



Multi-vector development of tourism enterprises

Desarrollo multivectorial de las empresas turísticas

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ABSTRACT

The article is devoted to the formation of approaches to the multi-vector development of tourism enterprises. The multi-vector development of tourism enterprises is one of the most complex systems that consider all key areas and types of activities, divisions, and spheres of functioning. The purpose of the work is to substantiate approaches to assessing the effectiveness of functioning and the main directions of strategic development of tourism enterprises at various levels. The authors identify organizational transformation models, risks of multi-vector development, features of the strategy, and communication of interaction with consumers of tourism services using qualitative methods of data analysis. The scenario approach to the development of enterprises within the framework of multi-vector development is a priority and can be implemented based on the introduction of innovative products by a tourism enterprise and provides for the renewal of technical and technological support, training, or recruitment of new personnel, the formation of a marketing policy for bringing tourism services to the market, informing consumers, creating or reorganizing service services. The authors establish that the proposed approaches to ensuring the multi-vector development of tourism enterprises allow for forming the basis for planning, organizing, controlling, regulating, and implementing high-quality multi-vector development of a company's activities.

Keywords: development, tourism, organization, resource provision, life cycle, functioning.

RESUMEN

El artículo está dedicado a la formación de enfoques para el desarrollo multivectorial de las empresas turísticas. El desarrollo multivectorial de las empresas turísticas es uno de los sistemas más complejos que consideran todas las áreas clave y tipos de actividades, divisiones y esferas de funcionamiento. El propósito de la obra es fundamentar los enfoques para evaluar la eficacia del funcionamiento y las principales direcciones del desarrollo estratégico de las empresas turísticas a diversos niveles. Los autores identifican los modelos de transformación organizativa, los riesgos del desarrollo multivectorial, las características de la estrategia y la comunicación de la interacción con los consumidores de servicios turísticos utilizando métodos cualitativos de análisis de datos. El planteamiento de escenarios para el desarrollo de las empresas en el marco del desarrollo multivectorial es prioritario y puede aplicarse sobre la base de la introducción de

productos innovadores por parte de una empresa turística y prevé la renovación del apoyo técnico y tecnológico, la formación o la contratación de nuevo personal, la formación de una política de marketing para llevar los servicios turísticos al mercado, informar a los consumidores, crear o reorganizar los servicios de atención. Los autores establecen que los enfoques propuestos para garantizar el desarrollo multivectorial de las empresas turísticas permiten formar la base para planificar, organizar, controlar, regular y aplicar un desarrollo multivectorial de alta calidad de las actividades de una empresa.

Palabras claves: desarrollo, turismo, organización, provisión de recursos, ciclo de vida, funcionamiento.

1. INTRODUCTION

Large-scale changes in various spheres of functioning of tourism enterprises are associated with their resource provision. The provision of multi-vector development is a long process, distributed by stages of the implementation of necessary measures that can be carried out sequentially and in parallel at tourism enterprises. In addition, the multi-vector development of a tourism enterprise forms the prerequisites for its successful functioning in the market, since it can ensure progressive transformations, bring a tourism enterprise to a growth phase or peak within the life cycle, as well as cancel recessionary or liquidation trends.

This refers to the transition to a new qualitative level in all areas of the functioning of a tourism enterprise within the framework of multi-vector development. This indicates the conscious provision of permanent growth of the life cycle curve of a tourism enterprise, which makes recessionary processes impossible. Therewith, multi-vector development significantly depends on formal managerial influence, since sequentially synchronous changes in various spheres of functioning require competent planning, organization, coordination, control, and regulation, that is, they cannot be carried out inertially and chaotically.

The study of the problems of development of tourism enterprises has found its reflection in the works of V.S. Bogolyubov (2023), I.P. Devetyarova (2023), E.Yu. Nikolskaya (2022), L.I. Skabeeva (2023), E.V. Tarasenko (2023), M.P. Titova (2023), and others. Nevertheless, the project approach to the multi-vector development of tourism enterprises has not been developed sufficiently, certain features of the functioning of tourism enterprises are not fully considered when forming long-term development programs.

The purpose of the work is to substantiate approaches to assessing the effectiveness of functioning and the main directions of strategic development of tourism enterprises at various levels.

