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**MANAGEMENT OF MARKETING ACTIVITIES OF
AGRICULTURAL FORMATIONS IN THE
CONDITIONS OF EUROPEAN INTEGRATION**

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**Lohosha R., Mazur K., Hontaruk Y., Babyna O., Babyn I., Belkin I.,
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Revkova A.**

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ANNOTATION

In modern conditions of global and transformational changes, the role of management of marketing activities of agrarian enterprises is growing. Understanding and using the concept of marketing in the management of agro-industrial enterprises in the conditions of European integration is a mandatory element of effective entrepreneurial activity. The quality of marketing activity in management is decisive, as it determines the highly profitable rhythmic activity of the enterprise.

Studies of agricultural enterprises of Ukraine confirm that, although the implementation of marketing is becoming more and more widespread, all existing forms of management of marketing activities are not yet fully used. What would ensure the competitiveness of agricultural enterprises, adaptation to constant changes in the external environment and market conditions, stability of economic conditions.

Management of marketing activities plays a significant role in the development and effective operation of an agricultural enterprise. It is effective work in the field of marketing activity management that will increase the competitiveness of an agricultural enterprise, expand its opportunities to enter new markets, and lead to an increase in product sales and profit growth. Due to inertia, many enterprises do not pay attention to the importance of such a component as marketing management, which in the future negatively affects their economic indicators. The article examines the main features of marketing management of agricultural enterprises of the Vinnytsia region and Ukraine as a whole in the conditions of European integration. The significance of the research on the management of marketing activities, which is necessary not only for profit, but also for being competitive in the market, is determined. The necessity of using an integrated marketing approach is substantiated. The expediency of using modern methods of product promotion has been determined

The scientific basis of managing the economic development of agribusiness entities is revealed in the works of Ukrainian economists - V. Andriychuk, I. Balaniuk, I. Gryshova, G. Kaletnik, M. Malik, P. Sabluk, A. Tretyak, O. Shpykulyak and other scientists. Theoretical issues of strategic management are highlighted in the scientific

works of M. Albert, O. Amosov, I. Ansoff, Y. Zavadskiy, M. Meskon, G. Mintzberg, H. Mostovoi, G. Odintsova, M. Porter, A. Thompson, A. Fayol and other domestic and foreign authors. The theoretical principles of marketing activity management became the object of research by H. Armstrong, L. Balabanova, O. Varchenko, A. Voychak, O. Gudzynskiy, P. Doyle, H. Kaletnik, S. Kamilova, F. Kotler, Zh-Zh . Lamben, I. Lytovchenko, L. Naumova, M. Oklander, O. Osnach, P. Ostrovsky, A. Pavlenko, I. Reshetnikov, M. Sakhatsky, I. Solovyov, O. Chirva, O. Shpychak, many other domestic and foreign scientists.

Theoretical studies and practical recommendations of the mentioned scientists formed the general methodical basis of marketing management of agricultural enterprises. However, research on the management of marketing activities of agribusiness subjects is not sufficiently systematic and complete.

In the practice of domestic agricultural enterprises, there are a number of shortcomings that reduce the effectiveness of marketing activities in the conditions of European integration. These include: chaotic use of individual elements of marketing, reduction of marketing functions only to stimulating the sale of goods, food, orientation to the short-term perspective, lack of flexibility and ignorance of consumer requests.

To solve these tasks, it is necessary to develop measures to promote the sale of products through the formation of a sales support system and the development of cooperation with the EU. In these conditions, the role of marketing activity of agricultural enterprises increases and the need to develop recommendations for the organization and development of marketing tools in agro-industrial production at the level of enterprises and the region, which determines the relevance of this scientific research.

The results of the research presented in the monograph were carried out as part of the initiative theme of the Department of Agrarian Management and Marketing of Vinnytsia National Agrarian University "Development of the concept of management of marketing activity of agricultural enterprises" state registration number: 0122U002111. for 2022-2024

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11. Features of marketing an agro-touristic product

Marketing activity in the market of tourist services is a system of continuous coordination of the offered services with the services that are in demand in the market and which the tourist enterprise is able to offer profitably for itself and more effectively than competitors do. This rather long definition allows us to establish the role of marketing in tourism.

The first point that needs attention is that marketing is not a separate action, but a system of activities. In other words, it is a sequence of actions of a tourist enterprise, which must be combined to achieve the set goals. So, marketing is not only advertising and selling services or simply developing services, but also a system in which all functions and actions should be combined in accordance with the concept of marketing.

The second point to note in the definition is that marketing does not end with one action. It cannot be thought of as a uniform process, whether it is the launch date of a new tourism product or the introduction of a new price. The fact is that the market is constantly in motion, in dynamics. Marketing is indeed a continuous process and the tourism enterprise should be continuously involved in it. Marketing, therefore, involves looking to the future, not just focusing on the present.

The third point concerns coordination. It is necessary to coordinate actions within the tourist enterprise with the conditions of the external environment. If all this is considered separately, it is not possible to achieve the intended goals, it is necessary to coordinate the activities within the company with the information received from the outside. This means that decisions must be made to use all marketing functions and tools to achieve this alignment.

The fourth point in our definition gives an idea of what marketing does to satisfy the buyer's requests. In this context, it is meant not only what the customer is buying at the moment, but also what he would buy under other circumstances (for example, with an increase in income). Marketing, as already noted, should be an activity of foresight. It involves forecasting or forming a correct view of what consumers may

need more. It also provides an opportunity to assess whether non-customers of the firm can be induced to use the services offered by the firm.

The fifth point of the definition emphasizes that marketing allows you to identify and implement means of increasing profits. This makes it an exclusively economic category. The goals of tourism firms must be realized through the qualitative satisfaction of customer needs in a fairly long period of time [208].

