

NEWS

OF THE NATIONAL ACADEMY OF SCIENCES OF THE REPUBLIC OF KAZAKHSTAN

SERIES OF SOCIAL AND HUMAN SCIENCES

ISSN 2224-5294

<https://doi.org/10.32014/2018.2224-5294.29>

Volume 6, Number 322 (2018), 5 – 12

UDC 379.85

R.S. Bespayeva¹, R.O. Bugubayeva¹, Manuel F. Grela²¹Karaganda Economic University of Kazpotrebsoyuz, Kazakhstan;²University of Santiago de Compostela, Spain.

brs_@mail.ru, prur@keu.kz, mf.grela@usc.es

**FORMATION OF THE COMPLEX STRATEGY FOR DEVELOPMENT
OF THE SCHUCHINSK-BURABAY RESORT AREA BASED
ON THE BALANCED SYSTEM OF INDICATORS**

Abstract. For the Schuchinsk-Burabay resort area, improving the strategic management of tourism will make it possible to more efficiently distribute managerial influences on the part of the state authorities on the optimal development of tourism. This will also enable the use of economic opportunities in order to increase the profitability of the tourism industry, which in general will contribute to improving the efficiency of the regional economy. This article has developed a comprehensive strategy for the development of the tourist industry in the Schuchinsk-Burabay resort area on the basis of a balanced system of indicators. The methodological basis of the research is based on the following basic methods: abstract-logical, complex-factor, comparative and expert assessments. During the analysis of the state of development of the tourism industry in the Schuchinsk-Burabay resort area, marketing field studies were conducted.

Key words: tourism, strategic management in tourism, balanced system of indicators.

Theoretical and methodological approaches. There are many models that can link strategy with operational activities and cost factors, for example, the model of strategic maps of L. Meisel; the pyramid of K. McNair, R. Lynch and K. Cross; K. Adame and P. Roberte, "Effective Progress and Performance Measurement"; balanced scorecard (Balanced Scorecard, BSC) by Robert Kaplan and David Norton, and others. The most popular and applied in practice is a system of balanced indicators.

According to the creators and adherents of the theory, the design of a balanced system of indicators should include six mandatory elements:

- 1) perspectives - the measures by which the strategy will be decomposed to lower levels;
- 2) strategic goals (objectives) - formulated strategic aspirations, form the direction of strategy implementation;
- 3) indicators (measures) - meters, reflecting the measure of the task;
- 4) target values (targets) - values of indicators (measures) that need to be achieved;
- 5) cause and effect linkages - a logical chain connecting all the tasks of the organization, forming a strategic map;
- 6) strategic initiatives - actions to implement the strategy.

The Balanced Scorecard (BSS) is applied to each unit and the organization as a whole.

The system of strategic goals of the company, built on the basis of using a system of balanced indicators, is formed on the basis of the projection of the company's strategies in four main directions (perspectives):

- finance / economics;
- customers / markets;
- business processes;
- employees / infrastructure.

This approach is caused by logical expediency - "qualified and motivated" employees using infrastructure (hardware, software, etc.) will provide the company with the required quality and speed of business processes. Optimal business processes are necessary to ensure the satisfaction of customer needs and achieve a market advantage. Satisfied clients will ensure achievement of the desired financial goals of the organization [1].

The Kaplan-Norton balanced scorecard methodology is used by small enterprises, non-profit organizations, and entire cities. From the point of view of setting and implementing strategic priorities in resource-limited settings, the experience of Charlotte in the state of North Carolina (USA) is interesting, which has already become a textbook. This experience is described in detail in the literature devoted to the development and implementation of strategies, strategic maps and a balanced system of indicators in the public sector of the economy. For more than 17 years, the Charlotte administration has been developing and successfully implementing its strategy on the basis of a balanced scorecard.

The strategic goals and objectives that the city of Charlotte achieved: being the safest large city in America; the most prosperous city for each of its residents; become a city of impressive skyscrapers; the first city to integrate the use of space and transport alternatives; be an eco-city [2].

This experience deserves attention from the position of drawing up strategic plans for development and working with them. It should be noted that the right choice of priorities in the future leads to the "right" strategy, as the city's leadership concentrated its attention on the most important spheres, defined specific targets for each area of activity. Analysis of urban strategies shows that the sets of key priority areas for development are in many respects similar.

