

## Features of formation of competitive strategies of tourism enterprises in modern conditions

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In terms of the dynamic changes in the environment, globalization, increased competition strategy becomes a tool for creating and maintaining the dominance of the company, which is based on specialization and ability to create value in a particular area at a higher level than do competitors. The strategic goal of tourism development in Ukraine is to create competitive on the world market tourism product, able to meet the travel needs of the population, provide the basis for this comprehensive development areas and their socio-economic interests for the preservation of ecological balance and historical and cultural environment. Action Programme focused on achieving this goal should be comprehensive and meet the general pace of market mechanisms and meet the policy of structural reforms in the national economy. It should also take into account the experience of the world of tourism, which creates favorable conditions for improvement and development of appropriate legal and regulatory framework of tourism. In order to promote and expand tourist services enterprise must have an effective competitive strategy as a means to achieve their goals. The aim of competitive strategy to succeed in the competition. Just realizing competitive strategy, constantly implementing innovative processes in all areas of life, businesses can succeed in the competition. The correct choice competitiveness strategy depends on the effectiveness of the company, so the formation of choice and competitive strategy for its implementation of an extremely important issue in the enterprise, which may depend not only successful activity, but in general the existence of the company.

In the works of these scientists describe approaches to building and grounds competitive business strategy, identified the problems and the positive results of the practice of forming competitive strategy of domestic enterprises. Most scientific papers using a universal approach to the development and implementation of a competitive business strategy, but the problem is not considered, taking into account industry specifics. The need to justify the formation of an effective competitive strategy of tourism enterprises considering branch specificity of their topicality led the study.

The study is a generalization approach domestic and foreign scientists to the essence of the definition of "competitive strategy", highlighting the main problems of creating competitive strategies of domestic tourist enterprises and develop practical recommendations to ensure it.

The most important problems any company that works in current conditions - a problem of its survival and ensuring continuous strategic development. Effective solution to this problem is to create and implement competitive advantages that largely can be achieved based on developed and effective competitive strategy. Only having a competitive advantage, the company will be able to interact with the environment and be able to constantly evolve. Given the economic crisis, tourist enterprise difficult to achieve significant results management. To solve these problems is necessary and competitive development strategy, which will help improve the efficiency of enterprise development and intensify. Relevance of the research and the need to improve travel enterprise competitive strategy in the current

conditions require clarification and definition content "competitive strategy".

After analysing the available scientific approaches, according to the author, the competitive strategy of tourism enterprises should be interpreted as a complex process that begins at the moment of creation of the enterprise, since the establishment of a competitive tourism product development strategy requires taking into account the competitive advantages of modern forms and methods of competition. The aim of the strategy - identifying key tasks and activities of the company. When choosing the strategy it is important to match strategic goals, had resourced and opportunities for implementation.

The competitiveness strategy is a system or set of practical techniques that ensure the company benefits in the future. The competitive advantages of the company - these are characteristics or properties that provide the company an advantage over direct competitors. Enterprises that implement competitive strategy should take into account the potential benefits to creating competitive timely reaction to changes in the environment, steps ahead of competing firms to ensure continued development for a long period. The main factors that affect the choice of strategy include: objectives of the organization; management priorities; the size of the organization; competitive advantage of the organization; financial resources and obligations of the company; stage of the life cycle of enterprise products and features; market attractiveness, market conditions and the position of it; strategies of competitors; strategic potential of the organization; costs of production and sales; dependence on the environment; time factor.

Formation of competitive strategy requires active use of system approach provides company a balance and the general direction of development. There are different approaches and schemes creating competitive strategies, such as the gradual process of development strategies diagram factor determining competitive strategy, the mechanism of forming the alternatives, cyclic and hierarchical model of strategic planning. The

research results of the literature shows that scientists produce economic and mathematical methods that are appropriate to use during the development strategy of tourism enterprises. The advantages of these methods is the consideration of the conditions of internal and external environments, but it is unclear the tools it will be implemented, as well as serving as the criterion of selection strategy. So, strategy development is a complex process that includes defining strategic intentions. The procedure of strategy development, using all of these elements, it is necessary and suitable for use in domestic tourism enterprises. Analysed opinions on components of the strategy and its structures, procedures development, not contradictory, but complementary and show the complex and multifaceted nature of business strategy. Considering the scientific approaches, we see that the formation of a strategy aimed at improving or achieving the strategic goals of the company: economic, social, environmental, technological, organizational. The main content of the formation of competitive strategy of tourism enterprises are identifying promising activities through continuous market monitoring.

The market of tourist services in Ukraine there was a need to create new tourism products that meet the growing demands and needs of tourists. Accelerate the development of tourism can develop exciting new routes. According to the author, the role currently played by religious tourism, which is defined travel of tourists traveling to the holy places and religious centres. The popularity religious tourism says World Tourism Organization, according to its figures 330 million. People involved in religious tourism especially during the holidays.

Conclusions. In order to promote and expand tourism enterprises must have an effective competitive strategy as a means to achieve their goals. This strategy should be based on favourable domestic and external opportunities and minimize possible threats to its success. Competitive strategy - is clearly set the direction of the company in terms of market competition environment,

providing travel companies forming stable and effective competitive advantage. When choosing the strategy it is important to match strategic goals, had resourced and opportunities for implementation. Unified strategy for the successful operation of the enterprise does not exist. Experience and business practices suggests that strong performance of the company are possible combination of different approaches. Tourism businesses

using knowledge and experience, involving work managers should consider the numerical number of strategic approaches that already exist, and depending on the specific conditions of independently decide on the specific and necessary competitive strategy.

Further studies will be used to identify specific methods and tools for successful implementation of competitive strategies tourism enterprises.