

## MANAGEMENT

**RECEIVED:**

2 February 2020

**UDC 338.48 (075.8)**

**ACCEPTED:**

12 March 2020

**DOI 10.26661/2522-1566/2020-1/11-02**

**RELEASED:**

20 April 2020

### JUSTIFICATION OF UKRAINE'S TOURIST SERVICES DEVELOPMENT STRATEGY

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**Abstract.** The article **aims** to research problems and prospects of development of the tourist services market of Ukraine. According to the **method** of developing the environmental profile, the factors of external and internal environment that have impact on the development of Ukraine's tourism industry have been determined. It is defined that the most influential factors of the microenvironment are the high degree of customer commitment to the services of tourist enterprises, the provision of payment forms and terms of receiving services favorable to tourist enterprises, the low level of consumer awareness about the tourist enterprises' services, the mismatch of the range (quality) of services to customer requirements, buyers' high sensitivity to the price. It is established that the tourism industry enterprises are most influenced by the following macroenvironmental factors: economic, political, ecological, scientific and technological. According to the research **results**, the paper determines the strategic goal of Ukraine's tourist services market development – to make Ukraine a country of clean and attractive environment, as well as of culture, tourism and recreation. Coefficients of influence of micro-, macro- and internal environmental factors on Ukraine's tourist services market development are calculated and their influence on Ukraine's tourist industry development is investigated. According to the SWOT analysis results, the strategy of the tourist services market development is substantiated. This is a reference strategy of development – the strategy of concentrated growth implemented in the same direction as the market development. The implementation of this strategy requires considerable marketing efforts on the part of tourism enterprises. It is proved that the effectiveness of the strategy depends on organizing the process of its implementation and control over the implementation. The priority directions of implementing the strategy of Ukraine's tourist services market development are defined: to increase regions' competitiveness and strengthen their resource potential, to ensure human resources development and interregional cooperation.

**Keywords:** strategy, tourist services market, competitiveness, microenvironment, macroenvironment.

**JEL Classification:** R58.

## INTRODUCTION

For the tourism industry, it is important to determine a strategy for Ukraine's tourist services market development, which is an instrument of external and internal promotion that defines the prospects for Ukraine's tourist services market development.

The rationale for choosing a strategy should take into account, as far as possible, the regional specificity of tourist business entities' development, the existing tourism potential of the territory, and compliance with the strategic perspectives of other (related to tourism) economic activities' development.

Despite the significant potential for developing the tourism industry, as well as its social and economic importance, the tourism services market in Ukraine is underdeveloped, and its growth is constrained by a number of unsolved issues that need to be supported by executive authorities and local self-government, in order to define a development strategy. Therefore, the chosen research topic is relevant.

## LITERATURE REVIEW

Among domestic and foreign scientists who devoted their research to the tourism industry development, we distinguish the works of V.O. Koshel (2017), O. V. Khrystenko (2015), V. V. Podstavka (2014), O. V Korotunova, G. S. Klimush (2014), A.P. Bezkhlibna and S.V. Nikonenko (2018), S. V. Hres-Yevreinova (2018), N. A. Semenov and O.S. Bohma (2006), P. V. Gudz (2001), V. N. Vasilenko (2006), O.V. Shpyrnya (2018), J. Kelleher (2003) and others.

Most experts point out that the development of the tourist services market in Ukraine will help to strengthen the country's image in the global tourist services market, replenish the state budget and create a strong tourist base, but insufficient attention is paid to determining a strategy for Ukraine's tourist services market development.

## PAPER OBJECTIVE

The purpose of the article is to study the problems and prospects of Ukraine's tourist services market development, determine the external and internal environmental factors' influence on Ukraine's tourist services market development, substantiate the strategy of developing the tourist services market of Ukraine.

## METHODOLOGY

According to the method of developing the environmental profile, the external and internal environmental factors that have an impact on the development of Ukraine's tourist industry are determined and the coefficients of these factors' influence on the development of Ukraine's tourist services market are calculated. According to the methodology of SWOT-analysis the strategy of the tourist services market development is substantiated.

## RESULT AND DISCUSSION

The theoretical basis for developing a strategy for Ukraine's tourist services market development is a comprehensive theoretical and methodological research based on official statistics and qualitatively conducted sociological studies of the tourism business.

The development of the tourism and recreational sphere in recent years has been characterized by an increase in the main indicators of the industry development and the volume of services provided and consumed. Budgets of all levels in 2017 received payments totaling UAH 11.4 mln.,

the volume of services provided reached UAH 91.9 mln., having increased by 4 and 5.2 times respectively since 2015.