The latter is particularly interesting, since it is the process of determining a set of targets that causes the most problems when trying to introduce a balanced scorecard into practice. Their total number, as a rule, does not exceed ten.

A specific set of priorities is the fruit of joint efforts of experts, government officials, business and citizens to find a solution that most satisfies all interested parties.

It is important that in this matter we can refer not only to the experience of foreign countries. An example of such a compromise, when choosing priorities, can be cities like Moscow, St. Petersburg, Kazan. For example, the strategic priority areas of the "Concept for the Development of the Central Administrative District of Moscow for 2008-2012" are: a new transport strategy; the way to ecological balance; the best quality of people's lives; Center for History and Culture; public safety; Center for Economic Development and Finance; effective management and self-management of the center of the capital [3].

In any city, there are financial and resource constraints, so the search for a compromise in the selection of priorities is not only in that. To balance the interests of all stakeholders, but also to "pack" these interests in the limits of the budget. Often it is the latter process that presents the greatest difficulty.

The purpose and objectives of the article. Consider the possibility of applying a balanced approach for the formation of an integrated strategy for the development of the destination of the Schuchinsk-Burabay resort area (hereinafter SCBRA).

Statement of the main material of the study.

Improvement of the strategic management of the SCBRA involves the development of an integrated development strategy based on a balanced scorecard that will include the goals and objectives of the state, as well as the conceptual framework for strategic management of local executive bodies and enterprises. This will allow, first, to form a unified vision for the development of the tourist industry of SCBRA in all interested parties, and secondly, to intensify the formation and development of cluster structures by strengthening ties in carrying out activities within the framework of a unified strategy [4].

In general, the development of an integrated strategy for the development of the tourist industry of the SCBRA will consist of several stages:

1. Analysis of trends in the development of the tourist industry;
2. Definition of the vision of tourism development in the city of SCBRA, as well as the study of its main competitors;
3. Development of a balanced scorecard;
4. Setting strategic goals for all participants of the tourism industry, based on a system of balanced indicators;
5. Development of tasks related to the objectives.

Table 1 – Trends and opportunities for the resort industry for SCBRA

Trends	Description of trends	Capabilities
The hotel element of resorts is mainly associated with international tourepering	Work with international operators is a common trend of modern resorts, since this combination is mutually beneficial for both the building companies and operators особо охраняемые природные территории	Identification of the most appropriate brand and options for property management, as well as negotiating a model for joint business. Potential affiliated operators must separate specially protected natural areas into the values of nature protection and sustainable development.
Large resorts include meeting rooms or conference rooms	Currently, as the share of business tourism and the globalization of companies grows, specialized business premises are mandatory. Typically, this type of infrastructure is operated by specialized and recognized operators who possess the necessary know-how to optimally support business events. In addition, the opportunity to host a conference makes the resort less dependent on weather conditions.	Development within the resort of facilities for conferences, built on the territory of specially protected natural areas for the organization of events of various sizes and character. Provision of additional services that may be required during meetings or conferences.
Growth of popularity of models of common shared ownership	Models of common share ownership (private residential club, resort clubs, hotel-apartments, brand residences) offer significant advantages compared to full ownership. This applies to the companies-developers, and to consumers, since higher-quality houses are provided at a lower price, the flexibility of their use increases, and the number of rooms is increasing.	Creation of schemes of common shared ownership for the implementation of real estate projects being built within the resorts. Conduct a comparison of the most effective techniques in existing resorts with a similar business model.
Scenic landscapes and beauty of nature are advertised as the main value of the proposed buyer	The development of the project in a picturesque place, with rich opportunities, provided by the terrain, and an impressive adjoining territory is able to truly distinguish it among competitors, and contribute to the high appreciation of consumers. In addition, the main capitals of resorts are accessibility of travel and major attractions.	It is necessary to use natural factors in specially protected natural areas (unique stone formations, lakes, air quality, legends, etc.) in all communications and brand promotion campaigns in order to build a strong association between the Burabay resort area and nature, uniqueness and purity.
City / resort centers with convenient and first class service are the heart of the best resorts	Resort centers are a "playground" in which residents and neighbors meet, shop, dine and communicate with each other, both in the urban style. Such small towns are usually located in the center of the resort, and are designed as a "traditional local settlement", offering a wide range of services in a unified style.	It is necessary to use the existing urban centers of the nearest cities / towns within the boundaries of specially protected natural areas, such as Burabai and Shchuchinsk, and make them more attractive for tourists. It is necessary to update them, introduce a higher-quality services system, various restaurants, fashion shops, improve their architectural style, make them more modern and attractive, etc.
To manage the resort, a "management organization"	The main management processes lead all the processes and main activities of the resort. It is responsible for branding and communication, routine maintenance of general-purpose systems, coordination of real estate sales, representation of stakeholders, creation and management of impressions packages, etc.	It is necessary to create an organization for the management of the resort within the resort zone of Burabai. Its task will be the optimal planning of construction of facilities on land, and ensuring proper management of all activities of the resort.
The resort combines the possibilities, both for sale and for rent	Existing world resorts offer real estate for sale and rent. Such resorts are called "multifunctional type" resorts, that is, they also offer investment. This combination allows you to use the best of both models of work.	It is recommended to introduce resorts of mixed type in the resort zone of Burabay. It is necessary to clearly identify the advantages of leased property in the course of information activities within the marketing strategy of the resort.
Note - Developed by the authors		

