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**FEATURES OF MANAGEMENT OF MARKETING ACTIVITIES OF  
ENTERPRISES IN TOURISM: INVARIANT APPROACH  
ОСОБЛИВОСТІ УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ  
ПІДПРИЄМСТВ В ТУРИЗМІ: ІНВАРІАНТНИЙ ПІДХІД**

*Анотація:* Досліджено, що управління маркетинговою діяльністю туристичних підприємств вимагає постійного аналізу ринкових тенденцій, креативності в розробці стратегій і гнучкості у реагуванні на мінливі ринкові умови. Маркетинг і система маркетингу є такими основними явищами, що їх не можна розглядати як окрему функцію бізнесу.

*Досліджено, що успіх у бізнесі визначається не стільки продуктом, який він пропонує, скільки його споживачами. За всіма визначеннями ховаються три аспекти концепції маркетингу: активний аспект; аналітичний; ідеологічний аспект.*

**Abstract:** *It is investigated that the tourism industry is an integral part of the national and world market and is considered as a promising direction of development in the world. This industry ranks second in the world economy after the computer and electronics industries. It is proved that the tourism industry is ahead of such industries as oil refining and automotive. The development of tourism became possible due to the scientific and technological progress of society and the introduction of a system of marketing management of tourism enterprises, that is, the creation of a market infrastructure.*

*It is substantiated that management of marketing activities of tourist enterprises requires constant analysis of market trends, creativity in developing strategies and flexibility in responding to changing market conditions. Marketing and the marketing system are such basic phenomena that they cannot be considered as a separate function of business.*

*It is investigated that success in business is determined not so much by the product that it offers as by its consumers. All definitions hide three aspects of the*

*concept of marketing: the active aspect - market penetration; analytical aspect - understanding of markets; ideological aspect - way of thinking. Most often, one can observe trends in the decline of the concept of marketing to its active dimension, that is, to a series of sales techniques, and an extreme underestimation of its analytical aspect.*

*It is analysed that in modern conditions of management the effective development of enterprises of the tourism industry of Ukraine is complicated by martial law, difficult economic and political situation; increased competition due to the lack of a proper system for coordinating the activities of the enterprise. In this situation, a significant interest for domestic enterprises of the industry is a modern marketing concept, the introduction of marketing measures in the management of enterprises, advanced methods of marketing influence on the formation of market demand, the competitive position of the tourist enterprise.*

*It is proved that effective management of marketing activities of enterprises in the field of tourism is a rather complex economic, organizational and social phenomenon. This management requires a long process of activity, which should take into account the possible change in the state of the object of control, the emergence of the latest laws, principles and methods. The system of management of marketing activities of tourist enterprises includes knowledge, skills, abilities, information and human technologies of business communication of actual and potential consumers of the tourist product and managers of the enterprise.*

**Keywords:** *marketing, tourism enterprises, management system, small enterprises, marketing management, invariant approach, analysis, entrepreneurship, market research, market niches*

**Ключові слова:** *маркетинг, туристичні підприємства, система управління, малі підприємства, управління маркетингом, інваріантний підхід, аналіз, підприємництво, дослідження ринку, ринкові ніші*

**Introduction.** In modern conditions of management, the effective development of enterprises of the tourism industry of Ukraine is complicated by the martial law, the difficult economic and political situation; increased competition due to the lack of a proper system for coordinating the activities of the enterprise. In this situation, a significant interest for national enterprises of the industry is the modern marketing concept, the introduction of marketing measures in the management of enterprises,

advanced methods of marketing influence on the formation of market demand, the competitive position of the tourist enterprise.

Management of marketing activities of enterprises in tourism is a rather complex economic, organizational and social phenomenon. This management requires a long-term process of activity, which should take into account the possible change in the state of the control object, the emergence of the latest laws, principles and methods. The system of management of marketing activities of

tourist enterprises includes knowledge, skills, abilities, information and human technologies of business communication of actual and potential consumers of tourist product and managers of enterprise.

