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## **THE METHODOLOGICAL STRUCTURES OF MANAGEMENT OF INTERNATIONAL MARKETING ACTIVITIES OF THE TOURIST ENTERPRISE**

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**Abstract.** *The main purpose of the scientific article is to substantiate theoretical and methodological foundations and to develop practical recommendations for improving the management of international marketing activities of tourism enterprises.*

*The scientific approaches to the determining of the tourism enterprise marketing essence and management are investigated; the management system of marketing activities of tourism enterprises is improved and recommendations on the management of the tourism enterprise marketing complex are given.*

*The methodological model of management of the international marketing activity of the tourist enterprise is formed. The strategic directions of evaluation of the effect of interaction of a tourist enterprise with consumers and partners are substantiated and methodically structured.*

*The practical value of the results is to improve the existing ones and to develop new theoretical provisions and practical recommendations for managing the marketing activity of the tourism enterprise. Thus, a methodological approach to managing the international marketing activity of a tourism enterprise is proposed, differing from existing ones that is based on determining the effect of the direct and indirect influence of the interaction of the tourism enterprise with consumers and partners on its marketing activity.*

*The scientific work is based on the hypothesis of insufficient orientation of the classical concept of the marketing complex on the consumer of the tourist product and its strategic support. Recommendations are given on the management of such a complex, the essence of which is to manage the process of responding to consumer requirements.*

**Keywords:** *marketing complex, international marketing activities, marketing strategy, consumers and partners.*

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## **Introduction**

Tourism is developing extremely fast in the world, which now occupies a leading position in the world economy. It accounts for about 10% of gross output and nearly 30% of world trade in services. At the present stage of development of economies of the countries of the world, favorable conditions are created for the spread of the functioning of enterprises in the sphere of tourism services. Their rapid development has influenced to the intensification of competition and the application of a new approach to the use of international marketing strategies.

## **Literature Review**

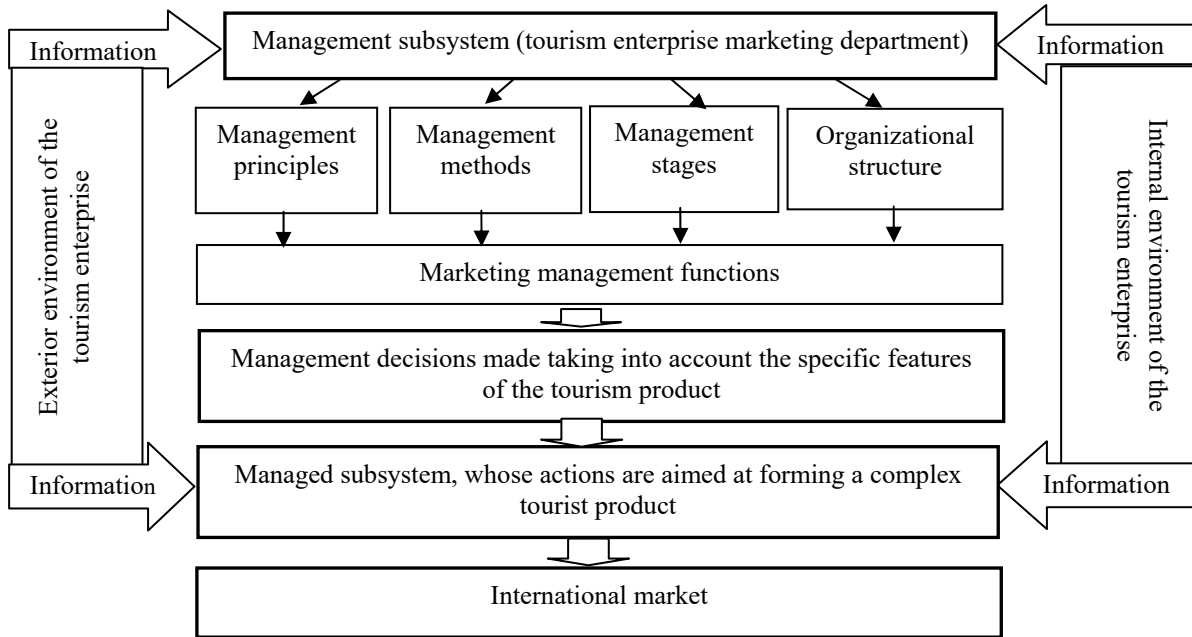
In research (Furrer et al. 2004; So and Morrison 2003; Yip 2003; Zou and Cavusgil 2002), an international marketing strategy is being touted as a comprehensive system of event planning for adapting market activity to changing customer requirements and needs in a competitive environment. Another group of scientists (Craig and Susan 2000; Evans et al. 2003; Hill, Jones 2009) believes that the main task of the international marketing strategy is to establish a dynamic balance between business and the external environment. A number of scholars (Dolnjar 2004; Holloway 2009; Gillespie et al. 2004) think that a marketing strategy should provide the benefits of competitiveness in tourism.

