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## **PROBLEM STATEMENT IN GENERAL AND ITS CONNECTION WITH MORE SCIENTIFIC AND PRACTICAL TASKS**

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*In the article the basic methodological principles of project management implementing large-scale international events of event tourism in modern terms, consider the possibility of a special form of organization of project management with account to these activities, given the need to attract participants from several countries that appear on the organizational structure of the project and requires effective coordination common actions geographically separated participants for international events in a particular location – macroprojects of international tourism.*

The development of Ukraine's economy largely depends on growing of its tourism field. This increase shall be regarded in contexts of 2012 UEFA European Football Championship that was held this summer in Ukraine. The Euro-2012 has been one of the biggest sport event since Ukraine's independence. Its organization required providing of high-level tourist services and tourist infrastructure improvement. Institutional arrangements that let realize a tourist potential within the Euro-2012 are international tourist macroprojects.

Therefore, the need of a comprehensive study of international tourism massive events is of current interest. These measures stipulate the creation of more opportunities for the formation of new areas of tourism specialization, tourism infrastructure forms, forms of interaction between organizers and have significant effect on countries' image.

All these aspects along with the necessity of effective implementation of international tourism macroprojects based on largescale international events, which are organized, involving the world's leading project management experience, determine the timeliness of this article.

In recent years the issue of project management, used during preparation and organization of massive tourist events, is more and more covered in the works of foreign scientists and specialists, because of international tourism massive events' enlargement and its influence on economic, cultural and social fields of recipient countries, regions and cities. Among such works should mention the works of Middleton V. and Kabushkin M. In Their works great attention is paid to quality tourism project management that is oriented on an expected effect.

The most fully the issue discussed in the studies of such scientists as Fedorchenko V., Popovich S., Matvienko T.

In general, the position as for project management use of international tourism massive events' preparation and organization as foreign as Ukrainian scientists coincide. Useful for the study of the problem at issue in this article are works, depicting the problems of effective project management in modern terms, among which there are worth paying attention on completions of Ukrainian (Batenko L. P. and Zagorodnich O. A.) and Russian (Senin V. S. and Puzaikov E. P.) scientists who explore project management properties in a tourism field.

The author of this article agrees with the necessity to use the project approach in the implementation of largescale international tourism events'. At the same time specifying the need for the development of a particular form of project management of these activities including attracting participants from several countries that affects on the organizational structure of the project and requires effective coordination of joint actions, geographically separated participants, to hold of the event on the international level in a macroproject's recipient-city.

**The aim of the study** within this paper is the development of scientific views as for project approach in conducting international tourism massive events. That demands a particular cooperation form of organizers which implement international tourism macroprojects in case of the European Football Championship.

According to analysts, Ukraine has made a positive impression on foreign guests, who came to Euro-2012 matches. The level of preparation was also appreciated by UEFA President Michel Platini, who especially pointed out the hospitable welcome, proper organization of fan-zones and well-coordinated work of the public transport.

As an example of positive influence of the championship may be used an experience of Portugal, Austria and Switzerland. According to the president of the Tour Operators Association of Ukraine Iosif Andrik after Euro-2004 in Portugal the tourist inflow increased by 50 % and after Euro-2008 in Austria and Switzerland – by 30 %. According to the specialist, "in case of Ukraine the expected figures are 40 % growth, about 2 million foreign guests".

The state agency on tourism believes that the year results will be positive, and the amount of tourist services will have grown at least by 50 % by the end of 2012.

Another specialist in tourism industry head of the department Olena Shapovalova notices that it will continue the tendency started in 2001, when the tourist inflow in Ukraine increased by 20 % and brought 9,8 billion hryvnias. According to these data, the championship has improved the very structure of the tourist sector, including service and culture.

On this stage the Ukrainian Government devotes much attention to tourism development as a perspective economic sector.

And the project approach is the most effective method to reach goals in the international tourist events. The main advantages to use the approach are next: workability in frame of limited time of execution of a project, budget clean-cut separation, accountability for the quality of work performed [4, 15–25].

Project Management Methodology let avoid problems of international tourism macroprojects implementations, connected with such external and internal factors (that are characteristic for modern social and economic environment in Ukraine) as:

- Economic insecurity;
- Lack and limitation of funds and resources;
- Inflation and steady goods and services cost increase;
- Fiercer competition in the markets on the part of foreign producers;
- Social problems;
- The problem of a consumer market;
- Increasing demands on quality of work, services, and products.