#### **Formulation of the problem.**

Management of marketing activities of enterprises in tourism is a set of measures aimed at planning, implementing and controlling marketing strategies and tactics in order to promote services and attract customers. Since tourism is a competitive market segment, effective marketing management is an important component of the successful activities of tourism enterprises. Marketing management is an important aspect of their successful functioning in a competitive environment. An effective marketing strategy allows travel companies to: identify and meet the needs of their target customers; develop products and services that meet market needs; create a competitive advantage in the market; increase sales and profits.

The article presents the results of research on the management of marketing activities of enterprises in tourism, namely the invariant approach. This determines the relevance and applied significance of the study.

**Analysis of recent research and publications.** The theoretical and applied foundations of marketing management in general and the tourism industry in particular were studied by such domestic and foreign scientists as S. Briggs, V. Brych, N. Bear, O. Vinogradova, O. Gugul, Yu.

Gumenyuk, N. Zhukova, V. Kifyak, F. Kotler, J. Kripendorf, Yu. Mironov, G. Munin, M. Nagara, Yu. Pravik, T. Tkachenko, S. Tsokhla, V. Yankevich and others.

Analysis of the features of marketing management and the development of a model of this process was carried out in the works of foreign and domestic scientists, among which it is advisable to distinguish: A. Barysheva, J. Bowen, J. Makenza, Yu. Pravik, L. Shulgin.

The following scientists made a significant contribution to the research of marketing management: G. Armstrong, V. Rosokha, O. Lyubitseva, V. Lipchuk, E. Krikovsky, L. Neshchadym, S. Garkavenko. The following researchers devoted to the research of marketing in the field of tourism: O. Budya, Yu. Kiryagin, Tymoshenko, T. Demura, G. Muntean and others. Despite a significant amount of research in the field of marketing management of tourism enterprises, this issue remains relevant and requires in-depth research.

**The purpose of the work.** The tourism industry is an integral part of the national and world market and is considered as a promising direction of development in the world. This industry ranks second in the world economy after the computer and electronic industries. The tourism industry is ahead of industries such as oil refining and automotive. The development of tourism became possible due to the scientific and technological progress of society and the introduction of a system of

marketing management of tourism enterprises, that is, the creation of market infrastructure [1, 6, 8].

Thus, the management of marketing activities of tourism enterprises requires constant analysis of market trends, creativity in developing strategies and flexibility in responding to changing market conditions. Marketing and the marketing system are such basic phenomena that they cannot be considered as a separate function of business. Rather, this is the whole business, seen from the point of view of the final result, that is, through the eyes of the consumer. Success in business is determined not so much by the product that it offers as by its consumers [3, 5].

Behind all the definitions lie three aspects of the concept of marketing: the active aspect - market penetration; analytical aspect - understanding of markets; ideological aspect - a way of thinking. Most often, one can observe trends in reducing the concept of marketing to its active dimension, that is, to a series of sales receptions, and an extreme underestimation of its analytical aspect.

Marketing management in the tourism industry is the achievement of the following marketing goals: identifying market opportunities and company resources, as well as planning and implementing marketing activities that are necessary to achieve the company's goals. In this regard, marketing management should be carried out throughout the enterprise and become a task for the whole enterprise, and not limited to the

framework of the marketing department. Effective marketing solutions in the field of tourist services must necessarily be coordinated and integrated with the management of service delivery operations, as well as with personnel management and finance.

The modern concept of managing the marketing system at tourist enterprises suggests that the entire activity of the enterprise should have the main goal of meeting the needs of users, since this is the best way to achieve its own goals of growth and increase the profits of the enterprise [4, 11].

Today, a significant number of Ukrainian tourism enterprises adhere to the positions of operational marketing. Strategic marketing is too expensive, and therefore it remains available only to large tourist enterprises, tourist operators and holdings. Some Ukrainian enterprises of the tourism industry use the help of specialized marketing companies that carry out market research to order and for a specific purpose. However, as a rule, these studies are conducted in order to determine only the potential of the market for an already finished product, and only a small number of orders involves preliminary market research and identification of its needs.

