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Управление проектами в индустрии туризма: основы ТМВОК

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Аннотация

Цель: Целью статьи является обоснование применимости методологии и инструментов управления проектами для тактического и стратегического развития индустрии туризма как на глобальном, так и на национальном уровнях экономического развития. Автор видит возможность устойчивого развития туристической отрасли на основе системного подхода к улучшению функционирования туристических предприятий с использованием инструментов и методов управления проектами. Принимая во внимание текущий вклад туризма в мировую экономику и национальную экономику многих стран, проблема устойчивости туристических предприятий и национальных туристических отраслей в целом представляется одной из основ для решения проблем устойчивого развития, включенных в Повестку дня в области устойчивого развития на период до 2030 года.

Методология проведения работы: Исследование проводилось на основе системного подхода с использованием логического и сравнительного анализа различных типов методологий управления проектами, потенциально применимых к туристическим проектам как для решения оперативных проблем, так и для стратегического развития туристических отраслей, а также метод структурно-функционального моделирования, призванный заложить основы методологии управления туристическими проектами.

Результаты работы: Проблема устойчивости индустрии туризма – ведущей отрасли национальных экономик многих стран и глобальной экономики в целом – рассмотрена с применением системного подхода. Предпринята попытка доказать применимость методологии и инструментария управления проектами к индустрии туризма и зависимость устойчивого развития индустрии туризма, как на локальном, так и на национальном уровне от более эффективного управления процессами, программами и портфелями на основе системного подхода и проектного управления как метода совершенствования операционных процессов туристических фирм. Методология управления проектами в туризме как движущей силы социальных, экономических и культурных изменений рассматривается как основа успешной реализации проектов для обеспечения выгод всеми стейкхолдерами: туроператорскими компаниями, потребителями туристических проектов, местными сообществами и всеми компаниями, участвующими в реализации туристических проектов.

Выводы: В настоящее время сложилась ситуация, в которой туристические проекты реализуются в условиях реактивного управления рисками и изменениями при почти полном отсутствии проактивного управления изменениями, что отрицательно сказывается на качестве туристических проектов и в значительной степени сдерживает развитие национальных индустрий туризма в целом. Разработанная концепция применения проектной методологии на основе предложенных автором модели управления проектами в туризме, модели туристического проекта, а также модели ТМВОК (свода знаний по управлению туристическими проектами) предусматривает систему мер, необходимых для интеграции методологии проектного управления в практику туроператорских компаний для дальнейшего устойчивого развития всех стейкхолдеров туристического бизнеса.

Ключевые слова: индустрия туризма, управление проектами, управление событиями, предметная специфика, модель УП для индустрии туризма

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Project Management in the Tourism Industry: the Basics of TMBOK

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Abstract

Purpose: the article aims at substantiating the applicability of project management methodology and tools to the tactical and strategic development of the tourism industry at both the global and national levels of economic development. The author sees the possibility of sustainable development of the tourism industry on the basis of a systems approach to improving the functioning of tourism enterprises using the tools and methods of project management. Taking into account the current contribution of tourism to the global economy and the national economies of many countries, the problem of sustainability of tourism enterprises and national tourism industries in general seems to be one of the foundations for solving the problems of sustainable development included in the 2030 Agenda for Sustainable Development.

Methods: the study was conducted on the basis of a systematic approach with the use of logical and comparative analysis of various types of project management methodology potentially applied to tourism projects both for solving operational tourism problems and for the strategic development of tourism industries, as well as the method of structural-functional modeling aimed at laying the foundation for the tourism project management methodology.

Results: the problem of sustainability of the tourism industry – the leading sector of the national economies of many countries and the global economy as a whole – has been considered using a systematic approach. An attempt was made to prove the applicability of the project management methodology and tools to the tourism industry and the dependence of the sustainable development of the tourism industry, both at the local and national levels, on more effective management of processes, programs and portfolios based on a systems approach and project management as a method to improve tourism firms' operations. The methodology of project management in tourism as a driving force for social, economic and cultural change is considered as the basis for successful implementation of projects to ensure benefits for all stakeholders: tour operators, consumers of tourism projects, local communities and all companies involved in tourism projects.

Conclusions and Relevance: currently, the tourism industry faces a situation in which tourism projects are implemented in the context of reactive risk and change management with the almost complete absence of proactive change management, which adversely affects the quality of tourism projects and greatly hinders the development of national tourism industries in general. The proposed concept of applying the project methodology based on the author's model of project management in tourism, the model of the tourism project and the model of TMBOK (tourism management body of knowledge) provides for a system of measures necessary for integrating the project management methodology into the practice of tour operators for the further sustainable development of all tourism business stakeholders.

Keywords: tourism industry, project management, event management, domain specificity, PM model for tourism industry

Conflict of Interest. The Author declares that there is no Conflict of Interest.

