

EFFECTIVE MARKETING IN THE FORMATION OF DEVELOPMENT STRATEGIES IN THE TOURISM INDUSTRY

ЕФЕКТИВНИЙ МАРКЕТИНГ ПРИ ФОРМУВАННІ СТРАТЕГІЙ РОЗВИТКУ В ТУРИСТИЧНІЙ ГАЛУЗІ

This article is devoted to the important topic of marketing strategic analysis in the field of tourism. The authors explore methods and approaches that help tourism companies and organizations effectively develop their businesses in a competitive environment. The article discusses such key aspects as the definition of marketing strategies, which describes methods for determining marketing strategies that allow tourism enterprises to determine competitive positioning and target audiences, and emphasizes the importance of proper market segmentation and target audience identification for effective marketing. Strategic analysis helps to develop unique offers for tourists and increase competitiveness. Modern tourists are increasingly emphasizing unique experiences and sustainable activities and are becoming more demanding in how their needs are met. Marketing analysis allows you to adapt your offerings to these changes. The Internet and digital technologies have transformed the way tourists search, book, and consume travel services. An effective digital strategy and analysis are required to ensure a presence in the online environment. Sustainability and environmental responsibility are becoming increasingly important in the travel industry. The analysis helps to develop strategies aimed at conserving natural resources and reducing their impact on the environment.

Key words: strategy, strategic analysis, stages of strategic analysis, marketing strategies in tourism.

Ця стаття присвячена актуальній темі – маркетинговому стратегічному аналізу, ігнорування якого під час розроблення маркетингової стратегії призводить до прийняття необґрунтованих стратегічних рішень, неможливості адекватного реагування на зміни маркетингового середовища підприємств. В статті розглядається туристична сфера, яка стає все більш конкурентоспроможною, сьогодні нові гравці та туристичні регіони пропонують подібні послуги і застосування стратегії пасивного пристосування до ринкових змін може послабити ринкові позиції туристичних підприємств. Маркетинговий стратегічний аналіз зменшує невизначеність при прийнятті стратегічних рішень. Автори досліджують методи та підходи, які допомагають туристичним компаніям та організаціям ефективно розвивати свій бізнес у конкурентному середовищі. У статті розглядаються такі ключові аспекти, як визначення маркетингових стратегій, де описуються методи визначення маркетингових стратегій, які дозволяють туристичним підприємствам визначати конкурентне позиціонування та цільові аудиторії, а також наголошується на важливості правильного сегментування ринку та визначення цільової аудиторії для ефективного маркетингу. Стратегічний аналіз допомагає розробити унікальні пропозиції для туристів і підвищити конкурентоспроможність. Сучасні туристи все більше наголошують на унікальному досвіді та екологічній діяльності та стають більш вимогливими до того, як задовольняються їхні потреби. Маркетинговий аналіз дозволяє адаптувати ваші пропозиції до цих змін. Інтернет і цифрові технології змінили те, як туристи шукають, бронюють і споживають туристичні послуги. Для забезпечення присутності в онлайн-середовищі потрібні ефективна цифрова стратегія та аналіз. Сталій розвиток і екологічна відповідальність стають все більш важливими в туристичній індустрії. Аналіз допомагає розробити стратегії, спрямовані на збереження природних ресурсів і зменшення їх впливу на навколишнє середовище. Формування маркетингового стратегічного аналізу в туризмі залишається актуальним завданням для підприємств і організацій цієї сфери. Це допомагає адаптуватися до змін ринку, впроваджувати інновації та ефективно конкурувати, забезпечуючи якісний досвід для туристів і стабільність бізнесу.

Ключові слова: стратегія, стратегічний аналіз, етапи стратегічного аналізу, маркетингові стратегії в туризмі.

UDC 658.8.012.2

DOI: <https://doi.org/10.32782/infrastructure76-23>

Berkova Oksana

Candidate of Economic Sciences,
Associate Professor Department
of International Tourism
and Country Studies,
National Aviation University

Borisyuk Oksana

Candidate of Geography Sciences,
Associate Professor Department
of International Tourism
and Country Studies,
National Aviation University

Беркова О.П.