Current trends in the global tourism industry dictate to a certain extent the conditions for the development of the tourist industry of the city. Such influence is primarily due to the intensification of globalization processes, which lead to a change in the preferences of customers, and the expansion of their needs. To date, we have identified 7 main trends that will be taken into account in determining the priorities for the development of the tourist destination of SCBRA:

1. The hotel element of resorts is mainly associated with international tourepering;
2. Large resorts include meeting rooms or conference rooms;

3. Growth of popularity of models of common shared ownership;
4. Scenic landscapes and beauty of nature are advertised to the buyer as the main value proposition;
5. City / resort centers with convenient and first class service are the basis of the best resorts;
6. Management companies are involved in management of resorts
7. Most resorts combine opportunities for sale and rental of real estate.

Thus, the development of the tourist destination of SCBRA should meet modern trends, and be aimed at creating a resort zone combining medical, entertainment and business tourism and ecotourism. At the same time offering tourist services of high quality, as well as having a modern material and technical base and developed infrastructure. Clients of the tourist destination of SCBRA should be both citizens of the Republic of Kazakhstan and foreigners. This, in turn, should be ensured by a high level of transport accessibility of the resort zone. In addition, an important component of long-term development is the preservation of the nature of the tourist destination.

The next stage is the analysis of the competitors of the tourist destination of SCBRA.

The Shchuchinsk-Borovo resort zone is based in the State National Nature Park "Burabay", on the territory of which there are Burabai lakes, forests, mountains. Thus, unique natural resources are the basis for the development of tourism in this territory. The tourist destination of SCBRA attracts tourists from Central, Northern Kazakhstan, as well as the southern regions of the Russian Federation.

As direct competitors of the tourist destination of SCBRA, the following can be identified (Table 2): Kokshetau State National Natural Park; Karkaraly National State Natural Park; Korgalzhyn Nature Reserve; Mr. Akkol; Zerenda; State national nature park Bayanaul; Altai Territory (Russia).

In comparison with the above tourist destinations, the SCBRA has a number of competitive advantages, such as favorable location, unique nature, well-developed brand of the resort zone, relatively developed infrastructure, availability of a large number of locations.

Based on the existing competitive advantages of the tourist destination of SCBRA, it is possible to single out long-term development priorities that form the basis for the development of a balanced scorecard:

- Increase in the total income of the industry;
- Preservation of the nature of the Schuchinsk-Burabay resort area;
- Forming and promotion of the brand of tourist destination of SCBRA.

These strategic goals make it necessary to achieve the objectives within the framework of the identified four perspectives on the basis of a balanced system of indicators.

Customer perspective. Within the framework of this direction, the following system indicators can be singled out for the tourist industry of SCBRA:

- Studying the client.
- The expansion of the customer base.
- Formation of a set of values for clients.

Within the framework of the financial perspective, the author proposes a system of indicators that match the increase in financial indicators. Its main elements are the following:

- Increase the value of the tourist product on the basis of qualitative improvement of the services provided.
- Expansion of the range of services provided in accordance with the increasing needs and preferences of consumers;
- An increase in the number of tourists.

The perspective of the business processes of SCBRA contains a significant number of tasks that require immediate resolution:

- Improvement of tourist facilities - by modernizing obsolete models of rendering services, updating the material and technical base, saturation of historical and cultural programs.
- Increasing the accessibility of SCBRA to tourists.

Formation of packages of tourist services.

