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ВЕСТНИК

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NAS RK is pleased to announce that Bulletin of NAS RK scientific journal has been accepted for indexing in the Emerging Sources Citation Index, a new edition of Web of Science. Content in this index is under consideration by Clarivate Analytics to be accepted in the Science Citation Index Expanded, the Social Sciences Citation Index, and the Arts & Humanities Citation Index. The quality and depth of content Web of Science offers to researchers, authors, publishers, and institutions sets it apart from other research databases. The inclusion of Bulletin of NAS RK in the Emerging Sources Citation Index demonstrates our dedication to providing the most relevant and influential multidiscipline content to our community.

Қазақстан Республикасы Ұлттық ғылым академиясы "ҚР ҰҒА Хабаршысы" ғылыми журналының Web of Science-тің жаңаланған нұсқасы Emerging Sources Citation Index-те индекстелуге қабылданғанын хабарлайды. Бұл индекстелу барысында Clarivate Analytics компаниясы журналды одан әрі the Science Citation Index Expanded, the Social Sciences Citation Index және the Arts & Humanities Citation Index-ке қабылдау мәселесін қарастыруда. Web of Science зерттеушілер, авторлар, баспашылар мен мекемелерге контент тереңдігі мен сапасын ұсынады. ҚР ҰҒА Хабаршысының Emerging Sources Citation Index-ке енуі біздің қоғамдастық үшін ең өзекті және беделді мультидисциплинарлы контентке адалдығымызды білдіреді.

НАН РК сообщает, что научный журнал «Вестник НАН РК» был принят для индексирования в Emerging Sources Citation Index, обновленной версии Web of Science. Содержание в этом индексировании находится в стадии рассмотрения компанией Clarivate Analytics для дальнейшего принятия журнала в the Science Citation Index Expanded, the Social Sciences Citation Index и the Arts & Humanities Citation Index. Web of Science предлагает качество и глубину контента для исследователей, авторов, издателей и учреждений. Включение Вестника НАН РК в Emerging Sources Citation Index демонстрирует нашу приверженность к наиболее актуальному и влиятельному мультидисциплинарному контенту для нашего сообщества.

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ORGANIZATIONAL ACTIVITIES TO STIMULATE THE ENTREPRENEURIAL ACTIVITY IN TOURISM

Abstract. The purpose of the work is to form an organizational mechanism to stimulate entrepreneurial activity in the tourism sector. For this was determined the role of each subject of the mechanism, in particular, the state and the private sector. The article analyzes the current legislation in the field of tourism and other measures to stimulate tourism entrepreneurship in Kazakhstan and countries with high tourist flow. Moreover, the experience that can be applied in the conditions of development of tourism in Kazakhstan.

The result of the work was the formation of the organizational elements of a mechanism to stimulate entrepreneurship in tourism based on the experience of countries with highly developed tourism. Within the framework of individual organizational elements are determined specific actions (measures) and the final result of their implementation.

The field of application of the research results is the activity of subjects of the tourist industry at all levels: the state, private business, industry organizations, infrastructure support. The research results will help to use the huge tourist and recreational potential of Kazakhstan, by increasing the activity of entrepreneurs in tourism.

Key words: tourism, entrepreneurial activity, stimulation, organizational mechanism.