The tourist product has distinctive features, where:

- firstly, it is a complex of services and goods (material and immaterial components), characterized by a complex system of relationships between various components;

- secondly, the demand for tourist services is extremely elastic in relation to the level of income and prices, but largely depends on political and social conditions;

- thirdly, the consumer, as a rule, cannot see the tourist product before consuming it, and in most cases consumption is carried out directly at the place of providing the tourist service;

- fourthly, the consumer overcomes the distance that separates him from the product and the place of consumption, and not vice versa;

- fifthly, the tourism product depends on such variables as space and time, it is characterized by fluctuations demand;

- sixthly, the offer of tourist services is characterized by inflexible production. They can to be consumed only directly on the spot. The hotel, airport, recreation center cannot be transferred to another region at the end of the season. They cannot adapt in time and space to changes in demand;

- seventhly, the tourist product is created by the efforts of many enterprises, each of which has its own work methods, specific needs and different commercial goals;

- eighthly, a high quality of tourist services cannot be achieved in the presence of even minor shortcomings, since tourist service consists of small details;

- ninthly, the evaluation of the quality of tourist services is characterized by significant subjectivity: a great influence on the consumer's evaluation is made by

persons who are not directly related to the package of purchased services (for example, local residents, members of a tourist group);

- tently, the quality of tourist services is affected by external factors that have a force majeure character (natural conditions, weather, tourism policy, international events, etc.) [209].

These specific features of the tourist product significantly affect the formation of marketing in tourism

The World Tourism Organization distinguishes three main functions of marketing in tourism:

1. Establishing contacts with clients - aims to convince them that the intended place of rest and the existing services, attractions and expected benefits fully correspond to what the clients themselves want to receive.

2. Development - involves the design of innovations that will be able to provide new sales opportunities. In turn, such innovations should meet the needs and preferences of potential customers.

3. Control - involves the analysis of the results of activities for the promotion of services to the market and the verification of the extent to which these results reflect a really full and successful use of the opportunities available in the field of tourism [210].

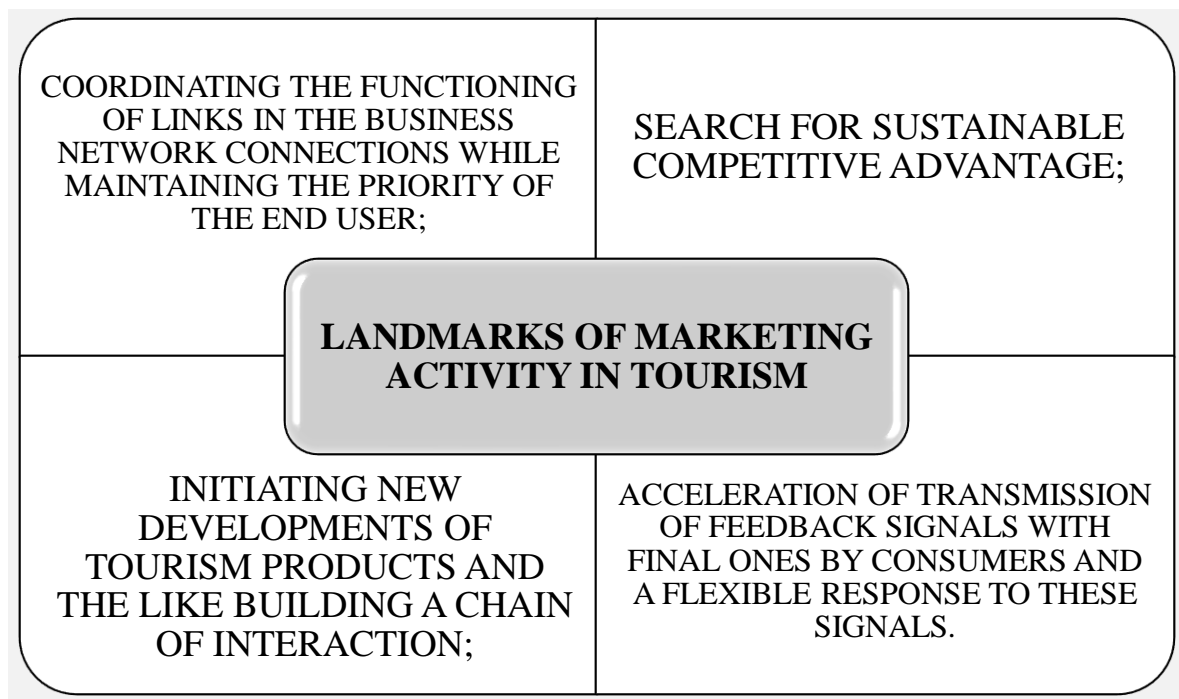


Fig. 1. Basic orientations of marketing activity in tourism

Today, the trend of approaching everything natural, ecological, the so-called "eco-current", is popular. Experts recognize that agritourism services are similar to the concept of "eco-style living" and thereby strengthen its potential. But one of the significant obstacles on the way to effective promotion of the idea of agritourism among potential tourists is the lack of a professionally developed marketing strategy. A significant number of routes and agritourism products are developed in the absence of information about what the potential consumer wants. There are problems related to the sale of a significant number of agro-tourism products. Therefore, agrotourism enterprises are beginning to focus on the market, the role of marketing in their activities is gradually increasing. Marketing orientation contributes to the development of agritourism and maximization of profit, ensures the advantage of the agritourism economy in the competition. In the marketing of agritourism, it is not enough to have a high-quality product, it is necessary first of all to identify the real needs of the consumer and the capabilities of competitors. Marketing in agrotourism consists of a system of coordinated actions of the owner of the agro-homestead, who in the process of his activity produces and sells a tourist product with the aim of obtaining maximum profit through the fullest satisfaction of the consumer. Marketing helps to balance the needs of tourists, on the one hand, and the possibilities of agro-tourism enterprises (agro-village) on the other. The essence of marketing in agritourism comes down to:

- firstly - finding such consumer qualities of the existing agro-tourism product that would interest potential consumers;
- secondly - finding potential consumers who are ready and will be happy to consume the available agro-tourism product in the form in which it exists.

The goal of marketing influence is to win over the consumer [211].

Before the owners of agro-villages begin to develop and sell a new package of services, it is worth determining exactly what services consumers need and what price they are willing to pay for them. To reduce the degree of uncertainty and risk, accurate and timely information is needed, the main source of which is marketing research [212].

During the marketing research of the agritourism market, work is carried out in three main directions: research of consumers of agritourism services, sellers of agritourism

services, and the agritourism product itself. At the same time, the following stages are mandatory: analysis of the market for agritourism services (demand, supply and competition in this area), assessment and forecast of demand, activation of demand for services (application of such tools as popularization, price differentiation, improvement of sales technology, etc.), meeting the demand of consumers of agro-tourism services by increasing their assortment at reasonable prices and controlling the services provided. The main goal of marketing research is to ensure the most effective adaptation of agritourism services to market requests and requirements, to determine the conditions under which it is possible to achieve an optimal ratio between the demand and supply of agritourism services on the market.

