

ALGORITHM OF FORMATION OF MARKETING STRATEGY OF THE TOURIST ENTERPRISE

The process of forming a marketing strategy should be reasonable and detailed. The process of strategy implementation can be divided into two stages:

1) planning process aimed at making strategic decisions, formulating goals and identifying ways to achieve them;

2) management process as a set of decisions and actions for implementation strategy aimed at achieving the goals of the enterprise taking into account possible changes in the external, intermediate and internal environment [1].

The basis of strategic planning of the tourism business is its practical application at the micro level. Strategic planning, which is usually carried out at the highest level of enterprise management, is to implement the process of determining the strategy of the organization by analyzing its strategic positions, research of internal and external factors, identifying specific measures and tools that can achieve competitive advantage in long-term [2].

Strategic planning is the basis of strategic management and covers the following areas:

–the formation of goals of the organization, its departments and personal goals of each team member; to the environment, ie elimination (mitigation) of threats and development of opportunities taking into account the available potential or potential that can be achieved;

–assessment of the potential of the organization and the possibility of its increase in the future

–assessment of the external and internal socio-economic environment in which the organization operates, its possible changes and the resulting requirements for the operation and development of the enterprise;

–the main directions, methods and tools to achieve the goals under existing opportunities and in complex

–ensuring the reliable implementation of goals and objectives with the necessary resources;

–accounting, monitoring and analysis of the achievement of strategic planning goals, their evaluation and conclusions [3].

In the tourism industry, we can state a certain freedom of strategic choice: to pursue limited or broad marketing goals, to use the competitive advantages of low costs or their differentiation. Some of the approaches can be used simultaneously. It should be noted, however, that the set of strategic capabilities of the tourism organization is limited by the capabilities of the industry and the conditions of competition in it, the competitiveness of the organization, its market position and

capabilities. The main tasks in determining the starting point for the formation of strategies are the choice of key areas and their relationship with other aspects of organizational management (marketing, finance, current management, etc.).

In the current conditions of economic change, a modern tourism company should resort to strategic planning, which includes a plan of measures to identify specific missions and means of implementing the chosen path of development. Strategic planning, which covers a large number of issues and gives a chance to present a picture of the future development of sales of goods and services, promising projects, personnel and financial activities of the enterprise on a planned basis.

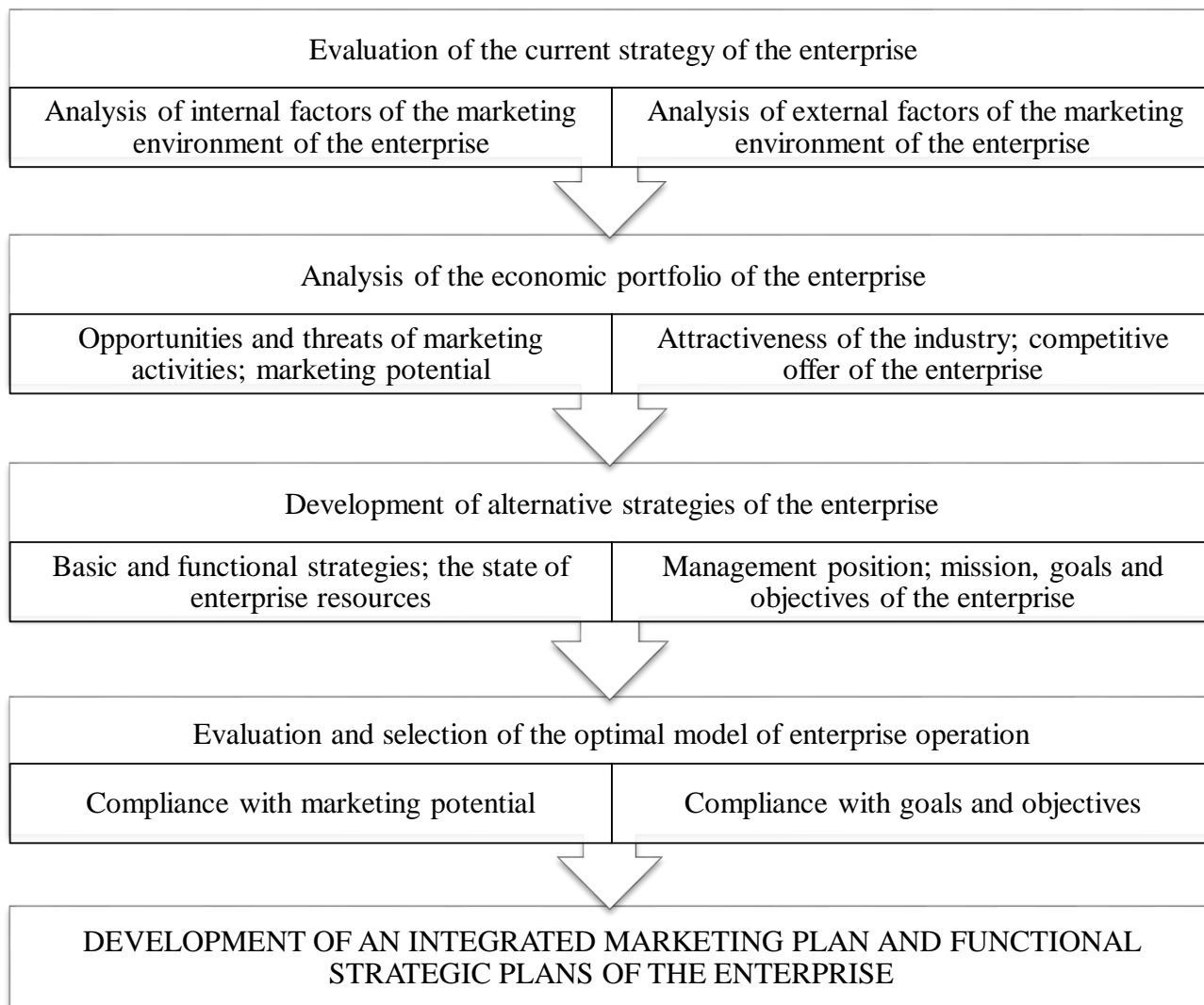


Fig. 1 – Algorithm for developing a marketing strategy of a tourist enterprise

In fig. 1 presents our proposed algorithm for the formation of the strategy of the tourist enterprise, which is based on the model of the planning algorithm N. Bobritskaya [4]. We believe that the presented algorithm allows a systematic approach to the problem of forming a scientifically sound marketing strategy the process of developing a strategy, which are: a significant number of possible combinations of tools and actions; interaction of directions of strategy that can lead to

strengthening or weakening of their total action; uncertainty about the specific outcome of travel service providers; limited resources for the implementation of strategic decisions and the level of qualification of personnel.

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