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Introduction

The modern world has long become a global space; long distances have ceased to be barriers for travelers. Every year more than a billion tourists travel to other countries. For decades now, the tourism industry has been activating the global market for goods and services, encouraging investment in various areas of production and providing employment for the majority of the population. Along with the impact on the economy, tourism has an impact on the social and cultural spheres, as well as on the environmental situation. Tourism is also an important factor in the growth of the prestige of countries on the world stage. Besides, tourism can be considered as a factor

in improving the quality of life, because it affects the socio-psychological state of people, improves their health and well-being. Thanks to tourism, economic unity is created and the cultural diversity of states and regions of the world is maintained.

A distinctive feature of the tourism market is very high competition, since there is a struggle to attract tourists at different levels: between countries, regions, cities, hotels and travel companies. Tourism involves the targeted and rational use of tourism resources, which have at their core objects of tourist interest, capable of meeting the needs of people arising in the process of tourism. Tourism resources are quantitatively limited and qualitatively differentiated. In an economic

sense, tourism resources are factors in the production of tourism products.

Taking into account the growing influence of the tourism industry on the global economy and regional development, the problem of its sustainable development in parallel with the sustainable development of tourist destinations, countries and regions is becoming particularly relevant, highlighting the importance of effective management.

Tourism Industry as a Global Economic System

The global tourism industry is a complex socio-economic system, which can also be considered as a multi-branch production complex. At present, international tourism has acquired the features of a global phenomenon influencing almost all regions of the world. In addition, international tourism is developing alongside the other spheres of international life, responding to current changes in the global socio-political and socio-economic situation.

Taking into account the complexity of the tourism industry, which is closely related and sometimes inseparable from the hospitality industry, transport and entertainment industries, the use of a systematic approach in studying tourism as a complex system is not only expedient, but really necessary. This method is effective in studying the problems of managing tourism at different levels. On the basis of a systematic approach, it is possible to determine the ways, forms and consequences of mutual influences in the tourism industry at each hierarchical level.

The most important concept for the tourism industry is the “tourist product”. The Federal Law of the Russian Federation of 24 November 1996 “On the Basics of Tourism Activities in the Russian Federation” gives the following definition: “The tourist product is understood as a set of material (goods) and immaterial (services) consumer values necessary to satisfy the needs of the tourist during his tourist trip (trips) that are due precisely to this trip”¹.

Thus, a tourist product can be understood as a combination of both tangible and intangible elements, with tangible components focused on the characteristics of the tourist destination – its attractiveness, the quality of the destination’s facilities (accommodation, catering, transportation, activities, retail outlets, etc.), the availability of the destination and its affordability [1: 127], while its intangible components, which are vital for overall customer satisfaction, focused on the subjective nature of the tourist product, such as friendliness, perception,

helpfulness, courtesy, safety, security, overall atmosphere and image [2].

Tourism Industry’s Significance for the Global Economy

The significance of the tourism industry for the global economy can be summarized in a nutshell: it is one of the most prominent economic sectors in the world, which creates jobs, stimulates export and ensures prosperity all over the world [3].

The direct contribution of the tourism industry to global GDP amounted to \$ 2,570.1 billion (3.2% of total GDP) in 2017, and is projected to grow by 4.0% in 2018 – i.e. by 3.8% per year, from 2018-2028, up to \$ 3,890.0 billion (3.6% of total GDP) in 2028.

The total contribution of the tourism industry to GDP was 8,272.3 billion US dollars (10.4% of GDP) in 2017 and, according to forecasts, it will grow by 4.0% in 2018 and increase by 3.8% per year to 12,450.1 billion US dollars (11.7% of GDP) in 2028.

In 2017, the tourism industry directly supported 118,454,000 jobs (3.8% of the global employment). This figure is expected to grow by 2.4% in 2018 and increase by 2.2% per year to 150,139,000 jobs (4.2% of total employment) in 2028.

In 2017, the total contribution of the tourism industry to employment, including jobs supported indirectly, amounted to 9.9% of total employment (313,221,000 jobs). It is expected that this figure will increase by 3.0% in 2018 to 322,666,000 jobs and grow by 2.5% per year to 413,556,000 jobs in 2028 (11.6% of the total employment).

Exports of visitors amounted to 1,494.2 billion US dollars (6.5% of total exports) in 2017. According to forecasts, in 2018 this figure is expected to rise by 3.9%, and in 2018–2028 it will increase by 4.1% per year to \$2,311.4 billion in 2028 (6.9% of total exports).

Investment in the tourism industry in 2017 amounted to 882.4 billion US dollars, or 4.5% of the total investment. In 2018 it is expected to grow by 4.8% and increase by 4.3% per year over the next ten years up to \$1,408.3 billion in 2028 (5.1% of the total investment).

