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FORMATION OF STRATEGIES OF THE TOURISM BUSINESS ENTERPRISES: THEORETICAL ASPECTS

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In this article, the theoretical aspects of the formation of the tourist enterprise strategies have been researched. Choice of the strategy in business is one of main issues of management. In addition, the elaboration of the strategies of the tourist enterprises is the major important condition of their effective activity in the long-term prospect and an effective instrument to increase the competitiveness of tourist enterprise. The general-scientific and special methods of system and structural analysis and synthesis have been applied for the identification of the main stages of choice and implementation of tourist enterprise strategy; methods of terminological analysis and synthesis – for the systematization of innovative strategies of modern tourist enterprise. By the theoretic research it has been detected that the main purpose of the tourist enterprises is satisfaction of the customers' need in the tourist services. Thus, the main type of the tourist enterprises activity is the formation and implementation of tourist product – a complex of tourist services for satisfaction the needs of tourist during his journey. It has been founded that the variety of strategies chosen by tourist enterprises is a modification of such basic strategies as: limited growth strategy, growth strategy, reduction (combustion) strategy, combined strategy. The stages of the elaboration of a general strategy of the tourist enterprise have been shown. Herewith, the analysis of modern theories has allowed distinguishing such innovative strategies as: segment strategy, technology oriented strategy, strategy of professionals, and reputation strategy. Conducted theoretical analysis has detected that the formation of the effective system of strategic planning of the tourist enterprise development within it's complex development is a long-term process connected with improving whole management system and advancing the level of it's organization culture. Tourism enterprises should always monitor the changes in the market of tourist services and respond to them by elaboration of new marketing methods. The author's definition of the category «enterprise strategy» means basic long-term decisions with the corresponding developed tools of their implementation, which direct concrete measures on achievement of goals of the enterprise activity. The prospect of further research is a practical approbation of the offered strategies on the modern enterprises of the tourist area.

Keywords: strategy, tourist enterprise, classification of strategies, tourism, tourism activity, tourist market, modern and classic business strategies.

DOI: 10.32434/2415-3974-2019-10-2-112-118

Introduction and statement of the problem

The tourism industry is becoming increasingly important for the economic development of countries around the world. Strategic management plays an important role in the conducting of organizations and is able to increase the efficiency of their activities, strengthen the position of the enterprise in the market. The choice of a business strategy is one of the most important management issues; furthermore, the elaboration of strategies for the development of

tourism organizations is a crucial condition for effective long-term activity and an effective tool for improving the competitiveness of the tourism enterprises. Whereas the nowadays conditions of enterprises' existing are changed, it is necessary to regularly review the current strategy and adjust it. Sometimes the application of the classical strategies is appropriate, but betweenwhiles the application of only one of the new strategies is possible. Therefore, the necessity of studying both modern and old

business strategies is highlighted.

Tourism plays an important role in the solving of social and economic issues. Above all, it is connected with the necessity to enter the tourist services on the world market, rising of competition, as well as interest in improving financial and economic rates such as a profit, profitability, and efficiency of tourist services.

To succeed in the current economic conditions, the general strategic orientation of tourism services to worldwide markets is foremost necessary as a priority for tourist business.

Analysis and research of publications

The issues of elaboration, choice and implementation of strategy on the tourist enterprise have been investigated in the works of domestic scientists Dan'ko N.I. and Kurinna S.S. [1], Zaiets' M.A. and Borid'ko O.M. [2], Kramarchuk S.P. and Lubkej N.P. [3], Savits'ka O.P., Savits'ka N.V. and Pohrebniak L.V. [4], Saukh, I.V. [5], Slyvenko V.A. and Yermakova A.O. [6], Shpak M.V. and Yurchyshyna L.I. [7]. Different direction of scientific positions for the formation of the strategy classification model and adaptation them for the tourist enterprises defines the relevance and purpose of the article.

The purpose of the article

The purpose of the article is to detect the most important classification features of the strategy and to specify the distinguished by these features types – by the method of system and structural analysis, as well as to characterize the tourist enterprise functional strategies for the achieving the competitive advantages in the future – by the synthesis method.