Ukraine has favorable climatic conditions, access to the shores of the Azov and Black Seas, the availability of significant mineral water and therapeutic mud reserves, which contribute to forming a powerful recreational complex consisting of a resort household, tourism and recreation.

But at the present stage of tourism development, the lack of state support has led to predominantly commercial forms and types of tourism. In these circumstances, the share of social tourism has decreased significantly. Constantly increasing tariffs for tourist services, as well as the termination of subsidies for tourist establishments and their underfunding by various agencies and foundations, result in the number of potential tourists reducing. The state does not pay proper attention to social tourism as a factor of social development. As a result, people's needs in recreation are least met, thus causing other problems associated with maintaining health and preventing illnesses, meeting educational and cultural demands, reducing life activity in people, using rationally leisure time and weakening interpersonal contacts (V.O. Koshel, 2017).

While determining the strategy of Ukraine's tourist services market development, it is essential to consider:

- the correspondence to European and world parameters of services quality and prices on the basis of systematic measures that standardize the level of services quality and stimulate enterprises economically to increase them;
- the fastest possible adaptation of the legal and legislative acts of recreation and tourism industry to the standards adopted in the European Community;
- attraction of external investments in order to implement the regional development program, individual projects that are part of it, in particular the development of infrastructure for maintaining recreational flows – transport, trade, communication, goods production for use in the resort and recreational activities and services;
- creation of the region's attractive tourist image and promotion of regional tourist product in the national and international tourist market;
- development of the inventory base and infrastructure of sports and recreational types of tourism (modernization with elevating the inventory base of the existing sanatorium and health resort establishments and sites of the tourist industry to the world standards);
- putting newly built recreational facilities into operation as a result of developing an economic mechanism for stimulating investment activity in this field;
- a comprehensive approach to improving the quality of tourist reception and service;
- elevating hotel classification and certification of other receiving structures to the norms and international standards;
  - elevating the organization of the restaurant business and its service to the international level;
  - expanding the number and quality of tourist services provided;
  - participating in the work of regional and European salons and fairs;
  - organizing tours, which allows getting acquainted with the offered products and evaluating the quality of reception;
  - implementing system marketing of the tourist services market;
  - creating favorable conditions for investment, tax and customs regulation of the region's development;
  - ensuring the rational use and protection of tourist resources of the region, creating programs and planning further prospects for the development of the tourist region.

The natural environment of Ukraine with favorable climate, steppe landscapes, reserves and parks, healing mineral waters contributes to the development of Ukraine's tourist and recreation industry.

The strategic goal is to make Ukraine a country of clean and attractive environment, culture, tourism and recreation, which includes:

- improving the quality of the country's environment, ensuring its ecological stability and attractiveness of landscapes;
- supporting contemporary and traditional art of Ukraine, its cultural potential and multinational traditions;
- using Ukraine's historical and cultural potential of Ukraine;
- developing tourist infrastructure;
- developing and promoting Ukraine's recreational potential.

By comparing statistics on Ukraine's travel agencies performance, we will calculate their rating on the scale of Ukraine (Table 1).

*Table 1*

*The main indicators of the tourism industry firms In Ukraine*

Indicators	Years			Deviation 2017/2015
	2015	2016	2017	
Number of travel agencies that actually provided services	3885	3182	4157	272
Number of tourists served, (persons)	1814827	2250107	2403987	589160
Foreign (inbound) tourists served, (persons)	14550	33784	38563	24013
Ukrainian tourists served while traveling abroad, (persons)	1498412	1841232	1972028	473616
Domestic tourists served, (persons)	1800277	375091	393396	-1406881
Number of tourist trips sold	129249	181607	294872	165623
Cost of tourist vouchers sold to the population (thousand UAH)	1780985	2802235	451302	-1329683
Income from tourist services	4797732	413161	18502975	13705243
Average number of employees	1502	1867	8190	6688

\* *Excluding the temporarily occupied territory of the Autonomous Republic of Crimea, the city of Sevastopol, and the temporarily occupied territories in Donetsk and Luhansk regions.*

*Source: Khrystenko, O. V. and Pulina, T. V., 2015*

The data analysis in Table 1 shows a number of contradictions in the development of the tourism industry in Ukraine, namely:

- for the researched 2015-2017, there is a positive dynamics in the number of domestic tourists served and the increase in the value of tourist trips made by the population;
- there is an increase in the number of tourism firms and staff in the tourism sector;
- there is an increase in outbound tourism, income from the tourist services provision, which contributes to the regional and national development of the country.