Tourism Industry’s Potential in Contributing to UN Sustainable Development Goals

In 2015, the governments of the leading countries developed the 2030 Agenda for Sustainable Development, including sustainable development

¹ 132 Federal Law 1996 – The Federal Law of the Russian Federation of 24 November 1996: 3 “On the Basics of Tourism Activities in the Russian Federation”. http://www.consultant.ru/document/cons_doc_LAW_12462/ (Russ. ed.: Федеральный закон «Об основах туристской деятельности в Российской Федерации» от 24.11.1996 № 132-ФЗ. ст. 3 // Консультант-плюс)

goals. The agenda formed a global framework for overcoming poverty, injustice and inequality and curbing climate change until 2030 [4].

The 2030 Agenda for Sustainable Development, adopted by all Member States of the United Nations in 2015, provides an overall plan for peace and prosperity for people and the planet to be used as guidelines now and in the future. It is based on the 17 Sustainable Development Goals (SDGs), understood as an urgent call for action by all countries, developed and developing, in a global partnership. They recognize that the eradication of poverty and other deprivations must be pursued along with strategies to improve health and education, reduce inequalities and stimulate economic growth, and simultaneously combat climate change and preserve the oceans and forests.

As part of the further development of an ambitious list of 17 sustainable development goals, 169 related targets were conceived, designed to be human-centered, transformative, universal and complex. The Goals and targets are intended to stimulate development of humanity for the next fifteen years in the areas of key importance, including people, planet, prosperity, peace and partnership [5].

Tourism has the potential to offer its contribution, both directly and indirectly, to each of the 17 sustainable development goals [6] with the following:

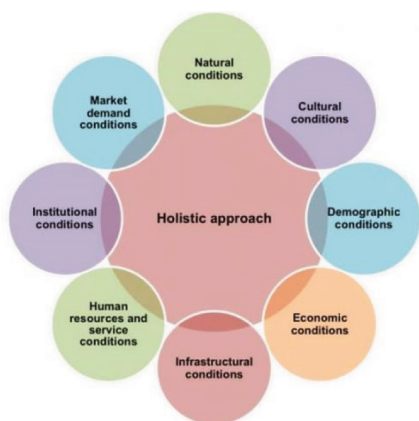
- SDG 1 (No Poverty) – promoting economic growth and development at all levels and generating income through job creation;
- SDG 2 (Zero hunger) – fostering food production and supply of hotels, as well as selling local products to tourists and, thus, promoting sustainable agriculture;
- SDG 3 (Good health and well-being) – improving health care and services through tax revenues from tourism;
- SDG 4 (Quality Education) – promoting inclusiveness and providing opportunities for direct and indirect work, as qualified staff are crucial for the prosperity of tourism;
- SDG 5 (Gender Equality) – providing women with direct employment, attracting them to senior positions and earning income from SMEs in tourism and hospitality-related enterprises;
- SDG 6 (Clean water and sanitation) – developing public services to meet tourism requirements regarding access to and security of water, as well as hygiene and sanitation for all;
- SDG 7 (Affordable and Clean Energy) – speeding up the transition to increased use of renewable energy sources and promoting investments in clean energy, tourism can help to reduce greenhouse gas emissions, mitigate climate change and promote access to energy for all;
- SDG 8 (Decent work and economic growth) – currently providing one of ten jobs in the world and developing as one of the four leading exporters in the world, value chains in the tourism industry stand for the best diversification policies;
- SDG 9 (Sectoral Innovation and Infrastructure) – relying on good public and private infrastructure, tourism influences government policies to modernize infrastructure to make them more sustainable, innovative and resource efficient;
- SDG 10 (Reducing Inequality) – engaging the local population and all key stakeholders in its development, tourism contributes to urban renewal and rural development, giving people the opportunity to thrive in their places of origin;
- SDG 11 (Sustainable Cities and Communities) – developing urban infrastructure and accessibility, promoting the revival and preservation of cultural and natural heritage, tourism contributes to the development of smarter and greener cities and more prosperous communities;
- SDG 12 (Responsible consumption and production) – by adopting sustainable modes of consumption and production, tourism accelerates the transition to sustainability, which leads to improved economic, social and environmental outcomes;
- SDG 13 (Climate Action) – by both contributing to and influenced by climate change, tourism stakeholders play a leading role in the global response to climate change;
- SDG 14 (Life Underwater) – with coastal and maritime tourism relying on healthy marine ecosystems, tourism can be successfully developed only as part of Integrated Coastal Zone Management, contributing to the sustainable use of marine resources;
- SDG 15 (Life on Land) – with natural heritage attracting tourists to destinations and depending on rich biodiversity as an attraction, tourism plays an important role in sustainably managed fragile zones, preserving biodiversity, and generating revenue as an alternative livelihood to local communities;
- SDG 16 (Peace justice and strong institutions) – facilitating meetings between people of different cultural backgrounds, tourism promotes intercultural and interfaith tolerance and mutual understanding, laying the foundation for more peaceful societies and consolidating peace in post-conflict societies;
- SDG 17 (Partnership for Achieving Goals) – by involving multiple stakeholders to work together to achieve the SDGs, tourism can strengthen private / public partnerships.

