

N. Boretska,

DrHab (Economics), Professor,

ORCID 0000-0003-2372-2519,

e-mail: nataliya-boretskaya@ukr.net,

Kyiv National University of Technology and Design,

G. Krapivina,

PhD (Public Administration), Associate Professor,

ORCID 0000-0002-9549-2794,

e-mail: galina3910@gmail.com,

Priazovsky State Technical University, Mariupol

WORLD EXPERIENCE IN THE DIGITALIZATION OF PUBLIC ADMINISTRATION IN THE DEVELOPMENT OF THE TOURIST AND RECREATIONAL SPHERE

Formulation of the problem. Recently, there have been enough publications devoted to the problems of digitalization of public administration. In particular, the world experience in the digitalization of public administration in the development of the tourist-reactionary sphere demonstrates the feasibility of introducing digitalization in the process of adapting public administration to the realities of the modern world. The digitalization of public administration in the development of the tourism and recreation sphere is a means that allows public administration to obtain the desired result, namely: to create conditions that bring excellent results to visitors to destinations, and higher profits to enterprises in the tourism and recreational sphere.

The relevance of the topic is understood by the authors in the global socio-economic and political aspects in the context of permanent changes and new realities characteristic of modern society. The digitalization taking place in Ukraine at the present time also applies to the tourist and recreational sphere. Thus, there are practically no obstacles to starting activities in the tourism and recreation sector, which, together with a relatively short payback period for investments in the development of destinations, often leads to the absence of strategies for the development of its economic components. Investments in the tourism and recreation sphere do not differ in significant volumes, but the financing of tourism and recreational activities is risky, which is partially determined by the lack of a unified system of state management of the development of the tourism and recreation sphere.

The study of the impact of digitalization on enterprise development has been reviewed by many scholars. G. Bowman, M. de Revere, A. Osterwalder, M. Rachinger, W. Voraber, K. Linz, G. Müller-Stevens, A. Zimmermann and others made a significant contribution. Among domestic scientists, one can single out V. Makhovka, I. Sirenko, S. Tsvilogo, G. Bublely, in

whose works the processes of digitalization of the economy, its promising industries and individual enterprises are studied. Analysis and generalization of theoretical developments of domestic scientists, among which A. Mazaryaki; O. Lyubitseva; Y. Mironov; G. Gorin; S. Kovalchuk., S. Nikolashina; T. Kuklina, V. Zaitseva; D. Soloviev; E. Falko; N. Fomenko; M. Bondarenko; A. Kirillova et al. Allows to summarize the world experience in the digitalization of state management of the development of the tourist and recreational sphere.

Selection of previously unsolved parts of a common problem. In the tourist and recreational sphere, only those destinations can be successful, the state management of which creatively and non-standardly uses the conceptual provisions of scientific research, is in constant search for new means of adaptation to market conditions that change and actively regulate the tourist and recreational market and consumer values of the population and operates information on the resource and recreational rating of the constituent destinations and the overall assessment in points of their tourist and recreational development in the rating of Ukrainian destinations.

The purpose of the article is to summarize the world experience in the digitalization of public administration in the development of the tourist and recreational sphere.

Main part. Currently, due to the rapid development of tourism and its role in the modern world economy, the public administration of a number of countries has accumulated significant experience in the successful digitalization of management of the development of the tourism and recreation sphere and, as a result, increases revenues and receives significant amounts of foreign currency revenues to the budgets of countries (Table 1). The place and importance of the tourist and recreational sphere in the economy of some countries is evidenced by:

**Analysis of the world experience in the digitalization of public administration
in the development of the tourist and recreational sphere**