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Conducting marketing research is not a one-time action, but a process aimed at constant adaptation of services to the requirements of certain groups of consumers. As a research tool when studying the market of agro-tourism services, the method of interviewing respondents is often chosen, while questionnaires are used when collecting primary data. The study of consumers of agritourism services using questionnaires covers three stages: questionnaire development, questionnaires, evaluation and interpretation of results. The questionnaire itself can be divided into several blocks:

- studying the priorities and preferences of consumers when choosing an agro-tourism product;
- determination of motives for visiting the agricultural settlement;
- study of consumers' awareness of existing agricultural settlements;
- identification of barriers preventing the use of the service;
- study of consumer possibilities of respondents;
- characteristics of the respondent.

The advantage of questionnaires is that as a result of the correct drafting, conducting of questionnaires and processing of answers, quantitative, statistical characteristics of the investigated processes can be obtained, cause-and-effect relationships can be established [213].

In the research process, the target audience of the agro-tourism service is determined. As a rule, the target segments of the agritourism market are two categories of consumers. The first category includes consumers who are interested in this type of recreation and its uniqueness. These consumers are fascinated by the idea of getting to know local life, cultural and gastronomic traditions, the idea of caring for animals, communicating with the population. This segment includes:

- business people who are tired of the rhythm of life in the city and want to spend time in nature;
- families with children who are interested in healthy food, a calm environment;
- inquisitive, mobile consumers who are interested in fashion trends, "eco-trends".

The second segment includes consumers of services who seek complete solitude. These are people over 40 who need peace, given their character and mentality. This is a small segment, but still it is a source of additional financial income for the agricultural settlement [214].

The creation of an agritourism product and its successful promotion on the service market is based on a complex of marketing research.

The marketing complex includes the product, its price, promotion, distribution, and the human factor [215]. Each component is specified as follows (Fig. 2).

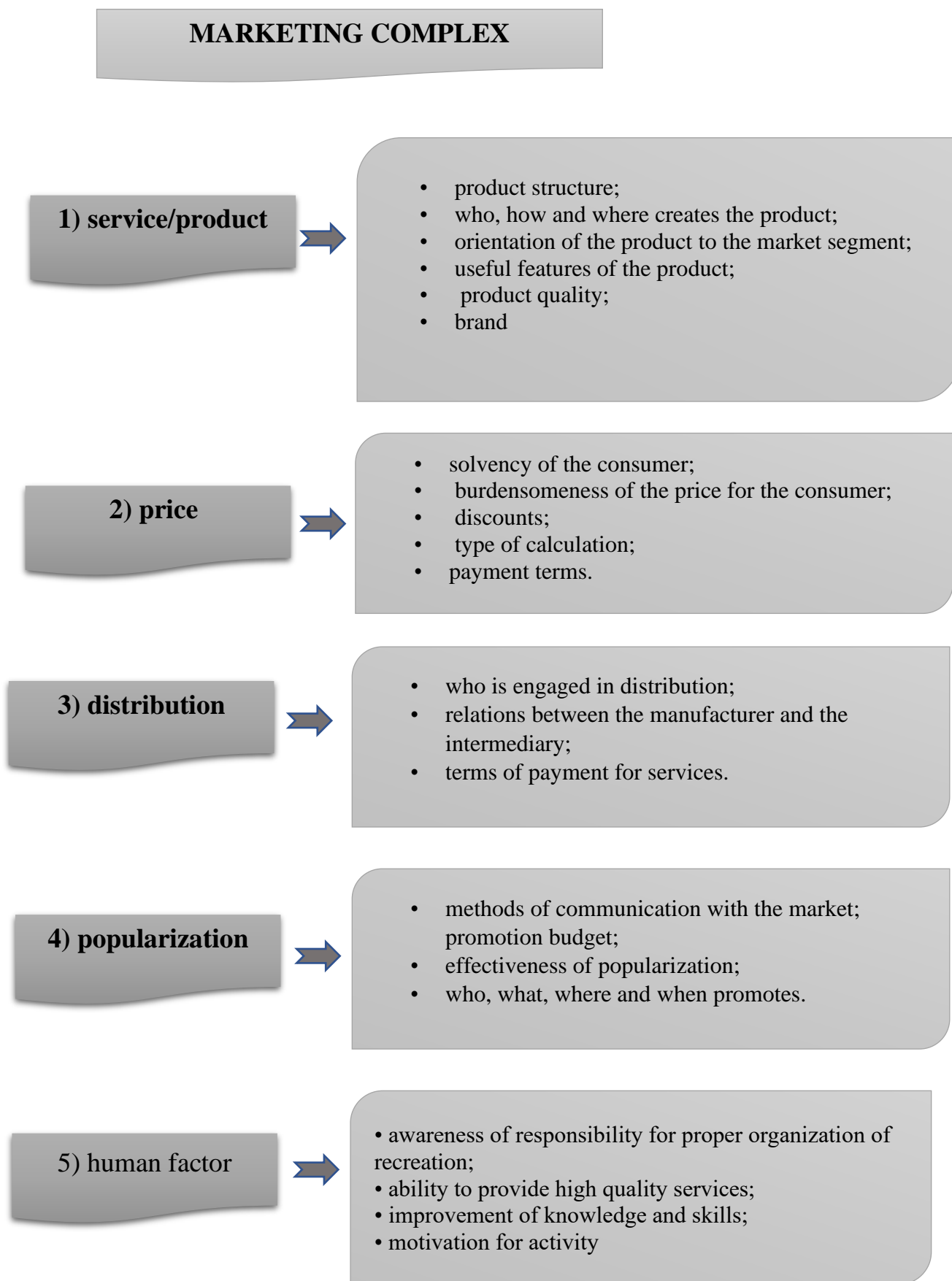


Fig. 2. Components of the marketing complex in agrotourism [223]

It is logical to assume that agritourism as a type of activity also involves obtaining a certain product - a set of services that can be used by the consumer in an agro-village. The argotourism product is understood not only its characteristics, but also the entire process of its development, planning, decision-making regarding the assortment. An agrotourism product has components and specific features, for successful implementation it must comply with certain principles

In tourism, the result of activity is reduced to a tourist product. The main tourist product is a comprehensive service, that is, a standard set of services sold to tourists in one "package". It is appropriate to consider the structure of the agrotourism product, it consists of three levels (Fig. 3).