In order to better understand the prerequisites for the dynamic development of the tourism business in Ukraine and to track its negative processes, it is necessary to analyze the situation in the tourist services market in more detail (Table 2):

Table 2

*Dynamics of foreign citizens entering Ukraine due to countries of their origin and Ukrainian citizens traveling to other countries within 2015-2017*

Country	Number of foreign citizens entering Ukraine, in total					Number of Ukrainian citizens traveling abroad, in total				
	2015	2016	2017	Deviation 2017/2015	%	2015	2016	2017	Deviation 2017/2015	%
Bulgaria	32181	37821	41738	9447	0,6	43860	54162	58597	14737	3
Belarus	1891518	1822261	2727645	836127	54	1325546	1114457	1186466	-1139080	-241
Canada	22055	30281	30775	8720	0,6	2060	21	1	-2059	-0,4
China	12966	19599	29561	16595	1,1	8693	20480	23107	14414	3
France	45867	54152	61000	15133	0,9	98353	92733	106697	8344	1,8
Georgia	37772	48432	49205	11433	0,7	81601	104517	111981	30380	6
Germany	154498	17118	209447	54949	3,6	294797	275987	344150	49353	10
India	10748	14047	23173	12425	0,8	2522	55	208	-2314	-0,5
Israel	149386	216638	261486	112100	7	129311	146379	155074	25763	5,5
Italy	63258	77787	84638	21380	1,4	113373	122294	173573	60200	13
Moldova	4393528	4296409	4435664	42136	2,7	1727308	1655775	1680353	-46955	-9,9
Turkey	140691	199618	270695	130004	8,5	510537	930657	1185051	674514	143
RF	1231035	1473633	1464764	233729	15	4080414	3859820	4376423	296009	63
Poland	1156011	1195163	1144249	-11762	-0,8	9505713	10111086	9990978	485265	103
USA	108288	138006	153778	45490	3	28995	36040	32660	3665	0,8
In total:	9449802	9640965	10987818	1537906	100	17953083	18524463	19425319	472236	100

Source: Khrystenko, O. V. and Pulina, T. V., 2015

The analysis of the tourist flows dynamics makes it possible to confirm that in the period from 2015 to 2017 in Ukraine there was an increase in the number of all categories of tourists.

2017 saw a sharp decrease in the number of Ukrainian citizens who traveled abroad to countries such as Belarus, Moldova, Canada, India.

The positive importance of outbound flows of Ukrainian tourists during the crisis period is due to the fact that the Ukrainian citizens preferred to travel to neighboring countries, which did not require significant material costs – Turkey, Poland, the Russian Federation. Significant tourist flows of Ukrainians to Poland were primarily in accordance with labor migration.

As it is known, the majority of Ukrainian citizens who go abroad for work (up to 85%) do not go on the basis of a work visa, but with the help of tourist, guest visas, vouchers or invitations (Turkey, Poland as an example). As you know, after such a visa expiring, employees do not announce their presence in a foreign country, because they move to an illegal position. It is not possible to provide accurate figures and numbers of labor migration in a particular country, as migrants do not always work in the country where they planned to go or even went. Thus, the departure of Ukrainians to Poland does not necessarily mean that this is their final destination. After officially entering the Schengen area, a migrant may become illegal in any other country that is a party to this treaty.

In other words, Poland, in many cases, plays the role of a stopover point from where people go on to travel to Italy, Spain, Portugal and Austria.

At the same time, the aggravation of the situation on the world financial market, in fact, did not affect the number of foreign citizens who came to Ukraine. For example, in 2017, Ukraine was visited by the largest number of foreigners from such surveyed countries as: Belarus (54%), the USA (42%), the Russian Federation and Turkey (15% and 9%). There is a decrease in the number of foreigners who came to Ukraine from Poland (- 0.8%).

According to the results of the analysis, 2015-2017 saw slight, but albeit positive dynamics of inbound tourist flows.

This indicates Ukraine's competitiveness increase in the international arena.

But there is a slowdown in the development of outbound tourism from Ukraine to Belarus, Moldova, Canada, India.

In recent years, the development of the tourism and recreational sphere has been characterized by an increase in the main indicators of the industry development and the volume of services provided and consumed.

In 2017, 205,500 people used the services of tourist organizations, which is 2.3 times more than in 2015. Almost one quarter of tourists are children, teenagers and young people.

More than one in two people went to the region for recreation and leisure, nearly every third went on business trips, business tours, and training.

The number of foreigners served increased by 1.3 times and reached 29,700 people, the number of domestic tourists by 2.7 times amounting to 162,100 people. The number of sightseers increased by 12% compared to 2017 and amounted to 62,700 people, while compared to 2015 – decreased by 15%.

