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Organizational and economic features of management of tourist and recreational potential of the region

Abstract

The article identifies the organizational and economic features of management of tourist and recreational potential of the region. It is noted that the implementation of the functions and principles of organizational and economic management of tourist and recreational potential of the region is carried out by management system. It characterizes management as a system function of interaction of subsystems and elements of the region, which is the process of purposeful influence of the subject of management on the object of management to achieve certain results. That is, the effective management of tourist and recreational potential of the region depends on the form of ownership, the form of government, the level of development of a market economy. In a broader sense, the object of management is the tourist and recreational potential – a set of enterprises, institutions and organizations that carry out the production, sale of recreational services, ie actions aimed at meeting the needs of the population to restore vitality and energy. It is noted that management of tourist and recreational potential is a process of spatial organization, forecasting, planning, control, which are carried out in order to manage tourism in the region. According to the author, management of tourist and recreational potential of the region should be considered as the activity of public authorities to create conditions for the rational and effective use of recreational potential of the region; organizational and legal support and practical implementation of the strategy / program for development of recreational activities in tourist subregions; regulation of subject-object and subject-subject relations arising in the process of using recreational resources at the regional level, in order to ensure coordination of internal and external interests of various stakeholders of recreational activities, as well as their coordination with the local population interests in tourist subregions (recreational areas) and opportunities of the region. It is concluded that management of tourist and recreational potential of the region is formed under the influence of specific organizational and economic features of management and business conditions; organizational and economic components of management of tourist and recreational potential are designed to organize, implement and maintain economic activity, achieve the goals of the region. It is noted that in essence, the organizational and economic components of management of tourist and recreational potential of the region provide a synergy of organizational and economic ways to influence the managed object. On the basis of studied theoretical provisions it is offered to consider organizational and economic features of management of tourist and recreational potential on structural elements of organizational and economic block.

Keywords

organizational and economic features, management, tourist and recreational potential, clusters, region

JEL: L83, R58

1 Statement of the problem

The peculiarity of Ukrainian regional economy is that all regions differ greatly in their tourist and recreational potential and socio-economic indicators of development, the state of infrastructure and so on. Regional markets for tourism services are the area of public relations where the tourist assesses the compliance of such services to their needs, compares with other markets and chooses the one that best meets its needs compared to competing markets, i.e. that is competitive.

The development of tourism and recreation contributes to improving the regional economy, the rational use of natural resources, benefits the local population through stable employment. The rapid changes taking place in world tourism, and the amount of income from it, are forcing researchers and managers to pay more and more attention to the development and implementation of organizational and economic principles of management of tourist and recreational potential of the region.

2 Latest scientific progress and publications review

Theoretical and methodical aspects of development of potential of tourist and recreational areas are represented by the works of many leading Ukrainian and foreign scientists. Including: Abrham J. [1], Al Mamun A. [2], Beydyk O. [3], Guliaev V. [4], Gumeniuk Yu. [5], Dytchak S. [6], Kuskov A. [7], Matsola V. [8], Cherchyk L. [9], etc. However, some issues concerning the organizational and economic features of management of tourist and recreational potential of the region remain unresolved and need careful consideration.

The purpose of the article is to determine the organizational and economic features of management of tourist and recreational potential of the region.

3 Results of the research

Purposeful integration of tools of different research methods of economic reform processes in Ukraine and its regions allows to consider them from positions of priority of scientific knowledge about interrelation, mutual influence and continuous development in time and economic space (Bielikova, 2016).

In addition to the traditional types of resources, the structure of the tourist and recreational potential of the region distinguishes the management capabilities of the region. The process of managing the tourist and recreational potential is not separate, but exists as an important part of

the state and regional management systems. Current issues of development of tourism in Ukraine, strengthening the positive impact on development of organizational and economic factors, identifying promising tools to support the use of tourist and recreational potential are in the field of view of leading scientists.

The Strategy for Development of Tourism and Resorts until 2026 states that the purpose of the Strategy is to create favorable conditions for intensifying development of tourism and resorts in accordance with international quality standards and taking into account European values, transforming it into a highly profitable, integrated into the world market competitive sphere. It provides acceleration of socio-economic development of regions and the state as a whole, promotes quality of life, harmonious development and consolidation of society, popularization of Ukraine in the world [11].