Presentation of the main material

The essence of the enterprise strategy is to determine a certain competitive choice that allows it not taking advantage of current opportunities, but also concentrating resource potential to solve priority tasks, and to provide advantages in prospectively profitable directions of development. Therefore, the elaboration of an effective strategy and its implementation are definitely important issues in the activity of any enterprise, as well tourist [3].

Tourism, as a separate area of activity, accounts the list of enterprises that provide different services to the consumer and organize the leisure of tourists. Every year the tourist activity of Ukraine is increasingly incorporated to the world market. Although, this process is constrained by number of factors including disadvantages in the state tourist policy and lag of the industry from the foreign analogues. In the conditions of global financial and economic crisis the elaboration and implementation of the development strategy become the most important cause of the existing of tourist firm. In the economic changes modern tourist enterprise is

faced with many issues. The sources of increased complexity of management are: increased level of uncertainty of the market situation; seasonal volatility of demand for tourist services; raised competition in the tourist business; lack of financial (current) resources etc.

Thus, the tourist enterprise can not apply only current planning and operative handling of its activity. The necessity of the strategic thinking that should embody to the program of actions and clarify the goals and tools for implementation of the chosen way of development is coming up.

Tourism is one of the important impact factors for the economic growth and development of the society. On the other hand, tourism is a primary or secondary activity for a large part of the population living in attractive tourist areas, as well as elsewhere in the world. Also, tourism is perceived as a meaningful tool for the economic growth in the developed as well as in developing countries. In general opinion, tourism is perceived as a leisure and joyfulness activity. Nevertheless, the facts demonstrate that billions of dollars are worldwide invested to this area. Therefore, tourism should be seriously analyzed and studied by scientists, researchers, politics, national and local authorities etc. [6].

The main aim of the tourist enterprises functioning is the customer satisfaction in tourist services. Thereby, the main type of the tourist enterprises activity is completing and sale of tourist product as a complex of tourist services that satisfy the tourist needs during his journey.

The application of the method of system and structural analysis when studying the object as an integrated set of elements together with relationships and connections between them, i.e. considering the object as a system, is a well-known fact. The main stages of cycle of choice and implementation of the enterprise strategy are shown in Fig. 1.

Therefore, the main task of the enterprise of tourist area is the elaboration of the enterprise strategy [7].

The synthesis method allows joining the components, simple elemental parts of a complex phenomenon with the separation of individual sides, attributes, and connections. The synthesis allows investigation of the features and specific of internal-system interaction and contains the results of abstraction, simplification, and formalization. It is the application of this general-scientific method allowed to visualize the process of elaboration of the general strategy of tourist enterprise (Fig. 2).

A variety of strategies chosen by tourist enterprises is modifications to several basic strategies, each of which is effective in the conditions of internal and external environment. Thus, it is useful to

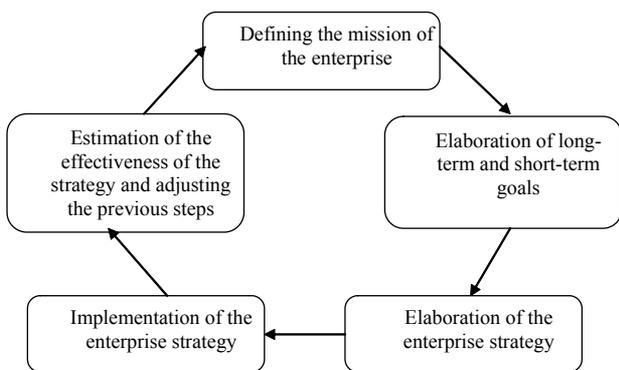


Fig. 1. The main stages of cycle of choice and implementation of the enterprise strategy (developed by author according to [5])

consider the causes of the strategy’s choice. The basic strategies are following [5].

Firstly, limited growth strategy is implemented by stable activity enterprise. According to this strategy, the goals of development are set “from achieved” and are adjusted for variable conditions. If the enterprise’s financial status is satisfactory, the strategy can not be changed in perspective because it is the easiest and the least risky variant of action.