The structural model of the "Euro-2012" is shown as a composite model (composition of two parts) (Fig. 1) [5]:

- Three upper levels reflect the decomposition of the project with a focus on function and object.
- Two initial levels represent further details of decomposition with focus on works undertaken within the project, up to a specific provider work (Table 1).

The first level of "Common programme according to infrastructure types" let us determine and evaluate the role and place of a particular type of infrastructure surrounding by others, united by a common program of international tourism "Euro-2012" macroprojects.

Levels 2 and 3 describe the object and functional decomposition and location of macroproject and information that is sufficient for all levels of management.

Levels 4 and 5 characterize decomposition, focused on the work performed, and should include the information, which is necessary for

**Common structure of international tourism macroproject model of “Euro-2012”**

Management level	Ranking level	Level name and ranking
Business level	1	Common programme according to infrastructure types
	2	Kind of elements
	3	Cities where works will be realized
Technical level	4	Particular projects
	5	Minute work description

work management at providers' level. This information includes the composition and business volume, cost, materials, equipment, providers, technologies, relationships, etc.

In Ukraine international tourism macroproject realization purposes in general comport with more general social and economic, cultural and ect. goals and tasks, such as expanding the profits tax base, improvement of employment, infrastructure development, improvement of educational programs and the living standards.

The championship “Euro-2012” brought to Ukraine about 2 million foreign guests. During this international sport event hotels accepted near 200 guests every day [3].

Due to effective organization before, during and after the event many companies had a chance to use maximum opportunities provided by it (event). Such companies are:

1) companies directly served tourists: travel agencies, hotels, cafes and restaurants, transport companies, shops – these companies got the lion's share of income during championship.

Significant benefits also received manufacturers produced souvenirs for visitors “Euro-2012”;

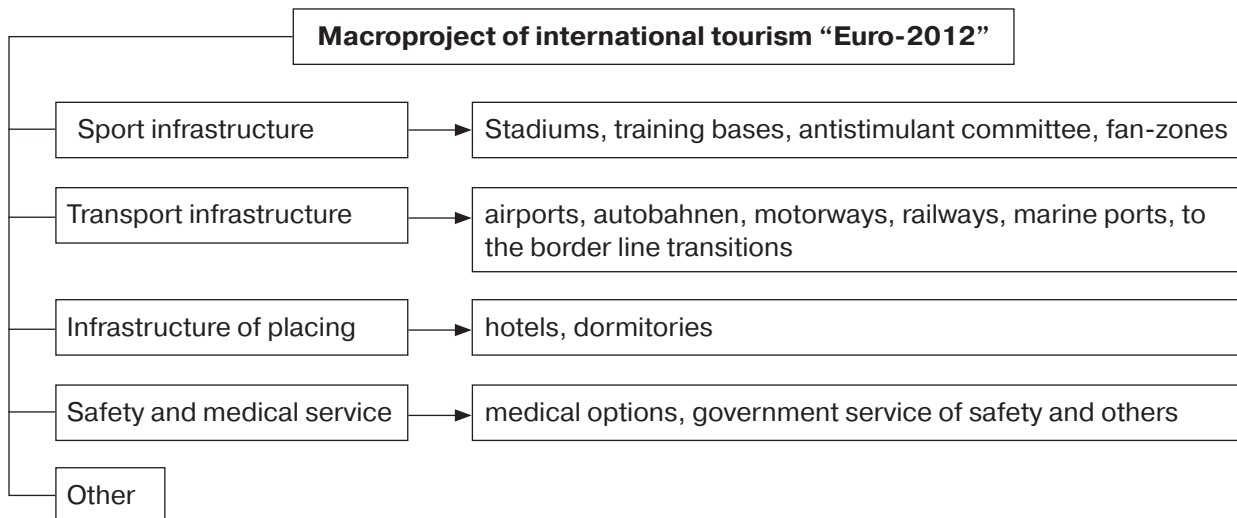
2) the organizers of “Euro-2012”: involved in the implementation of government programs and received funding from the budget and official sponsors. Those that provided services to private companies preparing their products, equipment, facilities and staff for the entertainment;

3) the media, organized wave of interest in order to promote themselves;