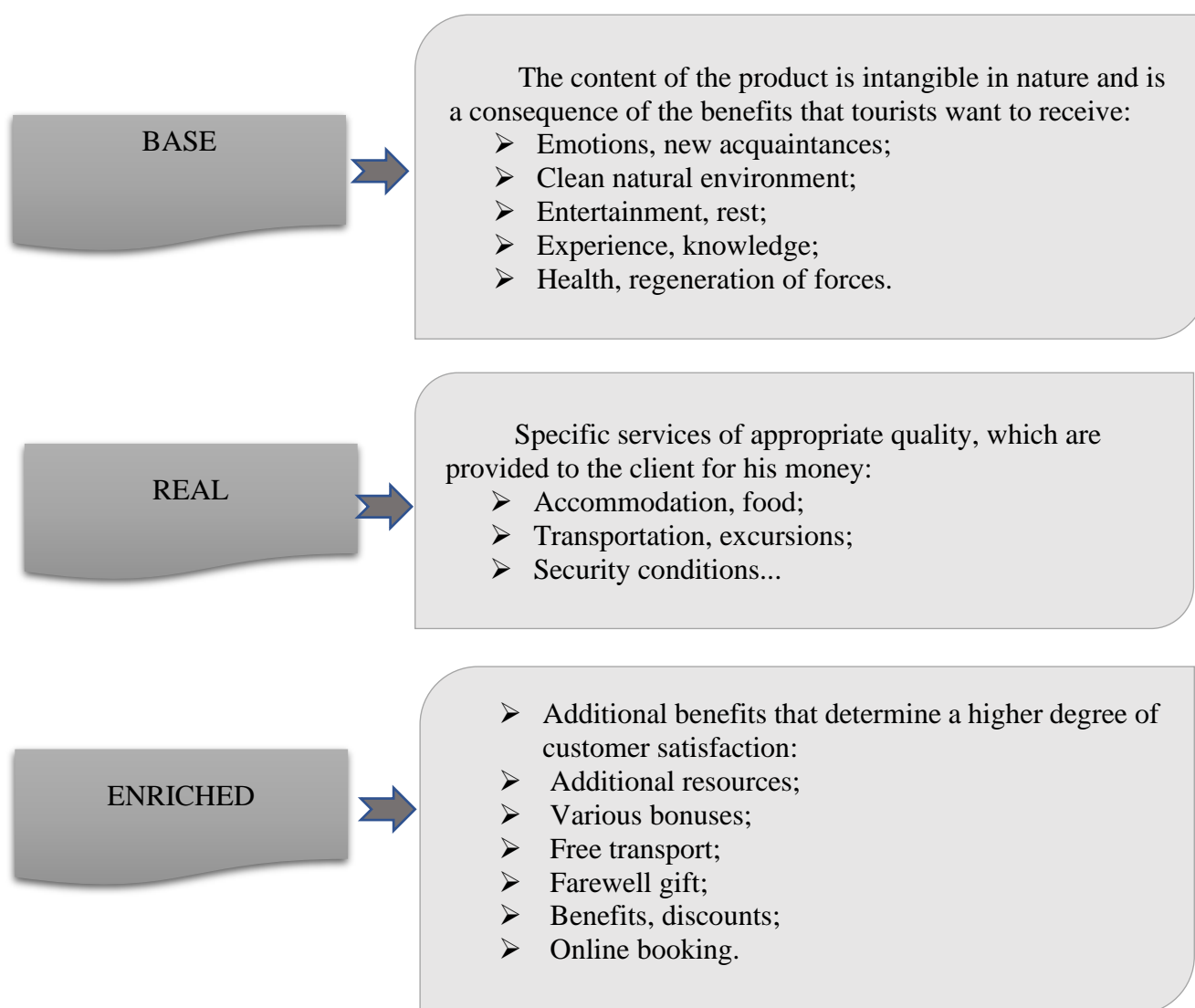


Fig. 3. Levels of agro-tourism product [223]

Of course, comfortable living and quality food are the basis of the agro-tourism product of the village estate, but with the growth of competition, this is not enough. Therefore, the owners of estates must reach a new quality level - develop and improve the agro-tourism product. Often, an agrotourism product consists of a unique offer of a particular agro-village, which stimulates the tourist to come again. This is relevant for the owners of those agro-villages that are not located in a particularly attractive place and have an inconvenient location for tourists.

The quality of the product is of fundamental importance: the offer of recreation in the village must be original, distinguished by high quality, and addressed to a specific group of consumers. Owners of agro-homes must analyze the market and respond accordingly to changes in the market situation and the tastes of tourists.

It is desirable that they not only take into account the requests of consumers, but also anticipate them. The offer of an innovative product is an important component of the marketing strategy, a factor of future financial prosperity [216].

Price is an important element of the complex of marketing activities in the field of agro-tourism services and an effective tool for influencing the market. The price, accessible to consumers with small incomes, will be attractive. During its formation, it is worth considering that staying in the bosom of nature, in the countryside, does not mean low quality services and unsatisfactory living conditions.

The next element of integrated marketing activities is distribution. It consists in effective promotion of services to the final consumer. Marketing channels of agro-tourism farms are simple and direct, characterized by direct contacts with vacationers and the frequent absence of intermediaries. The following were the most effective forms of marketing of an agro-tourism product on the market: direct sales, promotion through local economic structures, publication of information publications [217].

Usually, owners of agro-homes prefer direct sales of their own product, they transmit marketing information along the chain "owners of agro-homes - regular customer - potential customer", avoiding the mediation of tour operators, public organizations, etc. This approach is practiced by the owners of agro-villages located in rural areas with a strong tourist image (health and ski resorts). The disadvantage of this

approach is the limitation of geographic markets for service producers. The advantages of direct selling are:

- relative ease of contact with the consumer;
- personalization of contacts, which makes it possible to individualize the service, if necessary, to make timely corrections;
- the possibility of personal control over the sales process;
- high profit, as there is no need to share it with intermediaries.