No	Land	Digitalization	Problems on which public administration makes decisions	Basic principles of public administration decision making
1	Israel	+	An increase in the volume of freely convertible currency coming from tourism and its share in the budget revenues, as well as saving resources for the development of local tourism	Assessment of the effect of making alternative decisions by public administration
2	Turkey	+	1. Assessment of the state of affairs in the field of tourism and recreation. 2. Making investment decisions	1. The usefulness of public administration decisions as a reflection of the public attractiveness of destinations. 2. The importance of investment projects. 3. The cumulative impact on the budget of the development of the tourist and recreational sphere.
3	Pacific Ocean Region States	+	Comprehensive linking of destination, time period, means of transportation, communication and information	1. Comprehensive, starting from the point of departure, customer service. 2. Detailed forecast of the flow of visitors by points of departure, destination and time period
4	Bulgaria (Golden Sands, Sunny Beach, Albena, etc.)	+	Design, construction and operation	Comprehensive and centralized decision making for the development of destinations
5	Dubrovnik, South Adriatic	+	Planning a one-time reception of a large number of visitors	1. Regulation of labor resources for seasonal employment. 2. Evaluation of visitor flows by category. 3. Coordination of development with other industries.
6	Poland	+	Further expansion of the destination area	Rational use of existing and organization of new destinations
7	France	+	Design development of programs for the development of territories suitable for tourism and recreation in the southern part of the Biskai Bay and the Breton coast	Regulation of the main factors in the development of destinations
8	USA (Yorktown, Colonial Williamsburg, etc.)	+	Creation of reserves and tourist and recreational centers in historical places	State investments are directed only to restoration and creation of information centers; single complex economy

Italy with revenues from foreign tourism covered the deficit of the foreign trade balance for a long time;

in France, the tourist and recreational sphere as a source of foreign exchange takes a leading place along with the products of the ferrous metallurgy and the automotive industry;

in Switzerland, the tourist and recreational sphere occupies one of the first places along with the export of mechanical engineering, chemical and watch industries;

in the UK, the tourist and recreational sphere has long been the main source of hard currency.

In world practice, the digitalization of state management of the development of the tourist and recreational sphere is based on:

statistical description of tourist and recreational problems;

creation of models for predicting the consequences of government decisions on the development of the tourism and recreation sphere;

means of measuring the economic efficiency from the development of various forms of organizing the use of the free time of the population [1; 2].

In particular, the digitalization of state management of the development of the tourist and recreational sphere in Israel, Turkey and Puerto Rico demonstrates the feasibility of the goal of digitalizing the problems of managing the intensity of visitor flows from the center of concentration of the population to the destination and predicting the economic effect of this.

In Israel, the digitalization of state management of the development of the tourist and recreational sphere is aimed at increasing the volume of foreign currency entering the country through tourism and its share in budget revenues, as well as maximizing the saving of resources for the development of local tourism [3; 4]. For this, a quantitative assessment of the effect of alternative public administration decisions is used [5]. Considerable attention in the digitalization of state management of the development of the tourist and recreational sphere is paid to taking into account the multiplier effect with an increase in the costs of visitors to destinations [6-8]. Moreover, the digitalization of visitor flows, both indirect and induced, reveals the sectors of the economy of the destination that are

promising for investment, which highlights the feasibility of using the multiplier effect in the digitalization of public management of the development of the tourism and recreation sphere [9; 10].

The determination of the potential demand for tourist and recreational services in Israel is carried out in the context of the digitalization of public administration using (as a target function of the economic efficiency of public administration of the development of the tourist and recreational sphere) an increase in the value of the equivalent volume of foreign currency added by the industry under the conditions of local factors constraints, the most significant of which are:

- using only existing facilities;
- lack of skilled labor;
- formed structure of destinations;
- exogenous forecasts under various assumptions as an information base for determining demand.

The results of the digitalization of the development of the tourism and recreation sphere are used by the Israeli Ministry of Tourism to manage the intensity of visitor flows based on a numerical assessment of seasonal fluctuations and the frequency of various components. In particular, the following are analyzed:

- dependence of the results of the activities of destinations on the number of visitors using air transportation services;
- the number of inbound visitors to the country's sphere;
- the volume of foreign currency entering the Israeli budget from the tourism and recreation sphere;
- the number of visitors leaving the country;
- the number of places in the country's hotels intended for visitors, including foreign [11; 12].