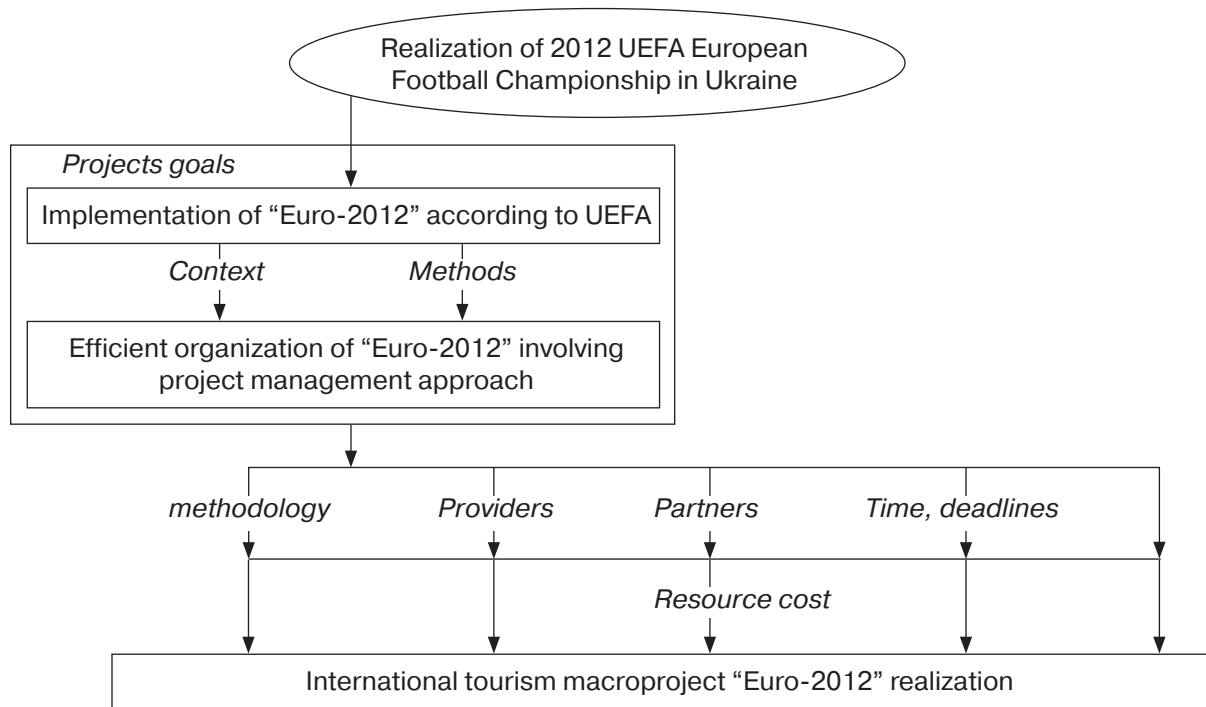
4) almost all companies as well as local population could benefit from the multiplier effect caused by rising demand for goods and services produced (provided) in Ukraine.

The scheme of international tourism macroproject's “Euro-2012” task formation according to its purpose is shown below.

At the same time, the experts note that the championship's positive tourist effect is only the beginning. Ukrainian tourist industry needs a specific state program of development in order to reach the full-fledged modern level.