## **Results**

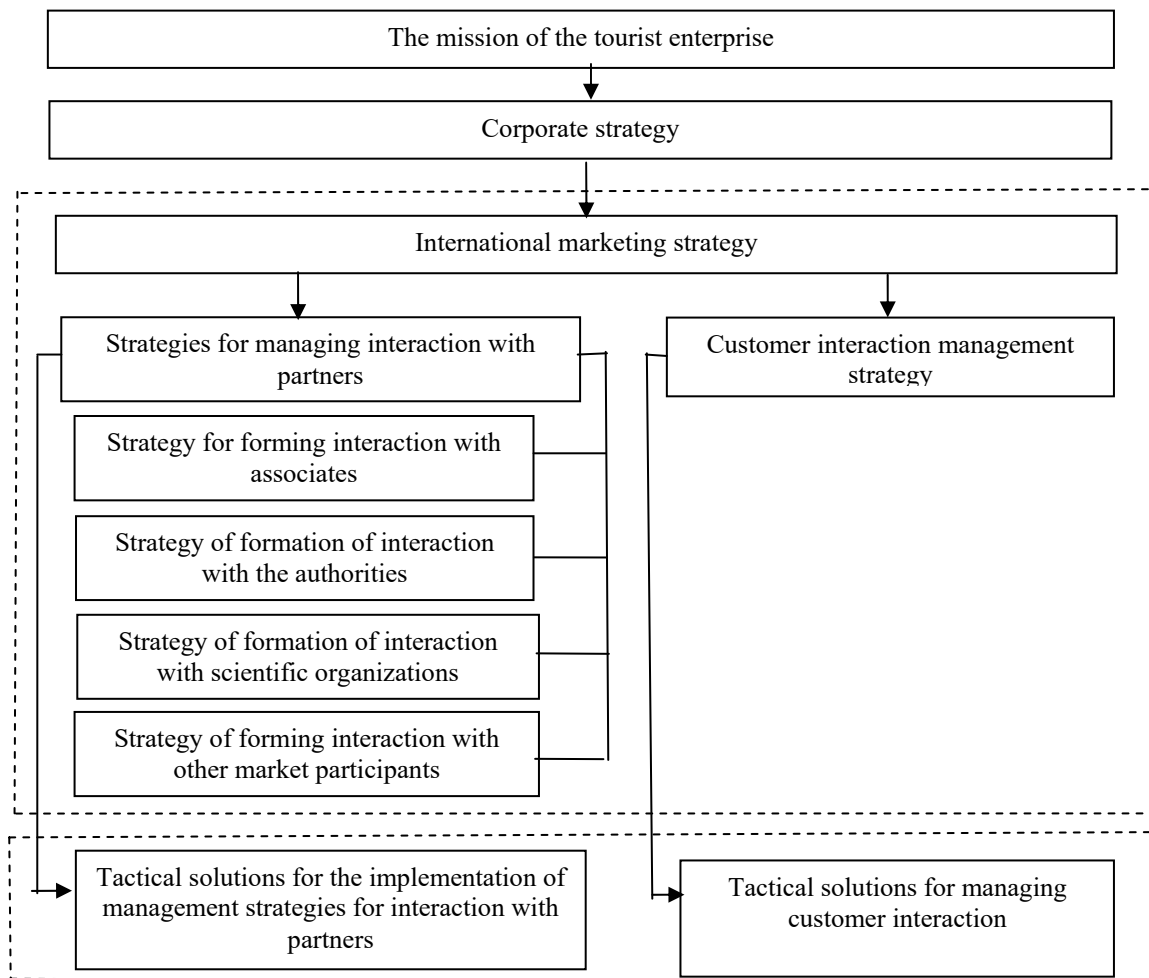
Based on the analysis of the essence and structure of the management system of the tourism enterprise marketing activity, the model of the international marketing activity management of the tourism enterprise is proposed (Figure 1).