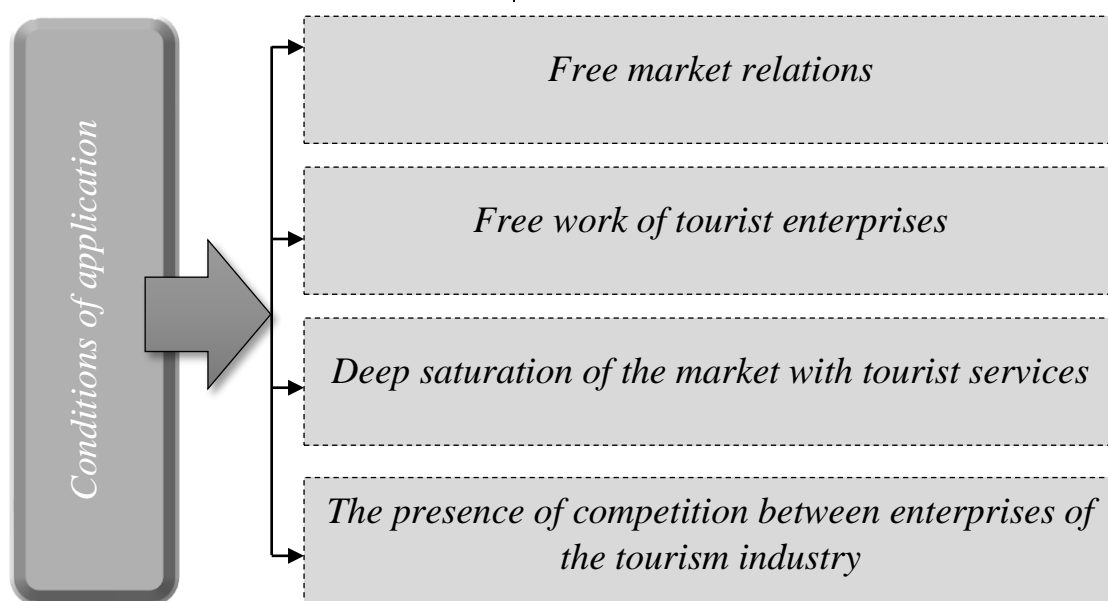
The functioning of modern enterprises of the tourism industry is carried out in a market environment where the laws of supply and demand apply, dictating the conditions of free competition. It is marketing that is the element that provides the connection of

management in the middle of the tourist enterprise itself with the realities of the external environment. It provides information on market conditions, competitors, trends and orientation of tourist flows, transformation of the tourist product, trends in changing tastes and preferences of consumers and in the form of marketing strategies, plans, recommendations [8, 9].

Today, given the invariant approach, the use of marketing

measures at the enterprises of the tourism industry has the following conditions: (Fig. 1).

The main goal of marketing management at the enterprises of the tourism industry is to create an effective commercial organization. Its tasks are to identify and organize markets for manufactured goods or services.



**Fig. 1. Terms of application of marketing activities at the enterprises of the tourism industry**

Source: formed by the author on the basis of [2, 5, 8]

Most tourism enterprises focus on the needs of the majority of consumers of tourism services, that is, the main core of the market. In this regard, markets are poorly segmented. So, it is worth highlighting the specifics of managing the marketing activities of tourist enterprises: (Fig. 2).