Secondly, growth strategy is often applied on the enterprises with dynamical technology. An annual increase in the level of development over the previous year exists. If the enterprise orients to the diversification of activity, it applies this strategy. The growth can be internal (by expanding the range of products and creation of new high-demanded products) and external (involvement of an enterprise in related industries by joining, merging or participating in other companies). As a rule, this strategy is appropriate for principally new types of business, which did not previously exist in the region.

Thirdly, reduction (combustion) strategy is applied in the cases when the economic rates of the enterprise aggravate and the goals for the next year lower than for the previous year. In practice, this strategy is rarely used as it implies the external management under the procedure of bankruptcy or readjustment of enterprise.

Fourthly, combined strategy is a joining of the three above and is applied on the active functioning in several industries enterprises. For example, strategy of outstripping of needs – while reducing the demand for «old product», an additional «innovative product» is offered for recognition it’s by consumers. As a rule, this strategy is applied by enterprises-dealers of large enterprises. Combined strategies also include the equivalence strategy of the product system to the needs system. In particular, the product or service that consumer can currently buy are offered.

Method of terminological analysis and generalization provides studying of history of terms and denoted definitions, elaboration and clarification

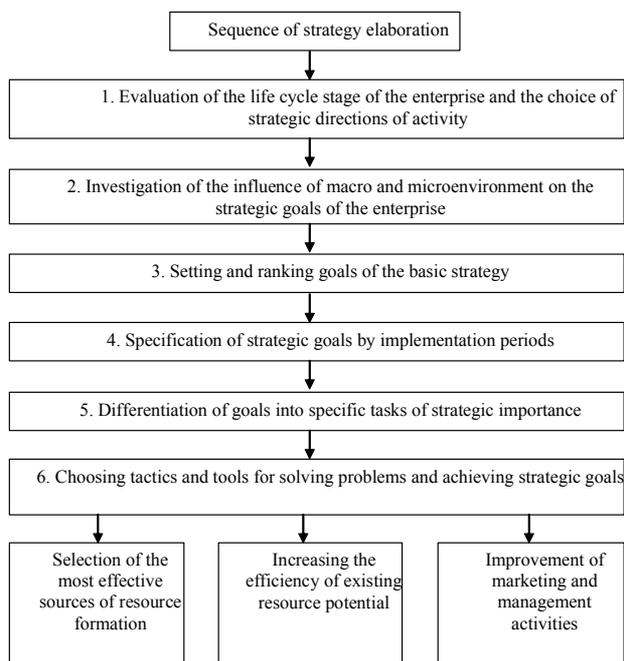


Fig. 2. Elaboration of the general strategy of the tourist enterprise activity (improved by the author for [5])

of the content and scope of definitions, statement of interconnection and subordination of definitions, their place in the basic theory. It was the application of this method that made it possible to formulate the author’s definition of the category «enterprise strategy» that means basic long-term decisions with the corresponding developed tools of their implementation, which direct concrete measures on achievement of goals of the enterprise activity.

On the current market the single-purpose strategies based on the choice of the only major strategic direction of development predominate. Consequently, such innovative strategies inherent in the modern tourism enterprise could be highlighted (Table 1).

Classification of strategies covers the following types: corporative, business-strategy, functional and operative strategies. On the base of this classification four major types of strategic decisions are singled out (Table 2).

Special strategies appropriated for the tourist enterprises are classified as:

1) strategies for the level of decisions making – global (international level), national (state level), regional (regional level), and local (local level);

2) strategies according to the tools of the development providing – development under impact of global expansion (optimization of activity within actual positioning – intensive growth), development due to the organization flexibility (forecasting of the development of competitors’ economic processes);

3) strategies that allow to manage demand by price differentiation, stimulation of demand in the