2. METHODS

To achieve this goal, we conducted a study based on qualitative methods of collecting information. The research design strategy was based on the use of qualitative methods to obtain information on approaches to the multi-vector development of tourism enterprises to substantiate the strategy of economic development of tourism industry enterprises.

The methodological basis of the research included the following general scientific methods: analysis and synthesis when analyzing existing theoretical and methodological approaches, provisions, and scientific developments on the issues of multi-vector development of tourism enterprises; factor analysis when determining the influence of factors on the level of multi-vector development of tourism enterprises.

The information base of the research was legislative and regulatory acts, statistical materials of state authorities and local self-government, and scientific publications on the issues of multi-vector development of tourism enterprises today (Agamirova et al., 2017; Ogloblina et al., 2020; Voskovskaya et al., 2022).

3. RESULTS

The effectiveness and efficiency of transformations in different areas of a tourism enterprise depend on the key role of managers of different levels, their competence, experience, flexibility, creativity, and risk-taking. Innovative managers should work as a single team to implement interrelated organizational changes at different levels and within all departments of a tourism enterprise.

Multi-vector development should be characterized as a complex process that requires the involvement of the vast majority of the personnel of a tourism enterprise within the vertical and horizontal divisions of managerial labor. There is also a certain dependence of the corresponding state of the multi-vector development of a tourism enterprise on its previous states and the success of achieving intermediate target states, which is reflected in the ergodicity property.

The formation of ergodicity of development is significantly influenced by the time factor since this dependence decreases and becomes insignificant with an increase in the time interval. The consequences for the tourism enterprise may be irreversible and not subject to regulatory measures.

It is also worth paying attention to the fact that the priority of transformation vectors can vary at different stages of organizational transformations, which is caused by the logic and interdependence of changes. It is almost impossible to foresee all the risks facing tourism enterprises even with the implementation of systemic transformations at a tourism enterprise within the framework of multi-vector development (Fig. 1).

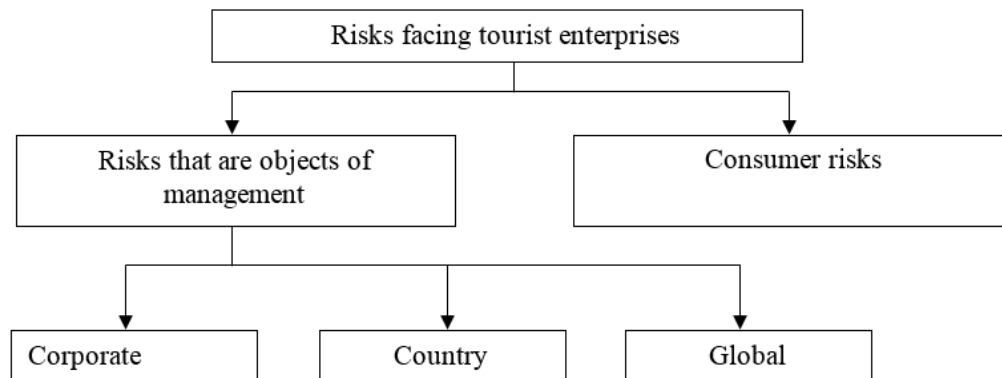


Figure 1. Risks of tourism enterprises

Given this, multi-vector development is characterized by variability, in which the weight, priority, and importance of certain vectors may vary. The following risks may arise a) external environment (regulatory, political, economic, market, administrative, social, natural, environmental, military, scientific, and technical); b) internal environment: resource (financial, labor, material, information, energy); service (technical, technological, innovative, property); commercial (marketing, trade, transport, insurance, non-payment risks)).

Multi-vector development is holistic and complex, which is reflected in its manifestations at different levels and in all areas of the functioning of a tourism enterprise with the sequential, parallel, or causal implementation of transformations. Thus, multi-vector development involves decomposition according to the components of local development, which are interconnected, synchronized, and arranged in a certain sequence of changes.

The results of organizational changes in multi-vector development form the basis for further transformations in the activities of a tourism enterprise, that is, they simultaneously act as both a result and a starting point. There is always variability and instability in such conditions because transformations in all areas of activity are not always implemented synchronously, efficiently, and successfully, sometimes improper transformations in one area can slow down changes in all other areas of a tourism enterprise.