Національний авіаційний університет

Борисюк О.А.

Національний авіаційний університет

Formulation of the problem. Every enterprise must have clearly defined goals to ensure stable work in the future. This requires managers to understand the essence of strategy, use techniques and methods of strategic management, and develop strategic plans. The strategy is interpreted as a long-term, qualitatively determined direction of the company's development, aimed at consolidating its positions, satisfying consumers, and achieving set goals. It is developed in order to determine in which direction the enterprise should develop and to make a decision when choosing a course of action.

Therefore, the formation of marketing strategic analysis in tourism remains an urgent task for enterprises and organizations in this area. This helps to adapt to market changes, innovate and compete

effectively, ensuring a quality experience for tourists and business stability.

American researchers H. Steiner and J. Mayer defined strategy as the formulation of the organization's mission, its intentions and goals, policies, programs, and methods of achievement.

Formulation of the objectives of the article. Today, a correctly formed strategy is the basis for the development of all management decisions. Marketing strategic planning, in due time, becomes one of the most frequent methods of assessing not only the goals and direction of development of a tourist enterprise but also its economic efficiency. The application of this type of planning not only creates additional advantages for the enterprise but also prepares the enterprise for sudden changes in

the external environment, both positive and negative. That is why a qualitatively formed marketing strategy for the development of a tourist enterprise is one of the key criteria for the success of any business.

Presentation of the main material. Having analyzed various methodological approaches of foreign and domestic scientists (N. Kudenko, N. Karachyna, I. Zozulya, D. Hussey, F. Kotler, R. Fathudinov, and S. Kramarchuk) regarding the interpretation of the concept of "marketing strategy", we conclude that, in general, marketing strategy in the field of tourism can be characterized using five directions:

- one of the ways to achieve the company's goals;
- a strategic program of relevant measures;
- other decisions (long- or medium-term) that correlate with the relevant components of the marketing mix;
- a set of financial and organizational measures, absorbing the correlation of demand and supply;
- strategic promotion affecting the formation of the target audience [2].

There are 5 stages to the formation of marketing strategic analysis: definition of goals, marketing strategic analysis, selection of the right strategy option, strategic planning, and analysis of the obtained results.

In accordance with the first stage, specific and detailed goals are set. One of the methods for forming achievable goals is the SMART method. If we decode this abbreviation, we produce the following (Fig. 1) [5]:

- Specific – the set goals must be specific, which means that when setting goals, there is a clearly defined result that you want to achieve.
- Measurable means "measurable", at the stage of goal setting, specific criteria should be established for measuring the process of achieving the goal
- Achievable – "achievable", first of all, means the goals must be real, that is, achievable. The

achievability of the goal is determined based on one's own experience, taking into account all available resources and limitations.

Limitations at this stage can be: investments, time, knowledge and experience, labor resources, access to information, etc.

– Relevant – "significant", here it is important to understand the contribution of solving a specific problem to the achievement of the global strategic goals of the enterprise. Therefore, when setting goals, it is worth answering the question: "What benefits will the achievement of a specific goal bring to the company?".

– Time-bound – "time limit", all goals must be time-bound, and therefore a final deadline must be defined for when this or that task must be completed. Setting a time frame for achieving the goal will help make the management process manageable.

The concept of "SMART" in tourism refers to the use of innovative technologies and approaches in order to improve the quality and convenience of travel for tourists, as well as to optimize the activities of the tourism industry. For example of the "SMART" concept in tourism is:

1. Smart cities: cities implement integrated systems that make life easier for local residents and tourists. This includes smart transport, smart hotels, smart nature reserves, and other initiatives to improve the quality of life and the convenience of travel.

2. Smart technologies: the use of modern technologies such as artificial intelligence, the Internet of Things, applications for mobile devices, and big data to provide convenience and personalized service for tourists. For example, systems of autonomous excursions, applications for determining optimal routes, instant hotel reservations, etc.

3. Sustainability and environmental friendliness: smart tourism takes ecological aspects into account, aimed at preserving nature and rational use of resources, reducing CO2 emissions, and implementing sustainable and responsible practices.