Sustainable tourism is firmly on the 2030 Agenda, which can only be implemented on the basis of

a well-developed framework, adequate funding and reasonable investments in technology, human resources and infrastructure [7].

Tourism Industry's Susceptibility

Besides its high potential and accelerated growth, a distinguishing feature of the tourism industry is its high susceptibility to a number of key factors [1: 127] and vulnerability to a vast scope of conditions. A holistic approach helps to identify the dependence of the tourism industry on a set of conditions, including market demand conditions, environmental conditions, cultural and demographic conditions, economic and infrastructure conditions, human resources and service conditions, and institutional conditions (see Figure 1 below).



Source: ATC (2017). *Tourism Project Management*. ATC Consultants GmbH. <http://atc-consultants.com/services/project-management>

Figure 1. Holistic approach: interrelated factors determining the tourism development potential

Thus, climate change or climate variability can directly affect fixed assets – tourist accommodation facilities, catering and related services, cultural and historical attractions, natural resources, cultural and special events, as well as indirectly – the flow of goods and services, including those provided by natural ecosystems and processes [8].

However, the tourism industry is not only highly susceptible and vulnerable to the influence of negative factors and occurrences; it may have negative influence on the destinations and local environment.

The negative economic consequences of tourism include a possible economic leak caused by outbound tourism, a potential contribution to a parallel economy, and a sense of customer dependency or a probable economic downturn caused by all types of tourism. If the housing at the destination is provided by international hotels, the income derived from the tourism business rarely benefits the local population.

The negative impact that tourism can have on the environment includes, plausibly, higher air and water pollution, high carbon footprints and debris, partial destruction of vegetation and wild life and possible vandalism, as well as a developed sense of dependence on natural resources.

The negative impact of tourism on society includes possible interventions in the life of the local population due to congestion, noise and pollution, potential aggravation of the problems of alcoholism, drug addiction and prostitution in the local community and, consequently, the possible spread of infectious diseases; plausible relocation of local residents by multinational corporations seeking to reclaim land for new housing and / or recreational facilities; and, finally, a potential change in the structure of the local community, family relations, traditional lifestyles, ceremonies and morals.

Project management vs. event project management

Despite the significant similarity between the most diverse projects for creating something (new goods, technologies, or construction projects) and projects for organizing and conducting events, and hence project management and event project management methodologies, the difference between them is so significant that the PMBOK turned out to be practically inapplicable (key the word “practically”) without additional transformation.

The main difference between the two types of projects – for example, facility construction and conference organization – is that the construction project ends with the completion of the constructed facility, while the event project does not end with the compiled and printed programme of the Olympic Games, international conference, film festival or even a wedding celebration. The event itself, which lasts one or two days, or sometimes several days or even a couple of weeks is, in fact, a separate project which reflects as a “world in a grain of sand,” the whole complex long-term event project. At the same time, since the event itself is the center of attraction for a significant or even a huge number of people, it generates separate and very high risks, the occurrence of which is much more difficult to prevent than the occurrence of risks in the previously implemented long enough event project.

The scope of constraints of the event is not limited to space, time, loose knit collaboration, physical deliverables, and higher stakes / higher price [8] – the most serious challenge is the human factor, which aggravates the complexity and risk of the event that can only be compared with a tourism project and the tour itself as a phenomenon, similar in its characteristics to an event.

Project management

PMBOK, or “Project Management Knowledge Body,” is an industry standard project planning model and the project methodology most commonly used in North America.

The PMBOK has identified 42 processes distributed across nine knowledge areas of integration management: (1) Project Integration Management, (2) Scope Management, (3) Time Management, (4) Cost Management, (5) Quality Management, (6) Human Resources Management, (7) Communications Management, (8) Risk Management, and (9) Procurement Management [9]. All the 42 processes are grouped into five categories: initiation, planning, execution, monitoring or control, and closure. Each process simultaneously belongs to one area of knowledge and one category, with the 42 processes inserted in a matrix structure. Effective project management presumes that all the 42 processes get implemented.

Another example of a project planning model is the Kepner–Tregoe decision making model, which includes four separate but interconnected processes:

The “Definition” stage justifies the relevance and necessity of the project and determines the specific goals of the project. At this stage, such parameters of project performance as time, cost, necessary resources, etc. are discussed and approved.

The “Planning” stage provides distribution of specific tasks of the project among the project team members; fixes the implementation course, milestones and deadlines and highlights the key aspects of risk management.

The “Implementation” stage provides opportunities for efficient use of available resources, monitors the process of solving possible problems and the project implementation process and assesses preliminary results of the projects.