Table 2 - The main competitors of the tourist destination of SCBRA

Name of tourist zone	Proximity to Astana	Major Tourist Attractions	Tourist infrastructure	Main differences
Kokshetau SNNP	309 km (3 hours)	13 widely known monuments of nature, 185 protected monuments of archeology	Weak tourist infrastructure Services: horseback riding and hiking. Accommodation in Imantau and Shalkar	Different combinations of natural and cultural attractions
Karkaraly SNNP	427 km (5 hours)	Museum of Nature System of Lakes (Swimming Pool, Shaitanankol, Big Lake, etc.) Architectural monuments (Kyzyl Kenish Palace, Aulietas, etc.)	Complex "Shakhtar" (guest houses and hotels). Hotel and ski resort. Tourist activities: hiking, horseback riding, bird watching.	Great potential as a winter destination
Korgalzhyn Nature Reserve	200 km (2,5 hours)	Museum of Korgalzhyn Nature Reserve Tengiz-Korgalzhyn Lakes System (UNESCO World Heritage) Possibilities for bird watching	Weak tourist infrastructure: Guest house and wooden cottages on Lake Sultankeldy (Karazhar) 6 guest houses in the village of Korgalzhyn	A well-known place for bird watching
Mr. Akkol	111 km (1,1 hours)	A small traditional town of Akkol. City mosque. Pine forest	Weak tourist infrastructure: Resort Sharjum, offers hotel rooms, cottages and additional services	Traditional nature and authenticity of the city
Burabay Resort Area	258 km (2,5 hours)	System of lakes (Burabai, Qatar, Shchuchye, etc.) System of rock ridges (Okzhetpes, Zhumbaktas, etc.), Nature Museum	A large number of hotels and accommodation options near the village of Burabay. Wide choice of food	A well-known system of lakes and curative air
Zerenda	316 km (4 hours)	Lake Zerenda, Monument to the soldiers of the Great Patriotic War, Ancient settlements Andronov period, Delimited stone wall, Great hill, Smolny hill	8 hotels without category and 24 other locations (2012)	Historical monuments
SNNP Bayanaul (68 453 ra)	250 hours	Rocks and stones, "The Sacred Cave", "Man's Dignity" Rock, Mountains, Lakes, Beach and Zhasybai Lakes.	35 rest homes, of them on the shore of Lake Zhasybay - 28, Lake Sabyndykol - 5, Lake Toraigyr - 2 and 2 children's camps. 11 tourist routes / trails with a total length of 255 km (tours on horses - 10 km, on foot - 95 km, motorways - 150 km), 4 sightseeing tours, 5 panoramic points.	Natural park with developed tourist infrastructure
Altai region (Russia)		Tigirek State Nature Reserve where there are 7 local nature monuments; state nature reserves of regional importance - 36, nature monuments of regional significance - 140.	Federal resort Belokurikha (13 sanatoriums for 4,000 people) http://www.belokurikha.ru/ ; 3 sanatoriums of regional importance (Ob, Barnaul) Sosnovi Bor, 21 sanatoriums for various departments and forms of ownership, 5 sanatoria for health care.	Federal resort Belokurikha (13 sanatoriums for 4,000 people) http://www.belokurikha.ru/ ; 3 sanatoriums of regional importance (Ob, Barnaul) Sosnovi Bor, 21 sanatoriums for various departments and forms of ownership, 5 sanatoria for health care.
Note - Developed by the authors				

Therefore, to attract foreign tourists, it is necessary to develop a differentiated package of tourist services, including transportation, transfers, accommodation, meals, excursions, recreation, entertainment, etc.

- Improvement of infrastructure. SCBRA is a resort area with the most developed infrastructure.
- Development of network structures in the tourist industry.