According to the Strategy for Development of Tourism and Resorts until 2026, approved by the Cabinet of Ministers of Ukraine dated March 16, 2017 No 168-r to the main strategic goals and conceptual objectives of department of tourism and resorts taking into account the current state and trends of Ukraine until 2026 include the following (table 1).

It should be noted that the "regional tourism cluster" means a form of tourism organization, represented by a set of enterprises in the field of tourism services and related industries, united by horizontal links, the synergy of which leads to increased efficiency of functioning of a set of individual enterprises, contributes to strengthening the internal and interregional division of labor (Voytenko, 2014).

The effect of tourism clustering is particularly large and is exacerbated by the inherent properties of tourism multiplicity, the essence of which is that tourism for its development requires concentration within a limited area of interconnected enterprises and organizations engaged in development, production, promotion and sale of tourism products, as well as a variety of related activities.

Since tourist activity is a special type of management, we can state that the system of management of tourist and recreational potential is carried out in the form of:

- regulatory and legal regulation of tourism businesses activities;
- maintaining a license register of tour operators;
- issuance of a tourist object passport;
- maintaining registers of certificates of establishment of categories of hotels and other facilities intended for the provision of temporary accommodation;
- control over observance of the license

TABLE 1 The main strategic goals and objectives of development and use of tourist and recreational potential in Ukraine [11]

The main strategic goals	The main tasks
<ul style="list-style-type: none"> • creation of a competitive national tourist product on the basis of systematic marketing activities aimed at clear positioning of different types of tourist products, adapted to the requirements and expectations of consumers; • ensuring effective and comprehensive (economic, social, environmental and innovative) use of existing tourist and resort-recreational potential by solving the problem of recreational nature management and environmental protection and improving the territorial structure of tourism and resorts to develop tourist areas, branding areas; • systematic improvement the quality of infrastructure of resorts and recreational areas by implementing a comprehensive program of gradual improvement of material and technical base using the capabilities of cluster models, public-private partnerships and social procurement; • improving the information infrastructure of recreational and tourist services by creating centers of tourist information and promotion of tourist products during the fair, festival and exhibition activities; • ensuring compliance with the price and quality of tourism products by creating conditions for optimizing the organizational and economic structure of small and medium-sized businesses in the field of tourism and developing national standards for tourism services in accordance with international standards; • organization the quality system of training retraining and advanced training of specialists in tourist support and service, other professions in the field of tourism and resorts 	<ul style="list-style-type: none"> • implementation of a set of measures to support the development of tourism industry, in particular the creation of attractive investment climate in the field of tourism and resorts; • ensuring the appropriate level of intersectorial coordination and interregional cooperation, which will promote the rational use of tourist resources and will optimize the costs of state and local budgets for the implementation of activities in the field of tourism and resorts; • uniting the efforts of public authorities and local governments, representatives of the tourism business, other sectors of the economy and civil society institutions to promote Ukraine in the world and form the image of Ukraine as an attractive country for tourism; • harmonization of national legislation with European, compliance with the goals and principles proclaimed by the strategic documents of state development

Source: completed by the data from The Strategy for Development of Tourism and Resorts until 2026 (<https://zakon.rada.gov.ua/laws/show/168-2017-%D1%80>)

conditions for conducting tour operator activities;

- application of measures of influence by authorized state bodies.

The basis for formation and implementation of management of tourist and recreational potential in Ukraine is a number of regulations. The main legal acts on the regulation of tourist potential in Ukraine are given in table 2.

