support of the Lviv Tourism Development Association [7, p. 616].

But there are objective obstacles to the implementation of projects in the field of tourism and recreation. In particular, we note that now the struggle among low-cost carriers, 070
is intensifying on the international market, horizontal and vertical cooperation between market participants is emerging, a certain delimitation of state power structures from the sale of a tourist product. As a result, there is a decentralization of public administration in the field of tourism, a decrease in funds allocated for the development of projects in the field of tourism and recreation. The state should systematically attract investments for the development of tourism infrastructure and introduce innovative technologies for tourism services. Within the framework of new projects, national tourism organizations, tourism clusters, and tourist information centers should be created. That is, in fact, a systematic approach to the management of innovative development involves a set of actions for the adoption and implementation of managerial decisions that should ensure the rational use and capacity building in order to ensure sustainable development. This approach is based on the presence of economic potential, but the external environment is not taken into account [1, p. 48].

Note that projects are curtailed as soon as the goal is realized and the tasks of the project are completed. Indeed, a project in the field of tourism and recreation always has a clear goal, the moment of completion, requires the efforts of specialists and is limited in time. Project management methods in the field of tourism and recreation make it possible to determine the purpose of the project and conduct its justification; draw up a schedule for the implementation of the project; identify the structure of the project and determine the optimal sources of funding; select project executors and discuss their financial incentives; plan and take into account the possible risks of project implementation. Project management methods in the field of tourism and recreation include: network planning and management, scheduling, logistics, standard planning, structural planning, resource planning, computer simulation and others. Rigid methods are used in conditions of strict project management, with reduced trust and increased responsibility of the customer and contractor. Flexible project management methods are based on the division of managerial labor, that is, through the distribution of specific managers at the head of individual departments [4, p. 127–128].

Choosing the right project management methodology is important in the sense that it determines how the team will work on the project. Here, one should take into account the features and complexity of the project, the availability of resources for its implementation and the chronological framework for its implementation. Of great importance in this context is the modeling of the management system, which is provided by appropriate structures and takes into account the available resources and project constraints. The implementation of the project management system consists in the preparation of one or more models at the stage of development and implementation of the ideas embedded in the project management model in the field of tourism and recreation.

As you know, the need to implement innovative development management projects in the field of tourism and recreation includes the innovative potential of the enterprise and the degree of its readiness for the innovative project management system. Implementation of project management for innovative development is a complex indicator that characterizes the ability of an enterprise to develop, generate, analyze, implement and implement innovative projects through the creation of a project management system. This happens in order to improve the efficiency of work, for example, of a tourist enterprise and the implementation of the tasks of its strategic development, and the definition of innovative potential will take into account the specifics of managing innovative projects. To improve the efficiency of using the potential of project management of innovative development, one should understand on the basis of what criteria it is evaluated. Of course, the current state of the economy, the destruction of scientific research and technological research, the decrease in intellectual potential, the irrational management of production capacities makes it necessary to determine the readiness of Ukrainian enterprises to implement innovative
projects. However, it should be noted that when assessing the level of innovation potential, all the factors involved in its formation should be taken into account, the result should be unambiguous and characterized by an acceptable level of accuracy; it is necessary to ensure the creation and use of an information base containing data on a tourist enterprise [9, p. 32-33].

It should be noted that project management involves the development of a technology for assembling a tourist product that must satisfy the recreational needs of people. The tour operator must strive to create a product that is valuable to a large number of people, therefore, industrial technologies must also be used for its design and production. In this aspect, innovative activity is the result of a project management system in tourism, since the initial goal of the project is to create a new tourist product [8, p. 380]. The result of the project usually depends on the teamwork of specialists that can ensure effective cooperation.

Indeed, it should be noted that a motivated professional staff is a key factor for the successful implementation of projects in the field of tourism and recreation. In this context, it is very important to identify the key aspects of workers' motivation and identify the reasons for possible dissatisfaction with the project management mechanism. How the manager decides the issue of labor motivation will depend on the return of employees, the result of their activities.

Of course, in the context of motivation, working conditions and material support play an important role, since companies often underestimate this factor. But the efficiency of his work depends on how satisfied the employee is with the material reward. However, very often talented workers do not receive sufficient and growing remuneration for their work. At the same time, if a person is focused only on wages, then he does not have the opportunity to reveal his inner potential.