For the root cause, multi-vector development should be characterized as exogenous, since significant transformations in tourism enterprises are usually associated with the influence of factors of the external environment of functioning (increased competition, changes in the economic situation in the country, changes in the parameters of international economic relations, etc.). Multi-vector development is characterized by a proactive approach, which provides for a clear definition of the starting and ending points for various spheres of functioning, considering the existing relationships and mutual influences, as well as the design of the future situation. That is, multi-vector development should be considered a large-scale project with several local projects implemented in a certain predetermined sequence.

The effectiveness of the implementation of each local project becomes important, which affects the overall success of multi-vector transformations in the tourism enterprise as a whole. Multi-vector development has an antisymphathetic character, that is, it is aimed at anticipating changes, at adapting to them in the presence of weak signals regarding their occurrence. This indicates the strategic direction of development because it is not about imitating the pronounced transformations that have developed in the tourist market, but about identifying and understanding those organizational changes that should be implemented in 5-10 years.

This awareness allows tourism enterprises to competently prepare for potential large-scale transformations and get ahead of competitors. The desire for a balanced development may consist in the formation of organic transformations, considering the cause-and-effect relationships and the interdependence of various spheres of functioning of a tourism enterprise.

The concept of balance in this context should be considered in the following aspects: ensuring a balance of interests of all functional areas within the framework of organizational transformations; ensuring a balance of interests of internal and external participants interested in the development of a tourism enterprise; awareness of the logic of transformations, considering the sequence and scale of organizational changes.

The multi-vector development of a tourism enterprise requires adequate resource provision, given the scale and consistency of transformations, that is, its qualitative implementation is possible provided proper preparation. The key resources in the context of multi-vector development are labor and financial resources. It is the staff, having the necessary competencies, that determines the directions and nature of multi-vector development and ensures its implementation. All other types of resources (information, material, energy, etc.) depend on the financial capabilities of the tourism enterprise.

In addition, multi-vector development requires catalysts for change, that is, those factors, subjects, and levers that activate organizational transformations, concretize the urgent need for transformation, and create conditions for the implementation of changes. Usually, the catalysts of organizational development are external experts (employees of consulting, audit, and law firms), who, based on the analysis of the problems of the tourism enterprise, develop ways to solve them and ensure qualitative positive transformations.

The key catalysts are the owners of tourism enterprises, who, having their vision and concept of the activities of a tourism enterprise, form a key line of transformations and monitor managers at the institutional level of management for their ability to implement planned organizational transformations. It is practiced in large tourism companies to attract anti-crisis managers specializing in bringing a tourism enterprise out of the crisis, making cardinal decisions in various areas of activity aimed at eliminating problems and ensuring further development.

Development managers are becoming increasingly common in tourism enterprises, which are designed to form key corporate and functional development strategies in the context of the latest trends observed in the markets of tourism companies. Additional catalysts of changes within the framework of tourism enterprises are new highly qualified, creative, experienced employees who can assess the situation in certain areas of activity of a tourism enterprise in an unbiased manner and form rational decisions regarding the necessary transformations.

The study of practical aspects of the development of tourism enterprises shows that tourism enterprises in modern conditions as system entities are aimed at ensuring multi-vector development, considering the mutual influences and interdependence between various spheres of functioning, as well as reflecting the manifestations of the model of organizational changes in the tourism enterprise (Fig. 2).

In addition, multi-vector development is a separate type of transformation of a tourism enterprise, which is characterized by several signs and features that significantly, functionally, and identifiably distinguish it from other types of development.