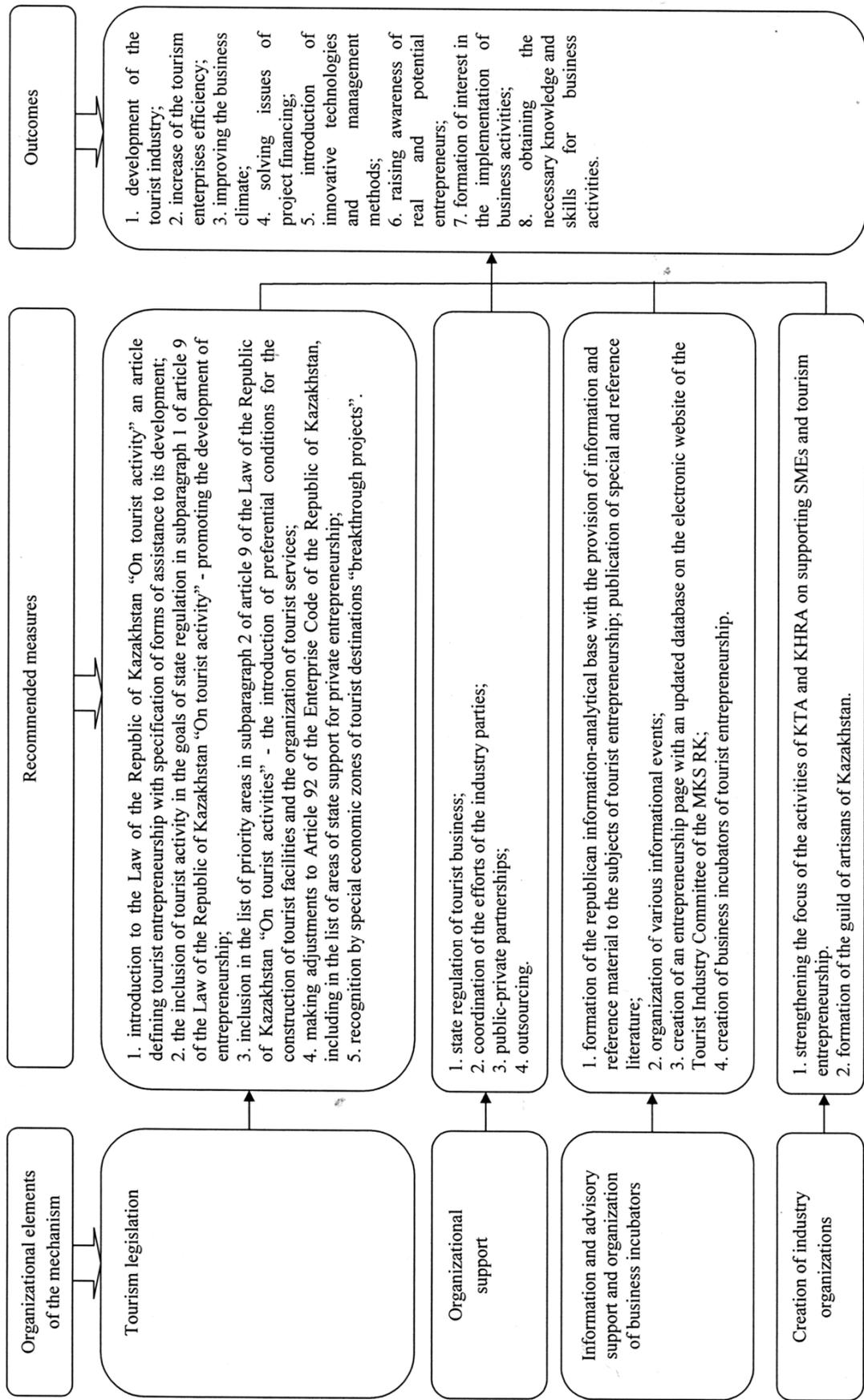
Introduction. The organizational mechanism for stimulating entrepreneurial activity in the tourism industry should be a system and / or a combination of elements, methods, forms, and ways of stimulating entrepreneurship in the tourism industry, which can significantly influence the sustainable development of tourism. The components of this system were determined by analyzing the experience of countries with highly developed tourism and the situation with the development of tourist entrepreneurship in the Republic of Kazakhstan.

Results and discussion. The organizational mechanism should be able to quickly respond to changes in the external environment, preempt the negative impact of negative factors, concentrate and implement the efforts of all measures to stimulate entrepreneurial activity.

Let's look at the activities consisting the organizational mechanism, presented in figure.

The first element to pay special attention to is organizational support. Tourism, as an industry, includes many interrelated entities and agents involved in the production of tourism goods and services. Given this, tourism policy should not be viewed in isolation, but within its broader context [1]. The links between different sectors together create a peculiar mix that promotes the development of tourism in the short and medium term. Under these conditions, government decision-making functions are now particularly important for coordinating efforts aimed at ensuring a steady growth in tourist arrivals and sustainable tourism development. The scattered nature of responsibility for development, distributed over a complex network of participants in the private and public sectors, determines the complexity of managing the tourism industry.

The private sector, which is the main producer and supplier of tourist goods and services, consists mainly of a multitude of economic units, determined depending on their size and scale (micro, small,



Organizational elements of the mechanism to stimulate the entrepreneurial activity in tourism

medium and large enterprises / local, regional, national) that are in different areas activities: from production, trade, transport to a wide range of services, which ultimately determines the somewhat fragmented nature of the hypothetical tourism sector. The public sector, whose fundamental role is to exercise a regulatory function in relation to various spheres of activity and has a decisive influence on the development of tourism in a country or region (infrastructure development, planning, transport policy, financial issues, employment, etc.), is also characterized by diversity parties involved. This variety can be realized in two dimensions: horizontal and vertical. Horizontal measurement is carried out, as a rule, by two or more ministries or departments, agencies, etc. In this case, each of the participants is responsible for different types of tourism in accordance with their level. Vertical measurement takes into account different levels of government (local, regional, national) in accordance with the existing territorial organization of the country [2].