Figure 1. The SMART Method

Sources: [5]

4. Community and involvement of local residents: joint initiatives with local residents for the development of tourism, which contributes to the development of social capital and the preservation of cultural heritage.

5. Digital marketing and analytics: the use of digital marketing strategies, analytics, and data to attract and retain tourists, as well as improve the quality of service. These initiatives help improve the quality and efficiency of the tourism industry, ensure comfort and safety for travelers, and promote sustainable tourism development.

The second stage – includes the definition and analysis of the external and internal environment of the tourism enterprise. At this stage, the methods of SWOT and TOWS analysis should be used.

TOWS analysis (or SWOT analysis) is a powerful tool for determining strategic directions of development in the field of tourism. TOWS analysis helps organizations analyze their internal strengths and weaknesses, as well as external opportunities and threats, which allows them to determine optimal strategies to achieve their goals. Here are the steps you can take when applying TOWS analysis to tourism [4]:

Internal aspects:

<p>Strengths: What makes your travel company special and competitive? It can be excellent service, unique travel packages, qualified staff, etc.</p>	<p>Identification of weaknesses (weaknesses): What aspects of your activity need improvement? This may include a limited budget, ineffective advertising, insufficient staff, etc.</p>
--	--

External aspects:

<p>Identification of opportunities (opportunities): What opportunities does the external environment offer for the development of the tourism business? This can be an increase in tourist demand, the growth of tourist infrastructure in the region, new markets, etc.</p>	<p>Identification of threats (Threats): What threats exist in the tourism market that may affect your business? This may include competition, changes in legislation, economic instability, etc.</p>
--	--

Strategy formation: simultaneous comparison of strengths and opportunities to create "SO" (Strengths-Opportunities) strategies. Consideration of strengths and threats is necessary for the development of "ST" (Strengths-Threats) strategies. Comparison of weaknesses and opportunities for the development of "WO" (Weaknesses-Opportunities) strategies. Consideration of weaknesses and threats is necessary for the development of "WT" (Weaknesses-Threats) strategies. The development of specific actions for each strategy, that is, the determination of specific actions that need to be performed for their implementation, For example, if you have determined that your strengths include highly qualified personnel and your opportunities include increasing demand

for exotic tours, then your "SO" strategy may be to expand services and promote exotic destinations. TOWS analysis helps travel companies develop effective strategies to maximize their potential and reduce risks in the tourism industry.

According to the third stage of strategic analysis, the development of possible options for marketing strategies for the further development of the tourist enterprise, the evaluation of existing alternatives, and the selection of the appropriate option take place. The fourth stage is strategic planning, related to the development of measures to implement the chosen variant of the marketing strategy. In the course of strategic planning, a list of specific measures is formed in the medium and long term. In addition, an important component of this stage is the control of the implementation of the set plan.

The fifth stage is the analysis of the obtained results; this is the final stage, during which the quality of the implementation of the set strategy is assessed, the achievement of the set goals is checked, and, if necessary, the existing development strategy is refined and adjusted.

The famous American entrepreneur and writer Steve Blank, in his book "Strategies for Creating successful startups" offers a slightly different approach to marketing strategic analysis. This approach consists of forming hypotheses about the product, consumers and their problems, distribution and pricing, demand generation, market type, and competitors. After drawing up the hypotheses, their verification (survey of consumers) and the corresponding formation of the further strategy of the enterprise's development take place [6].

Hypotheses about consumers and the problem involve identifying types of consumers (decision makers; budget holders; recommenders; agents of influence; end users), identifying their problems, describing a day in the life of consumers, justifying their return on investment (ROI), and determining a minimum set of characteristics that will satisfy consumers [1].