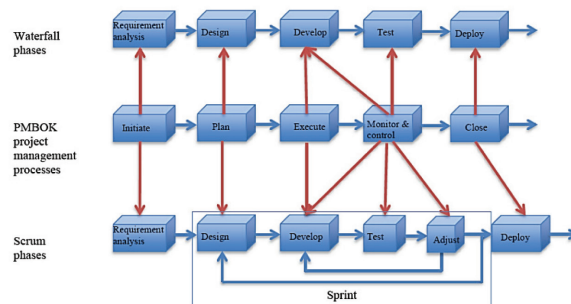
The “Communication” stage (which is actually part of the three previous processes) comprises stakeholder satisfaction, people management and leadership development.

The Kepner-Tregoe model is a linear sequential approach suitable for planning complex but stable projects with recurring problems, the results of which are well-determined from the very beginning [10].

Project management models

Among the large number of project management methodologies, three methodologies that are most appropriate for developing a methodology for managing tourism projects are presented, which will

be compared below, namely PMBOK, Waterfall and Scrum as a development of Agile (see Figure 2 below).



Source: Yang & Lechler, 2014

Figure 2. Phases of Waterfall, PMBOK and Scrum

The Waterfall model assumes that project design phases are carried out in a linear sequence from start to finish [11, 12, 13]. After the completion of each stage, it is not reviewed and improved.

The PMBOK also perceives project management processes as a linear succession from initiation to closure stages through planning, executing, monitoring and controlling. PMBOK highlights the importance of the ‘monitoring and controlling’ stage, which actually penetrates the previous stages, particularly planning and executing / implementing.

The Scrum model (a popular Agile development method) presumes that product properties gradually develop through Sprints [12]. Scrum daily meetings help to monitor the progress of the project. Unlike the Waterfall model, Scrum relies on information disseminated through informal personal communication, which is considered to be a more favorable medium than any type of previous computer connection [14]. In addition, personal communication reduces the cost of information transfer between team members and other project stakeholders, increases the effectiveness of communication and accelerates the reaction to the changing environment (ibid.). Command and control tools are replaced by cooperation and collaboration between the team members and other stakeholders. The Scrum team has the right to take technical decisions without involving the team leader [15].

So, project management methodology can help tourists and tourism services providers become more responsible, prioritizing the environment with its entire natural and man-made heritage.

Project management tools and methodology when applied and adapted for tourism, can increase tourism competitiveness for higher sustainability of

tourism companies, national tourism industries and finally, the global tourism industry.

Project management, particularly project planning can help to shape better tourism policies to support companies and people – both tourists and tourism services providers.

Project management, and change management in particular, can foster stronger partnerships and better resource allocations and their more sustainable use.

However, despite the fact that the project management methodology was developed in several directions, providing project managers in various sectors of the economy with a solid approach and a reliable basis for further development, the specificity of events turned out to be so deep that PMBOK required a significant change in both the vision and the mission of the body of knowledge, since none of the project management methodologies (PMI, Prince2, Waterfall, Agile, etc.) proved to be sufficient for higher risks faced and, consequently, higher responsibility born by event managers for the implementation of event projects and the conduct of the event itself. To fill this gap, EMBOK was initiated by an international group of prominent researchers and practitioners.

Event management

EMBOK was launched in 1999, when William O'Toole began to develop a concept for applying project management methodology to events. Julia Rutherford Silvers developed the EMBOK project on her website and a comprehensive taxonomy of event management. The first international meeting of interested researchers ended with the development of the EMBOK model, which included, in particular, design as a domain and core values [16].

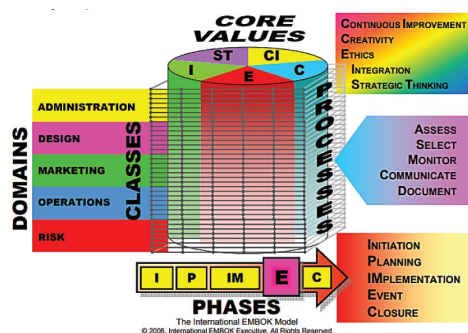
EMBOK is a comprehensive resource that includes event design, project management, site selection and development, safety and security, food and beverage, and entertainment. One of the key features of the EMBOK that distinguishes it from other event management methodologies is the recognition of the importance of risk management and the inclusion of risk in an equal domain.

EMBOK is an indispensable resource for every event planner, event manager, caterer, covering all aspects of the event planning process, tools and strategies, methods and tactics to help efficiently procure, organize, implement and monitor all products, suppliers, and services needed to bring events to life: from corporate meetings to international scientific conferences, from cozy family events to huge festivals.

Developing and completely updating for new technological developments in the business of

events, EMBOK now includes the latest achievements for organizing virtual meetings and events, social networks and sustainable practices.

A key feature that distinguishes event projects from other (more common) types of projects, such as building construction, developing new software products or applications, etc., is the event itself, which constitutes a major challenge and is definitely 'a project within a project' because it generates its own risks and requires a more complex level of risk and change management.



Source: International EMBOK Executive, 2005

Figure 3. The International EMBOK Model

The four main areas of the EMBOK include Phases, Processes, Core values and Knowledge Domains. Altogether they cover the full scope of event management and offer the main categories for a knowledge management system or event management system.

