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THEORETICAL BASIS OF STRATEGIC ANALYSIS OF TRAVEL SERVICES PROMOTION

The concept of strategic analysis in the words of domestic and foreign scientists in the context of the evolution of the basic essential characteristics of the concept was investigated. Author's definition of the essence of the strategic analysis was proposed and for the first time it was given the definition of the strategic analysis of tourist services promotion in two directions: "tourist operator-consumer" and "operator-travel agent". There was proposed the algorithm of strategic analysis of tourist services promotion.

Keywords: strategic analysis, strategic analysis of tourist services promotion, tourist operator, external environment, internal environment

Глушко В. Теоретические основы стратегического анализа продвижения туристических услуг. *Исследовано понятие стратегического анализа в трудах отечественных и зарубежных ученых за эволюцией основных сущностных характеристик понятия. Предложено авторское определение сущности стратегического анализа и впервые дано определение стратегического анализа продвижения туристических услуг по двум направлениям: "туристический оператор-потребитель" и "оператор-туристический посредник". Предложен алгоритм проведения стратегического анализа продвижения туристических услуг.*

Ключевые слова: стратегический анализ, стратегический анализ продвижения туристических услуг, туристический оператор, внешняя среда, внутренняя среда.

Background. In the modern market economy, tourist enterprises have to clearly understand their position on the market, analyzing possible short-term and long-term (strategic) development options to strengthen the competitive position. Therefore, the issue of conducting strategic analysis at tourist enterprises arises in order to determine the optimal parameters of strategic decisions. It is necessary to define the concept of "strategic analysis of the promotion of tourist (travel, tourism) services" and update its algorithm in accordance with the identified promotion channels.

Analysis of recent researches and publications. The research of strategic analysis for all spheres of economic activity has been reflected in the works of such foreign scientists as M. Porter [1], D. Campbell, J. Stonehouse [2], A. Thompson [3], as well as national scientists: I. Farion [4], T. Tkachenko [5], N. Vasylyk, V. Morokhova [6], T. Golovko, S. Sagova [7],

V. Zubenko, O. Makovoz, O. Shramenko, V. Dickan [8], K. Redchenko [9] and others. Unfortunately, the question of strategic analysis remains uncharted in the context of promoting tourist services, the authors focus only on conducting strategic analysis at the enterprise level, without considering the peculiarities of the promotion of tourist services at the levels of "tour operator-tourist intermediary" and "tour operator-consumer" separately.

The **aim** of scientific research is to determine the strategic analysis of the promotion of tourist services and to update its algorithm in tourist business with a view to detailing future strategic decisions and leveling out possible risks.

Materials and methods. The information basis for the research was the work of domestic and foreign scientists who are studying strategic analysis and especially strategic analysis in the tourism business, own research on strategic analysis of the promotion of tourism services. There were used methods of analysis and synthesis, comparison, system approach to achieve this goal.

Results. The deterioration of the economic situation on the Ukrainian tourist market makes travel companies look for new ways to increase the profitability of their own activities. One such tool is to conduct a strategic analysis.

Different authors have different approaches to the disclosure of the essence of strategic analysis. Definition of the concept "strategic analysis" was changing and also the opinion of scientists of different ages about its main characteristics was also changing, it was supplemented by more modern characteristics, focused on one of the main ones, which determined the essence of the concept, and took into account more details (*figure 1*).

So A. Thompson and J. Strickland [3, p. 14] think that strategic analysis is the basis for making the right strategic choice based on reasonable alternatives and selection criteria. The company chooses a strategy based on an analysis of the dynamics of market growth and its own competitive position on it. It is practically impossible to apply the strategies proposed by the authors in the modern world in its pure form, since in practice the organization implements several types of them at once.

I. Ansoff examines the notion of strategic analysis and the process of forming an enterprise strategy as a whole, because detailed analysis of an enterprise's activity allows choosing one of the best from several strategic alternatives for its development, which is believed to be the most effective one. His concept was more detailed and complex than his predecessors.

T. Golovko and S. Sagova in their writings, believe that the basis of the effectiveness of conducting strategic analysis is based on the study and evaluation of the internal and external environment of the organization, which makes it possible to determine the strategic capabilities of the enterprise and its immediate development strategy [7].