The dynamics of tourism growth, as well as the need to increase its contribution to development, reinforce the need for the participation of various subjects of the public, private and social sectors in the production of services at any level in order to reach agreements and complementarities that relate to opportunities and resources in order to achieve synergism.

International practice proves that public tourism administrations at the national level should play a fundamental role. It is the absence of such leadership that, in the overwhelming majority of cases, makes it difficult for them to play the role of a center of public policy networks capable of formulating and coordinating platforms for discussion, analysis and/or negotiation on issues that affect the outcome.

It is generally recognized that a certain degree of state intervention in the development of tourism is important; however, the extent of such intervention remains the subject of intense debate. Inevitably, much depends on the political and economic framework in which tourism develops. For example, in less developed countries, it is likely that the state will play a more active managerial and entrepreneurial role in the development of tourism [3]. Conversely, in developed countries with a diverse, mature private sector (and where tourism is likely to make a less significant contribution to overall economic activity), the role of government will be focused on support and simplification, rather than direct intervention. In any case, the government is responsible for formulating a tourism development policy and providing appropriate legislative, administrative and planning tools to optimize the benefits of tourism in the country in a global competitive environment.

For example, the intensive growth of tourism and hotel business in Turkey over the past twenty years is directly related to the very active role of public administration. It was the result of government support since 1982 that Turkey entered the top most visited countries in the world. The role of government in the case of Turkey far exceeds the usual practice of most other countries in the world in creating favorable institutional conditions or a suitable investment climate for attracting potential investors through various grants, tax breaks, subsidized financing, financing municipal infrastructure, etc. The Turkish government has the right to intervene directly to existing property rights (nationalization). The law provides for direct public investment in the provision of infrastructure for tourism in order to ensure maximum attractiveness for private capital [4].

According to M. Lerner and S. Haber, the role of state support can influence the economic and non-economic opportunities that are necessary to create the conditions for small business development. Governments provide a common economic framework that actively encourages growth while at the same time eliminating unnecessary restrictions or burdens [5].

A number of foreign researchers define the responsibility of local municipalities in the areas as follows:

1. creation of a directory service for tourist enterprises;
2. identifying opportunities for small businesses in the field of tourism;
3. management and training;
4. networking;
5. providing incentives for tourism enterprises [6].

In addition to Turkey, other successful examples of state support for the tourism industry can be noted. For example, in the Republic of South Africa, there is a program to support access to international markets and a program to improve the quality of SMEs in the field of tourism, which involve reimbursement by the state from 30% to 50% of qualified expenses for participation in exhibitions, roadshows, obtaining quality marks (HACCP, ISO) and others [7].

In addition, it is important to develop forms of interconnection between the government and other institutions (public and private, non-governmental and / or social sector) for the provision of certain public services, either jointly or through a delegation.

In this regard, it should be recalled that none of the state administrations, however large, developed or well-funded, today can independently solve the problems of globalization. Today, government agencies need to adopt or deepen co-management mechanisms, both with other government agencies and with private organizations, as well as with the public, in order to achieve a level of efficiency. In this context, public-private partnerships are particularly important, as defined by the instruments for creating relevant changes in public administration[8].

Government tourism management is a government practice aimed at effectively managing the tourism sector at different levels of government through forms of coordination, cooperation and/or cooperation that are efficient, transparent, helping to achieve the goal of collective interest through agreements based on recognition of interdependencies and shared responsibility. In essence, coordination can be understood as a process aimed at ensuring coherence and structure of public policy, giving preference to the development of comprehensive policies to achieve strategic goals. Coordination is also recognized as a procedure to avoid duplication in public policy; ensure consistency; minimizing political and bureaucratic conflict related to the distribution of functions, and encouraging the development of a concept that affects different sectors to broaden the scope of public policy [9].

The interaction between a wide range of participants and agents, both public and private, is essential and indispensable for the production of consumer goods and services for tourism.

There are various forms of public-private cooperation. The most common are external contracts that entail cooperation with a state-owned enterprise, as well as with outsourcing.

The concept of partnership was defined in the early 1990s, when the British government developed the idea of Public-Private Partnerships, transforming the role of public administration from one service provider to another to work by private organizations. By definition, the United Nations partnership is "a form of cooperation or common effort between the public and private sectors for development, construction, operation and financing, formalized by a series of interrelated agreements between public and private agents defining their respective rights and obligations in accordance with existing legal and regulatory and political framework" (UN, 2000). For the European Commission, partnerships are various forms of cooperation between government agencies and the business world designed to guarantee financing, construction, renovation, management or maintenance of infrastructure or the provision of services [10].

