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# The Processes of Managing Competitiveness in Tourist Complexes and the Methodology for its Assessment

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**Abstract:** Thus, tourist complexes emerged as a significant tool for regional economic development, job creation, and diversification of services. Tourism competitive advantage is uniquely fragile and, with intensification of competition in tourism markets, sustainable development of these complexes largely depended on competitiveness management efficiency rather than isolated strengths. Although an academic interest among tourism researchers has developed in recent years in the domain of tourism competitiveness, studies have primarily explored competitiveness at the single enterprise or destination level, and little analytical interest has shifted towards understanding integrated tourist complexes and the managerial mechanisms that influence their competitive behaviour. To fill this gap, the current study develops an integrated methodological framework for evaluating efficiency in tourist complexes management, as the case study. The research is grounded on a system of quantitative and qualitative indicators characterized by economic, social and organizational dimensions of competitiveness. This study used analytical, comparative and systematic methods for analysis to assess the impact of the management decisions on quality of service, efficiency of resources and the competitiveness of the tourist complexes. The results show that competitiveness is establishment by competing interaction contrast of economic efficiency, the improvement of quality of service provided, and the systematic coordination of marketing and organization. The findings support that fragmented or disconnected policies yield a weak impact, whereas aggregated management structures create greater and longer-lasting competitive benefits. The research emphasizes aligning managerial goals with performance metrics. The research can be applied in practice by providing an assessment framework for managers and policymakers, which they can apply to facilitate better informed decisions. The suggested procedure reduces management effectiveness, ensures the assertion of market strength, and the ability of tourist complexes to maintain their long-run competitiveness as market conditions change.

**Keywords:** Indicators of Competitiveness, Assessment Methodology, Management Efficiency, Efficiency, Quantity And Quality of The Tourist Complex, Tourist Complex

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## 1. Introduction

The rapid growth of tourism made tourist complexes one of the most important factors of regional economic development, job creation and service sector. Tourist complexes are a strategic economic unit in the resources of many economies, especially those going through structural transformation, which integrates accommodation, recreation, transport and supporting services within one organizational system [1]. These complexes can no longer take it for granted that they will remain competitive for the simple reason that the home environment will ensure this for them; and as the product offer stiffens in terms of competition over destinations, the capacity of these complexes to continue to be able to make markets in individual locations is increasingly a function of the

management of their increased competitiveness, rather than a function of natural advantages or locational advantages.

Competitiveness of tourist complexes is this multidimensional concept that combines economic efficiency, quality of service, management capacity and market orientation [2]. Linking theory with practice, Theoretical perspectives on competitiveness focus value creation, cost reduction and differentiation as the key mechanisms by which enterprises fortify their market position. In tourist complexes, these mechanisms work simultaneously on multiple levels — from service production, through customer interaction to the marketing policy and internal management processes. It thus plays a crucial role in the relationship between competitiveness and management effectiveness, because managerial decisions affect the way inputs are transformed into sustainable competitive advantages [3].

Tourism competitiveness has been studied mostly from the angles of place branding, quality of service, and investment attractiveness. On the contrary, the existing research deals with individual tourism enterprises and mainly at the macro level destinations which does not cover the tourism ecosystem's core concept of competitiveness management within an integrated tourist complex. Notably, a combination of quantitative and qualitative economic, social, and organizational indicators in a single assessment framework has received little attention. This gap impedes the practical applicability of many theoretical models of decision making in actual management contexts [4].

In response to this drawback, this work uses a systematic methodological approach founded on composite indicators to evaluate the success of competitiveness management within tourist complexes. This research engages in an analytical and comparative assessment of managerial practices and their impact on competitive performance. The results are expected to uncover latent reserves to enhance management efficiency and structural vulnerabilities that limit competitiveness [5]. The findings provide practical guidance for policy-makers and managers by confirming evidence-based approaches ensuring sustainability, market continuity, and sustainable development of tourist complexes in the long run.