The Israeli Ministry of Tourism uses the results of digitalization to predict the effectiveness of the country's tourism and recreation sphere, depending on the seasonality, that is, on the percentage of recreation and entertainment places that operate throughout the year, and the total number of those that are used only during the season. Based on digitalization, the ministry decides to extend the season, namely: organizes additional events in the off-season, that is, announces the second (and possibly third) season, etc. Decisions are made taking into account the advantages of the extended season, which include a number of social factors, namely:

- the best conditions for recreation for a significant number of visitors due to the lack of overcrowding in the high season in the country;
- the most efficient use of customer service facilities;
- equalizing the load on the economy and ecology of the country's destinations;
- equal employment of the service personnel of the enterprises of the tourist and recreational sphere;
- improving the quality of restaurant and other forms of customer service.

The digitalization of the Turkish Ministry of Tourism began with an assessment of the state of the country's tourism and recreation sphere in order to

develop prospects for the development of 65 destinations and their classification according to the degree of development. At the same time, the effect of the digitalization of public administration is calculated using the method of assessing the usefulness of government decisions [13]. It should be noted that (already from the first stage of digitalization of the resources of the tourism and recreation sphere in Turkey), the utility function reflects the degree of public attractiveness of destinations. Weighting factors are assigned to different destinations [14]. They are determined on the basis of expert assessments of the factors of attractiveness of different destinations, taking into account the criteria of the relative importance of factors and the calculation of the value of the criterion of utility or relative attractiveness for specific tourist and recreational facilities of the destination.

In the digitalization of state management of the development of a strategy for investment in the tourism and recreation sphere in Turkey, the weighting factors reflect the relative importance of investment projects and satisfy the additivity property for options for plans for the allocation of financial resources, which allows public administration of the program for the development of the tourism and recreation sphere.

At the same time, the digitalization of state management of the development of the tourism and recreation sector in Turkey does not use estimates of the reduced net profit from investing in specific investment projects. The authorities considered this assessment unacceptable for several reasons:

- there are a large number of investment projects on a regional and national scale;

in addition to projects for the construction of hotels, summer cottages, etc., which really cause an inflow of funds, there are also projects such as the construction of roads, archaeological excavations or the construction of museums, which do not provide monetary benefits, but are significantly expendable, which must be taken into account when allocating funds for development tourist and recreational sphere. As an estimate of the profit, the average value of the volumes of profit from different variants of investment projects was chosen.

The digitalization of public administration uses a mixed assessment to determine the cumulative impact of the development of the tourist and recreational sphere on the country's budget through the receipt of currency. Such an assessment is the limit of utility, reflecting the contribution of the investment project to the enhancement of the factor of attractiveness of destinations for visitors. That is, the project for the construction of a hotel in the destination is considered only when the state administration has already made a decision to build a road to the site where the hotel is planned to be located. Thus, digitalization allows the Turkish government to make decisions, taking into account the fact that the investment project for the construction of the road immediately precedes the project for the construction of the hotel.

Likewise, the digitalization of public administration takes into account a prerequisite: any

project can be preceded by more than one project. This is because for each destination there is a planned investment project and an associated infrastructure project that precede any destination investment project. The goal of the digitalization of public administration is, first of all, to ensure an appropriate level of planning for the social development of the components of the destination before starting real actions for the development of the destination and thus guarantee each of them an appropriate infrastructure that meets the minimum public requirements.