Outsourcing is becoming increasingly common in public administration, especially at the local level, where conditions make this tool particularly useful. This growing prevalence stems from the fact that outsourcing improves specialization and activities that increase the value and use of technology and the potential of the private sector for innovation, helping to increase the efficiency and effectiveness of public administration, as well as the quality of its products and services.

According to Olias de Lima, outsourcing implies previously existing activities in a public organization, which was allocated budgetary resources and personnel, which for various reasons were decided to be placed outside the organization to buy from an external agent. It consists of an exchange or transaction, since the State Administration does not lose ownership and can reorganize it when it deems it appropriate. It also identifies four characteristics of an outsourcing feature: an agreement or contract with the private sector for the production of a good or service in specific quantities and of a certain quality; government funding, since the service continues to be charged to the Administration, the Administration's responsibility for the quality of the service provided and the supervisory function of the administration, according to which it retains the right to inspect and control the service [10].

As international practice shows, often public administration at the national and especially local levels does not have the necessary critical mass as an institution for managing more complex forms of public-private cooperation, which, like outsourcing, requires a number of complex activities, ranging from thorough disaggregation of functions to creating clear and measurable goals; setting standards to monitor and measure the quality of services.

Public-private cooperation relationships tend to grow with the use of mechanisms established with due regard to the need to facilitate interaction between different state administrations, between them and third parties, in order to achieve a common goal. Such mechanisms are, at a minimum, sectoral in nature,

which can even be developed at the international level to address specific issues in a particular sector with the participation of the parties, as well as cooperation mechanisms that are of an instrumental nature, such as cooperation agreements, joint plans and programs, consultations etc.

One of the successful examples of the use of public-private partnership models is also the Republic of Turkey. The results of this partnership are obvious. For example, through a public-private partnership, a third airport is opened in Istanbul. Private investment in this project amounted to 10.2 billion USD. At the same time, private companies that have invested in the project will operate the airport for 25 years and then be transferred to the state. According to experts, the expected revenues of private companies will be about 22.2 billion USD [11].

The practice of coordinated action takes place and can be taken into account when forming your own tourism development strategy. So, the Council for Tourism Policy was created in the United States (TPC), which includes representatives of more than 18 agencies and departments. The purpose of the council is to develop commitment and policy coordination between federal agencies with the private sector and state, territorial, and local governments. This synchronous approach focuses on identifying and collaborating in areas of common political interest and strengthening the links between policy areas [5]. Similarly, in 2013, an intergovernmental Cabinet on tourism was established in Mexico, whose actions are aimed at better coordinating all levels of government, including actions and budgets of federal agencies, integrating the implementation of the National Tourism Policy. The Tourism Office, chaired by the president, includes the ministers of foreign affairs, finance, environment and natural resources, economics, communications and transport, agriculture, urban and rural development, the federal executive adviser and the head of the presidential office. The Tourism Cabinet serves as a public policy planning tool, where recommendations on planning and institutional coordination are discussed and prepared; infrastructure; registration, quality and accreditation of tourism services; investment; security and others. In 2013, the so-called “contracts of appointments” have been used to unite the efforts of the interested parties to promote the tourist destinations of France. The purpose of the contracts is the joint actions of stakeholders in a common project that demonstrates the tourist potential of specific destinations. Target contracts define the obligations of public and private actors in the tourism industry in accordance with the overall strategy to be achieved by developing and implementing specific actions to update the quality of the destination offer and ensure effective communication with correctly defined target markets [5].

In Kazakhstan, also in accordance with Article 13 of the Law of the Republic of Kazakhstan “On Tourism Activities in the Republic of Kazakhstan”, the Council for Tourism was approved as a consultative and advisory body under the Government of the Republic, consisting of representatives of the authorized body and interested state bodies, as well as representatives of associations and other associations in the field of tourist activities [8]. According to the resolutions of the Government of the Republic of Kazakhstan dated February 22, 2017 No. 85; 22.06.2017 No. 385 The Council, chaired by the Minister of Culture and Sports, includes: the Chairman of the Tourism Industry Committee, First Deputy Minister of Foreign Affairs, Executive Secretary of the Ministry of Finance, Deputy Ministers of Culture and Sports, Energy, National Economy, Investment and Development, Labor and social protection of the population, health, education and science, agriculture, deputy minister of internal affairs, deputy akims of regions, chairman of the board of the National Chamber of Entrepreneurs Republic of Kazakhstan, Deputy Chairman of the Board of the Kazakhstan Institute for the Development of Industry Joint-Stock Company, President of the Kazakhstan Tourist Association, President of the Kazakhstan Association of Hotels and Restaurants, Chairman of the Environmental Union of Kazakhstan’s Associations and Enterprises Tabigat, President of the National Confederation of Tourist Organizations of Kazakhstan and others [12].

