

## THEORETICAL AND METHODOLOGICAL ASPECTS OF STRATEGIC MARKETING AT TOURIST BUSINESS ENTERPRISES

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### ABSTRACT

*This paper summarizes the arguments and counterarguments within the scientific discussion on the issue theoretical and methodological aspects of the conceptual strategy of the strategic development of the tourism business. The main purpose of the research is on the basis of generalization of existing researches to improve scientific and practical aspects of the concept of strategic marketing in activity of the enterprises of tourist business. Methodological tools of the research methods were such general scientific research methods as: analysis, synthesis, comparison and analogies. The object of research is the activity of tourist business enterprises. The theoretical and methodological basis of the study are the provisions of economic theory, the theory of competitive advantage, the theory of transaction costs, the theory of cross-border cooperation, marketing theory, strategic marketing, place marketing, marketing of the tourist region. In the course of research methods are used: monographic - for revealing of approaches to comprehensive studying of a subject of research; methods of comparison, analogy, analysis, synthesis and generalization - to reveal the content of basic concepts and terms; retrospective analysis - to determine trends in tourism; tabular-graphic method - to study the dynamics of phenomena and processes of formation of supply and demand in the market of tourist services; method of taxonomic analysis - to assess supply and demand in the market of tourist services; method of sociological survey - to build a matrix of interests and needs of consumers of tourist services; expert evaluation - to determine the level of readiness of tourism enterprises and related activities to cooperate in the tourism cluster, as well as general scientific methods such as traditional analysis, deduction and induction, which processed secondary information and results obtained by other methods. The article contains the comparative characteristics of the classical approach to tourism marketing and strategic approach from the standpoint of the importance and effectiveness in decision-making. Particular attention is paid to the input elements of strategic marketing in tourism.*

**Keywords:** tourist market, tourist business enterprises, concept of strategic marketing, strategic analysis, marketing goals, input elements, marketing strategy.

**JEL Classification.** M00 General. Business Administration and Business Economics; Marketing; Accounting; Personnel Economics: General

### Introduction

Modern business conditions are characterized by the presence of fierce competition in both domestic and international tourism markets. The influence of globalization processes and the rapid development of innovative technologies in the field of tourism contribute to the search, adaptation and implementation of modern tools and technologies for the promotion and sale of tourism products in accordance with the changing demand of tourist consumers. Most domestic tourism enterprises have a low or no level of strategic orientation, and the developed missions of tourism enterprises are mainly focused on internal potential, taking into account available resources. The intuitive nature of management

decisions is caused by low level of training of staff, lack of department or at least persons who carried out strategic marketing research in domestic and international tourism markets, lack of proper information and analytical support, as well as limited resources for modern innovative technologies of strategic management of tourism enterprises. Within the concept of strategic marketing, the theory of consumer behavior of the market of tourist services has been improved taking into account demographic, social, biological and psychological factors of their motivation. As a result, the consumer of the tourist product encourages businesses to create new products of high consumer value, thus motivating management in the application of marketing

management. All this necessitates the study, development and improvement of theoretical and methodological and scientific and practical aspects of the concept of strategic marketing in the tourism business.

### Main Body of Paper

Strategic marketing takes into account the interests of all subjects of the travel services market in the environment of the enterprise. Characteristic features of strategic marketing are the continuity, integration and prospects of developing new tourism products and entering new markets. As strategic marketing is based on the results of the analysis of strengths and weaknesses of the enterprise and the forecast of the existing environment, it, accordingly, maintains the achieved successes in the market and allows to provide long-term prospects for its development.

An analysis of the available literature has shown that strategic marketing should be considered as a new concept of marketing activities of the enterprise with its own terminology and research methodology, which is closely related to the management and marketing of travel services. In particular, for management decisions such management functions as goal setting, planning and forecasting are implemented, which at the same time is necessary for solving information and analytical tasks of strategic marketing.

From certain points of view, marketing can be considered as the implementation of a separate management function aimed at tracking changes in the macroeconomic environment, analysis of external factors and the development of appropriate indicative management decisions [1, p. 12].