The digitalization of the state management of the development of the tourism and recreation sphere in Turkey allows:

- to obtain, for decision-making, an assessment of the probable and optimal economic effect from the development of destinations and their qualitative structure in the regional economy;

- balance the maximum supply and demand of tourism and recreation projects;

- calculate the surplus and deficit of tourist and recreational services;

- to maximize the level of costs required for the optimal economic effect from the development of the tourism and recreation sphere;

- optimize the distribution of funds by destination, depending on the potential for the development of the tourism and recreation sphere in each of them;

- to optimize the seasonal distribution of factors of activity of the tourist and recreational sphere;

- Determine the latent or existing cost limit associated with changing key assumptions, inputs, and optimal outcomes for the development of destinations.

The digitalization of state management of the development of the tourism and recreation sphere in the Pacific Ocean allows us to determine:

- tourist and recreational centers that attract visitors in different seasons, which is determined by the specifics of the destination;

- logistic connections and characteristics of transport and information means of realizing the possibilities of communication between the point of departure and the tourist and recreational center in a certain period of time [15-17]. Taking these factors into account, as well as the total number of visitors leaving a particular destination and the distance between the destination and the destination, the digitalization of public administration makes it possible to predict the flows of visitors who leave the destination and must reach the destination within a certain period of time.

An analysis of the factors affecting the development of the tourism and recreation sphere, as well as a generalization of world experience in the digitalization of public administration by it, show that one of the conditions for the rational formation of the material base of destinations is to ensure complexity based on the creation of a system of multifunctional enterprises for receiving and servicing visitors. Thus, the practice of digitalization of state management of the development of the tourist and recreational sphere in Bulgaria (Golden Sands, Sunny Beach, Albena, etc.)

shows that the introduction of the principle of integrated and centralized digitalization of state management of their development deserves a positive assessment.

In the countries of the South Adriatic, the digitalization of state management of the development of the tourist and recreational sphere makes it possible to substantiate the estimated and project estimates for the modernization of destinations. Thus, in the program for the development of the tourist and recreational sphere in Dubrovnik, digitalization makes it possible to develop a wide range of problems of the interrelated development of various components of the destination, taking into account the leading importance of tourist and recreational activities. Especially carefully researched:

- use of labor resources due to seasonal employment;
- assessing the volumes of different categories of visitor flows;

- coordination of the development of the tourism and recreation sphere with other industries.

Taking into account the significant volume of tourist and recreational resources: the sea, mountain landscape, monuments of the ancient city, digitalization allows the public administration to structure and plan the volume of visitor flows in order to protect the landscape from destruction.

It is interesting to note that in the countries of Western Europe and America, where the tourist and recreational sphere develops depending on the conjuncture of demand, and in the countries that were previously part of the socialist camp, the digitalization of state management of the development of destinations makes it possible to make government decisions on the implementation of project development of expansion programs. territories favorable for tourism and recreation and regulate the main parameters of their development. Thus, the digitalization of state management of the development of the tourist and recreational sphere of France makes it possible to develop the southern part of the coast of the Bay of Biscay with a length of 235 km with a tourist and recreational purpose based on the development of an urban planning scheme that provides for the preservation of the existing landscape and maintenance of ecological balance. For this, 13 sites have been allocated for the creation of reserves and 9 main planning zones for the placement of destinations. The digitalization of French public administration in the development of the Breton coastline allows for the creation of a coastal destination scheme, in which the main emphasis is on the planning of destinations inland, along axes perpendicular to the coastline.

In the United States, the digitalization of the National Park Service is making it possible to implement projects to create nature reserves and tourist and recreational centers in historic cities. In a number of projects (for example, in Yorktown), public administration directs investments mainly in the restoration and creation of information centers, while the development of the tourist and recreational sphere is entrusted to private business. The Colonial Williamsburg Tourism and Recreation Center is an

interesting example of the digitalization of US government by the development of the tourist and recreational sphere. The development project for this small town, which in the 15th century was the center of the British colony of Virginia, has well preserved old houses and structures, which are now used as display objects, at the same time adapted to serve visitors. New low-rise hotels are located outside the historical zone of the city. In order to completely isolate the ancient part of the city from transport, a transit car tunnel was built under its central zone. It is important to note that digitalization allows the directorate of the tourist and recreational center-reserve to coordinate issues of preserving monuments, the activities of museums, organizing a souvenir economy and all forms of receiving and servicing flows of visitors. The US government notes that digitalization allows the Colonial Williamsburg Tourism and Recreation Center to function as a single complex of tourism and recreation businesses.