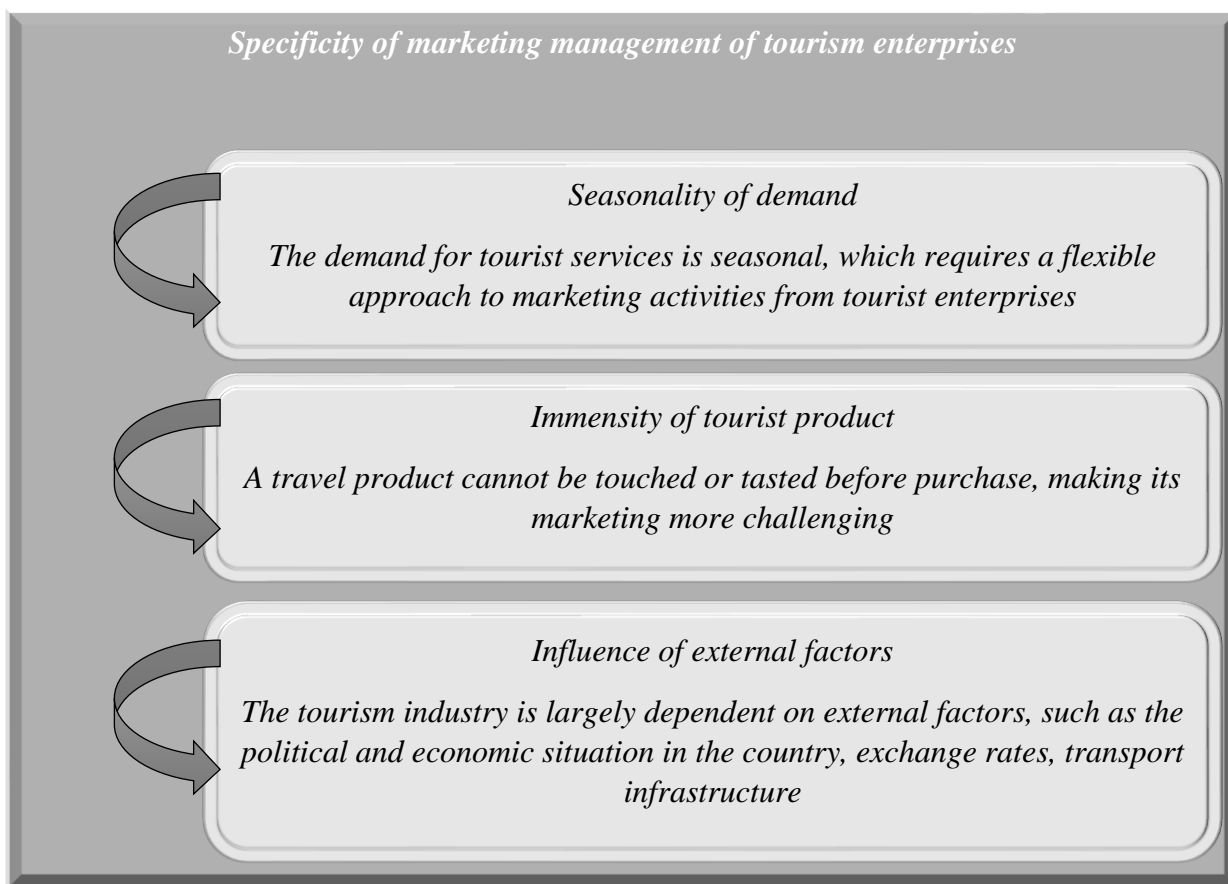
The main purpose of marketing management at the enterprises of the tourism industry is to mutually coordinate the goals of enterprises with their capabilities, the requirements of

consumers of tourism services, to use the weak positions of competitors and their competitive advantages. Activities to manage the tactics of relations with consumers should include the development of a system of loyalty of the enterprise. The task that is achieved at the stage of consumer retention is to create loyalty.

The loyalty program at tourist enterprises is a strategic tool for managing customer relations, aimed at attracting new customers, maintaining

and increasing the number of repeated purchases and increasing customer satisfaction. The main goal of the loyalty program is to create a positive

long-term relationship between the enterprise and its customers, which leads to an increase in the profitability and competitiveness of the enterprise.



**Fig. 2. Specificity of marketing management of tourism enterprises**

Source: formed by the author on the basis of [3, 6, 10]

Therefore, the development of effective management of marketing activities in enterprises of the tourism industry should include the following [7, 9]:

1. Carrying out STP - marketing to form segmentation criteria; selection of methods and market segmentation; interpreting the resulting segments; Selection of target market segments positioning of goods. The result of this stage is an audit of the marketing of a tourist enterprise and the choice of a strategic priority.