Management, according to a systematic

TABLE 2 The main legal acts on the regulation of tourist potential in Ukraine

Content	Source
Defines general legal, organizational and socio-economic principles of implementation of the state policy of Ukraine in the field of tourism and is aimed at ensuring the rights of citizens enshrined in the Constitution of Ukraine to rest, freedom of movement, health care, safe environment and spiritual needs and other rights when making tourist trips. It establishes the principles of rational use of tourist resources and regulates relations related to the organization and implementation of tourism in Ukraine	Law of Ukraine "On tourism" [13]
Legal, organizational, economic and social bases of resort development in Ukraine are fixed. The law is aimed at ensuring the use for the treatment and rehabilitation of people of natural medical resources, natural areas of resorts, which are the property of the people of Ukraine, and their protection	Law of Ukraine "On resorts" [14]
Regulates public relations in the field of museum affairs, determines the legal, economic, social principles of creation and operation of museums of Ukraine and features of scientific formation, study, accounting, storage, protection and use of the Museum Fund of Ukraine	Law of Ukraine "On museums and museum affairs" [15]
The basic principles of state regulation of safety of goods and services for the purpose of protection of the person, its property and natural environment are fixed	Law of Ukraine "On consumer protection" [16]
The development and implementation of a draft investment program for the development of tourism infrastructure in tourist and recreational areas in the areas of the national network of ITC. The zone of economic attraction of ITC is defined by the territories located near transport highways in a radius of 40 km with all social, natural and historical and cultural objects	Tourist infrastructure development program [17]

approach, requires consistent performance of basic management functions (planning, organization, motivation, control) to achieve the goals of organization. The basic idea of systems theory is that any decision or action has consequences for

the whole system. A systematic approach to management avoids a situation where a decision in one area becomes a problem for another.

The control system includes in general the following components (Figure 1).

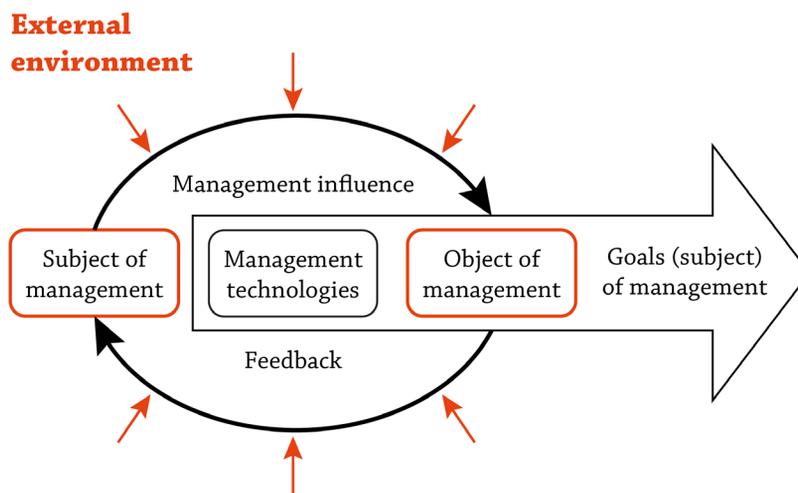


Figure 1 The generalized scheme of the system of management of tourist and recreational potential of the region (compiled by the author)

The implementation of functions and principles of organizational and economic management of tourist and recreational potential of the region is carried out by management system, which characterizes management as a system function of interaction of subsystems and elements of the region, representing the process.

Mainly, the effective management of the tourist and recreational potential of the region depends on the form of ownership, the form of government, the level of development of a market economy. In a broader sense, the object of management is the tourist and recreational potential, which is a set of enterprises, institutions and organizations that

produce, sell recreational services, i.e. actions aimed at meeting the needs of the population to restore vitality and energy.

Consider the management aspect of the tourist and recreational potential of the region on the example of the model. Considerable attention is paid to substantiating the importance of integrated management of a tourist destination, which would become a tool for regulating economic relations in the market of tourist and recreational services in the region. In aggregate terms, the model of management of tourist and recreational potential is shown in figure 2.