Table 1

Types of strategies in the modern tourism enterprise

Type of strategy	Explanation
Segment strategy	The "find your niche" strategy is characterized by the development of a firm aimed at a particular segment of the market; the company is developing with a narrow specialization. The main purpose of the strategy is to win a leading position in the chosen segment of market, i.e. maximally possible expansion of the client auditory. The strategy also has a high level of the organization of the company's communication processes within the chosen segment
Technology oriented strategy	The strategy is applied to fewer firms, because it is relatively costly. A base of the strategy is a customer service system directed at constantly improving the convenience of interaction between the client and the company, as well as the level of physical, emotional and psychological comfort of tourists. Firms pay attention to Internet, through which they find contacts with clients and implement various aspects of the tour offer, as well as work closely with telecommunication companies. Such "technological" companies spend a considerable amount of their money on the development and promotion of organizational, information and technical resources
Strategy of professionals	The strategy pays a considerable attention to their professionals. It is close to technology oriented strategy. Nevertheless, if the first strategy is based on the professional technologies, the second one – on the professional skills and abilities of employees. The major part of the expenses is spent on training and advanced training of employees. The head of such a company is interested, first of all, in maintaining a permanent highly professional team of employees who are the most important strategic resource of the company
Reputation strategy	The strategy is the most expensive and only for large companies that have enough money to organize a large-scale advertising campaign. But in addition to the obvious positives, the work of a single brand company has several disadvantages. Firstly, orientation only to authority and reputation in practice faces personnel problems of outflow of professionals. Secondly, often problems arise in creating and maintaining a unique corporate identity for all members of the network. If at least one department breaches a common network ethic and aesthetics, it can lead to significant reputation losses

Table 2

Management strategic decisions in dependence on chosen strategy

Type of strategy	Strategic decisions	Responsible subdivision for formation and implementation of the strategy
Corporative	Expansion of business; distribution of resources between the structural departments; change of the organization structure; development of the strategic focus of enterprise departments	Strategic departments of the enterprise (is relevant for joint stock companies)
Business-strategy	Providing of the business-plan implementation; advertising; elaboration of the measures of competitiveness	Heads of departments
Functional strategy	Strategy of production, finances, marketing, innovations, personnel	Middle managers
Operative strategy	A narrow strategy for individual structural departments in terms of individual functional areas	Local managers

lowest loading, applying the pre-order system, and reservation of service time;

4) strategies of indirect distribution of tourist products (services) based on franchising, creation of new services;

5) strategies of support of tourist services based on the lowest costs, product differentiation, market niche or segment;

6) strategies of development of the resort and tourist regions – cardinal change; keeping growth; achieved or selected growth.

In real practice the enterprise can apply any

strategies in the same time [4]. In recent years the tourist business has changed significantly (Fig. 3).

Modernized demand. The specialized tourism by the interests becomes increasingly significant; however, the group tours to the well-known places losses their relevance. Moreover, the trend if individual trips by own liking increases. In addition, such types of tourism as sport, extreme, ecologic, topical, cultural and cognitive, as well as cruise develop more rapidly.

Advantage of outdoor activities. Currently, the reorientation from passive to active recreation is

observed; the demand for satisfaction and change of impressions appears, moreover, the process but not object of satisfaction gains the most importance.

Promotion of outbound tourism is reflected in the increase in the number of trips abroad while reducing their domestic.

Changing the age structure of tourists. The increase of the category of the elderly in the total population of visitors is observed. The features of this category of tourists are: a lot of spare time, material wealth, more money, disinclination to experiments.

Increasing frequency and reducing travel time. Frequency has a trend to growth, whereas, travel time – to increase. Thus, the trend of “splitting” the basic leave – instead of one a year few short trips are preferable. The features of such type of tourism are: higher level of tourists spending per one tourist-day, high activity and mobility of tourists.

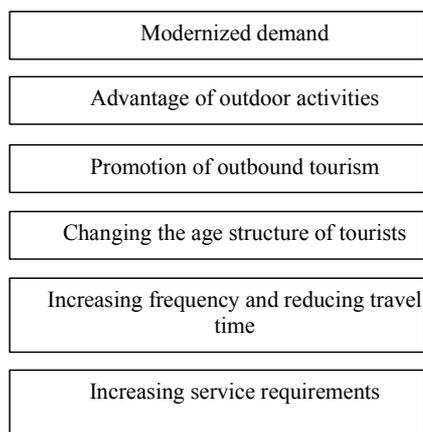


Fig. 3. Modern modifications in the tourism business (elaborated by author for [1])

Increasing service requirements. Rapid increasing of tourist business, industry of rest, as well as technologization of human life made a possibility to compare places of rest and to require the advanced level of service [1].