The EMBOK **Phases** dimension displays the consistent nature of event management, emphasizing the time criticality of any event project. The phases include initiation, planning, implementation, the event and closure and are based on traditional project management terminology.

The EMBOK **Processes** dimension involves both an integrated and interactive system necessary to facilitate an extensive course of action, as well as a dynamic approach to the changing character of events. The Processes comprise assessment (presuming both identification and analysis), selection, monitoring, communication and documentation, – all basing on widely recognized process systems.

The EMBOK **Core Values** dimension defines the principles that should be included in all decisions relating to each component, phase, and process of an event so that these decisions contribute to successful and sustainable results. The Core Values include continuous improvement, creativity, ethics, project integration, and strategic thinking.

The **Domains** of the EMBOK encompass comprehensive areas of activity or functions in event management. They represent the full range of responsibilities assigned to event organizers, as well as the categories necessary for organizational structure or effective knowledge management. The EMBOK includes five core domains – Administration, Design, Marketing, Operations, Risk, with the latter differing it from PMBOK.

The **Risk** domain concerns protective obligations, opportunities and legal aspects typically related to any enterprise, including event projects [16].

These areas are directly related to each choice made and all actions carried out within the framework of event projects, and they are attracting more and more attention from a range of stakeholders – from regulators to increasingly sophisticated consumers of events.

Taking into account the achievements of the EMBOK, the foundations of the Tourism Management Body of Knowledge have been developed in every part introduced by the International EMBOK Model including the core values, domains, classes, processes and phases.

Research goals and methodology

The objectives of the study include the rationale for the applicability of the project management methodology and tools for the tactical and strategic development of the tourism industry at both the world and national levels of economic development. The author sees the possibility of the tourism industry's further sustainable development on the basis of a systematic approach to improving the functioning of tourism enterprises applying the tools and methods of project management. Taking into account the current contribution of tourism to the world economy and the national economies of many countries, the issue of sustainability of tourism enterprises and national tourism industries in general seems to be one of the foundations for solving the problems of sustainable development included in the 2030 Agenda for Sustainable Development.

Methods: The study was conducted on the basis of a systematic approach using a logical and comparative analysis of various types of project management methodology in order to select the optimal methodology for solving operational and strategic problems of the tourism industry and sustainable development of tourism industries, as well as the method of structural-functional modeling, which revealed the most significant features of the tourism project, core elements of the implementation process of the tourist product and the most significant components of the methodology project management applicable to the management of tourism projects.

Research results

After reviewing project management methodologies (PMBOK and Agile) and event management methodology (EMBOK), and taking into account the growing importance of the global tourism industry and the growing number of people involved in tourism projects, the study revealed the urgent need to develop a tourism management methodology that can be implemented only on the basis of the identified specificity of tourism projects, i.e. typical features of the tourist project, its constraints and the core components of the tourism management body of knowledge.

The study has identified two stages of organizational management in tourism: managing the process of developing a tourism product and managing its implementation in the context of developing the system of required services, compulsory for the project implementation.

Tourism projects specificity

The main distinctive feature of tourism projects is their higher complexity in comparison with any other type of projects. Unlike civil engineering / construction projects, the production of goods or most IT projects, tourism projects do not end with the start of product sales to the first group of travellers, since after the product launch, two more stages begin to go simultaneously, on which so much depends, not less than on the tourist product itself.

For example, a very good travel package was developed with the participation of a tour operator who provided general guidance and detailed design (often including visa services), a transport company that could provide a charter (not necessarily, but often common practice), an accommodation company (for example, a 3–4* hotel), a catering company or additional hotel catering services (in the case of an all-inclusive package), animators for children and the elderly in the case of a family package, an excursion bureau that offers excursions and on-site shopping (often very welcome), a company that provides some medical services (such as a sauna or hammam, massage, etc.) and a life-guard company in case of a beach or mixed trip or a rescue company in case of adventure tourism. On average, the product introduction phase lasts at least twice as long in the case of a tourism project as compared to an event within an event project.

All these elements are combined into a well-developed travel package or travel product (with numerous previously signed contracts, agreements and letters of intent and dozens of negotiations previously held as part of the development of this travel package and the implementation of this tourism project), two new

parallel phases begin – one is implementation of the tourist package, and the other – the implementation of travel services.

Tourism project management – modelling

The use of models allows establishing the relationship between the essential components and processes both within the system and in its environment. However, it should be remembered that the process of modelling requires a number of assumptions to be introduced, and the results of a particular model analysis are only valid within the framework of these assumptions.

As a matter of course, one cannot consider the results of modeling as an end result, as some kind of “algorithm”, substituting conditions or values corresponding to one real situation or another to an exhaustive answer to the question of how to manage a tourism project and innovative development of the industry of tourism. The advantages of modeling are that it allows: to explain the observed phenomena and the connections between them (descriptive function); predict the future development of processes (prognostic function); choose the best options for development (regulatory function).