In addition, it is worth noting that the tourism industry is significantly influenced by macro- and microenvironmental factors (Fig. 1).

From the point of view of microenvironment, particular attention is paid to researching the labor market which is a provider of labor resources, banking institutions that are suppliers of financial resources, the actions of competitors and changes in the requests of enterprises-tourist services consumers.

It is known that the financial results of the tourism industry enterprises are significantly influenced by the economic, political and technological components of the macroenvironment.

That is why, in order to determine the environmental factors' impact on the tourism industry development, it is proposed to quantify their impact on tourism enterprises.

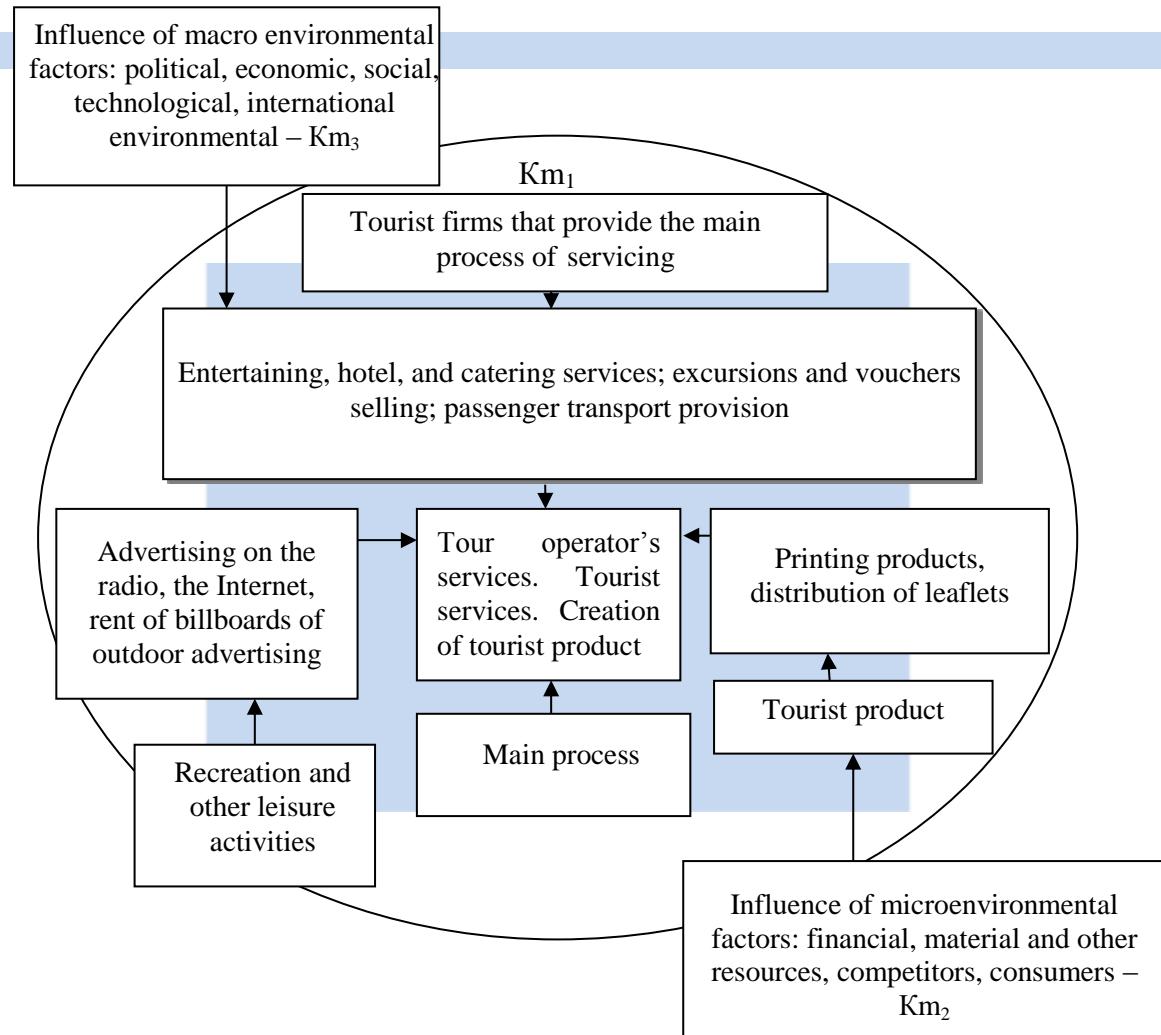


Figure 1. Relationships between the main elements of tourism industry

Source: Own compilation

To conduct factor analysis of the internal and external environmental factors' impact on the tourism industry development, it is proposed to use generalized indicators, which are the coefficients of the internal, macro and microenvironmental factors' impact on the activities of the tourism industry enterprises (Table 3).