2. Serving consumers of tourism services involves the

implementation of a complex of marketing enterprises of the tourism industry.

3. Retention of the consumer through the creation of loyalty.

The loyalty of the consumer of tourist services lies in their positive attitude to the activities of the tourism enterprise, the services that are provided to them, the staff, the image, which, although it is a consequence of significant factors for the buyer, lies primarily in the emotional sphere [4, 8].

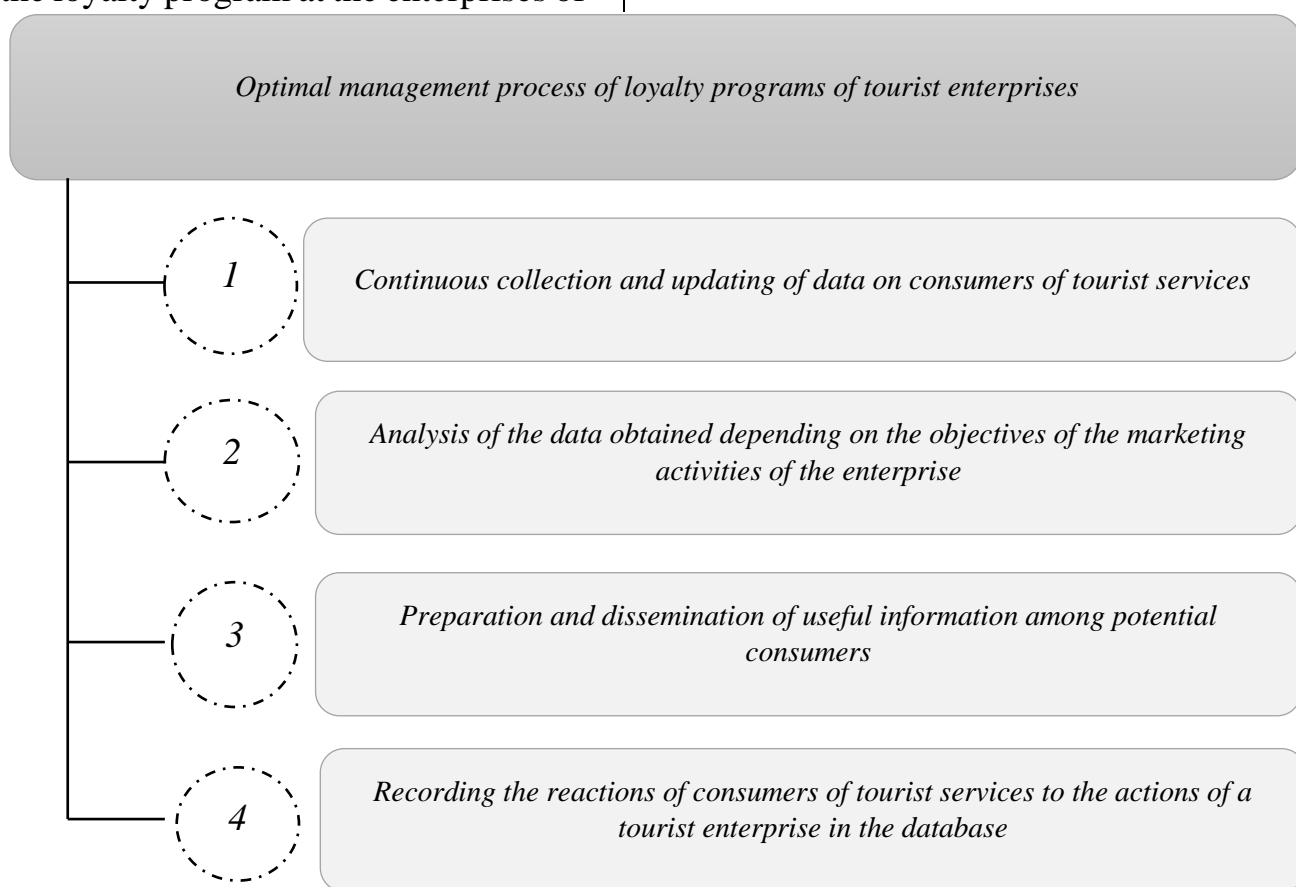
The importance of managing the marketing activities of tourism

enterprises and creating an effective loyalty program is:

1. Increase sales and profits from the sale of tourist services.
2. To increase the recognition of the tourist brand both at the regional and international levels.
3. Create a loyal customer base.
4. Strengthen competitive position in the market.