A wide range of offers, comprehensive service ensures the promotion of agrotourism products through such economic structures as clusters of rural tourism - associations of owners of houses, craftsmen from folk crafts, catering establishments. Implementation of agrotourism services through intermediaries is usually carried out by travel firms. The situation in the modern market of agro-tourism services indicates the imperfection of the mechanism of such interaction, which is constantly accompanied by mutual claims of the participants. Tourist companies consider the agro-tourism product as an additional one, use agro-homes as bases for overnight stays in tourist centers during the peak season, as well as in the absence of free places in hotels during thematic tours [218].

Public and state structures help to promote agritourism products through the release of informational and advertising publications. Thus, the initiator and generator of the development of rural tourism in Ukraine, the all-Ukrainian public organization "Association for the Promotion of the Development of Rural Green Tourism in Ukraine" has gained considerable experience in the production of all-Ukrainian and regional catalogs and guidebooks on rural tourism [219].

The success of marketing activities depends on the correct application of forms of communication with the market, that is, skillful popularization of services, which consists in informing, reminding, persuading consumers to accept, realize the benefits and buy the proposed agrotourism product. Promotion of agro-tourism farms includes:

- organization of training programs, seminars for familiarization with the experience of using low-budget tools for the promotion of services, effective marketing strategies for the "low" season;

- planning of information product distribution system;
- stimulation of the mutual generation of ideas by the rural population and public institutions regarding the popularization of agritourism;
- unifying the efforts of the owners of agro-villages through the creation of public organizations (district, oblast Associations for the promotion of agrotourism development);
- organizational and financial and credit assistance from authorities to agro-tourism enterprises in the implementation of marketing measures to promote the product to the market;
- organization of research and assessment of the tourist market situation in rural areas by district and regional organizations;
- unification of partnership efforts for the purpose of promotion of agro-tourism product;
- assistance of leading advertising agencies in the development and production of high-quality printed products to attract foreign tourists, popularize domestic agritourism on world markets;
- development of a territorial product, which covers a certain territory and consists of natural, artificial goods and such infrastructure, which has a positive impact on the decision to purchase the product;
- creation of an organization with the support of Ministries, departments of tourism of regional (district) administrations for the promotion and sale of agro-tourism services in the regions.

The popularity of tourism can be justified, for example, by the fact that, in Maslow's pyramid, recreation stands out as a primary physiological need, which can be satisfied by the goods and services of enterprises in the tourism industry.

Tourism has a great influence, in particular, in the social aspect, not only on the country, but also on its individual regions. Thanks to the development of tourism, more money penetrates into the regions, which contributes to the emergence of additional jobs, the development of communication systems, etc. Along with the advantages of tourism development, there are also some disadvantages. They are manifested in the

fact that tourism, for example, has a positive effect on the prices of local goods and services, real estate, which negatively affects the prosperity of local residents, contributes to the development of environmental problems, and can also harm various sectors of the economy.

The functioning of the tourist market and tourism industry enterprises related to it in any way depends on the season. Seasonality in tourism is influenced by various factors, including climatic, psychological (traditions, tastes and preferences), availability of free time.

As for the functioning mechanism of the tourism industry, it is a system of economic processes under the influence of which the demand and supply for the tourist product come into balance. The functioning of the tourist market can be represented as the movement of money flows and tourist product flows in the tourist market, which move towards each other, but the final result depends on internal and external factors, thanks to which supply and demand are formed.

Factors affecting the formation of demand and supply for tourist goods and services are traced. It should be noted that demand is generated by only one factor, however, it is consumers of tourist goods and services. The offer from the enterprises of the tourism industry is formed under the influence of various resources, as well as the work of the enterprises of the tourism industry themselves. The main goal of the functioning of the tourist market is to obtain the maximum profit by attracting more and more tourists. All efforts of tourism industry enterprises, travel agents, as well as other workers directly or indirectly related to the production of a tourist product, the provision of tourist services, should be interested in promoting Ukrainian tourist resources, attracting tourists to outstanding places in order to benefit from this.

D. Day determines that marketing and innovation are all that bring profit to the company, the rest are cost. Marketing in tourism is the process of planning and developing an appropriate strategy for promoting a tourist product to the market, assistance in pricing, sales promotion, and an advertising campaign.

The term "communication" appeared in scientific literature at the beginning of the 20th century. Today, there is no single point of view on the term "communication".

The following definitions of communication are given in the English explanatory dictionary: "message"; "transfer of information or exchange of information"; "science of information transmission".

Zh.-Zh. Lamben understands communication as the exchange of signals between a transmitter and a receiver using a coding-decoding system for recording and interpreting signals.

Marketing communications are an important part of both mass and personal communications, forming a significant part of the information space of modern society and having its own specificity.

Yes, a group of such authors as Zh.-Zh. Lamben, R. Chumpitas, I. Shuling, under marketing communications understands all types of signals and messages directed by the company to different audiences, namely to consumers, distributors, suppliers, shareholders, authorities, as well as to its own personnel. The communication process based on the circular model of C. Osgood and U. Schramm, which includes such elements as the sender, encoding, information request, means of communication, decoding, receiver, feedback, result of communications, obstacles in communications, communication channels.

Given the peculiarities of the used information medium, the message is first coded in a form acceptable for transmission, and after the fact of transmission, it is decoded to provide the recipient in a convenient and understandable form. There are obstacles at all stages of the communication process of complete information transfer. For effective communication, the fields of perception of the sender and receiver must at least partially coincide.

Currently, there is no single approach to defining the concept "marketing communications". The analysis of the variants of its interpretation presented by various authors makes it possible to conclude and propose that the most complete and accurate definition of marketing communications should contain information about the nature of such activity, its duration, purpose, participating parties, the tools used, and the presence of feedback. At the same time, the definition should not be interpreted too

broadly, covering a range of issues that belong to other elements of the marketing complex.

Over the past three decades, the role of communications for the successful operation of a tourist enterprise and the effective promotion of goods and services has grown significantly, which was a consequence of serious changes that have occurred not only in the world of marketing, but also with the change in the way of life of people all over the planet. These changes formed the basis of the emergence and development of the concept of IMC, which became a natural reaction to the decline in the effectiveness of traditional tools of marketing communications. The main factors of this were the transition to an information society, an increase in the amount of information, a decrease in the effectiveness of advertising, a change in consumer preferences, and globalization.