Table 3

Coefficients of internal, macro and microenvironmental factors' impact

Environment		
Indirect impact (macroenvironment), $K_{m_1}$	Direct impact (microenvironment), $K_{m_2}$	Internal (condition of tourist industry), $K_{m_3}$
$K_{m_1} = \frac{\sum_{i=1}^n (B_{m_1 i} C_{m_1 i})}{n};$	$K_{m_2} = \frac{\sum_{i=1}^n (B_{m_2 i} C_{m_2 i})}{n};$	$K_{m_3} = \frac{\sum_{i=1}^n (B_{m_3 i} C_{m_3 i})}{n};$

Table 3 continuation on the next page

*Table 3 continuation*

<p>where: <math>K_{m_{1,2,3}}</math> – coefficient of internal, macro and microenvironmental factors' impact on the tourism industry enterprises functioning;</p> <p><math>B_{m_{1,2,3i}}</math> – expert evaluation of each factor's importance;</p> <p><math>C_{m_{1,2,3i}}</math> – expert evaluation of each factor's weight.</p>	
<p>It is proposed to determine the coefficients of internal, macro and microenvironmental factors' impact on the tourism industry enterprises functioning on the following scale of values.</p>	
<p>If the value of the impact factor is positive: 0 to 0.25 – small impact, from 0.25 to 0.50 – moderate impact; from 0.50 to 0.75 – significant impact; from 0.75 to 1.00 – very significant impact.</p>	<p>If the value of the impact factor is negative: 0 to 0.25 – negative impact; from 0 to 0.50 – critical impact; from 0.50 to 0.75 – threatening impact; from 0.75 to 1.00 – destructive effect.</p>

*Source: Own compilation*

The priority of the impact factors was determined by the expert evaluation method.

The respondents included the management of the tourism industry enterprises of Zaporizhzhya region (5-6 people from each enterprise), which made it possible to evaluate the proposed indicators from the point of view of different professional functions' representation.

The management of the surveyed tourism industry enterprises was given a questionnaire listing the impact factors and proposed to select them by importance in order to conduct factor analysis of the impact of the internal and external environmental components on the tourism industry development.

The estimation of the impact factors of the tourism enterprises' internal environment on the tourism industry development is given in Table 4.

*Table 4*

*Evaluation of the impact components of the tourism enterprises' internal environment on Ukraine's tourism industry development*

Components	Components of the internal environment	Factor evaluation, $M$ $\pm (1-3)$	Factor weight, $P$ $\pm(1-3)$	Influence evaluation, $M \times P$
1	2	3	4	5
Finances	Financial situation	2	2	4
	Cost Management	-2	2	-4
	Financial management	2	2	4
	Insufficient funding for development	-3	2	-6
	Investments in fixed assets	1	3	3
	Profit growth	-2	2	-4

*Table 4 continuation on the next page*

Table 4 continuation

1	2	3	4	5
Personnel	Personnel policy	3	3	9
	Personnel variability and discipline	2	2	4
	Ratio of executive and managerial staff	2	2	4
	Working conditions	-1	2	-2
	Motivation	2	2	4
	Ensuring social protection for employees	-1	2	-2
	Wage growth	2	2	4
CC	Bureaucratic type of corporate culture	-1	2	-2
	Level of influence on the tourist industry	-2	2	-4
Service technology	Image of tourism industry enterprise	2	2	4
	Range of tourist services	2	3	6
	Responding to changes in consumer demand	2	3	6
	Saving and expanding markets	2	3	6
	Increase in export of travel services	2	3	6
	Marketing research	2	2	4
	Use of modern consumer incentives	1	2	2
	Availability of marketing departments at the tourism industry enterprises	-1	2	-2
	Pricing policy	2	2	4
	Sales activities	2	2	4
	Communication activities	2	2	4
	Technology of providing tourist services	-3	2	-4
	R & D	2	2	4
	Significant costs for developing tourist services	-2	2	-4
	Improving the quality of tourist services	1	3	3
Total by the internal environmental factors				53

Source: Own calculations

It is established that the factor of the internal environmental impact is 0.19. This indicates its small influence on the tourism industry functioning.