Successful activity of enterprises in the modern competitive market is possible only if the focus is on achieving the final practical result of production and marketing activities. This result is achieved by interconnected implementation of strategies and tactics of adaptation to the needs and demands of potential consumers and targeted influence on them. Marketing management directs the company's activities to achieve long-term results in gaining market share, increase sales. Thus, marketing plays a

key role in the field of strategic planning of any enterprise, which is manifested through: ensuring the implementation of guiding methodological principles that focus the company's strategy on the needs of important consumer groups and accordingly develop a marketing strategic plan to identify and attract attractive market segments [2, 3].

Strategic marketing is characterized by medium- and long-term time measurements, the main tasks are to participate in determining the mission of the enterprise and its goals, selection and justification of development strategy, ensuring optimal "business portfolio", development of marketing strategy and formation of favorable conditions for its effective implementation [4, p. 53].

The object of strategic marketing in tourism is the theoretical provisions and practical experience of marketing activities of tourism enterprises in the process: defining the mission and goals of the enterprise, developing a strategy for its development and forming favorable conditions for its effective implementation.

The subject of strategic marketing in tourism is the participation of marketing in the system of strategic management of a tourist enterprise, including:

- marketing analysis and forecasting of the external and internal environment of the tourist enterprise;
- participation in defining its mission and goals;
- selection and justification of the company-wide strategy;
- participation in business portfolio management;
- market segmentation;
- positioning;
- development of marketing strategy;
- development of a tactical marketing program;
- other.

The subjects of strategic marketing in tourism are specialists in the field of tourism, marketing, managers, top managers and other specialists who, due to their professional responsibilities or other conditions, are involved in the process of strategic marketing. Further generalization of scientific research on

strategic marketing allows to identify the principles, consistent adherence and use of which allows to carry out successful activities of enterprises (tabl. 1) [6, p. 133].

**Table 1 : Principles and tools of strategic marketing**

Principles	Means of its implementation
Concentration of product policy on the weaknesses of competitors	focusing available financial, production, and intellectual resources on output that is associated with either the greatest potential success or a focus on the weaknesses of competitors
Focus on the strengths of one's own consumer value	ensuring the highest quality products at all stages of the quality loop
Using of favorable chances of the market environment of the enterprise	market environment monitoring
Implementation of innovative activities on the basis of marketing	introduction of innovations taking into account market requirements and possibilities of the enterprise
Using the synergy of resource potential of the enterprise	optimization of all types of available resources to ensure the interaction of potential factors to achieve the desired success for the enterprise
Compliance with the needs of the time	coordination of goals and means of their implementation
Creating a targeted managed marketing-oriented organization	development of a balanced concept of enterprise management on the basis of an appropriate development strategy
Risk compensation	early identification of those measures that will minimize its occurrence or impact
Using opportunities for cooperation or joint implementation of certain business projects	formation of competitive advantages in the implementation of the chosen strategy
Simplicity	clarity of the strategy for the personnel involved in the implementation of the tasks formulated on its basis

Thus, having studied the conceptual foundations of strategic marketing of enterprises based on the analysis of the scientific literature, we can conclude that the application of this concept can be a formula for success for all businesses, including businesses in the tourism sector.

Thus, we can formulate a number of advantages of strategic marketing, which are manifested in the fact that it allows:

- 1) to create the general effective strategy of marketing activity for the subject of tourist branch;
- 2) to transform the direction of the business entity of the tourism industry from inert response to the influence of market factors on active decisions and actions;
- 3) to analyze and evaluate the effectiveness of each area of activity;
- 4) to coordinate all spheres of activity of the tourist enterprise (scientific and design

developments, sale, formation of innovative tourist products), directing them on studying, research and satisfaction of needs of consumers for the purpose of maximizing profit;

- 5) to determine the optimal distribution channels of tourist services and products, as well as to find out the necessary level of their financing;
- 6) to provide a very specific quantitative and qualitative nature of the enterprise;
- 7) to provide the subject of the tourism industry the opportunity to focus on the most promising and successful areas of development of the enterprise strategic opportunities and guidelines [5, p. 30].

The study of the principles of strategic marketing in the tourism business and its prospects is impossible without determining its categorical apparatus. The main categories of strategic marketing are given in Table 2 [7].