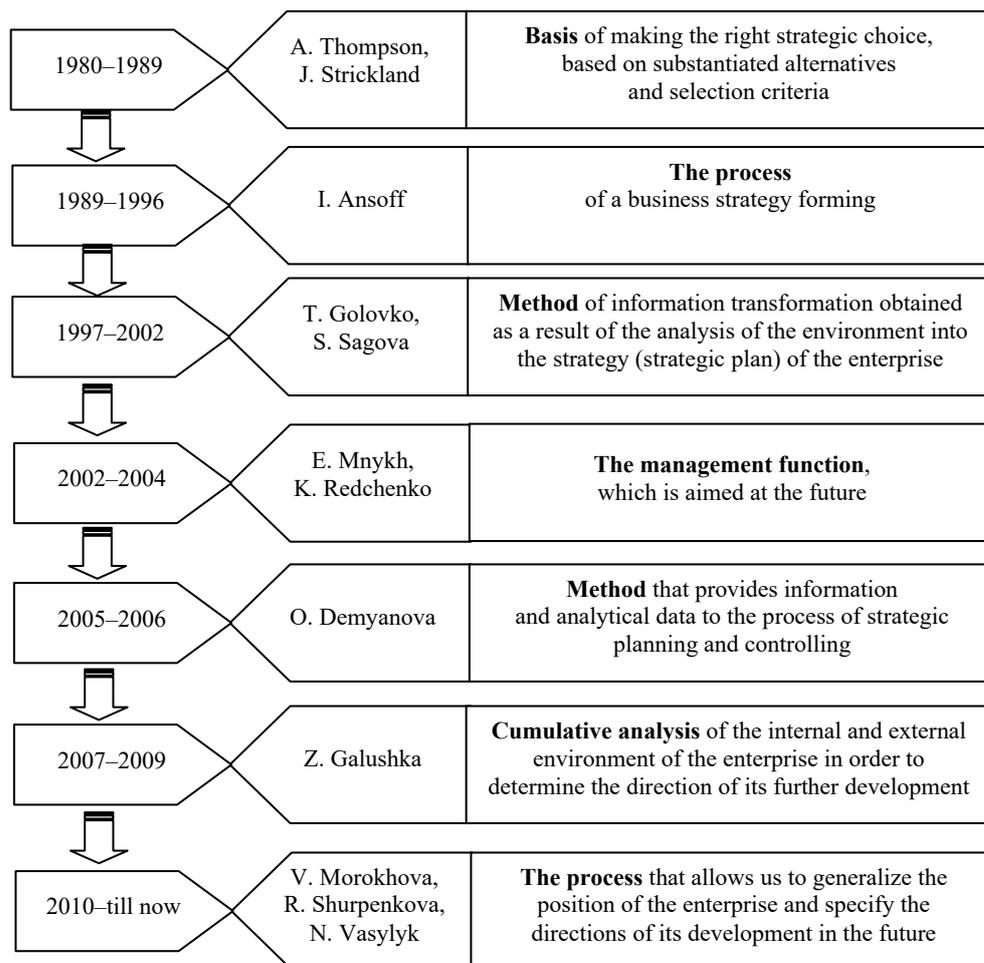


Figure. 1. Evolution of the concept essence of "strategic analysis" developed by the author on the basis of [1–13]

Adding information and analytical support, O. Demyanova examines the process of strategic analysis [11]. The author believes that due to the strategic analysis, the company is able to implement the strategic planning process and manage the information and analytical data.

Further development of the essential understanding of the "strategic analysis" concept was obtained in the works of Z. Galushka [12]. Supporting the opinions of E. Mnykh and K. Redchenko the scientist agrees that the basis of strategic analysis is the analysis of the internal and external environment of the organization. However, the analysis of internal and external environment and strategic analysis are allocated separately.

R. Shurpenkova [13], V. Morokhova, N. Vasylyk [6] also believe that the process of strategic analysis is generated by the results of studying the internal and external environment of the enterprise. Its goal is to help the company capitalize its strengths and minimize weaknesses, take advantage of opportunities and protect themselves against possible dangers.

In our opinion, strategic analysis can be defined as a comprehensive study of quantitative and qualitative characteristics of the internal and external environment of the enterprise in order to form strategic goals of its development and to make optimal management decisions for their implementation.