In particular, under the levers of direct

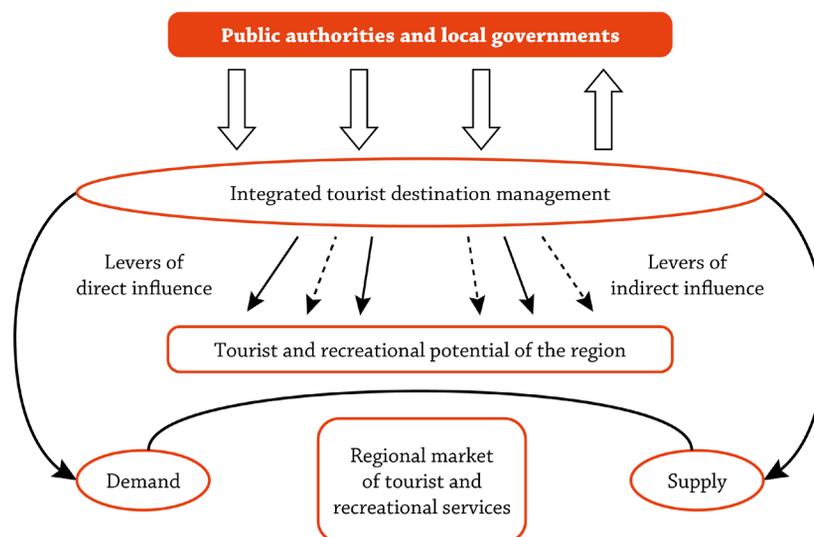


Figure 2 Model of management of tourist and recreational potential of the region (compiled by the author)

influence we understand the mechanisms of public administration and coordination of activities in the tourism sector, which provide for both state regulation and self-regulation of tourism and recreation by creating various associations and unions.

Indirect influence should be understood as market self-regulation through the formation of demand for a tourist product and its supply. Given the need to deregulate the tourism sector of the economy, we propose to minimize direct intervention and maximize indirect (for example, by promoting the development of tourism business infrastructure in all regions of the country, in united territorial communities, supporting credit and financial institutions lending to tourism enterprises, etc.).

To do this, we determine the tourist product that is the result of the economy and define it as a product that acts on the market as a set of accommodation, food, transport, tourist, household and other types. It is a set of tangible, intangible consumer values necessary to fully meet the needs of tourists that arise during the trip.

It is noted above that the tourist and recreational potential is realized by a specific product – a set of services provided by tourist and excursion enterprises, so it is necessary to increase the efficiency of the organization, i.e. tourist and recreational complex consisting of specialized management entities – enterprises, institutions, organizations, regardless of ownership, individuals who are registered in the manner prescribed by current legislation of Ukraine and have a license to carry out activities related to the provision of tourist and recreational services, namely:

- accommodation companies – hotels, motels, campsites, recreation centers, sanatoriums, etc.;
- catering establishments – restaurants, cafes, canteens, bars, etc.;
- transport organizations – automobile, railway enterprises, companies engaged in air, water transportation, etc.;
- organizational groups for the development and implementation of tourist and recreational product;
- advertising and information institutions;
- tourism and recreation management bodies – committees and departments, public organizations and associations.

One of the defining points in the management of tourist and recreational potential is the territorial structure of the management object (tourist destination). The simplest element of the recreational complex, according to this classification, are recreational points, which are defined as separately located accommodation and health facilities: sanatoriums, boarding houses,

recreation centers, camps, hotels and others.

N. Kondratenko and L. Obolentseva notes that in all regions of Ukraine are insufficiently developed marketing tools to attract tourists, information on many types of services in the hospitality industry is either insufficient or missing, as the range of services is very limited (Kondratenko & Obolentseva, 2019).

More important are recreational centers and nodes, defined as a specific territorial unit, with a set of recreational facilities. The highest level are recreational areas, which are characterized by covering recreational points, centers, nodes. The highest, given the territorial organizational structure of management, is a recreational region, an area that includes a number of recreational regions that share natural, historical, cultural, socio-economic resources, as well as combined infrastructure links.

Management of tourist and recreational potential is a process of spatial organization, forecasting, planning, control, which are carried out in order to manage tourism in the region. According to the author, the management of tourist and recreational potential of the region should be considered as: the activities of public authorities to create conditions for rational and effective use of recreational potential of the region; organizational and legal support and practical implementation of the strategy / program for the development of recreational activities in tourist subregions; regulation of subject-object and subject-subject relations arising in the process of using recreational resources at the regional level, in order to ensure coordination of internal and external interests of various stakeholders of recreational activities, as well as their coordination with the interests of the local population tourist subregions (recreational areas) and opportunities of the region.