Hypotheses about consumers in tourism are assumptions or predictions about the behavior, demands, and needs of people who choose tourism services. Hypotheses can help tourism companies and organizations better understand their target audience and develop more effective marketing strategies. For example,

1) the travel millennial hypothesis is that young consumers (aged 18–35) tend to choose tours that provide opportunities for social media posts and demonstrate their individuality;

2) The hypothesis about consumers of ecological tourism: these are tourists who choose ecologically clean tours and tend to express acquisition for the sake of nature conservation and immersion in the natural environment;

3) The budget tourism consumer hypothesis is when travelers with a limited budget are looking for

affordable and cost-effective options such as hostels, low-cost airline tickets, and discounts;

4) Hypothesis about retired tourists: this is when retired people are looking for quiet, comfortable trips with a greater emphasis on cultural and historical experiences;

5) Hypothesis about corporate tourism: these are business tourists traveling for work purposes, looking for amenities and services that help to perform work at a high level during travel;

6) Hypothesis about consumers of active recreation: these are tourists who are looking for active recreation and can appreciate adventures, sports activities, and nature excursions;

7) The hypothesis of fashion tourism is that lovers of fashion and shopping can choose travel destinations where there are many stores that offer branded goods. These are just a few examples of hypotheses about consumers in tourism. Each specific tourism organization can develop its own hypotheses based on research and observations about its market and target audience. Hypothesis research and analysis help businesses better understand their customers and develop more effective marketing strategies.

When making hypotheses about a tourist product, it is worth analyzing the main characteristics and key advantages of the product. In order to make a high-quality and detailed description of the product, it is necessary to understand what problem it solves and to make a sample list of its characteristics (something new, better, faster, bigger, cheaper, etc.) [3].

Assumptions about distribution and pricing include a detailed analysis of how the product can reach the consumer and how customers can make their first purchase: buy directly from you or through a distributor; through a partner or in a retail store; receive the goods by mail or order via the Internet.

A hypothesis about pricing in tourism can be aimed at understanding and predicting what factors influence the formation of prices for tourist services. This may be a hypothesis about the seasonality of prices, when the prices of tourist services (hotels, flights, etc.) change depending on the season. For example, a high season may lead to higher prices due to increased demand, while a low season may offer discounts and promotions. Also, this is the exchange rate hypothesis, where changes in international exchange rates can affect prices for tourists, especially on international travel. A stronger local currency can lower the cost of travel for foreigners.

Customer Loyalty Hypothesis: Travel companies can develop hypotheses about whether loyal customers are willing to pay more for services given their loyalty to a brand or service. Also, the competition hypothesis states that the level of competition in the tourism industry can affect prices. Services in areas with a lot of competition may be more affordable, while the lack of competition may lead to higher prices.

Additional services hypothesis is when travel companies can form hypotheses about how additional services (for example, transfers, excursions, and guide services) affect the total price of the package.

There can also be a hypothesis about market segmentation, where travel companies can consider hypotheses about how prices differ for different market segments, such as family travel, single travel, corporate travel, etc.

A hypothesis about the age composition of tourists can include research on whether different age groups are willing to pay different prices for travel.

Research and analysis of such hypotheses help companies set competitive prices, attract customers, and maximize profits in the tourism industry.

Hypotheses about the type of market – this is the determination of the position of your company in the market. To do this, you need to analyze whether the company is entering an existing market, segmenting an existing one, or creating a new market.

Hypotheses about competitors in the field of tourism include assumptions and predictions about the strategies, actions, and reactions of other participants in the market for tourism services.

Hypotheses about competitors help tourism companies better understand their competitive environment and develop effective strategies. For example, the competitor discount hypothesis suggests that the competitor's price may be lower during the low season or as a result of promotions and discounts. The hypothesis may be that competitors will seek to attract more customers by lowering prices.

Another hypothesis about the expansion of competitors' geography is that they can expand their geographic presence by offering new travel destinations or opening new branches.

Hypotheses about the innovations of competitors through the introduction of new technologies or innovative services that are able to attract more customers. Aggressive competitor advertising hypothesis: competitors can launch aggressive marketing campaigns that will get more customers to choose their services. A hypothesis about the reaction of competitors to changes in legislation that may affect competitive behavior, for example, by introducing new restrictions or standards for the tourism industry. The hypothesis of price dumping by competitors is that they may try to survive or remove other players from the market by selling a service at a price below costs.