The formation and management of the loyalty program at the enterprises of

the tourism industry plays an essential role for the success of the marketing strategy, not only because the management of the program itself can become more effective, but also because the efficiency of the functioning of tourism enterprises as a whole increase. Thus, the optimal process of managing loyalty programs of tourist enterprises should include a number of stages [5, 11]: (Fig. 3).



**Fig. 3. Optimal management process of loyalty programs of tourist enterprises**

*Source: formed by the author on the basis of [2, 6]*

The loyalty program at tourist enterprises is not aimed at special offers to consumers in the form of privileges directly related to basic services. Loyalty programs are not created based on discount policies or price

manipulation. Consumer loyalty cannot be bought - it must be earned. Therefore, the main privileges should be intangible and expressed in the level of service, special attitude and treatment.

The key elements of the loyalty program at tourist enterprises are:

1. System of bonuses and rewards. Provision of bonuses or cumulative points for each tourist service consumed; formation of discounts for regular customers or those who recommend to friends.

2. Personalized offers, including analysis of previous relationships to create personalized offers and promotions; providing individual discounts and special offers for customers with a high level of activity.

3. E-mailing and notifications. Regular emails with information about promotions, new services and special offers; personalized notifications via SMS or mobile apps.

4. Programs to attract and retain existing customers. Referral marketing programs that provide bonuses or discounts for both the recommendations of new customers and their purchases.

5. Virtual and physical loyalty cards. Issuing a loyalty card or using mobile applications to accumulate bonuses and receive discounts; it is also possible to join a network of loyalty programs for additional travel benefits.

6. Open communications and feedback through the creation of communication channels.

The strategy of effective relations with consumers of tourist services should be based on the basic principles, among which should be highlighted the presence of a single information bank,

which constantly gets new information, and from which information instantly becomes available in all cases of relations with consumers; constant analysis of the collected information about customers and the adoption of appropriate marketing decisions, for example, the development of an individual approach to the consumer in accordance with his specific needs; synchronization of channel management of relationships with clients.

Taking into account the individual approach to each group of consumers of tourist services, it is worth highlighting the levels of loyalty programs at the enterprises of the tourism industry:

- creating a program with loyalty levels, where customers can receive additional benefits and bonuses depending on their status;

- a gradual increase in the level of loyalty with an increase in the volume of purchases or activity.

It is worth noting that the client-oriented development of tourism industry enterprises within the framework of the formation of a loyalty program is able to provide the following measures [1, 10]:

- conducting advertising and information events on the investment opportunities of tourism in Ukraine, post-war recovery, the formation of new tourist routes and the presentation of national priority innovation and investment projects in the domestic and foreign tourist markets;

- ensuring the stability of the political, legislative, economic and



investment policy of the state during the post-war formation;

- improvement of the legal framework of investment activities in the tourism industry; encouraging investment in the innovative development of tourism enterprises through tax incentives and investment loans;

- providing preferential lending to priority objects of the tourism industry by reimbursing interest for the loan by the government.

**Conclusions.** Thus, today the tourist market of Ukraine cannot function effectively without managing marketing activities with the help of

certain tools. After all, this management involves determining its position in the market and the market environment of operation, analysing potential opportunities, studying, the level of competition, the forecast of changes in market conditions and the formation of a development strategy.

So, given the above, we can conclude that the ultimate goal of effective management of marketing activities should be the rational interaction of the external and internal environment of the functioning of the tourist enterprise, skilful use of its potential as the basis for the formation of marketing opportunities.

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