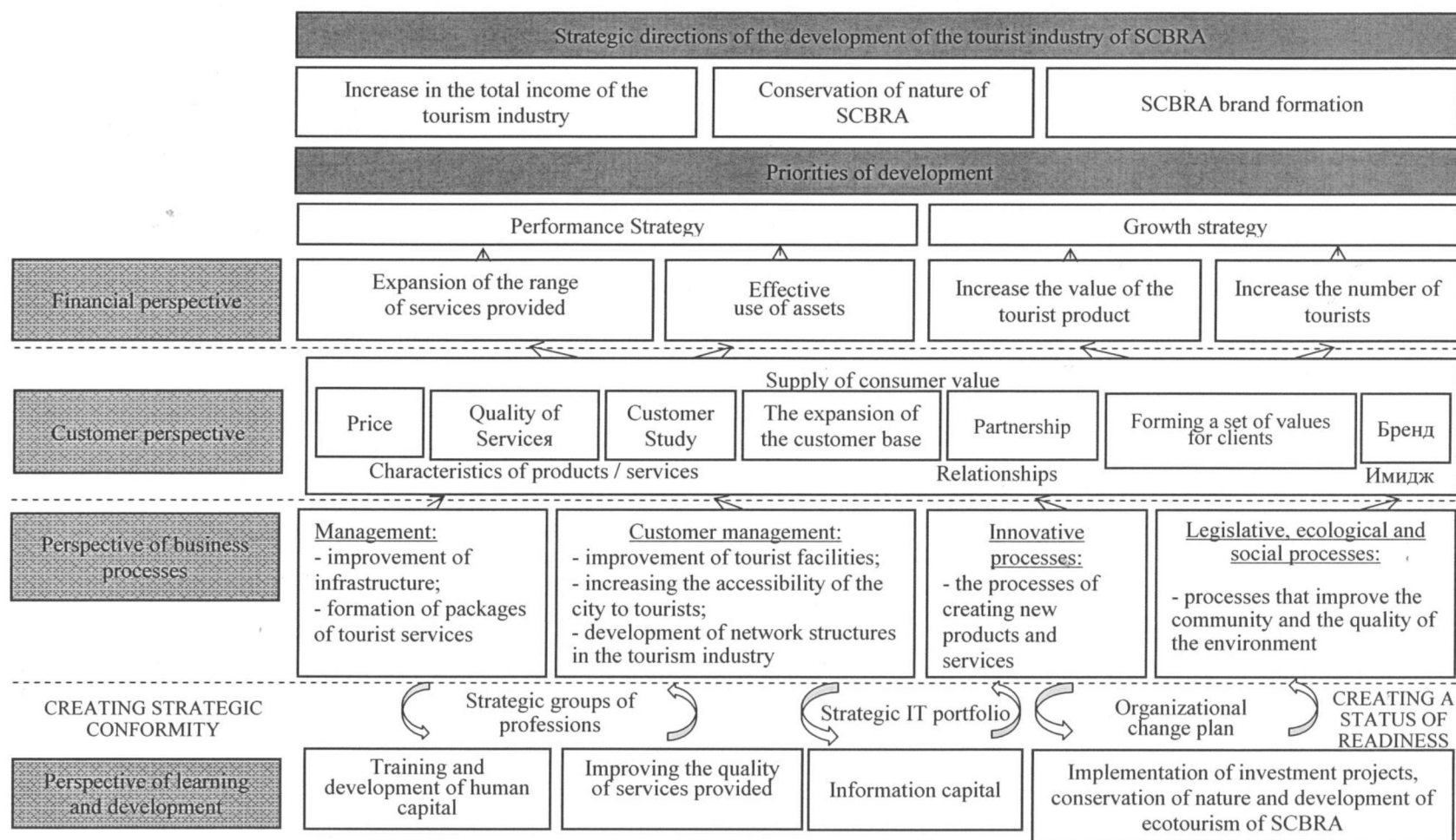


Figure 1 - Balanced Scorecard of Tourist Destination of SCBRA

Note - Developed by the authors

Perspective of education and development:

- Implementation of investment projects is one of the main development mechanisms.
- Training of service personnel is the main condition for improving the quality of service, which, in turn, leads to an increase in the attractiveness of the resort area. In this connection, in of SCBRA it is necessary to introduce a culture of continuous training and development of maintenance personnel.

- Improving the quality of services provided.

- Protection of nature and the development of ecotourism of SCBRA.

Balanced scorecard, developed for the tourist destination of SCBRA, is a kind of map for the development of the resort zone. It should form the basis of an integrated strategy for the development of a tourist destination, which includes coordinated goals and objectives for all subjects of the tourism industry and determines the mechanisms for their interaction.

Summarizing the priorities for the development of the tourist destination of SCBRA, it is possible to formulate a common strategic objective for all subjects: "Sustainable development of the city of SCBRA as a destination that is competitive internationally". With the purpose of concretizing this goal for the subjects of the tourist industry, we have identified individual goals for each of them:

- for the republican state structures - sustainable development of the tourist industry in SCBRA;

- for local executive bodies - assistance to all subjects of the tourism industry in the Schuchinsk-Burabay resort area;

- for tourism industry enterprises - long-term development based on increasing competitiveness.