Conclusions

The formation of an effective system of the strategic planning of the tourism enterprises development is a long-term process, which is connected with improving the whole management system and advancing the level of enterprise’s organization culture. Tourism enterprises should always monitor the changes in the market of tourist services and respond to them by elaboration of new marketing methods. Tourism is a high-contact area where the quality of supply is inseparable from the quality of service. The enterprise strategies are the basic long-term decisions with appropriately elaborated means of their implementation, which

direct specific measures to the achievement of goals of the enterprise activity. They are the global directions of activity and require the detail through the short-term planning, and are the original plan for the heading of tourist enterprise to success in the tourist services market.

The prospect of further research is a practical approbation of the offered strategies on the modern enterprises of the tourist area.

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Received 12.09.2019

Reviewer: Doct. of Econ. Sc., Prof. Tkachenko A.M.

**ФОРМУВАННЯ СТРАТЕГІЙ ПІДПРИЄМСТВ
ТУРИСТИЧНОГО БІЗНЕСУ: ТЕОРЕТИЧНИЙ АСПЕКТ**

Яшкіна Н.В.

В даній статті досліджено теоретичні аспекти формування стратегії туристичного підприємства. Вибір стратегії в бізнесі — одне з найголовніших питань управління, а розробка стратегій розвитку туристичних організацій є найважливішою умовою їх ефективної діяльності в довгостроковій перспективі та ефективним інструментом підвищення конкурентоспроможності туристичного підприємства. При цьому були використані загальнонаукові та спеціальні методи системно-структурного аналізу і синтезу для відокремлення основних етапів вибору та реалізації стратегії туристичного підприємства; термінологічного аналізу й узагальнення — для систематизації інноваційних стратегій, притаманних сучасному туристичному підприємству. Теоретичне дослідження виявило, що основною метою функціонування туристичних підприємств є задоволення потреб споживачів в туристичних послугах; у зв'язку з цим основним видом діяльності туристичних підприємств є комплектування та реалізація туристичного продукту — комплексу туристичних послуг, що задовольняють потреби туриста під час його подорожі. З'ясовано, що вся різноманітність стратегій, які обирають туристичні підприємства, є модифікаціями кількох базових стратегій: стратегія обмеженого зростання, стратегія зростання, стратегія скорочення (згорання) та комбінована стратегія. Наведено етапи розробки загальної стратегії діяльності туристичного підприємства. При цьому аналіз сучасних теорій дозволив виокремити інноваційні стратегії, до яких було віднесено сегментну стратегію; стратегію, що орієнтована на технології; стратегія професіоналів і стратегія репутації. Виконаний теоретичний аналіз виявив, що формування ефективної системи стратегічного планування розвитку туристичного підприємства в рамках його комплексного розвитку є тривалим процесом, що пов'язаний з вдосконаленням всієї системи управління і підвищенням рівня його організаційної культури. Туристичні підприємства мають постійно стежити за змінами, які відбуваються на ринку туристичних послуг, встигати реагувати на них, розробляючи нові маркетингові прийоми. Наведене авторське визначення економічної категорії «стратегія підприємства», яка включає основоположні довготермінові рішення з відповідними розробленими засобами їх реалізації, що спрямовують конкретні заходи на досягнення цілей діяльності підприємства. Перспективою подальшого дослідження є практична апробація запропонованих стратегій на сучасних підприємствах туристичної галузі.

Ключові слова: стратегія, туристичне підприємство, класифікація стратегій, туризм, туристична діяльність, туристичний ринок, сучасні та класичні бізнес-стратегії.

**ФОРМИРОВАНИЕ СТРАТЕГИЙ ПРЕДПРИЯТИЙ
ТУРИСТИЧЕСКОГО БИЗНЕСА: ТЕОРЕТИЧЕСКИЙ
АСПЕКТ**

Яшкіна Н.В.