The development of information technologies and the increase in the number of digital communication tools became the reasons for the transition from a post-industrial society to an information society, in which knowledge, data, and telecommunications became the main factors of success as a way of delivering and distributing this information. Today, it is information and technology that are the main production forces, and the struggle for the consumer's attention takes place long before the purchase is made. An important characteristic of the modern market is the general information space, in which marketing communications become crucial, as they act as one of the types of information consumed by people, but the increase in the amount of information has led to a decrease in the effectiveness of advertising and the selectivity of people to it.

New technologies are erasing geographical and intercultural boundaries, thanks to which access to various goods and services (especially in the tourism industry), as well as to information about them, is significantly simplified. People are becoming more mobile, labor migration and specialization of certain regions of the globe are gradually increasing. In this regard, the level of expectations for the quality of tourist goods and services, the completeness of information provided by tourist enterprises

about their activities and products increases; new demands of society appear, calling for open and full communication between companies and their customers.

The presented factors raised the question of creating complex systems in which different elements of communication will be used simultaneously, complementing and developing each other, as well as creating a synergistic effect. Such systems are called integrated marketing communications. According to T. Yeshin, the main reason for integration is the communicator's desire to achieve cohesion in the messages he delivers.

Having analyzed the approaches of scientists and marketers to the definition of integrated marketing communications, we will highlight the following elements inherent in them:

- communications have a strategic nature;
- integrated marketing communications are based on long-term planning;
- communications should be perceived as a continuous process that includes analysis, selection, implementation and control of all elements of marketing communications;
- various tools and communication channels are used to achieve maximum effectiveness of messages;
- they are aimed at improving and maintaining the brand and reputation;
- they are aimed at increasing profit and added value;
- the only thing is the input and output of information to achieve consistency and clarity of individual messages;
- the result of integration is the achievement of a synergistic effect.

Note that some scientists, such as P. Smith, K. Berry, A. Pulford, J. Rossiter and L. Percy, believe that the influence of integrated marketing communications should be focused on consumers, customers and clients; perceive integrated marketing communications only as a way of mutual integration of various communication channels within the framework of promotion of goods and services. At the same time, D. Schultz, S. Tannenbaum, R. Lauteborn and P. Wallen write that integrated marketing communications should control all aspects of communications both outside

the organization and inside it, except for consumers. Such groups are company partners, suppliers, public authorities, shareholders, staff, etc. This brings integrated marketing communications to the level of strategic company management. Currently, researchers distinguish three main forms of communication, namely mass communication and promotion, personal communication, propaganda, each of which is relevant for event activity.

The Internet greatly simplifies for buyers the process of analyzing data about a tourist product or service, accelerates and changes the purchase process. Today, the Internet is a platform for business activity, a tool that is rapidly developing, helping to promote services. The ways of providing services, in other words, the rules of marketing are constantly changing, companies are increasingly resorting to the use of information technology to find ways to influence both existing and potential customers.

Today, there are a large number of Internet communities, where the activities of people with similar interests take place with the help of Internet communications. There are such Internet communities as publics in social networks, blogs, i.e. author diaries, forums, guest books, i.e. small chats on sites. Several of these communities can be leveraged for effective marketing. For example, the “UNWTO” study [220] shows the effectiveness of using such means for promoting services in the field of gastronomic tourism as social networks “Facebook”, “Twitter”, “Instagram”, “YouTube”, online platforms for advertising with the help of bloggers. Also, aggregator sites are very popular, as they have a search system, filters, they provide collection and sorting of the necessary information.

Due to the fact that most companies now advertise their product through social networks, it becomes necessary to use Internet marketing measures to promote the product or services through communication with representatives of the target audience in social resources. Tourism is one of these spheres of activity. Recommended tools in tourism are:

- creation and further advertising of thematic products;
- work on promoting the existing product in social networks of the same topic;
- product promotion through mobile applications;

- integration of the company's website with social networks;
- creation of unique links;
- maintenance and promotion of corporate blogs;
- holding online conferences and webinars.

It is thanks to social networks that many travel firms have the opportunity to get more profit from the sale of their product, a new level of business and to form a certain reputation thanks to customer reviews on social networks. Services can be represented by the following works:

- conducting the necessary research and developing a strategy;
- creation of a brand platform and its high-quality content;
- engaging the audience and working with it;
- PR in social networks;
- control of promotion effectiveness.

When using social networks in the activities of a travel company, it should be taken into account that there are certain mistakes that should not be made. Such mistakes can be long answers to customer questions, lack of your own style (uniqueness), description of all the company's offers in one post, a large number of unnecessary elements in the text (stickers), non-working links, lack of analysis of potential customers' comments.

It should be noted that many enterprises in the tourism industry have limited financial opportunities, which do not allow them to use the potential of marketing communications to their full potential, therefore, a promising direction of operation is the combination of efforts of enterprises in the tourism industry, public organizations and authorities, which will make it possible to effectively use both financial and labor resources in the complex of marketing communications, to ensure the development of the tourism industry and the satisfaction of the demand for tourism products and services offered by enterprises of the tourism industry.

Strategic marketing is inherently innovative. Its solutions are formed on the basis of a comprehensive diagnosis of problems and conceptualization of proposed alternatives. Strategic marketing, according to the definition of Jean-Jacques Lambin,

is "systematic and constant analysis of the needs of key groups of consumers, as well as the development of concepts of effective goods and services that provide their manufacturer with a stable competitive position". Operational (tactical) marketing is more utilitarian and aimed at sales organization, communication policy for informing potential buyers (tourists) and demonstrating the features or advantages of the tourist product. Both approaches to marketing complement each other and are embodied in a single marketing policy of a tourist enterprise. If the use of tactical marketing methods makes it possible to effectively solve the current tasks of the implementation of tourist services, thereby ensuring the short-term commercial profitability of the tourism enterprise, then strategic marketing is able to develop a long-term perspective program taking into account the state and dynamics of all market components.

The specificity of strategic marketing in the field of tourism is determined by:

- dependence on external factors;
- features of the tourist product (and the services that form it);
- technologies of production and consumption of a tourist product;
- object polystructure;
- the complexity of the tasks to be solved .

Planning can be considered a key element in the success of any new business. A business plan is a document that reflects the company's short-term and long-term tasks, contains a description of the products or services offered, a description of the likely market conditions for these products, information about the resources and means that will be involved in performing the tasks considering the likely competition.