In accordance with paragraph 12 of the approved Regulation on the Tourism Council, Council meetings should be held as necessary, but at least once a quarter [11]. However, according to the available data, the specified condition is either not fulfilled or is not covered in official sources, which contributes to a reduction in the level of responsibility of the participants and the translation to the formal character of the Council’s activities. In order to improve the efficiency of the Council’s work, in our opinion, annual summing up of the development of tourism in the country at a meeting of the Tourism Council should be included, followed by the publication of the results in the general press. Such a condition, firstly, will increase the Council’s responsibility, and secondly, it should help stimulate tourism entrepreneurship.

It is necessary to make a number of adjustments to the legislation in the field of tourism. So, despite the fact that the bulk of tourist enterprises are small and medium-sized businesses, the Law of the Republic of Kazakhstan "On tourist activity" does not pay enough attention to the problem of the development of tourist entrepreneurship. In this Law, entrepreneurship is mentioned only once in Article 12 as the competence of local executive bodies (akimats) of oblasts, cities of republican significance, the capital, districts, cities of regional significance. According to this article, the local executive body of a region, a city of republican significance, the capital, develops and supports entrepreneurship in the field of tourist activity as a measure of increasing employment of the population [10]. This wording does not take into account the main purpose of entrepreneurship as an engine for the development of the tourism industry (construction of tourist facilities, tourist infrastructure, organization of types of tourism, increase in tourist arrivals, etc.). Therefore, we consider it necessary to introduce into this Law an article on entrepreneurship in tourism, specifying the forms of promoting its development. In addition, Article 9 of the Law requires the following adjustments:

- to include in the objectives of state regulation of tourist activities in subparagraph 1 - promoting the development of entrepreneurship;

- to include the introduction of preferential conditions for the construction of tourist facilities and the organization of tourist services in the list of priority areas in subparagraph 2.

Currently, issues of state support for business activities in the Republic of Kazakhstan are regulated within the framework of the Entrepreneurial Code of the Republic of Kazakhstan, as well as certain legislative acts, such as the Tax Code of the Republic of Kazakhstan, the Law of the Republic of Kazakhstan "On Special Economic Zones", the Law of the Republic of Kazakhstan "On Public-Private Partnership" [7]. According to Article 91 of the Entrepreneurial Code of the Republic of Kazakhstan, the state support of private entrepreneurship is understood as a set of state measures to stimulate the development of private entrepreneurship, create favorable legal and economic conditions for the implementation of entrepreneurial initiatives in the Republic of Kazakhstan [13].

In accordance with Article 93 of the Entrepreneurial Code of the Republic of Kazakhstan, state support for private entrepreneurship includes the following main types:

1) financial and property support;

2) infrastructure support;

3) institutional support, consisting in the creation and development of financial institutions for the support and development of private entrepreneurship, research institutes under state bodies for studying problems and developing proposals for the development of private entrepreneurship;

4) information support, which consists in information-analytical, educational and methodological, scientific and methodological support of private entrepreneurship.

It should be noted that the tourism industry is not highlighted as a separate direction of state support. Thus, in accordance with Article 92 of the Entrepreneurial Code of the Republic of Kazakhstan, state support for private entrepreneurship is carried out in the following main areas:

1) small and medium enterprises;

2) agro-industrial complex and non-agricultural types of entrepreneurial activity in rural areas;

3) industrial-innovative activity;

4) special economic zones;

5) investment activity;

6) entrepreneurship of domestic producers of goods;

7) housing [13].

In this regard, the subjects of tourism activities can receive support from the state only in the framework of measures envisaged for small and medium-sized businesses, special economic zones and investment activities. We consider it necessary to include tourism in the list of directions of state support for private entrepreneurship in Article 92 of the Entrepreneurial Code of the Republic of Kazakhstan.

Special attention should be paid to the recognition of a tourist destination by a special economic zone, defined by law, as part of the territory of the Republic of Kazakhstan with precisely defined boundaries, on which a special legal regime of a special economic zone operates to carry out priority activities [14]. Inclusion in the list of free economic zones implies the following benefits and preferences:

- reduction of the amount of calculated corporate income tax by 100%;

- application of the coefficient 0 to land tax rates;
- calculation of property tax at a rate of 0% to the tax base;
- VAT rate for suppliers - 0%;
- payment for use of the land plot - coefficient 0 for the period of work of the SEZ.
- exemption from customs duties on raw materials and equipment imported into the territory of the SEZ;
- simplified procedure for attracting labor.