The concept of sectorial management is applied to management of tourist and recreational potential of the region, which belongs to the competence of the ministries, and in regions, districts, cities – to the relevant regional executive bodies. Sectorial management is characterized by vertical (linear) legal relations, relations of direct subordination, which are formed between the governing bodies and the objects managed by them.

The objects of branch management are a certain set of subjects of economic, socio-cultural or administrative-political activity, which perform the functions of the same purpose – in this work they are objects of tourist and recreational activity.

Territorial bodies of ministries and departments of Ukraine are an important part of a single system of central executive power. They are formed, reorganized and liquidated by the heads of central executive bodies. Subordination of territorial bodies directly to central ministries

and departments is an important condition for their successful operation, although some issues (e.g. appointment and dismissal of heads of territorial bodies) are decided by ministries and departments in agreement with the relevant local executive bodies. It should be noted that a number of central executive bodies do not have subordinate regional bodies (the State Regulatory Service of Ukraine). Some central executive bodies provide for the formation of regional bodies, but their legal status is different from the legal status of territorial bodies.

Sectorial management is closely linked to cross-sectorial and regional management. This allows you to combine centralized management with independence and initiative.

Identification of the territorial organization of tourism in the region is based on the following basic principles: genetic (taxonomic units are distinguished on the basis of historical analysis of the territorial organization of tourism and forecast

of its development); socio-economic (aims to maximize the recreational needs of society, rational use of recreational resources, increase the efficiency of tourism in the region by reducing the cost of production of tourist services and increase income from their sale); unity of the territorial organization of tourism with the economic and administrative-territorial system.

Territorial regional management of tourist and recreational potential has a pronounced character. Practice has shown that violation of the principle of territorial integrity of management activities leads to a decrease in the efficiency of tourism or even the impossibility of management. Thus, the definition of the territorial organization of tourist and recreational sphere of the economy is one of the main tasks of the state regional policy.

An integrated approach to formation and implementation of state regional policy in the field of tourism and resort management, provides a combination of such components (table 3).

TABLE 3 Components of integrated approach to formation and implementation of state regional policy in the field of tourism and resort management

Sectorial component: intersectorial coordination and systematic development of components of tourism and resorts	Territorial component: interregional cooperation, achievement of balanced development of tourist regions, territories, zones	Sectorial component of creating a system of strategic planning for the development of tourism on the basis of their clear classification and identification of priorities at the state and regional levels
<ul style="list-style-type: none"> • tourist activity (tour operators, travel agents; excursion service); • accommodation services (collective accommodation; individual accommodation); • transport (air; rail; road; water: sea and river; city public); • tourist information centers; • museums and galleries; • theaters, arenas, clubs; • congress halls and conference centers; • catering establishments; • sports arenas; • shopping malls, shops, souvenir shops; • IT companies; • insurance companies; • media companies 	<ul style="list-style-type: none"> • north, south, east, west, center; • areas; • territorial communities; • resorts; • tourist areas 	<ul style="list-style-type: none"> • urban tourism; • ecological (green); • ethnic; • rural; • cultural and cognitive; • event; • medicWal and health; • gastronomic; • religious; • mountain, sports, cycling; • adventurous and active; • scientific and educational; • cruise and yacht; • shopping and entertainment tourism; • other priority types of tourism

Source: completed by the data from The Strategy for Development of Tourism and Resorts until 2026 (<https://zakon.rada.gov.ua/laws/show/168-2017-%D1%80>)

Given the general structure of management, we can say that it comes down to a combination of different factors, both organizational and economic, in order to coordinate the process of development of tourist and recreational potential of the region, to ensure its maximum efficiency. These factors determine how to use existing conditions, resources, capabilities, and ways to avoid threats.

In essence, the organizational and economic components of management of tourist and

recreational potential of the region provide a synergy of organizational and economic ways to influence the managed object.

Based on the studied theoretical provisions, we propose to consider the organizational and economic features of management of tourist and recreational potential by structural elements.

The organizational unit forms the systems of various institutions that have an organizational impact on the field of recreation and tourism. The economic bloc contains in its arsenal a wide range

of tools of economic regulators, which significantly affect the competitiveness of recreation and tourism by stimulating business activity (Bigus, 2012).