The effectiveness of project management in the field of tourism and recreation largely depends on the psychological climate in the team and the assessment of the project team by its stakeholders. In this aspect, the role of self-control is important, especially when a member of the project management team controls the research process, effectively manages employees and provides the potential for creative and business growth. That is why career motivation is very important [2, p. 77].

The above-mentioned motives of the project team members affect the effectiveness of strategic management, which is determined by the successful implementation and achievement of the goal. Thus, it becomes possible to influence the strategic behavior of project management participants, which is a reaction to external and internal factors and is a manifestation of strategic thinking. It should be formed on the basis of certain incentives and depends on the organizational culture formed at the enterprise.

At the same time, it would like to emphasize that not all leaders can be good project managers. First of all, for effective leadership it is necessary to have good communication skills, be able to organize the work of a team, be able to interest all parties of the project in its result. For the manager, it is important to clearly define the goal of the project and its tasks, form an effective team, create a favorable atmosphere in the team, that is, to identify leadership qualities as much as possible. They must ensure that obstacles are minimized, motivating subordinates to achieve results, and also have managerial skills. Leaders manage the project team and stakeholders, which involves an interactive approach to strategy. The team should have responsible people who listen to the point of view of colleagues. This is why the success of projects depends on a combination of leadership and management.

Leadership style may change during different phases of the project life cycle. It is believed that the closer the project is to completion, the more carefully you need to approach its management. A successful project manager must adapt to the style of leadership at the time, and the leader must be decisive and confident in his views.
Indeed, the organization of labor should be based on working conditions, means of production, organization of the labor process and many other factors, and motivational models should provide an organizational system for stimulating monetary and non-monetary support. However, management often mistakenly prioritizes the choice of incentives for its employees, preferring ineffective motivators in creating a motivational mechanism for project management.

It should be noted that today society is refocusing on the introduction of digital technologies both in the production process and in the management process. We are talking not only about the use of robotics in the production of self-driving cars in the field of product transportation, but also about the expansion of personalized production. In essence, there is a change in the ways of organizing business using digital platforms, the formation of management decisions, and the reformatting of project management into a digital format.

In project management in the field of tourism and recreation, a number of information and communication technologies are used to provide enterprise resource planning (ERP systems), electronic document management (EDM systems), customer relationship management (CRM systems), etc. There is a planning of each of the stages of project implementation, as well as an analysis of potential costs and income from their implementation in order to meet development needs. Projects in the field of tourism and recreation include such elements as: purpose; main stages and their chronological limits; a list of specialists and departments involved in the implementation of the project; financial costs, and their effective implementation is part of the industry development strategy [2, p. 126–127].

In the process of project management in the field of tourism and recreation, the economic environment, market and resources are analyzed, specialists are selected, and the most effective methods and tools for implementing projects are used. This system includes the development of goals and requirements for the project; communication between its participants; determination of time and budget and other tasks that may arise during management. Also relevant is the need to create appropriate programs and software for more efficient implementation of projects based on the chronological boundaries of its stages, increasing the efficiency of the work of involved specialists. This will allow you to control the stages of project implementation and clearly distribute the responsibilities of its participants.

The software products that are used to manage projects in the field of tourism and recreation can be Bitrix24, Jira, Asana, Trello and Basecamp, which are used to manage the tourism business, sales and communications. Risks in their implementation usually do not exist. They concern the future cost of the project, the technical characteristics of the product, as well as the schedules for the implementation of the current tasks of the projects, and as a result, they can affect the client's attitude towards the tourism product. The risk has a chronological framework from the moment of the onset of some adverse events and their manifestation until they are resolved. Therefore, risk management in tourism and recreation projects is a special measure that allows the project manager to anticipate, identify, evaluate and eliminate them even before they become a problem. Moreover, resource costs should be minimal [6, p. 76].

4 Conclusions
being formed, are objectively natural. Their activation, coordination and support from government and business structures will contribute to the creation of an integral economic mechanism of the RTK and increase its sustainability, optimization of regional intersectoral relations, rational solution of the problems of integrated development of territories. Thus, in modern conditions, a particularly important task is to introduce a program-targeted method of managing the development of tourism and recreation in conditions of limited financial resources, since the emphasis is shifted from the need for funds for the maintenance of state resort and recreational regional institutions to the search for tools and a mechanism for programming the competitiveness of the region and its sustainable development.

References

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