The study of the main conceptual approaches to the management of international marketing of tourism enterprises has allowed as a priority and to define the modern concept of marketing relationships, the essence of which is the need to create sustainable effective relationships with other market players (Wolfe et al. 2004).

The results of the study revealed that in modern conditions the effectiveness of the tourism enterprise will depend directly on its relationship with other market entities, which involves the use of the relationship marketing concept as a priority concept of tourism enterprise marketing (Card et al. 2003; Liapis et al. 2013). The author's view on the modern system of management of the marketing activity of the tourism enterprise, taking into account the orientation on partners and consumers, provides for the need to implement certain measures at the strategic and tactical levels (Figure 2).



**Figure 1. Model of the management of the international marketing activity of the tourist enterprise\***  
 \* Designed by the authors



**Figure 2. Strategic model of management of the tourism enterprise marketing activity\***  
 \* Designed by the authors

The strategy of relations with partners provides for the development of implementation strategies aimed at tourism product partners, government representatives, scientific institutions (including educational institutions) and other actual and potential partners (Bieger, Laesser 2004). This leads to the transformation of the marketing complex with the focus on creating effective relationships with consumers (Figure 3).

Influence element	→	The result of the element	→	The main requirement that is satisfied (consumer benefit)
Product	→	Product acceptability for consumers	→	Consumer needs and requests
Price	→	Possibility of product purchase	→	Optimal costs for the consumer
Place	→	Availability for purchase by consumers	→	Consumer accessibility
Promotion	→	Consumer awareness	→	Communication with the consumer
Physical evidence	→	Acceptable atmosphere	→	Comfort during purchase
Process	→	Optimization	→	The optimal consumption process
People	→	Professionalism, attitude	→	Direct contact

**Figure 3. International marketing Complex "7 C" of a tourist enterprise\***

*\* Designed by the authors*

Considering the features of the proposed tourism enterprise marketing management system, that involve targeting partners and consumers of the tourism product, the tourism enterprise interaction management effect should be considered as the effect of managing the two marketing management subsystems:

$$E_R = \sqrt{E_c \times E_n} \tag{1}$$

where  $E_R$  is an integral indicator of interaction of a tourist enterprise with market entities,

$E_c$  – is an indicator of consumer engagement,

$E_n$  – is an indicator of engagement with partners.

The final goal of such interaction is to retain existing and attract new consumers of the tourism product (Fesenmaier, Jeng 2004).

We propose to define the indicator of direct influence of interaction on marketing activity ( $E_s$ ) as the effect of management of interaction with consumers, which can be represented as the dependence on the indicators of the effect of attracting consumers to the consumption of tourism services ( $E_p$ ), customer service ( $E_{sr}$ ) and retention (preservation) of consumer segments ( $E_y$ ):

$$E_s = \sqrt{E_p \times E_{sr} \times E_y} \tag{2}$$

The indicator of indirect influence of interaction on marketing activities ( $E_o$ ) is defined as the effect of managing interaction with partners, which structurally

consists of the assessment of the following components: the effect of managing interaction with authorities ( $E_g$ ), with scientific institutions ( $E_{sc}$ ), with subcontractors ( $E_m$ ), other partners ( $E_{pr}$ ):

$$E_o = \sqrt[n]{E_g \times E_{sc} \times E_m \times E_{pr}} \tag{3}$$

**Table 1. Strategic directions for evaluating the effect of tourism enterprise interaction with consumers and partners\***