But again, only “Burabai” SEZ (Akmola region) was determined as a special economic zone in Kazakhstan, which carried out its activities from 2008 to 2017 [10]. At the same time, breakthrough projects in the field of tourism with significant potential were identified such projects as “Astana - the heart of Eurasia”, “Almaty - the free cultural zone of Kazakhstan”, “Pearl of Altai”, “Caspian Gate”, “Revival of the Great Silk Road” ways “, “Unity of nature and nomadic culture” [15]. Cities and regions included in these clusters, in our opinion, have the right to receive the status of special economic zones, even if this process is carried out in stages.

Stimulation of entrepreneurial activity involves the solution of a number of issues of information and consulting support and organization of business incubators.

The formation and development of tourist entrepreneurship substantially depends on the information support of the system of support of subjects, which is understood to include their inclusion in the information environment, including global and local databases on the development of the tourist market. The purpose of information support of the business support system is to expand the range of information services provided to business entities [16]. In accordance with the Law of the Republic of Kazakhstan “On Private Entrepreneurship”, government agencies at all levels are required to create Internet resources and ensure their continuous operation to distribute free of charge information and materials that are not restricted for distribution, and ensure their advertising, including on the development and adoption of regulatory legal acts, as well as updating this information in connection with the amendments and addenda introduced to the regulatory legal acts affecting the interests of private business entities [17]. For educational, methodological, scientific and methodological support of small businesses at the expense of budget funds and other sources not prohibited by the legislation, the following are provided:

- organization of training seminars and scientific conferences on the conduct of private entrepreneurship;
- distribution of methodological manuals, newsletters on the practice of private entrepreneurship, the market for new technologies;
- creation of a network of information and consulting centers in the regions;
- training managers to organize training for small businesses in the regions.

The Damu Entrepreneurship Development Fund JSC provides great assistance in providing consulting services to small businesses in the framework of the programs implemented [18]. However, often the provided measures are not implemented in full measure, either because of the formality of these activities, or because of the lack of opportunities or desires for them to receive by the entrepreneurs themselves. In addition, the specifics of the tourist business determines the need to specify activities for the information support of entrepreneurs in this area. So, it is possible to envisage the formation of a republican information and analytical base with the provision of various types of information and reference material to the subjects of tourist entrepreneurship, statistical data; comparative analyzes and forecasts; publication of special and reference books (dictionaries, handbooks, teaching aids, newsletters, etc.); organization of various informational events (seminars, lectures, meetings, information-bearing, developing); creation of an electronic site with an updated database.

The creation of conditions for the stimulation of entrepreneurship through public intervention is possible by creating the incubators that unite the public, private and academic sectors. The Law of the Republic of Kazakhstan “On Private Entrepreneurship” defines a business incubator as a legal entity created to support small businesses at the stage of their formation by providing industrial premises, equipment, organizational, legal, financial, and consulting/information services [17].

The Association of National Business Incubators (NBIA) provides the following definition of a business incubator: “an economic development tool designed to accelerate the growth and success of entrepreneurial companies through a variety of business support resources and services”. The business incubator collaborates with the community in which he works by providing business support programs. Entrepreneurs who place their business in an incubator such as the “consumers” of these results act in an interdependent relationship of co-production with the entity. Business incubators support the successful

development of entrepreneurial companies through a wide range of business support resources and services developed or organized through incubator management and offered both indoors and through a network of contacts. A business incubator is a generic term for any organization that provides access to affordable office space and shared administrative services [19]. According to NBIA, the main purpose of a business incubator is to create successful firms that implement financially viable and sustainable programs to create jobs, commercialize new technologies, or even promote original business models. In the end, the local and national economies greatly benefit from the support offered to individual entrepreneurs.

Despite the fact that the majority of incubators were formed for manufacturing firms, especially technological ones, since the beginning of the 90s the incubator model has become widely used in the foreign tourism industry. Thus, the potential of a business incubator can be used to support rural development or support regional underdeveloped areas. An incubator can be designed to encourage people in rural areas to engage in specific types of business [19].

A suitable form of incubation organization that perfectly matches the characteristics of the tourism industry is the network incubator, which is uniquely suited for growing businesses in the Internet economy. For example, the Rotorua Tourism Network Incubator (New Zealand) is recognized as a thriving tourism operator with a lot of community support through Vision Rotorua, the economic development division of Rotorua County, the Chamber of Commerce, Rotorua Energy, Tourism Rotorua and John Paul College. The purpose of this incubator is to attract specialists and original business ideas related to tourism, a critical analysis by teachers of the Waiariki Institute of Technology and members of the business community [20].