## 2. Methodology

The methodological framework of this study is of a holistic and systematic nature, assessing competitiveness management at levels of tourist complexes. The research is based on a mixed-method approach — it shows both quantitative and qualitative analysis in order to seize the multidimensional aspect of competitiveness. In this regard, the identification of indicators characterizing economic activity, the level of quality of services provided, the effectiveness of the organization, and the competitive ability of those tourist complexes functions in which these processes occur is of primary importance [6].

Data for analysis is drawn from statistical reports, sectoral documentation, and secondary information relevant to tourism development and management practices. For balanced evaluation and comparability, the chosen indicators are grouped into the categories of economic, social, and organizational [7]. We utilize analytical methods such as comparative analysis and structural assessment to examine the relationships between management decisions and competitive consequences. Specific emphasis is placed on the relationship between cost effectiveness and quality of services and the marketing effectiveness, as these factors jointly determine the competitive position of the tourist complexes.

The assessment procedure is a systematic, step by step logical process leading to a conclusion on both strengths and weaknesses as well as untapped potential in managing competitiveness [8]. Finally, the efficacy of managerial action is measured through a comparison of what was actually accomplished with what was planned, given the

resources utilized and the reaction of the market. Such a methodological approach allows for the detection of integrated rather than single effects, which is crucial for the understanding of complex management processes.

In general, the approach that was processed makes it possible to ground the assessment of competitiveness management, and in the future, those recommendations that can be applied in practice to improve the efficiency of tourist complexes, ensure their sustainable development and strategic stability in the long term in conditions of volatility in the external environment can be offered [9].

### 3. Results and Discussion

In recent times, the number of scientific research works on the development of all areas of service activities organized in tourist complexes in the world, increasing its change in the volume of gross domestic product and per capita services, providing the population with new jobs in the regions and improving the organizational and economic mechanisms for the development of entrepreneurial enterprises in complexes has increased [10]. In this regard, the priority tasks are to expand the new structures of the activities of tourist complexes, assess the competitiveness of enterprises on the basis of improving models and mechanisms, as well as expand reforms on the use of investment mechanisms in supporting entrepreneurial activity on the territory of the complex [11]. Assessment of the competitiveness of existing tourist complexes in the regions requires improvement of the methodology of comprehensive analysis, as a result of which the possibility of positive implementation of the measures developed to minimize risks in entrepreneurial activities in the territory of complexes will expand in the future. At the same time, the issues of improving the competitiveness of products and services created in tourist complexes are important in the development of the industry on the basis of market laws and are one of the most important factors of economic stability.

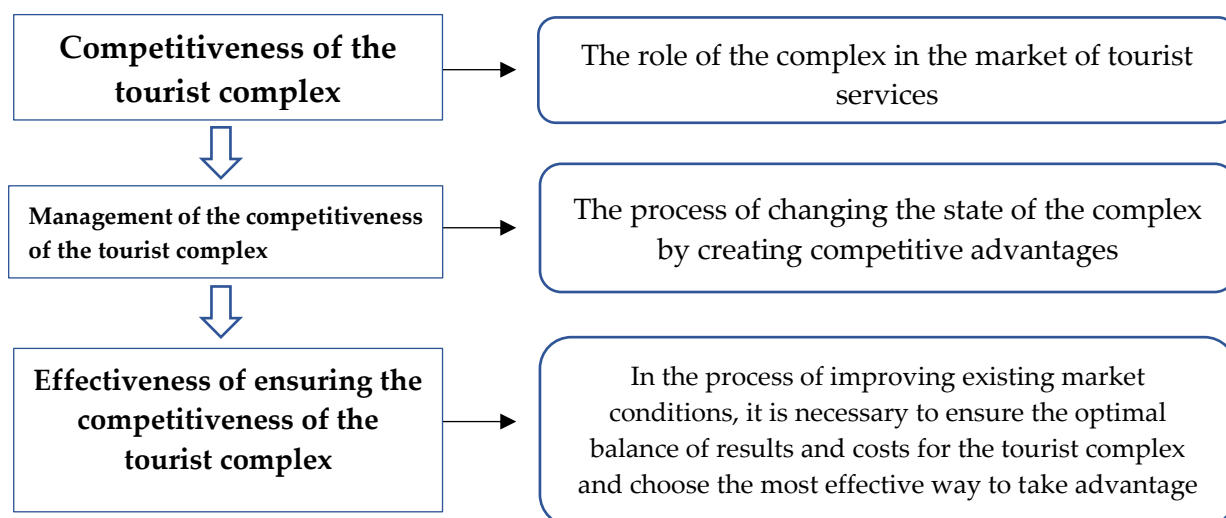
- Today, in the activities of tourist complexes and tourist enterprises located on their territory, competition for the consumer is in full swing at the same time, both Inter-complex and within the complex, and the task of forming bright and expressive competitive advantages is being put forward, which form the process of ensuring competitiveness to a greater extent [12]. Assessing the competitiveness of tourist complexes and analyzing the theory of competition makes it possible to identify the following important tactical situations that affect the competitiveness of these complexes:
  - Tactical situation characterizing the tourist complex;
  - Tactical situation describing the services created in the tourist complex;
  - Tactical situation describing the process of customer service on the territory of the complex;
  - A tactical situation that characterizes the general marketing and sales policy for the tourist complex.