All countries have official tourist and recreational bodies and organizations that implement the principles of digitalization of state management of the development of the tourist and recreational sphere. Their functions depend on the degree of development of tourism and recreation in the country and the level of direct intervention of state administration in the tourism and recreation sphere. Such conditions affect the structure and status of the digitalization of state management of the development of the tourism and recreation sector:

in some countries, the functions of state management of the tourist and recreational sphere are performed by components of the direct state structures (Spain, France);

in some countries, official tourist and recreational bodies and organizations have a semi-autonomous status and function not as government structures, but as professional independent communities (typical for countries with a developed tourist and recreational sphere, in which the private sector plays a leading role, in particular, the United States);

in countries where public administration is just beginning to develop the tourism and recreation sphere and is trying to activate it, therefore it actively interferes in tourism and recreation policy, resorting to administrative measures for its implementation (Nepal, India, Tunisia).

As for Spain, the positive of the digitalization of public management of the development of the tourist and recreational sphere is as follows. In this country, the official state management of tourist and recreational resources, the supply of services and the development of tourism is carried out, as well as an official protectionist policy in the field of nature protection, culture, architecture, which requires a developed system of digitalization. The digitalization of public management of the development of the tourist and recreational sphere in Spain works to increase the level of income and economic efficiency of this sphere, employment of the population and growth of the country's budget. To

strengthen private initiative in the tourism and recreation sphere, digitalization carries out financial and other controls over the observance of established norms and laws.

The structure of government in Spain for the development of the tourism and recreation sphere includes digitalization, which ensures the adoption of government decisions on the volume of public investment in national tourism and recreation and the determination of the contribution of the tourism and recreation sphere to the national economy (excluding political and social motives). That is, the digitalization of Spanish public administration is an important means of state influence on the tourism and recreation sphere and state budget investments in it.

In some countries, the digitalization of public management of the development of the tourism and recreation sphere is the basis for financing destinations and individual projects not only directly from the state budget, but also from deductions from the tourism and recreation sphere.

In a number of countries, all functions of managing the development of the tourist and recreational sphere are carried out at the state level. The digitalization of state management of the development of the tourism and recreational sphere allows the ministries of tourism or related bodies to make decisions on the tourism and recreation policy of the country. The digitalization of state management of the development of the tourist and recreational sphere in such a centralized system allows better regulation of economic policy in the tourist and recreational sphere and attracting investments in it. A negative feature of digitalization is the danger of bureaucratization (Spain, France, Italy). In another group of countries, digitalization by the development of the tourist and recreational sphere is part of a special state institution or an independent organization that is part of a wider state structure (Canada, Japan). The third type of digitalization of public management of the development of the tourist and recreational sphere is based on the use of national semi-official institutions or private associations that are created by enterprises or public corporations (Great Britain (British Tourist Authority), Hong Kong (Hong Kong Tourist Association)). The advantage of digitalization of this form of organization of public administration of the tourist and recreational sphere is to increase the mobility of public administration of the development of tourist and recreational activities in comparison with the private form.

World practice shows that the effectiveness of the digitalization of state management of the development of the tourist and recreational sphere increases due to the implementation of the development of destinations as a multifunctional industry, in which infrastructure is only a necessary, but far from the most profitable share of the tourist and recreational sphere. The most important source of income in the tourism and recreation sphere are enterprises of various types of additional services for the free time of visitors, a relatively small amount of financial investments in which and their digitalization

with a significant rate of return provides the economic effect of the tourism and recreation sphere as a whole.