Business plans differ in their structure and size. A typical business plan roughly consists of the following sections: summary; description of goods and services; product sales markets; competition in sales markets; marketing plan; production plan; organizational plan; legal support of the company's activities; risk assessment and insurance; financial plan; financing strategy [225]. The listed sections are only a reference scheme for drawing up business plans and may differ in different cases in terms of title and sequence.

Strategic business planning in tourism answers two global questions: what is the real goal of business and what measures should be implemented to achieve it. Planning is preceded by forecasting as an activity related to the identification of alternative promising directions for the development of the enterprise in the field of tourism, as well as the actual terms of achieving the planned indicators. Forecasting under the conditions of a dynamic, changing external environment is a necessary component of business planning. Its high-quality implementation requires managers to be able to analyze budgets, assess the state of the industry and the economy in general, have analytical skills, and the ability to implement innovative management methods.

The business plan of a tourism enterprise is also designed for potential investors or creditors to finance this project. He must also reassure the business owner and his partners that their intentions are feasible and potentially profitable. In crisis situations, without a business plan, a tourism industry enterprise is forced to take appropriate measures, rather than manage effectively.

In the process of developing a business plan, managers of a tourism enterprise should focus their attention on including all the main strategic measures, the implementation of which will help ensure success. In the future, the business plan can be a plan of action in practical work. A perfectly prepared business plan is one of the guarantors of success in the tourism business. In the process of developing and already implementing a business plan, its shortcomings and weaknesses are often revealed.

It is important that the business plan is realistic and the information provided in it clearly reflects the intentions of its compilers. Otherwise, inaccurate or incomplete information may be evaluated by potential investors (creditors) as untrue, as a result of which they may refuse to participate in the project. In order to ensure the accuracy and completeness of the business plan, it is necessary to have real information that enables the managers of the company or individual enterprise to make adequate decisions. Because of inaccurate information, management can make ineffective decisions .

Business plans can vary in size, but a prerequisite is the presence of sufficient information. Given this condition, market research deserves special attention, which will provide the necessary information basis for business planning. Marketing research

at the stage of business planning makes it possible to determine strategies for managing the life cycle of a tourist product, pricing, sales promotion and sales channels. This is most fully expressed by a standard set of actions, which has received the name "marketing mix" or "4P" in special literature. The components of this model, according to Alain Anderton [224], are:

- 1) product – tourist product;
- 2) price – prices, pricing;
- 3) promotion – promotion, advertising;
- 4) place – place, i.e. distribution channels.

However, in the tourist business, according to the authors, it is advisable to follow the sequence of marketing measures. Accordingly, it is considered that a quality tourist product must be developed on the basis of consumer demand research, offered in the right place, targeted at specific consumer segments, at attractive prices, competently and professionally presented and implemented with quality service. This can be achieved with a clear and consistent strategic marketing program. The strategic marketing program of the tourism industry enterprise should first of all reflect the demand and competitive situation in the market and describe immediate measures in case of their change. A professionally developed marketing strategy enables travel companies to counteract various environmental influences in the long term.

The following important aspects should be taken into account when developing a marketing strategy for a tourism industry enterprise:

- determination of business goals;
- studying the internal and external environment;
- identification of opportunities and available resources for business;
- formation of marketing goals;
- development of a strategy for achieving these goals;
- creation of information systems and databases.

Schematically, the process of forming a tourism company's marketing strategy, according to Professor S. Culver (Great Britain), is related to two essential indicators in the economy - the level of business activity and the share of consumer income

allocated to recreation. Large companies, which are structurally composed of smaller enterprises, are most dependent on these indicators. Therefore, in this case, both a centralized strategy and an individual approach are necessary, since a standardized tourist product is not necessarily suitable even for the same segments of consumers in different regions [227].

Scientists R. Sirkis and S. Reis identify 5 principles by which tourism industry enterprises can form their marketing strategy:

- 1) identification of strategic centers of the organization;
- 2) strategy formation is based on an information database;
- 3) the type of activity is not chosen at random, its success depends on market requirements;
- 4) strategic alternatives are limited;
- 5) external factors are of great importance.

The process of strategy formation in the tourism business begins with the analysis of the relationship between consumers and the product on the one hand and the competitive market environment on the other. In the case of a serious approach to the matter, mathematical programming methods and statistical tools are used.

The next stage in the process of forming a marketing strategy is to study the possibilities of profit growth. This can be achieved by expanding the number of consumers and markets, increasing labor productivity, and reducing production and sales costs.

The positioning of the tourist product on the market can also be considered an important point during strategy formation. Positioning is placement actions

of a tourist product (service) in a certain market, which is called the target tourist market, in order to ensure the competitiveness of the tourist product (service). According to the Western scientist R. Levis, positioning should depend on the requirements and wishes of customers, the image of the company, and the promised benefits. Successful positioning can be carried out with the help of a skillfully organized communication policy using advertising and public relations techniques.

Another significant problem during the development of a marketing strategy, according to S. Culver, is the supervision of the quality of service. In the tourism business, the relationship between staff and customers is a property of the product itself. Therefore, they become part of the planning process.

In the process of implementing the strategy, it is worth, in our opinion, paying considerable attention to the control of the implemented strategy. The following control methods can be offered:

- assessment of profits (losses);
- analysis of coefficients of financial and economic activity;
- conducting an audit;
- marketing research of individual products and markets;
- monitoring (survey) of consumers.

The final stage of strategic marketing planning is the development of the enterprise's marketing plan. The marketing plan is a document developed for a long period (several years, depending on the specifics of the enterprise and the competence of the developers), which guides activities in the tourism industry and determines the mechanism of the enterprise's actions after identifying changes caused by external and internal factors.

The importance of studying the environment in the tourism business is determined by its variability and increased competition. The marketing plan, unlike the strategy, contains tactical components related to the specifics of certain types of marketing activities, namely: promotion, distribution and sales. In this regard, Professor S. Culver claims that the strategic plan can be considered as the basis for the marketing plan.

When developing a marketing plan for a tourism industry enterprise, it is necessary to determine:

- the term for which planning is carried out;
- type of product for which the plan is being developed;
- the market segment to which the plan is directed.