The modeling method is used in project management as a tool for visualizing important system relationships, as well as part of the project management methodology, which allows to optimize the decision-making process, as well as to anticipate possible environmental changes that directly affect the changing conditions of the project and its result.

Modelling in project management has become an effective technology for managing change in a competitive environment. The correct application of project management modeling has a positive effect on the implementation of any project in accordance with high quality standards, which are achieved within the set goals, while reducing risks and saving time.

One of the most successful and proven models in project management has become the project management triangle (also known as the Triple Constraint) that is a project management constraint model (used since the 1950s to analyze projects), suggesting that the quality of work is limited to the budget, timing and scope of the project and that changes to one constraint require changes in others, to compensate and, thus, avoid quality reduction [17].

Constraint model of the tourism project

Since tourism projects involve an extremely unstable combination of transportation, housing, catering, entertainment, climate and human factors, each of which is subject to constant changes and thus creates high risks, which together lead to the high vulnerability

of the travel company, the staff of the tourism Companies should practice increased responsibility as the most significant element of their professional credo and daily professional activities.

Since the reputation of travel companies largely depends on the feedback from their customers, who are playing an increasingly important role in the modern digital era due to the growing social networks, the quality of the tourism project has become an unprecedented significant value.

Based on the project management triangle of content, time and cost, a constraint model of key characteristics of an average tourism project has been developed, identifying three main areas of tourism projects directly related to the issues of responsibility, risks and change management (see Figure 4 below).



Developed by the author.

Figure 4. Constraint model of the tourism project

Ideally, tourism projects should potentially include business analysis and marketing research and relate to the history and cultural heritage of local attractions, local wildlife and natural resource management, conservation of the environment and preservation of the local biodiversity, highlight local, regional or international tourism specificities, help to solve problems of socio-economic development in rural areas, as well as contribute to further communication and co-development.

Development and implementation model of the tourist product

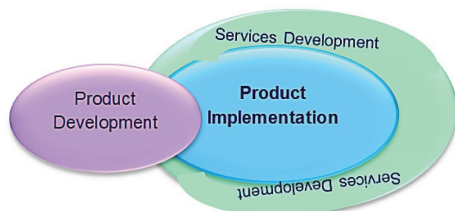
These two stages, although they do not require a team project, but engage employees of all the aforementioned stakeholders – the transport company, a transfer provided either by the hotel or the tour operator who previously organized it while developing the tourist product = travel package, the hotel (or any other accommodation service provider, included in the same travel package), the catering service provider, entertainment organizer and other service providers – come on stage and start to contribute to the implementation of a

previously developed tourist product. Moreover, the implementation of each element of the tourist product can only be made through the introduction of certain services, the quality of which no longer depends on the initiator and developer of the tourist product – the tour operator.

And too often, the development of new services (or rather, new packages of services) coincides with the implementation of the services, which depends on a number of objective and many subjective factors, since services in tourism are still provided by people.

And what makes tourist products unprecedentedly difficult, and overall tourism projects even more problematic – is the customer or rather a great variety of customers, many of whom use tourist products not just as a great opportunity to spend their free time and relax (passively or actively), but as a great opportunity to gain new self-confidence at the expense of any or sometimes every service worker, and then gain some influence and power by spreading their sometimes very subjective and erroneous opinions through social networks.

Thus, a tourism project can be depicted as consisting of two main integrated parts – (1) the development of a tourist product and (2) the introduction / implementation of a tourist product with the simultaneous development of tourism services (see Figure 5 below).



Developed by the author.

Figure 5. Model of tourist product development and implementation

Another distinctive feature of the tourism project is a higher level of individuality compared only with such personal or family events as birthday / anniversary parties or graduation / retirement events and the like.

However, although most events – conferences, meetings, exhibitions – affect people (mainly representing certain companies), they are more formal in nature, and the reputation of such events largely depends on the generalized opinions of companies, which makes these opinions less subjective than the opinions of consumers of the tourist product.

Similarly, even if not every participant of such a cozy family event is fully satisfied, they rarely dare to publish their negative reviews (not to break their family ties),

unlike consumers of tourist products, who in many cases find additional satisfaction in publishing their negative reviews, although they are not always able to clearly analyze true reasons for their discontent.

Thus, the tourist products that underlie tourism projects have a greater impact on the developers of tourist products and their partial performers, i.e. tour operators and travel agents, and thus increase their vulnerability.

In addition, although the implementation phase of the tourist product does not depend mainly on the tourist product developers, but on their tourist product partners – carriers and providers of housing, catering and entertainment, in many cases the reviews of consumers of the tourist product are associated with tour operators / agents and influence them to the greatest extent (and much less the reputation of particular airlines, hotels, catering organizations or entertainment organizers who actually introduce / implement the tourist product and are more responsible for its success, as well as a positive experience and positive feedback from customers.