Conclusions and offers. The article reflects the world experience in the digitalization of the development of the tourist and recreational sphere, which made it possible to determine the following:

a separate area of scientific research is the digitalization of state management of the development of the tourist and recreational sphere, which makes it possible to form the structure of the tourist and recreational market in order to increase the efficiency of service to visitors and the influence of state administration on the realities of the tourist and recreational sphere, as well as the supply of tourist and recreational products, which affects public interest in them on the part of visitors as consumers of tourist and recreational services [18];

the processes of digitalization of state management of the development of tourist and recreational resources and the diversification of destinations have a positive effect on the intersectoral nature of the tourist and recreational sphere due to the multiplier effect for related sectors of the economy of the destinations that are directly involved in serving visitors;

digitalization of state management of the development of destinations characterized by a significant territorial concentration of labor, visitors, related industries and services, increases their

attractiveness for enterprises in the tourism and recreation sector in terms of minimizing costs;

when determining the role and procedures of digitalization of state management of the development of the tourist and recreational sphere and the formation of strategic goals for the development of a regime for promoting its development, it is advisable to study the consequences on the state of the tourist and recreational market of the destination;

To achieve a positive effect of the digitalization of public management of the development of the tourist and recreational sphere, it is necessary to closely coordinate the efforts of the enterprises of the destination, starting with the definition of a goal and support for changing the behavior of visitors to tourism services in specific destinations or the region as a whole.

To determine further steps of the digitalization of state management of the development of the tourist and recreational sphere in Ukraine, it is necessary to ensure the fulfillment of the main goal of the qualitative improvement of state management of the development of the tourist and recreational sphere, namely: increasing its openness, expanding goodwill towards the population, accelerating management processes, effective development of tasks, increasing the mobility of workers in tourism and recreation enterprises and their job satisfaction.

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Борецька Н. П., Крапивіна Г. О. Світовий досвід діджиталізації державного управління розвитком туристично-рекреаційної сфери

У статті узагальнено світовий досвід діджиталізації державного управління розвитком туристично-рекреаційної сфери та демонструється доцільність запровадження діджиталізації в пристосуванні державного управління до реалій сучасного світу. Показано, що у світовій практиці діджиталізація державного управління розвитком туристично-рекреаційної сфери ґрунтується на статистичному описі туристично-рекреаційних проблем; створенні моделей прогнозування наслідків державних рішень з розвитку туристично-рекреаційної сфери; засобах виміру економічної ефективності від розвитку різноманітних форм організації використання вільного часу населення. Зокрема, діджиталізація державного управління розвитком туристично-рекреаційної сфери Ізраїлю, Туреччини та Пуерто-Ріко демонструє доцільність мети діджиталізації проблем управління інтенсивністю потоків відвідувачів з центру зосередження населення до destinations та прогнозування економічного ефекту від цього, що особливо цікаво та докладно обґрунтовано. В Ізраїлі діджиталізація державного управління розвитком туристично-рекреаційної сфери має за мету збільшення обсягів іноземної валюти, яка надходить у країну завдяки туризму, та її частки в доходах бюджету, а також максимальну економію ресурсів на розвиток місцевого туризму. Діджиталізація міністерства туризму Туреччини дозволяє одержати для прийняття рішень оцінку ймовірного й оптимального економічного ефекту від розвитку destinations та їх якісну структуру в межах регіональних економік; урівноважити максимальний попит та пропозиції проектів розвитку туристично-рекреаційної сфери; розрахувати надлишок та дефіцит туристично-рекреаційних послуг; максимізувати рівень витрат, необхідних для оптимального економічного ефекту щодо розвитку туристично-рекреаційної сфери; оптимізувати розподіл коштів по destinations залежно від потенційних можливостей розвитку туристично-рекреаційної сфери в кожній з них; оптимізувати сезонний розподіл чинників діяльності туристично-рекреаційної сфери; визначити приховану чи наявну межу вартості, пов'язану із зміною основних припускень, вхідних даних та оптимальних результатів розвитку destinations. Практика діджиталізації державного управління розвитком туристично-рекреаційної сфери Болгарії (Золоті Піски, Сосячний Берег, Албена та ін.) доводить, що впровадження принципу комплексної і централізованої діджиталізації державного управління їх розвитком заслуговує на позитивну оцінку. Діджиталізація державного управління розвитком туристично-рекреаційної сфери у районі Тихого океану дозволяє визначити місця призначення відвідувачів, які приваблюють в різні сезони, що окреслює особливості destinations; логістичні зв'язки та характеристики транспортних та інформаційних засобів для реалізації можливостей зв'язку між пунктом відправлення і пунктом призначення у певному періоді часу. У країнах Південної Адриатики діджиталізація державного управління розвитком туристично-рекреаційної сфери дозволяє обґрунтувати розрахункові та проектні кошториси відновлення destinations. Діджиталізація державного управління розвитком destinations Франції дає підставу для прийняття державних рішень з виконання проектних розробок програм опанування сприятливими для туризму і рекреації територіями та регламентувати основні параметри їхнього розвитку. У США діджиталізація Національної служби парків дозволяє реалізувати проекти щодо створення заповідників і туристично-рекреаційних центрів в історичних містах.