В данной статье исследованы теоретические аспекты формирования стратегии туристического предприятия. Выбор стратегии в бизнесе - один из главных вопросов управления, а разработка стратегий развития туристических организаций является важнейшим условием их эффективной деятельности в долгосрочной перспективе и эффективным инструментом повышения конкурентоспособности туристического предприятия. При этом были использованы общенаучные и специальные методы системно-структурного анализа и синтеза для отделения основных этапов выбора и реализации стратегии туристического предприятия; терминологического анализа и обобщения - для систематизации инновационных стратегий, присущих современному туристическому предприятию. Теоретическое исследование показало, что основной целью функционирования туристических предприятий является удовлетворение потребностей потребителей в туристических услугах; в связи с этим основным видом деятельности туристических предприятий является комплектование и реализация туристического продукта - комплекса туристических услуг, удовлетворяющих потребности туриста во время его путешествия. Выяснено, что все разнообразие стратегий, которые выбирают туристические предприятия, являются модификациями нескольких базовых стратегий: стратегия ограниченного роста, стратегия роста, стратегия сокращения (сгорания) и комбинированная стратегия. Приведены этапы разработки общей стратегии деятельности туристического предприятия. При этом анализ современных теорий позволил выделить инновационные стратегии, к которым были отнесены сегментную стратегию; стратегию, ориентированную на технологии; стратегию профессионалов и стратегию репутации. Проведенный теоретический анализ выявил, что формирование эффективной системы стратегического планирования развития туристического предприятия в рамках его комплексного развития является длительным процессом, который связан с совершенствованием всей системы управления и повышением уровня его организационной культуры. Туристические предприятия должны постоянно следить за изменениями, которые происходят на рынке туристических услуг, успевать реагировать на них, разрабатывая новые маркетинговые приемы. Приведенное авторское определение экономической категории «стратегия предприятия», которая включает основополагающие долгосрочные решения с соответствующими разработанными средствами их реализации, которые направляют конкретные меры на достижение целей деятельности предприятия. Перспективой дальнейшего исследования является практическая апробация предложенных стратегий на современных предприятиях туристической отрасли.

Ключевые слова: стратегия, туристическое предприятие, классификация стратегий, туризм, туристическая деятельность, туристический рынок, современные и классические бизнес-стратегии.

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In this article, the theoretical aspects of the formation of the tourist enterprise strategies have been researched. Choice of the strategy in business is one of main issues of management. In addition, the elaboration of the strategies of the tourist enterprises is the major important condition of their effective activity in the long-term prospect and an effective instrument to increase the competitiveness of tourist enterprise. The general-scientific and special methods of system and structural analysis and synthesis have been applied for the identification of the main stages of choice and implementation of tourist enterprise strategy; methods of terminological analysis and synthesis – for the systematization of innovative strategies of modern tourist enterprise. By the theoretic research it has been detected that the main purpose of the tourist enterprises is satisfaction of the customers' need in the tourist services. Thus, the main type of the tourist enterprises activity is the formation and implementation of tourist product – a complex of tourist services for satisfaction the needs of tourist during his journey. It has been founded that the variety of strategies chosen by tourist enterprises is a modification of such basic strategies as: limited growth strategy, growth strategy, reduction (combustion) strategy, combined strategy. The stages of the elaboration of a general strategy of the tourist enterprise have been shown. Herewith, the analysis of modern theories has allowed distinguishing such innovative strategies as: segment strategy, technology oriented strategy, strategy of professionals, and reputation strategy. Conducted theoretical analysis has detected that the formation of the effective system of strategic planning of the tourist enterprise development within it's complex development is a long-term process connected with improving whole management system and advancing the level of it's organization culture. Tourism enterprises should always monitor the changes in the market of tourist services and respond to them by elaboration of new marketing methods. The author's definition of the category «enterprise strategy» means basic long-term decisions with the corresponding developed tools of their implementation, which direct concrete measures on achievement of goals of the enterprise activity. The prospect of further research is a practical approbation of the offered strategies on the modern enterprises of the tourist area.

Keywords: strategy, tourist enterprise, classification of strategies, tourism, tourism activity, tourist market, modern and classic business strategies.

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