The organizational component is aimed at ensuring the principles of partnership and cooperation between the executive authorities and local governments, representatives of business and scientific circles, public organizations.

The organizational unit is formed not only by state structures. The development of civil society requires the institutionalization of vertical links with the support of amateur social activity, which does not require stimulating management actions by the state (Gurytska, 2008).

Therefore, the structure of organizational support distinguishes between public organizations, as well as consumers and the permanent population.

On the one hand, the level of investment attractiveness of the tourist and recreational potential of the region depends on the behavior of the latter, because the attitude of population to tourists is an important determinant of this measure. On the other hand, the permanent population through its social activity must defend their rights in compliance with the norms of tourist capacity of the host territory, the load on the social infrastructure of general purpose.

The economic component ensures compliance with the principles of sustainable development of territories and maintaining a high level of competitiveness by: using tools to create favorable conditions for attracting investment in the tourism industry; providing support to domestic producers of tourist products; promoting the financial recovery of tourism enterprises; introduction of modern information and marketing technologies.

For each organizational group of influence on the level of tourist and recreational potential of the region there is its own economic tools. The most powerful arsenal is subordinated to government and business structures. In this aspect, the need for business deregulation is relevant. Traditionally, Ukraine falls into the group of countries with a free economy according to the index of economic freedom in 2019, it ranks 134th out of 180; in addition, the indicator of freedom of investment and financial activity (open markets category) received the lowest scores, which is the lowest in Europe [21]. Therefore, the next wave of deregulation of Ukraine's economy is again relevant against the background of incomplete reforms of regulatory, registration, licensing and permitting systems, destruction of the state support system, strengthening the inspection regime, corruption, ousting small businesses from the economy monopoly, including network business (Durman, 2014).

During the deregulation, the functional significance of state structures should be strengthened in terms of control over economic activity, as well as intensification of promotional activities with the distribution of investment passports of regions and other popular methods of informing about resource opportunities and investment prospects.

The development of territorial communities requires the institutionalization of vertical ties with the support of amateur social activity, which requires stimulating management actions by the state (Sokolova, 2006). Therefore, the structure of organizational support offers cooperation between government agencies, local governments, investors, NGOs, consumers of services and the population of the region. It should be noted that each region has its own unique set of tools, levers and methods, the use of which will intensify the economic development of communities and territories.

At the same time, the effectiveness of this mechanism is enhanced by interaction with regulatory, motivational (a set of command-administrative and socio-economic incentives that motivate civil servants to work highly efficient), political (formation of economic, social, financial, industrial policy), institutional (formation of value of recreation and tourism for economic and personal development) and other types of mechanisms that also play a functional role in increasing the investment attractiveness of tourist and recreational potential of the region.

The level of tourist and recreational potential of the region is uneven, so there is a need to balance the set of structural components in order to stimulate the development of certain elements of potential by increasing and expanding them. The consequence of the quantitative expansion of the components will be a change in the quality of tourism potential and the expansion of its structure.

That is, quantitative and qualitative indicators of growth of components of both organizational and economic blocks are forms of realization of development of tourist and recreational potential of the region. For example, the expansion of the infrastructure component of the potential (increasing the number of hotel accommodation, expansion of restaurants and catering, etc.) will provide an opportunity to qualitatively meet the needs of potential tourists.

Based on the analysis of scientific and analytical research, we can identify the main organizational and economic features of development and use of tourist and recreational potential of Ukrainian regions:

- imperfection of normative-legal and organizational support of tourist activity

- (which was largely caused by “permanent” administrative reform);
- insufficient level of development of the network and objects of tourist infrastructure, their non-compliance with world standards;
 - technological backwardness of Ukrainian tourism (lack of practice of using innovative technologies of tourist service);
 - lack of a coordinated system of actions to promote the tourist product of Ukraine on the world market;
 - low level of service due to the appropriate general level of employees qualification in the industry.

The low activity of Ukrainian participants in international tourist exhibitions (including due to the lack of state support for exhibition activities) also has a negative impact on development and use of tourist and recreational potential of the regions; insufficient funding of activities in the field of non-commercial promotion of the national tourist product; lack of an effective system of public administration in the field of tourism and resorts in the regions; insufficient level of investment and innovation-technological support for development of tourism and resorts; irrationality of the mechanism of control over the activities of tourism market entities (using recognized international standards) etc. (Dutchak, 2011; Tkachenko, 2009).