In the course of the research, it is possible to identify new opportunities and reserves for improving the productivity of competitive management through integrated indicators of assessing the effectiveness of the management of the competitiveness of theoretically improved tourist complexes.

The use of recommendations aimed at increasing the competitiveness of tourist complexes does not make it possible to obtain a achievable effect if it is carried out for conditions of complex impacts [13]. This indicates the need to develop a mechanism that includes basic methodological rules for ensuring competitiveness in the activities of tourist complexes.

Studying the category of effectiveness associated with ensuring competitiveness, management actions associated with managing competitiveness show that it is advisable to consider the effectiveness of ensuring competitiveness in two cases: from the point of

view of computational goals and on the basis of types of assessment, to prepare a management decision to ensure competitiveness, predict its outcome and consider the effectiveness of ensuring [14].



**Figure 1.** Algorithm for the formation of the effectiveness of ensuring the competitiveness of tourist complexes.

As mentioned above, it is relevant that the competitiveness of service activities in tourist complexes is ensured in three areas:

- Efficiency of economic activity;
- Improve the quality of services provided;
- Recreational product sales efficiency.

Thus, the process of managing competitiveness makes it possible to plan and systematically formulate the general competitiveness policy of tourist complexes. Methodological recommendations and approaches developed in the research work on ensuring the competitiveness of tourist complexes are the basis for the fact that tourist complexes that are used in activities bring competitive advantages in economic, social and organizational aspects to a new level of quality [15].

#### 4. Conclusion

In conclusion, the competitiveness of tourist complexes is conditioned not by independent managerial actions, but by a comprehensive combination of coordinated economic efficiency, quality of service and management, organizational interaction, and market orientation of decision-making processes. They argue that piecemeal approaches to enhancing unique drivers of competitiveness yield diminishing results, while competitive advantages that are more consistent and sustainable take the form of systematic management based on both qualitative and quantitative combined indicators. The findings also show that by matching managerial goals with performance indicators, resources will be used more effectively and the tourist complexes will be able to improve where they stand in the market. The theoretical and empirical methodical framework proposed from a practical perspective provides a real basis for managers and policy makers to assess competitiveness management approaches and to support evidential-based strategic choices for enhancing short term development and balance of economic stability within the local and regional economies. Fifth, due to the use of generalized indicator groups and secondary data sources, the study has some limitations. Future research should conduct empirical testing of the methodology proposed in different areas, provide comparative analysis between different categories of tourist complexes, and build

strong empirical approaches and frameworks in the area of digital and innovation-based competitiveness factors to understand how competitiveness can be managed in a more dynamic market environment.

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