**Fig. 1. Macroproject of international tourism “Euro-2012”**

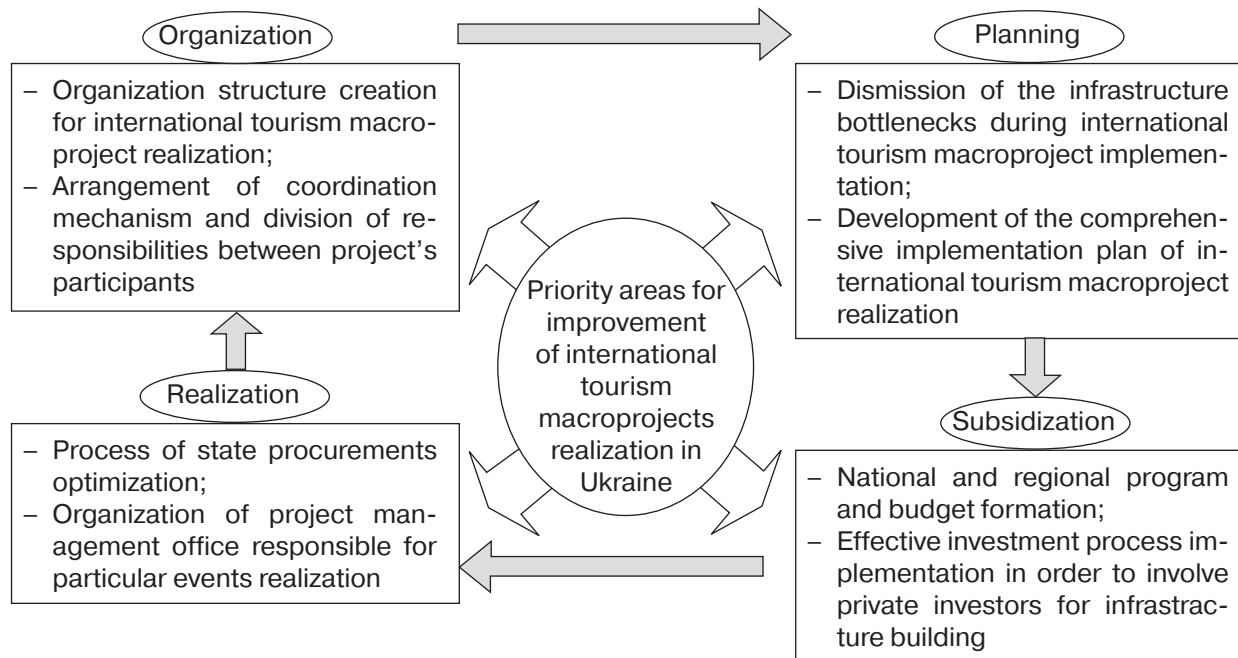


**Fig. 2. International tourism macroproject’s “Euro-2012” goals and realization destination**

The scheme of international tourism macroproject’s realization problem issues, where directions of connections in frame of macroprojects on the international and national lev-

els are indicated, is summarized by the author (Fig. 3).

The main problem, according to the author is the use of macroproject “Euro-2012”



**Fig. 3. Priority areas for improvement of international tourism macroprojects realization in Ukraine**

as an instrument of certain political interests, namely:

- the economic exploitation of the local population in order to meet the ambitions of the political elite (eg, priority channel resources for the organization “Euro-2012” in the presence of a substantial need for financing social needs of the population);

- destruction of the true inwardness of events in order to create elite values, an attempt to disguise the failure in achievement the development goals of the country meet the challenges specific international tourism macroprojects (formation at the highest state level, the idea of “Euro-2012” as an event, the realization of which is the main tool for solving significant internal systemic problems of the national economy as a project with extremely high return on invested capital, which is able to significantly improve the employment rate of the population, etc.);

- increase administrative costs (administrative and championship costs were significantly higher than spending on all social programs in the country);

- use events to legitimize unpopular decisions (“Euro-2012” was called an official reason to justify the reduction of budget expenditures on social programs, however the effectiveness of many project decisions and potential returns from them in the future is being questioned by many researchers).

Problem solving of international tourism macroproject realization in future will let Ukraine enhance the competitive positions on the embracing markets, by creating management environment. In the case of event tourism specified environment is defined by an event, that form a reason of international tourism macroproject’s realization. All these factors stimulate the problem solving of this implementation. Fig. 3 shows the priority areas for improvement of international tourism macroprojects realization in Ukraine.

**Conclusion.** While Ukraine forms its national priorities development it must provide its own competitiveness in its key areas, including tourism industry. One of the most advanced types of tourism activities in the world is the event tourism. Thus, a formation of effective tools of international tourism in Ukraine in relation to specific events that could attract tourists from other countries in this sense is urgent. Today remarkable events of global and regional scales are, under modern conditions, increasingly influential source of the funds to the recipient countries.



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*Implementation of international tourism macroprojects based on project management methodology is a tool that not only facilitates successful implementation of a particular event, not only stimulates the development of tourism in the country (by rising the tourism infrastructure and quality of travel services to international*

*standards), but also significantly contributes to the development of the country's economy. Such assistance includes implementation of infrastructure solutions that to be used not only for the purpose of certain event realization, but also for the functioning of the economy and people's lives improvement.*

*Реалізація макропроектів міжнародного туризму із застосуванням методології проектного управління є тим інструментом, що не лише допоможе успішному проведенню подій та стимулюватиме розвиток туризму в країні (шляхом доведення рівня туристичної інфраструктури та якості туристичних послуг до міжнародних стандартів), а й істотно сприятиме розвитку економіки країни в цілому. Таке сприяння полягає в реалізації інфраструктурних рішень, що використовуватимуться не лише з метою вжиття конкретного заходу, а й для функціонування економіки та поліпшення рівня життя населення.*

*Реализация макропроектів міжнародного туризма с применением методологии проектного управления является тем инструментом, который не только будет помогать успешному проведению событий и стимулировать развитие туризма в стране (путем доведения уровня туристической инфраструктуры и качества туристических услуг до международных стандартов), но и существенно способствовать развитию экономики страны в целом. Такое содействие заключается в реализации инфраструктурных решений, которые будут использоваться не только с целью проведения конкретных мер, но и для функционирования экономики и улучшения уровня жизни населения.*

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