The strategic analysis of the enterprise is based on the using of the following principles:

- the systematic approach, according to which an enterprise is considered as a complex holistic system, which consists of a certain set of subsystems and ultimately exists with other system-like characteristics;
- the principle of complex analysis of all components of the system, elements of the enterprise (external and internal environment);
- the dynamic principle and the principle of comparative analysis: analysis of all indicators in dynamics, as well as comparison with similar indicators of competitors;
- the principle of taking into account the specifics of the enterprise (sectoral or regional) [15, p. 137].

The general principles of conducting strategic analysis mentioned above, unfortunately, do not reflect the peculiarities of their conduct in tourism business. In the writings of scientists engaged in the research of strategic analysis, there is no clear structure for the creation and implementation of this analysis, its further use and verification of the effectiveness of the actions taken in the light of the specifics of the tourism business. In general, scientists consider only strategic planning in tourism, and pay little attention to the problems of strategic analysis. The domestic tourism is still at the stage of formation and reformation, the formation of internal and inter-branch ties, due to significant changes in the current economic, socio-political environment, the issue of strategic analysis in the field of tourism, remains unexplored.

Although there are many definitions of strategic analysis, none of them take into consideration the specifics of the tourism business at the level of promotion of tourism services. All of these concepts are more general and not adapted to the realities of the tourism business.

In the scientific literature, none of the authors considered the issues of strategic analysis of tourism services promotion. There is no methodological basis for conducting and evaluating the result. Therefore, we have to define the concept of "strategic analysis of travel services promotion".

So, strategic analysis of travel services promotion is a combination of research methods of the enterprise's internal and external environment in promoting travel services aimed at consumers and tourist intermediaries by using elements of marketing communications, motivating and communicating with them.

Strategic analysis in the enterprise management system has an important role, because due to it, the company defines its long-term goals

and plans for developing its activities on the basis of an analysis of the existing information provision, and may envisage possible changes in the external environment and prevent or at least reduce their negative impact, based on the obtained results.

Information provision of strategic analysis involves the collection, verification, systematization and processing of data about external and internal environment of the enterprise (*table 1*). At the same time, the force of influence of each factor is manifest and the consequences of possible threats are predicted.

Table 1

Information provision of strategic analysis developed by the author on the basis of [13]

External environment		Internal environment
indirect impact	direct impact	
<ul style="list-style-type: none"> - normative-legal documents; - legislative acts; - inflation rate; - mass-media; - conferences, fairs, presentations 	<ul style="list-style-type: none"> - scientific and technological progress; - research directly at the enterprise; - specialized publications; - activities of domestic and foreign competitors 	<ul style="list-style-type: none"> - financial statements of the enterprise and other accounting documents; - staff schedule; - own marketing researches; - partnership agreements; - inspection materials

Analysis of information provision is an integral part of the strategic analysis of the enterprise. However, there are different approaches to defining the stages of strategic analysis. It is common ground that the most scientists emphasize the importance of the stages of the analysis of the internal and external environment of the enterprise, but there are differences of opinion regarding the allocation of the first and the final stages of strategic analysis (*table 2*).

After analyzing the authors' scientific opinions about the stages of conducting strategic analysis at the enterprise, it is necessary to adapt this algorithm to the tourism sector, because none of the authors considered the strategic analysis in terms of promoting travel services. Therefore, the algorithm for conducting a strategic analysis of the promotion of travel services was developed (*figure 2*).

Table 2

**Approaches to the definition of stages of strategic analysis
sampling based [6, p. 32; 16, p. 309–313]**

Authors	Stages of strategic analysis
M. Volodkina	<ol style="list-style-type: none"> 1. An analysis of the future based on information about possible changes in trends, threats and opportunities. 2. Analysis of the company's own position and opportunities for its improvement. 3. Choosing a strategy according to priorities. 4. Analysis of existing activities and opportunities, and identification of new and promising species. 5. Setting up tactical and strategic tasks
K. Redchenko	<ol style="list-style-type: none"> 1. Analysis of the idea. 2. Analysis of opportunities. 3. Performance analysis. 4. Analysis of modernization. 5. Analysis of experience
E. Utkin	<ol style="list-style-type: none"> 1. Comparison of selected goals and real possibilities, which are defined by the environment of operation of the enterprise and analysis of the gap between them. 2. Determination of the list of strategic alternatives regarding the future state and development of the enterprise
O. Kyrychenko	<ol style="list-style-type: none"> 1. Diagnostics of the organization state for the current period. 2. Formation of a strategic vision of activity. 3. Definition of mission and strategic goals. 4. Consideration and evaluation of options for alternative strategies. 5. Analysis of the chosen strategy. 6. Final adoption and implementation of the strategy. 7. Evaluation of the consequences of implementing the strategy and possible changes required in the strategic plan
B. Miziuk	<ol style="list-style-type: none"> 1. Formation of the goals and objectives of the analysis. 2. Collection of information and assessment of the situation. 3. Establishing cause-and-effect interactions of factors and identifying threats and opportunities.
M. Sayenko	<ol style="list-style-type: none"> 1. Analysis of the possibilities of the enterprise and its strategic goals for their compatibility with each other and the establishment of the gap between them. 2. Identification of alternative options for possible future development