Analyzing and monitoring the behavior of competitors helps travel companies determine optimal strategies and remain competitive in the tourism market.

After carrying out a detailed analysis and drawing up hypotheses, it is worth conducting their verification. For this, first of all, you need to compile a list of respondents (10–50 potential consumers) who will be ready to take the survey.

At the same time, you need to choose those consumers who are interested in this product and will be able to pay attention to you.

Conclusions. So, there are many ways to develop the stages (methodology of formation) of marketing strategic analysis. The most expedient approach in the formation of marketing strategic analysis in tourism should be not only a detailed analysis of the company's products but also of consumers and its competitive field – compiling a list of hypotheses regarding the product, consumers and their problems, distribution and pricing, creation of demand, market type, and competitors, and their verification – in order to create a quality marketing strategy for the development of a tourist enterprise through strategic marketing analysis.

REFERENCES:

1. Balabanova L.V. (2019). *Stratehichniy marketynh* [Strategic marketing: pidruchnyk]. Kyiv: Tsentр uchbovoi literatury. 630 p. (in Ukrainian)
2. Pavlishyna N. (2021). *Marketynhova stratehiia: sutnist ta metodyka formuvannia* [Marketing strategy: essence and method of formation]. *Ekonomichnyi visnyk Zaporizkoi derzhavnoi inzhenernoi akademii*, vol. 6, pp. 126–130.
3. Mazur V. Tomchuk O., Yu. Branitskyi (2022). *Metodyka analizu finansovoho stanu pidpriemstva vidpovidno do vymoh vnutrishnikh i zovnishnikh korystuvachiv* [The method of analyzing the financial state of the enterprise in accordance with the requirements of internal and external users]. *Ekonomika. Finansy. Menedzhment: aktualni pytannia nauky i praktyky*, vol. 3, pp. 7–20.
4. TOWS analysis [TOWS analysis]. URL: https://ceopedia.org/index.php/TOWS_analysis (accessed December 20, 2023).
5. Vse, shcho vam potribno znaty pro marketynh vystavok [Everything you need to know about trade

show marketing] URL: <https://www.ges.com/lp/everything-you-need-to-know-about-trade-show-marketing> (accessed December 20, 2023).

6. Elektronnyi marketynh stav prostym [Email Marketing Made Simple]. URL: <https://optinmonster.com/beginners-guide-to-email-marketing> (accessed December 20, 2023).

7. Shcho take virusnyi marketynh? Pryklady ta perevahy [What Is Viral Marketing? Examples and Advantages]. URL: <https://www.cyberclick.net/numericalblogen/what-is-viral-marketing-advantages-and-examples> (accessed December 20, 2023).

БІБЛІОГРАФІЧНИЙ СПИСОК:

1. Балабанова Л.В., Бабанова В.В. Холод І.В. *Стратегічний маркетинг: підручник*. Київ : Центр учбової літератури, 2019. 630 с.
2. Павлішина Н.М. *Маркетингова стратегія: сутність та методика формування*. *Економічний вісник Запорізької державної інженерної академії*. 2021. № 6. С. 126–130.
3. Мазур В.А., Томчук О.Ф., Браніцький Ю.Ю. *Методика аналізу фінансового стану підприємства відповідно до вимог внутрішніх і зовнішніх користувачів*. *Економіка. Фінанси. Менеджмент: актуальні питання науки і практики*. 2022. № 3. С. 7–20.
4. TOWS analysis.2020. URL: https://ceopedia.org/index.php/TOWS_analysis (дата звернення: 20.12.2023).
5. Everything you need to know about trade show marketing. 2021. URL: <https://www.ges.com/lp/everything-you-need-to-know-about-trade-show-marketing>. (дата звернення: 20.12.2023).
6. Email Marketing Made Simple. 2021. URL: <https://optinmonster.com/beginners-guide-to-email-marketing> (дата звернення: 20.12.2023).
7. What Is Viral Marketing? Examples and Advantages. 2021. URL: <https://www.cyberclick.net/numericalblogen/what-is-viral-marketing-advantages-and-examples> (дата звернення: 20.12.2023).