Ключові слова: діджиталізація, туристично-рекреаційна сфера, досвід Ізраїлю, досвід Туреччини, досвід Пуерто-Ріко, досвід країн Південної Адриатики, досвід США.

Boretska N., Krapivina G. World Experience in the Digitalization of Public Administration in the Development of the Tourist and Recreational Sphere

The article summarizes the world experience in the digitalization of public administration in the development of the tourist-recreational sphere and demonstrates the feasibility of introducing digitalization in the adaptation of public administration to the realities of the modern world. It is shown that in the world practice, the digitalization of state management of the development of the tourist and recreational sphere is based on a statistical description of tourist and recreational problems; creation of models for predicting the consequences of government decisions on the development of the tourism and recreation sector; means of measuring the economic efficiency of the development of various forms of organizing the use of the free time of the population. In particular, the digitalization of state management of the development of the tourist and recreational sphere in Israel, Turkey and Puerto Rico demonstrates the feasibility of the goal of digitalization for the state solution of the problems of managing the intensity of visitor flows from the centers

of population concentration in the destination and predicting the economic effect of this. In Israel, the digitalization of state management of the development of the tourist and recreational sphere is aimed at increasing the volume of foreign currency entering the country through tourism, and its share in budget revenues, as well as maximizing the saving of resources for the development of local tourism. The digitalization of the Turkish Ministry of Tourism allows government decisions to be made to assess the likely and optimal economic effect from the development of destinations and their qualitative structure within the regional economy; balance the maximum supply and demand of tourism and recreation projects; calculate the surplus and deficit of tourist and recreational services; to maximize the level of costs necessary for the optimal economic effect on the development of the tourist and recreational sphere; optimize the distribution of funds by destination, depending on the potential for the development of the tourist and recreational sphere in each of them; to optimize the seasonal distribution of factors of activity of the tourist and recreational sphere; Determine the latent or existing cost limit associated with changing key assumptions, inputs, and optimal outcomes for the development of destinations. The practice of digitalization of state management of the development of the tourist and recreational sphere in Bulgaria (Golden Sands, Sunny Beach, Albena, etc.) shows that the introduction of the principle of integrated and centralized digitalization of state management of their development deserves a positive assessment. The digitalization of state management of the development of the tourist and recreational sector in the Pacific Ocean region makes it possible to determine the destinations of visitors that attract visitors in different seasons, which determines the characteristics of the destinations; logistic connections and characteristics of transport and information means for realizing the possibilities of communication between the point of departure and the point of destination in a certain period of time. In the countries of the South Adriatic, the digitalization of state management of the development of the tourist and recreational sphere makes it possible to justify the estimated and project estimates for the renewal of destinations. The digitalization of public administration in the development of French destinations gives rise to government decisions on the implementation of design programs for the use of territories favorable for tourism and recreation and to regulate the main parameters of their development. In the United States, the digitalization of the National Park Service is making it possible to implement projects to create nature reserves and tourist and recreational centers in historic cities.