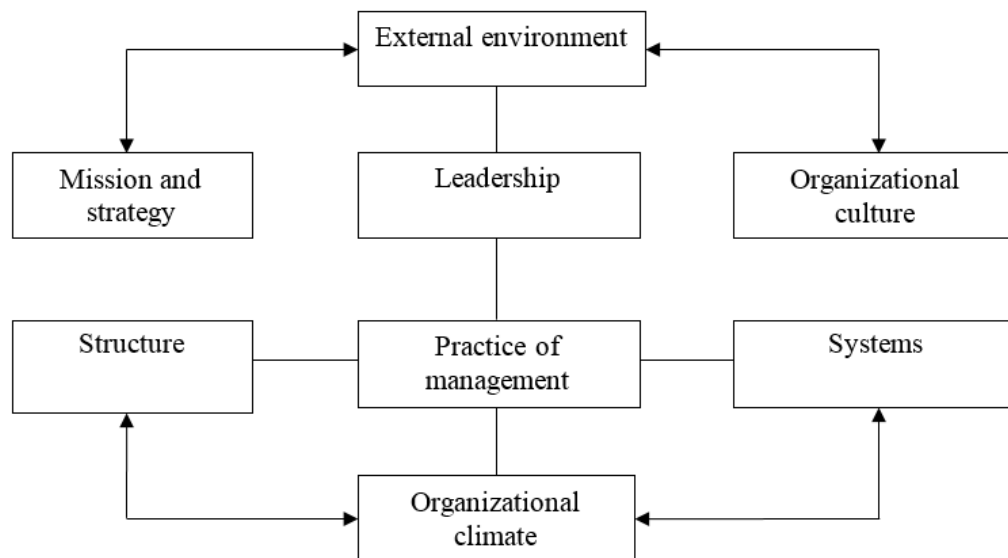


Figure 2. Model of organizational changes in a tourism enterprise

The implementation and provision of effective multi-vector development of a tourism enterprise must be carried out on a scientifically sound basis, that is, guided by specific principles. It is proposed to understand the basic initial provisions for ensuring the process of systemic, balanced transformations at a tourism enterprise under the specific principles of ensuring the multi-vector development of tourism enterprises to move to a new qualitative level of functioning.

Even though there are always dominant and investigative vectors of development within the framework of multi-vector development, they are subordinated to a certain goal of the highest order, which determines the priorities of the strategic development of a tourism enterprise. Such a goal may be aimed at capturing a radically new tourist market, developing and commercializing innovative tourism services, integration processes, changing assortment policy, and significantly changing business processes.

Thus, all development vectors for different types of activities should correspond to a single corporate strategy and contribute to its achievements. A single strategic orientation of transformations aims for

organizational changes at consistency and balance within the framework of multi-vector development. A special place should be given to sufficient resource support for multi-vector development.

Since multi-vector development always assumes the scale of transformations, it requires the proper provision of such resources: financial (in-house, credit, attracted through investment); labor (availability and opportunities to attract the necessary highly qualified employees in various types of enterprise activities; technological and property (modern management technologies, necessary technical and computer tools, specialized software products); informational (relevant, complete, reliable information about the internal and external environment of the tourism enterprise).

4. DISCUSSION

The reliability of the presented approaches is confirmed by the fact that the introduction of innovative products by a tourism enterprise provides for the renewal of technical and technological support, training or recruitment of new personnel, the formation of a marketing policy for bringing tourism services to the market, informing consumers, creating or reorganizing service functions (Lukiyanchuk et al., 2020; Potekhina et al., 2022; Skabeeva et al., 2022). If there is a shortage or lack of resources necessary for transformational changes, the development of a tourism enterprise will be slowed down or suspended, which will cause the transition to the stage of stagnation or liquidation.

Modeling of multi-vector development in all directions provides for the elaboration of alternative options for the development of various spheres of a tourism enterprise in terms of achieving a single strategic goal. This principle makes it possible to perform a promising diagnosis of alternative options for implementing organizational changes, considering their content and scale. For example, the capture of a new segment of the tourist market can be carried out through a mass price strategy that requires significant optimization at all levels to limit costs, or it can be implemented through aggressive marketing, which is associated with attracting and releasing the necessary financial resources for a broad advertising campaign.

The scenario approach within the framework of multi-vector development is one of the priorities since the achievement of the strategic goal of the development of a tourism enterprise can be realized based on multi-format vector combinations of the development of various types of activities. All such scenarios require processing, evaluation, and justification according to certain criteria (resource, efficiency criteria, riskiness, complexity of implementation, and time constraints).

5. CONCLUSION

Summing up, the proposed approaches to ensuring the multi-vector development of tourism enterprises allow us to form the basis for planning, organizing, controlling, regulating, and implementing high-quality multi-vector development, considering the necessary prerequisites for multi-vector development, assess the need for priority levers of influence to ensure the expected parameters of multi-vector development, assess the alternative and multivariate scenarios of multi-vector development, form vectors of development with optimistic, pessimistic, and averaged variants of the development of a tourism enterprise.

Since the multi-vector development of tourism enterprises is one of the most complex, systemic, and comprehensive, which considers all key areas and activities, divisions, and areas of operation, its successful implementation should be prepared and carried out considering the basic foundations. Effective and targeted multi-vector development of tourism enterprises can be ensured when it is based on certain initial provisions and sound principles.

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