In order to analyze the the microenvironmental impact on Ukraine's tourism industry functioning, the influence of consumers, competitors and suppliers on the tourist services market development is considered. The analysis of the microenvironmental impact on the tourist services market in Ukraine contains the identification of opportunities and the degree of factors' influence on the tourist services industry enterprises, helps to identify the possibility and the degree of dominant factors' influence, possible options for the appropriate reactions of the tourist services industry enterprises, helps to build a profile of the immediate environment of the tourist services enterprises.

The evaluation of the microenvironmental impact on Ukraine's tourism industry enterprises functioning is given in Table 5.

*Table 5*

*Evaluation of the microenvironmental impact on Ukraine's tourism market functioning*

Components	Microenvironment components	Factor evaluation, $M \pm (1-3)$	Factor weight, $P \pm (1-3)$	Impact evaluation, $M \times P$
Consumers	Significant number of consumers abroad	3	3	9
	Reduced number of trips to CIS countries	-2	2	-4
	Demographic structure of consumers	2	2	4
	Geographical location of consumers	2	2	4
	Reduced domestic demand	-1	2	-2
Suppliers	Availability of vertical integration ahead	2	2	4
	Energy prices increase	-2	2	-4
	Geographical location	2	2	4
	Infrastructure services prices increase	-2	2	-4
	Quality of hotel services	2	2	4
	Transportation conditions	2	2	4
	Limited number of suppliers	-2	2	-4
Competitors	Significant number of domestic and foreign competitors	-2	2	-4
	Availability of modern technologies among competitors	-2	2	-4
	Entry barrier for new competitors	1	2	2
	Possibility of new competitors	-1	1	-1
	Competitive struggle increase in domestic and foreign markets	-1	1	-1
	Decrease in the number of competitors	1	1	1
	Total due to microenvironmental factors			10

*Source: Own calculations*

It is established that the coefficient of microenvironmental factors' impact is 0.06. This indicates their small impact on the tourism industry functioning and the fact that the microenvironment uses opportunities at a low level.

Analyzing the data in Table 3, we can conclude that the most influential microenvironmental factors are the high degree of customer commitment to the services of tourist enterprises, the provision of payment forms and terms of service favorable to tourist enterprises, low level of consumer awareness of tourist enterprises' services, mismatch of customer service assortment (quality), buyers' high sensitivity to price.

The impact of the macroenvironment on tourism enterprises functioning is shown in Table 6.

According to Table 6, it is found that the following macroenvironmental factors mostly influence the tourism industry: economic, political, environmental, scientific and technological.

The analysis of the data (Fig. 2) showed that the value of the macroenvironmental factor impact is 0.1, so the macroenvironmental factors affect the tourism industry moderately.

Table 6

*Evaluation of the macroenvironmental impact on the tourism industry enterprises functioning*

Components	Macroenvironment components	Factor evaluation, $M \pm (1-3)$	Factor weight, $P \pm (1-3)$	Impact evaluation, $M \times P$
Economic	Inflation rate	-3	3	-9
	Unemployment rate	-1	2	-2
	Interest rate	-1	2	-2
	Productivity	2	2	4
	Taxation norms	-1	2	-2
	Level of economic development	2	2	4
	Availability of natural resources	3	3	9
	Investment climate	-1	2	-2
	Production rate decrease	-1	2	-2
	GDP size	2	2	4
Political	Political stability	-1	2	-2
	Legislation features	-1	2	-2
	Legal regulation	2	2	4
	Lobbying groups' influence	1	1	1
	State program of tourism industry development	1	3	3
	Transition to an innovative development model	1	3	3
	Consequences of financial and economic crisis	-1	2	-2
	EU accession	3	3	9
Social	Demographic structure of society	-1	2	-2
	Population growth	-1	2	-2
	Level of the workforce education	1	2	2
	Workforce availability	2	2	4
	Significant fertility rate decrease	-1	2	-2
	Significant population mobility	-1	2	-2
Technological	Technological innovations	1	2	2
	Implementation and creation of transport technologies	1	2	2
	Considerable innovation in the hotel and restaurant	1	2	2
Ecological	Natural conditions	-1	2	-2
	Flora and fauna functioning	-1	2	-2
	Air pollution by transport	-1	2	-2
Total due to macroenvironmental factors				27

*Source: Own calculations*

It is established that the coefficient of macroenvironmental factors' impact is 0.1. This indicates their small impact on the tourism industry functioning.

To comprehensively evaluate the external and internal environmental impact on Ukraine's tourism industry, we used SWOT analysis by applying the coefficients of the matrix SWOT-analysis fields' impact on the industry.