Different enterprises of the tourism industry can and will have different plans in scope and structure, but they always have common components:

- mission of the tourist enterprise, directions of its activity;
- company goals regarding the market (market share, sales volumes), financial goals (profits, expenses) and others (image on the market);
- analysis of the external environment (characteristics of the industry; market size, economic, political and social factors);
- analysis of the internal environment (available resources, assessment of past marketing strategies, analysis of products and services, image of the tourist enterprise);
- marketing strategy (segmentation, positioning, market penetration);
- tactical program (product development, pricing, promotion, distribution, responsible persons);
- allocation of resources (capital, people, information systems) to implement the marketing plan;
- assessment and control of personnel activity.

Marketing planning has always been an important issue in the development and successful existence of a tourism enterprise. And it is planning that will become one of the most important management tools if the company continues to fight to enter the tourism market with new products and offers. The ultimate goals of tourism industry organizations can be different: attracting more tourists to the region, gaining market share, increasing profits, etc. However, achieving these goals in a competitive market is impossible without marketing, which is a customer-focused way of doing business.

Under the conditions of globalization and creativity of the economy, hypercompetition and deep metamorphoses that occur in the essence and content of business, it becomes obvious that an important factor in the successful functioning of a modern tourist organization is its provision with an adequate system of strategic marketing planning.

The use of innovative marketing tools is a great opportunity to effectively influence the consumer, because creativity is important at every stage of advertising communication - from the idea to its visual embodiment. An important place in the use

of innovative tools in the modern advertising industry is the search for creative and effective ways of promoting goods and attracting buyers.

Today, there are a lot of innovative marketing technologies (viral marketing, CRM, trade marketing, integrated marketing communications, branding and rebranding, network marketing, mobile marketing, exhibition activity technology, and others). Most of the mentioned marketing technologies closely interact and complement each other.

Due to the rapid development of technologies, Internet marketing in the tourist market has gained great importance. The use of Internet marketing helps to save costs for personnel and advertising. Internet marketing is a set of techniques implemented through the Internet, aimed at attracting attention to a product or service, popularizing this product and its effective promotion for the purpose of sale. All new marketing tools are primarily related to the implementation of the concept of Internet marketing.

Most importantly, Internet marketing allows expanding the company's business from the local market to the national and international. At the same time, opportunities for large and small companies to compete for the market are more balanced. With the help of the Internet, the appearance and style of the tourist business is changing, costs are reduced. Through the Internet, consumers can find out about the services of tour operators, get information about a tourist product or service, order, reserve, buy, etc.

Internet marketing is clearly different from the mass media used to distribute advertising, because it shows the effectiveness of marketing activities. The peculiarity of using the Internet is that the market of virtual space is primarily open and accessible both to enterprises of any size and to consumers. Another distinctive feature of such a market is its global nature, that is, access to it is possible from anywhere in the world. O. Vartanova notes that the main types of Internet marketing are: search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, automation of content creation, e-commerce marketing, social media marketing (SMM), direct mailings, contextual advertising, advertising in e-books, programs, games and other forms of digital products.

In the market of the tourism industry, the most active users of the Internet are the providers of tourist services, who use them for the purpose of advertising and selling their services. In addition, they have the opportunity to quickly receive information, have constant communication, use booking and reservation systems, quickly pay for tickets and other services, participate in tourist exhibitions (electronic, international, interregional)

In the tourism industry, Internet services are used by both consumers and travel agencies, tour operators and travel service providers. Customers have the opportunity to search for information related to travel services and travel businesses.

The advantages of Internet marketing include: informativeness, under the conditions of which the consumer receives:

- a maximum of necessary, interesting and original information about services and products to interest the client;
- high effectiveness in comparison with traditional advertising, since advertising in mass media and on billboards, having a wide audience reach, is often unproductive, being image-based for the recognition of the company's brand;
- large coverage of the target audience, since the number of consumers of a specific product on the Internet is unlimited from anywhere on the planet, etc.

The implementation of all marketing technologies occurs through the use of various marketing tools that contribute to increasing the number of potential consumers who learn about the product being promoted. In addition, all of them are constantly changing, developing and new ones appear that will more actively contribute to the promotion of the product on the market. The innovative tools that ensure the promotion of products, including tourist products, through the Internet, that is, the provision of Internet marketing include: Landing page or standard website, content creation, SMM, SEO, media advertising, teaser advertising, Internet exhibition, viral marketing, guerilla marketing, Bazz-marketing, E-mail, blog-marketing, CPA-marketing, targeting and others. Let's consider them in more detail.

MHA is a systematic procedure of hierarchical representation of the elements that determine the essence of the question by the following types of hierarchies:

dominant in the form of an inverted tree; cholarchy, which has a limited connection; medullary, starting from simple and ending with complex.

Based on the created model, we apply dominant hierarchies starting from the top through intermediate levels and ending with the lowest level, which is usually a list of alternatives. The top is the management goal, and the intermediate levels, in turn, are the criteria, the results of which feed into the next levels. A complete hierarchy is a hierarchy in which each element of a given level acts as a criterion for all elements of a lower level. According to the law of hierarchical continuity, the elements of the lower level should be paired in relation to the elements of the next level and so on to the next level.

Conclusions. So, summarizing all of the above, we can conclude that tourism has now acquired a wide scale among all countries and began to exert a strong influence on the world economy. The effective development of the tourism business significantly increases the flow of foreign citizens to other countries, which affects the growth of tax deductions to the budget, helps the development of related sectors of the economy, increases the employment rate of the population, and also gives travelers the opportunity to get new impressions and positive emotions.

Based on the research, it can be said that tourism companies actively involve marketing in their activities, developing creative ways of promotion, various plans and launching promotions. In the conditions of today's active development of tourism, marketing activity becomes one of the most important for maintaining stable positions on the market and stimulating product sales.

Each enterprise in the tourism industry, forming a system of marketing communications, should focus its own activities on obtaining profit and development, using marketing tools.

The analysis of even only those features of the tourist product that are common to all (or most) types of tourism allows us to assert that the decisive influence on the success of marketing measures to promote the tourist product has an informational factor.

It is the availability of timely, reliable and complete information that allows specialists of the marketing service of tourist enterprises to develop and implement a system of marketing activities adequate to the challenges of the external environment.

The problem of creating extensive marketing information systems for enterprises in the tourism industry is turning into an urgent necessity in modern conditions.

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