All these add to the specificity of tourism projects and their particular susceptibility and vulnerability to all sorts of changes – from a charter flight change to tourists' personal health problems like a sudden allergy to a blooming plant never met before or individual dissatisfaction with the taste of local dishes and possible digestion problems. So, human factor is the core challenge to managers of tourism projects and key determinant for tourism projects' success and sustainability.

Tourism project management – methodology

Taking into account the complex multi-level nature of the tourism industry as a system, it can be concluded that the development of the positive impact of tourism on tourist destinations and the maximum reduction of possible negative effects of tourism on them, including their natural, historical, cultural resources, as well as on the local community is impossible without holistic systems approach and a developed project methodology, taking into account the specifics and potential of the tourism industry, able to provide both positive and negative influence.

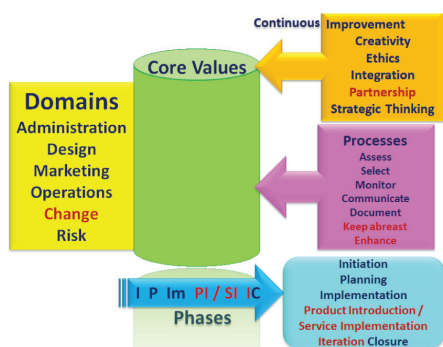
In order to provide a platform for a more sustainable development and implementation of tourism projects, it is high time to design a body of knowledge for tourism management. Basing on the PMBOK and even to a larger extent on the EMBOK, a model of **TMBOK –Tourism Management Body of Knowledge** has been developed including similar areas of importance with amendments highly important for the tourism project management.

For the **TMBOK** the **Values** of the **EMBOK** – Continuous improvement, Creativity, Ethics, Integration, Strategic Thinking – should be completed with one more indispensable value – **Partnership**, without which tourist products cannot be developed and introduced and tourism projects cannot be implemented.

Besides the domains of Administration, Design, Marketing, Operations, and Risk, **TMBOK** Domains should include **Change**, since constant change is one of the key features of tourism projects.

The processes included in the **EMBOK** – Assess, Select, Monitor, Communicate and Document – can be actually included in the **TMBOK** and supplemented with two more processes – Keep abreast and Enhance as tourism projects are implemented through iterations, sometimes going in parallel.

Just like Event is the core of the event project, Tourist Product is the core of the tourism project. So, the **EMBOK** phases – Initiation, Planning, Implementation, Event and Closure – in the **TMBOK** should be transformed in the following way: Initiation, Planning, Implementation, **Product Introduction / Service Implementation**, and **Iteration** Closure.



Developed by the author.

Figure 6. The TMBOK Model

It is clear that the implementation of project management methodology and tools in all travel companies is not possible within a short time, but the understanding by travel company managers of the opportunities and prospects opening up for their organizations when introducing project management will be able to influence their decision to introduce project organizations and tools thus creating systemic conditions for more sustainable development of travel companies.

Conclusions and discussion

Currently, the tourism industry is faced with a situation where tourism project managers reactively respond to emerging changes and risks; in the

practice of implementing tourism projects, proactive management is almost completely absent, and therefore, there is hardly any management in principle, as in the context of the sustainable development of the modern tourism industry management cannot be otherwise but proactive.

The following steps should be taken in this direction: (1) a thorough analysis of current needs for a particular type of tourism and a no less thorough analysis of the opportunities offered and implemented by all participants of a tourism project without their subsequent exaggeration as part of a marketing campaign; (2) the introduction of a planning system for tourism projects; (3) quality planning of a tourism project based on a structured system approach; (4) the introduction of a system for the implementation of tourism projects, coupled with the management of risks and changes; (5) the introduction of adequate mechanisms for monitoring and evaluating tourism projects: project managers should be able to measure the progress achieved, since it is impossible to manage what is impossible to measure; (6) integration of the system for implementing the benefits of a tourism project into project management.

The project management methodology is capable of providing flexible and efficient tools for projects with a high level of risk and a high degree of variability, which is exactly what tourism projects are. The prospective Tourism Project Management Methodology, based on the proposed foundation of **TMBOK** focusing on tourism project specificity and complexity, can not only increase the manageability of tourism projects (allowing stakeholders to better manage their risks and changes) and the overall sustainability of the tourism industry, but also develop the guidelines established in the Global Sustainable Tourism Criteria [18] and the European Tourism Indicators System [19].

The proposed fundamentals of the tourism project management methodology based on the author's model of tourism project management, the tourism project models and the **TMBOK** model models (a set of knowledge of tourism management) highlight the features of the tourism project, its specific characteristics and the most significant components of tourism project management as a system. To implement the proposed methodology based on the **TMBK** concept in the practice of tour operators, it is necessary to develop and implement a fairly large-scale system of measures, but the proposed concept makes it possible to realize their need for the sustainable development of tourism and hospitality organizations, tourist destinations and local communities.

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