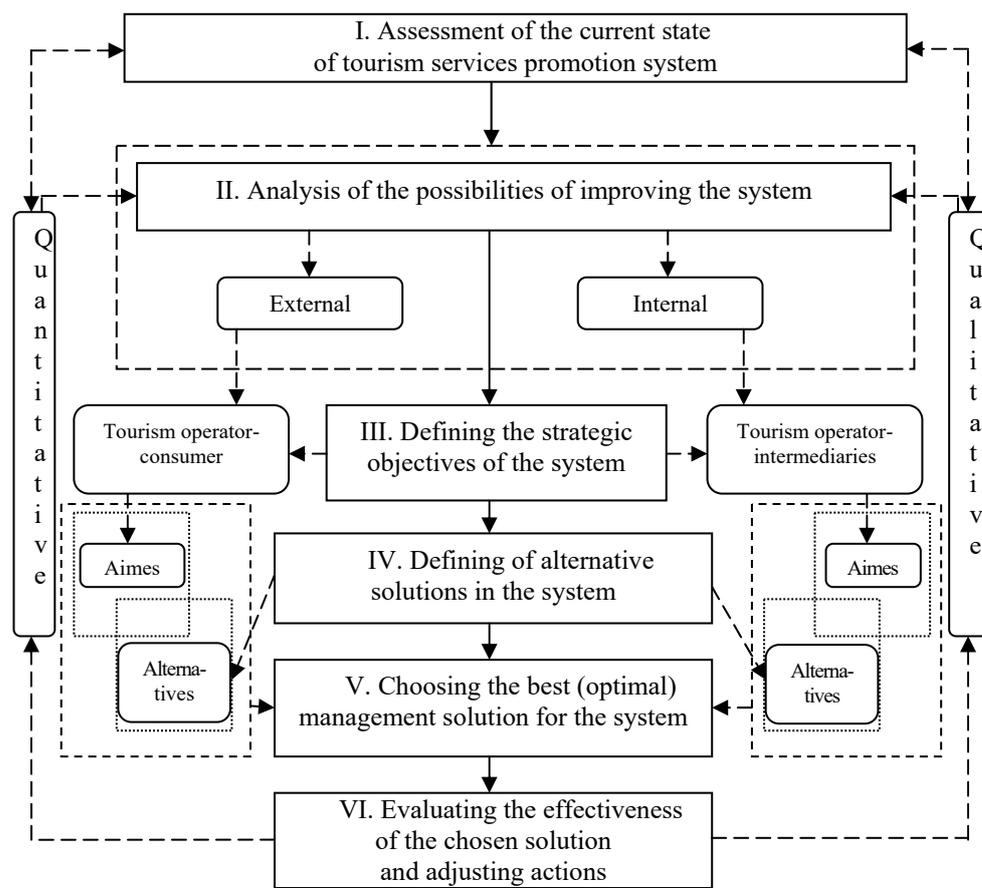


Figure 2. Algorithm of holding strategic analysis of tourism services promotion

Source: developed by the author.

At the first stage, tourism enterprise should assess the current status of the promoting travel services system in two systems of criteria: quantitative (number of partners, tourists, marketing tools, etc.) and qualitative (enterprise image, innovation activity, loyalty). At this stage you can understand the positioning of your own brand in the tourism market and compare the system of promotion of travel services with the systems of competitors, distinguishing the positive and negative aspects of each of them.

The second stage includes an analysis of the possibilities of improving the system of promotion of tourism services using the potential of the internal environment and unused external opportunities. At this stage, it is important to take into consideration the technological progress and innovation level of the tourism business, and on the basis of the analysis of the advancement of tourist services by competitors, identify those positive

aspects in their activities that can be implemented in the activity of their own tourist enterprise.