		External environment			
		Macroenvironment, mac		Microenvironment, mic	
		Opportunities, O	Threats, T	Opportunities, O	Threats, T
Tourist industry condition	Strengths, S	$K_{SO_{mac}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m3_i} C_{m3_i}}{l_1}$	$K_{ST_{mac}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m3_i} C_{m3_i}}{l_2}$	$K_{SO_{mic}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m2_i} C_{m2_i}}{l_5}$	$K_{ST_{mic}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m2_i} C_{m2_i}}{l_6}$
	Weaknesses, W	$K_{SW_{mac}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m3_i} C_{m3_i}}{l_3}$	$K_{WT_{mac}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m3_i} C_{m3_i}}{l_4}$	$K_{WO_{mic}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m2_i} C_{m2_i}}{l_7}$	$K_{WT_{mic}} = \frac{\sum_{i=1}^m B_{m1_i} C_{m1_i} + B_{m2_i} C_{m2_i}}{l_8}$
<p><math>K_{SO_{mac}}</math> – the factor of the SO field impact on the tourism industry formed by the strengths and opportunities of the macroenvironment</p>					
<p><math>K_{ST_{mac}}</math> – the factor of the ST field impact on the tourism industry formed by the strengths and opportunities of the macroenvironment</p>					
<p><math>K_{SW_{mac}}</math> – the factor of the SW field impact on the tourism industry formed by the weaknesses and opportunities of the macroenvironment</p>					
<p><math>K_{WT_{mac}}</math> – the factor of the WT field impact on the tourism industry formed by the weaknesses and opportunities of the macroenvironment</p>					
<p><math>K_{SO_{mic}}</math> – the factor of the SO field impact on the tourism industry formed by the strengths and threats of the microenvironment</p>					
<p><math>K_{ST_{mic}}</math> – the factor of the ST field impact on the tourism industry formed by the strengths and threats of the microenvironment</p>					
<p><math>K_{WO_{mic}}</math> – the factor of the WO field impact on the tourism industry formed by the strengths and threats of the microenvironment</p>					
<p><math>l_i</math> – number of cells in one field of the SWOT matrix of the tourism industry</p>					
<p>If the value of the impact factor is positive: 0 to 0.25 – small impact, from 0.25 to 0.50 – moderate impact; from 0.50 to 0.75 – significant impact; from 0.75 to 1.00 – very significant impact.</p>			<p>If the value of the impact factor is negative: 0 to 0.25 – negative impact; from 0 to 0.50 – critical impact; from 0.50 to 0.75 – threatening impact; from 0.75 to 1.00 – destructive effect.</p>		

*Figure 2. Evaluation of coefficients of the matrix SWOT-analysis fields' impact on the tourist industry*

*Source: Own compilation*

The coefficients of the SWOT analysis results are shown in Table 7.

Table 7

*Coefficients of the SWOT analysis results*

	Macroenvironment, mac		Microenvironment, mic	
	Opportunities, O	Threats, T	Opportunities, O	Threats, T
Strengths	0.43	0.1	0.47	0.074
Weaknesses	0.0016	-0.34	0.02	-0.37

*Source: Own calculations*

The analysis showed that the impact of the microenvironment SO field of the tourism enterprises' SWOT matrix on Ukraine's tourist market development is 0.47. This indicates the average level of this quadrant's impact on Ukraine's tourist market development. The impact of the ST field of the tourism enterprises' SWOT-analysis matrix on Ukraine's tourist market development is 0.074, which indicates the insignificant level of this quadrant's impact on Ukraine's tourist market development. The impact of the WO field of the tourism enterprises' SWOT-analysis matrix on Ukraine's tourist market development is 0.02, which confirms the insignificant level of this quadrant's impact on Ukraine's tourist market development. However, the impact of the WT field (-0.37) of tourism enterprises is negative and indicates this quadrant's threatening impact on Ukraine's tourist market development.

According to the SWOT analysis results, the strategy of the tourist services market development has been determined. This is a reference strategy of development – the strategy of concentrated growth in the same direction as the market development. The effectiveness of the strategy depends on the way the process of its implementation and control over its implementation are organized. The implementation of this strategy requires considerable marketing efforts from tourism enterprises.

The priority directions of implementing the strategy of Ukraine's tourist services market development are to increase the regions' competitiveness and strengthen their resource potential, ensure the development of human resources and interregional cooperation.

It is necessary to constantly seek and strengthen each region's benefits, to understand what functions of the industry can and should develop, which hinders the tourism product promotion, and how to remove obstacles.

## CONCLUSION

The main indicators of Ukraine's travel agencies's activities are investigated and their rating is calculated on the scale of Ukraine. Positive and negative processes of tourism business development are revealed.