Another example is the Signaghi Combined Incubator in Georgia. The International Executive Service Authority (IESC) implemented a SME support project the main goal of which was to provide a nine-month grant to create a small tourist business incubator in Signaghi to accelerate the successful development of start-up companies by providing entrepreneurs with a range of resources and services. Tourism incubator incubator Signaghi incubated and provided practical assistance to several companies - a tour operator, shops and cafes - with the aim of creating successful small firms. IESC assistance has led to an increase in the number of tourists, an increase in income and an increase in the number of jobs [20].

At the same time, entrepreneurs included in incubators may have some obligations, for example, in relation to the creation and maintenance of jobs. It can be stated that incubators have a positive effect on incubated enterprises, and consulting assistance is the most important asset. Their relevance and value become even more evident when considering the new economic conditions, financial difficulties, very high rates of technology change and various environmental problems. A business incubator can be a very powerful tool for enhancing a clear response to current socioeconomic and demographic changes, a revolution in IT technology, increased competition and public pressure on sustainable forms of tourism that allow a company to respond better to more knowledgeable and demanding tourists.

In 2000, the Kazakhstan Association of Business Incubators and Innovation Centers (KABIC) was established, uniting 14 business incubators and technology parks from different cities of the Republic. In fact, it has not been working since 2008, as most business incubators were closed due to the completion of donor assistance programs and the onset of a financial crisis, and also due to the lack of a comprehensive program for supporting business incubators, lack of preparedness of business incubators managers about the mission incubator, the principles of its operation and management [22].

According to the single business portal for entrepreneurs of Kazakhstan "Business Territory", there are currently more than 40 business incubators operating in Kazakhstan. However, the business incubators existing in Kazakhstan are mainly focused on the launch of mobile applications, the production of video products in 3D format, legal advice, etc. [23].

Today, tourism is related to the activities of the SodBi Business Incubator Corporate Fund in Shymkent. Existing since April 2000, it was created to promote young and emerging innovative projects, with the aim of strengthening them, enhancing competitiveness and adapting to the conditions of the external economic environment. Its functions include:

- creation and rental of space for start-ups at affordable prices;
- support for small and medium-sized businesses with access to financial, material and intellectual resources on preferential terms;
- promoting the development of start-up enterprises and the creation of new jobs through training, consulting and providing information;
- assistance in the implementation of innovative projects [24].

In our opinion, the formation of business incubators to promote the development of tourist entrepreneurship in all regions of Kazakhstan would contribute to the significant realization of tourism and recreation potential and the development of domestic and inbound tourism.

Strengthening the relationship and interaction between the subjects of tourist entrepreneurship, reducing certain administrative barriers and risks can ensure the creation of industry associations.

Sectoral associations of the tourism industry are represented by the Kazakhstan Tourist Association (KTA) and the Kazakhstan Hotel and Restaurant Association (KHRA). KTA is a non-profit, non-governmental organization, the Republican sectoral Association, which includes KHRA, tourist, insurance and airlines, universities and media. The association stands to protect the interests of its members, lobbies and promotes the tourism industry of Kazakhstan [25].

The activities of KTA and KHRA include: promotion of business activities of the members of the Association and its coordination; participation in the formation of a legislative framework for tourism, expert evaluation of legislative projects; the formation of optimally comfortable conditions for the development of tourist services in the field of small and medium businesses. However, a detailed analysis of the forms of agreements on mutual cooperation and joint activities revealed that only the following obligations of these organizations are documented:

- provision of a member of KTA / KHRA with the electronic newspaper “Vestnik KTA and KHRA”;
- provision of a member of KTA / KHRA with participation in information tours organized by the hotels-members of KTA and KHRA;
- ensuring the participation of a member of KTA / KHRA in press conferences, round tables organized by KHRA;
- invitation of CTA / KHRA leaders for work meetings with the leaders and representatives of certain departments and organizations [25, 26].

In addition, according to representatives of travel companies, hotels and restaurants, joining these associations is impossible due to high organizational fees. Comparing their level with the resulting value of membership, entrepreneurs choose independence in solving their own problems.

Foreign experience testifies to the real assistance provided by tourist associations to small and medium-sized businesses.

A striking example is the Caribbean Hotel and Tourism Association (CHTA), which allows its members to exchange ideas, information, best practices, make and save money. For members of the association, exclusive rates and special discounts on goods and services are provided.