The material and technical base of enterprises in the field of tourist infrastructure (hotels and other accommodation facilities, catering establishments, sanatorium facilities, etc.) do not correspond to the world level (Antoniuk & Zanko, 2008). This objectively reduces the competitiveness of national tourism product.

As a result, the tourist and recreational potential of the region (including the activities of tourism infrastructure enterprises) does not ensure the effective implementation of economic, social and humanitarian functions.

The development and use of tourist and recreational potential of the regions depends on a number of indirect factors: political situation in the host country and neighboring countries, the economic and political situation in the countries – “suppliers” of tourists, climate change and more. In addition, tourism notes the influence of seasonality (“seasonal tourist flows”). Therefore, stimulating the development and use of tourist and recreational potential of the regions should be based on a scientifically sound strategy using modern mechanisms and tools that take into account political, social, economic, transport and other factors. It should also be borne in mind that the world has formulated a paradigm of “sustainable tourism”. According to the WTO definition, sustainable tourism is a direction of tourism development that provides an opportunity to meet

the needs of tourists now and in the future, taking into account the interests of the host region. In addition, all available resources in the country should be managed in such a way that economic, social and aesthetic needs are met without compromising cultural and environmental integrity, and that biodiversity and livelihood systems are not harmed (Tkachenko, 2009).

Given that one of Ukraine’s foreign policy priorities is European integration, state policy in the field of tourism, in our position, should be based on the principles and standards of EU documents (including the Council of Europe) on sustainable tourism, including: “General course for sustainable and ecologically safe tourism development”, “Sustainable tourism policy in protected areas”, “Sustainable and ecologically safe tourism development policy in coastal areas”. The implementation of world and European standards of tourism development would contribute not only to the socio-economic growth of Ukraine, but also to the creation of preconditions for the perception of the world community as an equal partner (Zakharin, 2018).

The current situation with the development and use of tourist and recreational potential of the regions requires the development and implementation of effective measures aimed at overcoming the crisis and intensifying the production of national tourism product while ensuring the appropriate level of quality. The basis for the implementation of such measures should be the formation of a purposeful state policy in the field of tourism with the definition of priorities for its development, strengthening economic instruments in the implementation of mechanisms for regulating tourism.

In the near future it is advisable to take effective measures of organizational and economic nature, aimed at supporting the development and use of tourist and recreational potential. At the same time, it is necessary to take into account the objective impossibility of sufficient financing of the tourism development strategy at the expense of the budget due to the general financial (including budgetary) crisis in the state.

Thus, today the system of tourism management at the regional and local levels in the context of decentralization of power in Ukraine remains disorganized, built on personal and lobbying principles, has an uneven staff, insufficient funding, and misuse of available funds. In addition, the system of tourism and recreational potential management at the regional and local levels depends on the human factor and is very unstable to the impact of political change. That is why in the conditions of decentralization of power it is necessary to create such a mechanism that will work effectively even with minimal budgeting of

the tourism industry, different number of employees in this field and will ensure a high level of their professionalism. Despite the resources and limitless potential tourism opportunities, Ukraine currently does not have the opportunity to compete with developed tourism countries.

For rational and effective use of tourist and recreational potential of Ukraine regions it is necessary to form a tourist and recreational space by creating and ensuring the functioning of tourism development zones and resorts and to develop, implement and offer consumers a competitive national tourism product.

4 Conclusions

As a result of the research it was concluded that the management of tourist and recreational

potential of the region is formed under the influence of specific organizational and economic features of management of tourist and recreational potential of the region and business conditions; organizational and economic components of management of tourist and recreational potential are designed to organize, implement and maintain economic activity, achieve the goals of the region. It is noted that the organizational and economic components of the management of tourist and recreational potential of the region provide a synergy of organizational and economic ways to influence the managed object. On the basis of the studied theoretical provisions it is offered to consider organizational and economic features of management of tourist and recreational potential on structural elements of the organizational and economic block.

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