According to the results of the research, the strategic goal of Ukraine's tourist services market development is determined – to make Ukraine a country of clean and attractive environment, of culture, tourism and recreation, on the basis of which the directions of its implementation are grounded.

According to the method of developing the environmental profile, the factors of external and internal environment that influence Ukraine's tourist services market development are determined. Coefficients of micro-, macro- and internal environmental factors' impact on Ukraine's tourist services market development are calculated, and their impact on Ukraine's tourist services market development is investigated. According to the SWOT analysis results, the strategy of the tourist

services market development is substantiated. This is a reference strategy of development – a strategy of concentrated growth, which is implemented in the same direction as the market development. The implementation of this strategy requires considerable marketing efforts from tourism enterprises.

The factors of external and internal environment that influence Ukraine's tourist services market development have been determined. Coefficients of micro-, macro- and internal environmental factors' impact on Ukraine's tourist services market development are calculated and their influence on Ukraine's tourist services market development investigated. The strategy of the tourist services market development, namely the strategy of concentrated market growth, is substantiated. The implementation of this strategy requires considerable marketing efforts from tourism enterprises.

The developed strategy of Ukraine's tourist services market development and the proposed directions of its implementation will increase the competitiveness of the tourism industry and will help to strengthen the country's positive image.

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## ОБГРУНТУВАННЯ СТРАТЕГІЇ РОЗВИТКУ РИНКУ ТУРИСТИЧНИХ ПОСЛУГ УКРАЇНИ

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Досліджено проблеми та перспективи розвитку ринку туристичних послуг України. За методом розробки профілю середовища визначено фактори зовнішнього та внутрішнього середовищ, які мають вплив на розвиток туристичної галузі України. Розраховано коефіцієнти впливу факторів мікро-, макро- та внутрішнього середовища на розвиток ринку туристичних послуг України та досліджено їх вплив на розвиток туристичної галузі України. За результатами SWOT-аналізу обґрунтовано стратегію розвитку ринку туристичних послуг. Це еталонна стратегія розвитку – стратегія концентрованого зростання, яка реалізується за напрямом розвитку ринку. Реалізація цієї стратегії вимагає значних маркетингових зусиль з боку туристичних підприємств. Доведено, що ефективність стратегії залежить від організації процесу її реалізації та контролю за виконанням.

Визначено пріоритетні напрямами реалізації стратегії розвитку ринку туристичних послуг України це: підвищення конкурентоспроможності регіонів та зміцнення їх ресурсного потенціалу; забезпечення розвитку людських ресурсів; та розвиток міжрегіонального співробітництва.

**Ключові слова:** стратегія, ринок туристичних послуг, конкурентоспроможність, мікросередовище, макросередовище.

## ОБОСНОВАНИЕ СТРАТЕГИИ РАЗВИТИЯ РЫНКА ТУРИСТИЧЕСКИХ УСЛУГ УКРАИНЫ

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Исследованы проблемы и перспективы развития рынка туристических услуг Украины. По методу разработки профиля среды определены факторы внешней и внутренней среды, которые влияют на развитие туристической отрасли Украины. Определено, что наиболее влиятельными факторами микросреды является высокая степень приверженности покупателей к услугам туристических предприятий, предоставление посредниками выгодных для туристических предприятий форм оплаты и условий получения услуг, низкий уровень информированности потребителей об услугах туристических предприятий, несоответствие ассортимента (качества) услуг требованиям покупателей, высокая чувствительность покупателей к цене.

Установлено, что на предприятия туристиической отрасли больше всего влияют такие факторы макроокружения: экономические, политические, экологические и научно-технического прогресса.

По результатам исследования определена стратегическая цель развития рынка туристических услуг Украины – сделать Украину страной чистой и привлекательной в окружающей среде, культуре, туризма и рекреации.

Рассчитаны коэффициенты влияния факторов микро-, макро- и внутренней среды на развитие рынка туристических услуг Украины и исследованы их влияние на развитие

туристической отрасли Украины. По результатам SWOT-анализа разработана стратегия развития рынка туристических услуг. Это эталонная стратегия развития – стратегия концентрированного роста, которая реализуется по направлению развития рынка. Реализация этой стратегии требует значительных маркетинговых усилий со стороны туристических компаний.

Доказано, что эффективность стратегии зависит от организации процесса реализации и контроля за выполнением.

Определены приоритетные направления реализации стратегии развития рынка туристических услуг Украины это: повышение конкурентоспособности регионов и укрепление их ресурсного потенциала, обеспечение развития человеческих ресурсов и межрегионального сотрудничества.

**Ключевые слова:** стратегия, рынок туристических услуг, конкурентоспособность, микросреда, макросреда.