At the next stage, it is necessary to determine their strategic goals that are to be developed in terms of the objects targeted by the strategic objectives: consumers and tourism intermediaries. If the company has its own agencies, then the main goal for them is to use modern elements of marketing communications to attract more consumers, to build a system of wow-features and benefits for the customers, which will distinguish the tourist enterprise among others. In terms of promotion of a tourist product from an operator to an intermediary, it is important to support the agent at all stages of the tourist product sales, to become an exclusive partner and to offer the most advantageous terms of cooperation.

Taking into account alternative solutions in the system of promotion of tourism services, the enterprise chooses the most optimal of the above mentioned, in their opinion, strategic goals and implements them.

An important final step in this model is to evaluate the effectiveness of the chosen solution in the above-mentioned system of quantitative and qualitative indicators and adjust the actions of the enterprise. It is important to clearly define the length of development and implementation of the strategic analysis of the travel services promotion in order to timely adjust its own actions.

Conclusion. Consequently, in the conditions of economic instability and increasing competition in the tourist market, in order to survive and stabilize the situation of the company on the market, improving its performance is a necessary tool for tourism enterprises to use strategic analysis. On the basis of the conducted researches, it was concluded that strategic analysis can be defined as a complex study of quantitative and qualitative characteristics of the internal and external environment of the enterprise with the purpose of forming strategic goals of its development and making optimal managerial decisions for their realization.

The special type of strategic analysis that was not previously mentioned in the writings of scientists is the strategic analysis of the promotion of travel services, the feature of which is the study of the promotion of services in terms of two areas of such promotion: from the tourist operator to the end user (customer) and from the tourist operator to the tourist intermediary. Determining the specifics and updating of the algorithm for conducting a strategic analysis of the promotion of tourism services will enable the company to eventually develop a strategy for promoting travel services, taking into consideration the features that arise during the stages of advancement of services and timely adjust it in accordance with existing economic challenges.

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Глушко В. Теоретичні засади стратегічного аналізу просування туристичних послуг.

Постановка проблеми. У сучасних ринкових умовах туристичним підприємствам слід чітко визначити свою позицію на ринку, аналізуючи можливі варіанти коротко- та довгострокового (стратегічного) розвитку для посилення конкурентної позиції. Тому проведення стратегічного аналізу на туристичних підприємствах є необхідним для визначення оптимальних параметрів стратегічних рішень.

Аналіз останніх досліджень та публікацій виявив, що, попри значну кількість відповідних наукових праць, проблеми стратегічного аналізу у контексті просування туристичних послуг досліджено недостатньо.

Метою статті є визначення стратегічного аналізу просування туристичних послуг та актуалізація алгоритму його проведення на підприємствах туристичного бізнесу з метою деталізації майбутніх стратегічних рішень та нівелювання можливих ризиків.

Матеріали та методи. Інформаційною основою дослідження стали праці вітчизняних та зарубіжних науковців з питань стратегічного аналізу. Для досягнення мети роботи використано методи аналізу і синтезу, порівняння, системного підходу.

Результати дослідження. Досліджено поняття стратегічного аналізу у працях вітчизняних та зарубіжних науковців за еволюцією основних сутнісних характеристик. Запропоновано авторське визначення сутності стратегічного аналізу просування туристичних послуг за двома напрямками: "туристичний оператор – споживач" та "оператор – туристичний посередник", розроблено алгоритм проведення стратегічного аналізу просування туристичних послуг.

Висновки. В умовах економічної нестабільності та посилення конкуренції на туристичному ринку для виживання та стабілізації становища підприємства на ринку, підвищення ефективності діяльності необхідним інструментом для туристичних підприємств є стратегічний аналіз. Запропоновано здійснювати стратегічний аналіз просування туристичних послуг, особливістю якого є дослідження забезпечення послуг, за двома напрямками: від туристичного оператора до кінцевого споживача та від туристичного оператора до туристичного посередника. Визначення специфіки та актуалізація алгоритму проведення стратегічного аналізу просування туристичних послуг дає змогу підприємству розробити стратегію туристичних послуг, врахувавши особливості, що виникають на всіх етапах надання цих послуг.

Ключові слова: стратегічний аналіз, стратегічний аналіз просування туристичних послуг, туристичний оператор, зовнішнє середовище, внутрішнє середовище.