Keywords: digitalization, tourism and recreation, the experience of Israel, the experience of Turkey, the experience of Puerto Rico, the experience of the South Adriatic countries, the experience of the United States.

Борецкая Н. П., Крапивина Г. А. Мировой опыт диджитализации государственного управления развитием туристско-рекреационной сферы

В статье обобщен мировой опыт диджитализации государственного управления развитием туристско-рекреационной сферы и демонстрируется целесообразность внедрения диджитализации в адаптации государственного управления к реалиям современного мира. Показано, что в мировой практике диджитализация государственного управления развитием туристско-рекреационной сферы основывается на статистическом описании туристско-рекреационных проблем; создании моделей прогнозирования последствий государственных решений по развитию туристско-рекреационной сферы; средствах измерения экономической эффективности развития разнообразных форм организации использования свободного времени населения. В частности, диджитализация государственного управления развитием туристско-рекреационной сферы Израиля, Турции и Пуэрто-Рико демонстрирует целесообразность цели диджитализации по государственному решению проблем управления интенсивностью потоков посетителей из центров сосредоточения населения в дестинации и прогнозирования экономического эффекта от этого. В Израиле диджитализация государственного управления развитием туристско-рекреационной сферы преследует цель увеличения объемов иностранной валюты, поступающей в страну благодаря туризму, и ее доли в доходах бюджета, а также максимальную экономию ресурсов на развитие местного туризма. Диджитализация министерства туризма Турции позволяет принимать государственные решения по оценке вероятного и оптимального экономического эффекта от развития дестинаций и их качественной структуры внутри региональной экономики; уравновесить максимальный спрос и предложение проектов развития туристско-рекреационной сферы; рассчитать излишек и дефицит туристско-рекреационных услуг; максимизировать уровень затрат, необходимых для оптимального экономического эффекта по развитию туристско-рекреационной сферы; оптимизировать распределение средств по дестинациям в зависимости от потенциальных возможностей развития туристско-рекреационной сферы в каждой из них; оптимизировать сезонное распределение факторов деятельности туристско-рекреационной сферы; определить скрытый или имеющийся предел стоимости, связанный с изменением основных предположений, входных данных и оптимальных результатов развития дестинаций. Практика диджитализации государственного управления развитием туристско-рекреационной сферы Болгарии (Золотые Пески, Солнечный Берег, Албена и др.) показывает, что внедрение принципа комплексной и централизованной диджитализации государственного управления их развитием заслуживает положительной оценки. Диджитализация государственного управления развитием туристско-рекреационной сферы в районе Тихого океана позволяет определить места назначения посетителей, которые привлекают посетителей в разные сезоны, что определяет особенности дестинаций; логистические связи и характеристики транспортных и информационных средств для реализации возможностей связи между пунктом отправления и пунктом назначения в определенный период времени. В странах Южной Адриатики диджитализация государственного управления развитием туристско-рекреационной сферы позволяет обосновать расчетные и проектные сметы обновления дестинаций. Диджитализация государственного управления развитием дестинаций Франции дает основание для принятия государственных решений по выполнению проектных разработок программ использования благоприятных для туризма и рекреации территорий и регламентировать основные параметры их развития. В США диджитализация Национальной службы парков позволяет реализовать проекты по созданию заповедников и туристско-рекреационных центров в исторических городах.

Ключевые слова: диджитализация, туристско-рекреационная сфера, опыт Израиля, опыт Турции, опыт Пуэрто-Рико, опыт стран Южной Адриатики, опыт США.

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