Conclusions and prospects for further development. In particular, we showed a large-scale direction: a competitive tourist destination - the Schuchinsk-Burabay resort area on the international tourism market. Any state that enters the international market of tourist services, enters into a competitive relationship with other states. On how the tourism policy in the state is conducted, how effective it is and how it is implemented, the state's position on the international tourism market depends. In this direction, it is necessary to clearly define the niche and segment in the international tourist market and develop a strategic action plan, a strategic map in this direction and introduce a system of balanced indicators into practice.

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Р.С. Беспяева¹, Р.О. Бугубаева¹, Мануэль Ф. Грела²

¹Карагандинский экономический университет Казпотребсоюза, Казахстан;

²Университет Сантьяго де Компостела, Испания

ФОРМИРОВАНИЕ КОМПЛЕКСНОЙ СТРАТЕГИИ РАЗВИТИЯ ЩУЧИНСКО-БОРОВСКОЙ КУРОРТНОЙ ЗОНЫ НА ОСНОВЕ СБАЛАНСИРОВАННОЙ СИСТЕМЫ ПОКАЗАТЕЛЕЙ

Аннотация. Для Щучинско-Боровской курортной зоны совершенствование стратегического управления туризмом позволит более эффективно распределять управленческие воздействия со стороны государственных органов власти по оптимальному развитию туризма. Также использовать экономические возможности с целью увеличения рентабельности туристской отрасли, что в целом будет способствовать повышению эффективности региональной экономики. В данной статье разработана комплексная стратегия

развития туристской отрасли Щучинско-Боровской курортной зоны на основе сбалансированной системы показателей. В методологическую основу исследования положены следующие основные методы: абстрактно-логический, комплексно-факторный, сравнительных и экспертных оценок. При анализе состояния развития индустрии туризма Щучинско-Боровской курортной зоны были проведены маркетинговые полевые исследования.

Ключевые слова: туризм, стратегическое управление в туризме, сбалансированная система показателей

Р.С. Беспяева¹, Р.О. Бугубаева¹, Мануэль Ф. Грела²

¹Қазтұтынуодағы Қарағанды экономикалық университеті;

²Сантьяго де Компостела университеті, Испания

КІРСЕТКІШТЕРДІҢ ТЕНДЕСТІРІЛГЕН ЖҮЙЕСІ НЕГІЗІНДЕ ЩУЧИНСК-БУРАБАЙ КУРОРТТЫҚ АЙМАҒЫН ДАМУДЫҢ КЕШЕНДІ СТРАТЕГИЯСЫН ҚАЛЫПТАСТЫРУ

Аннотация. Щучинск-Бурабай курорттық аймағы үшін туризмді стратегиялық басқаруды жетілдіру мемлекеттік билік органдары тарапынан туризмді оңтайлы дамыту бойынша басқарушылық әсерді неғұрлым тиімді блуге мүмкіндік береді. Сондай-ақ туристік саланың рентабельділігін арттыру максатында экономикалық мүмкіндіктерді пайдалану қажет, бұл тұтастай алғанда ғңірлік экономиканың тиімділігін арттыруға ықпал етеді. Бұл мақалада кірсеткіштердің теңдестірілген жүйесі негізінде Щучинск-Бурабай курорттық аймағының туристік саласын дамытудың кешенді стратегиясы әзірленді. Зерттеудің әдіснамалық негізіне мынадай негізгі әдістер алынған: абстрактілі-логикалық, кешенді-факторлы, салыстырмалы және сараптамалық бағалау. Щучинск-Бурабай курорттық аймағының туризм индустриясының даму жағдайын талдау кезінде маркетингтік далалық зерттеулер жүргізілді.

Түйін сөздер: туризм, туризмдегі стратегиялық менеджмент, теңгерімді индикаторлар жүйесі.

Information about authors:

Bespayeva Rosa Sansyzbaevna - PhD Chair of Management and Innovation;

Bugubayeva Roza Olzhabaevna - Candidate of Economic Sciences, Professor of the Department of Economic Theory and State Local Administration;

Manuel Fernandez Grela - PhD, Professor of the University of Santiago de Compostela (USC) (Spain), Deputy Director of the Institute of Research and Development of Galicia (IDEGA).