Evaluating directions the direct effect of tourism enterprise interaction		
1. Consumer interaction	1.1. Consumer interaction aimed at attracting the consumption of the tourist product	1.1.1. Attractiveness of the market segment
		1.1.2. Ability to function effectively on a separate segment
		1.1.3. Product positioning in the market
	1.2. Interaction with the customer during service (providing tourist service)	1.2.1. Product management
		1.2.2. Price management
		1.2.3. Sales process management
		1.2.4. Promotion management
		1.2.5. Physical representation management
		1.2.6. Management of the tourist service implementation process
		1.2.7. Personnel management
	1.3. Interaction with consumers aimed at their content	1.3.1. Integration into management structure
		1.3.2. Database management
		1.3.3. Functioning of the consumer interaction center
		1.3.4. Use of loyalty mechanism
		1.3.5. Evaluation of loyalty programs
Directions of estimation of indirect effect of the tourist enterprise interaction		
2. Interaction with partners	2.1. interaction with authorities	2.1.1. Collaborative marketing research and the ability to use it
		2.1.2. Development of possible concepts of marketing management with recommendations for its implementation
		2.1.3. Participation in innovation and investment projects for tourism development
		2.1.4. Exchange of consulting services
		2.1.5. Participation in creating a positive image of the tourist region
	2.2. Interaction with scientific institutions	2.2.1. Implementation of scientific developments
		2.2.2. Common implementation of scientific programs
		2.2.3. Scientific rationale for the development of tourism on certain territories
		2.2.4. Exchange of consulting services
		2.2.5. Personnel training for tourism business
	2.3. Interaction with the subcontractors of the tourist enterprise	2.3.1. Coordination of strategic and tactical plans of marketing activities
		2.3.2. Identification of potential demand
		2.3.3. Harmonization of partners' assortment policy
		2.3.4. Price policy coordination
		2.3.5. Creation of vertical and horizontal systems
		2.3.6. Joint implementation of selected communication activities
	2.4. Interaction with other partners of the tourism enterprise	2.4.1. Assistance of intermediaries in bringing the tourist product to the consumer
		2.4.2. Formation of public opinion on the activities of the tourist enterprise
		2.4.3. Integration with competitors in professional organizations

\* Source: Hill, Jones 2009; Gillespie et al. 2004; Goeldner, Ritchie 2009

The evaluation of the tourist enterprise interaction with the main market subjects is carried out in the following structural and logical sequence: Stage I. Directions formation of the effect of the interaction between tourism enterprises, the implementation of which is carried out to evaluate the effect of the interaction of tourism enterprises with other subjects of the market (Table 1).

**Stage II.** Modeling the interaction evaluation parameters, based on the specific numerical expression of a particular measure of the interaction effect. Stage III. Comparative analysis of the results, that provides a comparison of the indicator of the interaction effect of the tourism enterprise over a period of time with a similar indicator calculated for the tourist market. Stage IV. Determining the relationship between the effect of interaction and profit, that is carried out in two directions - for the population of enterprises and for the individual subject of the tourist market.

### **Conclusion**

Therefore, we conclude that the suggested methodological recommendations allow the company to choose the optimal marketing strategy taking into account the use of the international marketing complex “7C”. In this case, the queuing system acts as a tool for choosing the optimal strategy of the three existing: undifferentiated, differentiated and concentrated marketing.

The international strategy of undifferentiated marketing will be used if the service channels are loaded, that is, there is an increased demand for the tourist product of a certain enterprise. The international strategy of differentiated marketing will be used in the case when the service channels are close to the load to the critical point, that is, there is no queue yet, but when the service slows down, it may occur. To use this strategy, customers are divided into similar segments, that relieve their further service. The international strategy of concentrated marketing will be used if the service channels are unloaded. In this case, the company is able to provide an individual approach to customers.

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