All members have the opportunity to lend to education through the Caribbean Sustainable Tourism Alliance (CAST), the Foundation for Environmental Education and the Blue Flag program. Thus, through the Foundation for Environmental Education (CHTAEF), which has been active since 1987, educational grants of almost \$ 2 million have been received. The Foundation is an independent non-profit organization offering tax-free status for donations. A charitable organization offers scholarships and special assistance to train Caribbean tourism industry personnel and students in tourism and hospitality. As part of its mission, the Education Fund informs the population of the entire Caribbean region about various career opportunities in this industry, as well as technical and professional development. Funds for these scholarships and grants are formed through corporate sponsorship, charity auctions and special events. Co-sponsorship of scholarships is encouraged through businesses doing business with the Caribbean region. More than 2,000 chefs participated in its training and culinary competitions held as part of the annual CHTA Taste of the Caribbean event, and many others took part in national training and competitive programs. Training materials, comparative data on wages are available to members of the association, and promote employment in tourism and hospitality through online registration [27]. Thus, it is obvious that a public organization is able to provide real assistance to the development of entrepreneurship in the region.

Conclusion. It should be borne in mind that formal copying of decisions that have been successful in other countries is not always applicable due to the influence of differences in socio-political and economic conditions, socio-political system, differences in cultures, value systems, and development priorities. Nevertheless, a certain positive experience of countries with a similar competitive environment may be of interest to Kazakhstan.

The introduction of the proposed organizational measures to stimulate entrepreneurial activity in the tourism sector should help increase the attractiveness of the business in the tourism sector; increase the awareness of small and medium-sized enterprises about available support measures and the transparency of their provision; simplify the interaction of tourism enterprises with other entities; promote the active development of the tourism industry.

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ТУРИЗМДЕГІ КӘСІПКЕРЛІК БЕЛСЕНДІЛІКТІ ЫНТАЛАНДЫРУҒА АРНАЛҒАН ҰЙЫМДАСТЫРУШЫЛЫҚ ШАРАЛАР

Аннотация. Жұмыстың мақсаты – туристік саладағы кәсіпкерлік белсенділікті ынталандырудың ұйымдастырушылық тетігін қалыптастыру. Бұл үшін тетіктің әрбір субъектісінің, атап айтқанда мемлекет пен жеке сектордың рөлі айқындалды. Мақалада Қазақстанда және туристік ағыны жоғары елдеріндегі туризм саласындағы қолданыстағы заңнамаға және туристік кәсіпкерлікті ынталандыру жөніндегі басқа да іс-шараларға талдау жүргізілді. Қазақстанда туризмді дамыту жағдайында да қолданылуы мүмкін тәжірибе.

Жұмыс нәтижесі жоғары дамыған туризм елдерінің тәжірибесі негізінде туризмде кәсіпкерлікті ынталандыру жөніндегі тетіктің ұйымдық элементтерін қалыптастыру болды. Жекелеген ұйымдық элементтер шеңберінде нақты іс-әрекеттер (іс-шаралар) және оларды енгізудің соңғы нәтижесі айқындалған.

Зерттеу нәтижелерін қолдану саласы барлық деңгейдегі туристік индустрия субъектілерінің қызметі болып табылады: мемлекет, жеке бизнес, салалық ұйымдар, инфрақұрылымдық қамтамасыз ету. Зерттеу нәтижелері туризмдегі кәсіпкерлердің белсенділігін арттыру арқылы Қазақстанның бай туристік-рекреациялық әлеуетін пайдалануға көмектеседі.

Түйін сөздер: туризм, кәсіпкерлік белсенділік, ынталандыру, ұйымдастырушылық тетік.

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ОРГАНИЗАЦИОННЫЕ МЕРОПРИЯТИЯ СТИМУЛИРОВАНИЯ ПРЕДПРИНИМАТЕЛЬСКОЙ АКТИВНОСТИ В ТУРИЗМЕ

Аннотация. Цель работы – сформировать организационный механизм стимулирования предпринимательской активности в туристской сфере. Для этого была определена роль каждого субъекта механизма, в частности, государства и частного сектора. В статье проведен анализ действующего законодательства в сфере туризма и других мероприятий по стимулированию туристского предпринимательства в Казахстане и странах с высоким туристским потоком. Причем тот опыт, который может быть применен и в условиях развития туризма в Казахстане.

Результатом работы стало формирование организационных элементов механизма по стимулированию предпринимательства в туризме на основе опыта стран с высокоразвитым туризмом. В рамках отдельных организационных элементов определены конкретные действия (мероприятия) и конечный результат их внедрения.

Основные выводы исследования могут быть использованы в деятельности субъектов туристской индустрии всех уровней: государства, частного бизнеса, отраслевых организаций, инфраструктурного обеспечения. Результаты исследования также могут быть применены для использования огромного туристско-рекреационного потенциала Казахстана путем повышения активности предпринимателей в туризме.

Ключевые слова: туризм, предпринимательская активность, стимулирование, организационный механизм.

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