**Table 2 :The main categories of strategic marketing**

Category	Definition	Explanation	Example
The mission of the enterprise	The main purpose of the enterprise	It is determined on the basis of: <ul style="list-style-type: none"> <li>- needs,</li> <li>- consumers,</li> <li>- goods,</li> <li>- competitive advantages</li> </ul>	The mission of the tourist enterprise «TUI» is: "We create a holiday that makes people happier." The mission of the tourist enterprise «Coral Travel» is: to make quality rest accessible to all Ukrainians.
Strategic business unit	The business zone of a tourist enterprise is singled out as a certain type of market activity. It can cover an important division of the tourism industry, several groups of service packages or even one travel product created by the firm.	It is characterized by the following parameters: <ul style="list-style-type: none"> <li>- a certain type of travel services, product tour;</li> <li>- specific needs that can be met;</li> <li>- consumer group;</li> <li>- competitive advantages of the tourist enterprise.</li> </ul>	Tour operator «Coral Travel» has such SBU: <ul style="list-style-type: none"> <li>- excursion tours;</li> <li>- ski tours;</li> <li>- wedding tours;</li> <li>- cruises - sea voyages;</li> <li>- gourmet tours</li> </ul>
Marketing goal	Defines the main purpose of marketing activities	Must meet the following requirements: <ul style="list-style-type: none"> <li>- hierarchy;</li> <li>- quantitative certainty;</li> <li>- reality;</li> <li>- coherence;</li> <li>- flexibility</li> </ul>	The main goals of "Coral Travel" include: <ul style="list-style-type: none"> <li>- increasing the market share of the enterprise;</li> <li>- business expansion by improving the quality, development of directions and expanding the range of services provided</li> </ul>
Business portfolio of a tourism entity	The set of all strategic units of the enterprise	Based on the strengthening of the position of promising SBU, disbandment of non-profit and the formation of new SBU carry out business portfolio manageme	The business portfolio of the tourist enterprise TUI Ukraine includes: online insurance, online booking, passport services, SIM-roaming cards, car rental abroad, business tourism services, additional services on flights and at the airport, gift certificates
Strategy	A comprehensive action program that prioritizes issues and resources to achieve the main goal	The way, the rules of choosing goals in specific, unforeseen situations and the means to achieve them from possible - this is the strategy	Coral Travel's strategy is to maximally promote the creation of a civilized tourism market, where the client-agent-operator relationship is based on mutual trust and respect.
Market share of the enterprise	This is the share of products of the tourist enterprise in the total capacity of the market	$MSE = VS/CM * 100\%$ , де MSE – market share of the enterprise %; VS – the volume of sales of products of a particular tourist enterprise in this market, natural units; CM – capacity of this market	At the beginning of 2018, the market share of the tour operator Join UP was 36%, TPG – 18,9%, Coral Travel – 10,2%, TUI Ukraine – 14,9%
Relative market share of the enterprise	This is an indicator that characterizes the competitive position of the enterprise in the market. If $RMSE > 1$ - the company is the market leader. If $RMSE = 1$ - the market position of the enterprise is the same as that of a competitor. If $RMSE < 1$ - the company has a weak market position	$RMSE = \frac{MSE}{MSSC}$ , where RMSE – relative market share of the enterprise; MSE – market share of the enterprise, %; MSSC – market share of the strongest competitor, %.	At the beginning of 2018, the strongest competitor in the market of tourist services was the tour operator Join UP (market share 36%) $RMSE$ TPG – 0,5, Coral Travel – 0,28, TUI Ukraine – 0,4.



The main categories of strategic marketing include: the company's mission, marketing goals, strategic business unit, business portfolio of the firm, market share of the firm, the relative market share of the firm.

The mission of the firm (or corporate mission) summarizes the main purpose of the firm, through which it realizes the purpose of its existence. In fact, the mission of the organization is a concentrated fusion of philosophy and strategy, which is proclaimed and implemented by its top management. According to some leaders of tourism enterprises, now the mission of their organizations is to develop and provide consumers with a comprehensive, high quality, thought out to the smallest detail and provided with all necessary components of the product, which has its individuality, uniqueness or unification and can be transformed and modified over time.

However, a significant number of entrepreneurs do not understand what the mission of their companies and do not even think about it. At the heart of their activities is the main motive is to make a profit or salary.

Defining and understanding the company's mission allows us to consider the panorama of the company's business and evaluate it from a strategic point of view.

The company's mission is determined by the following main factors:

- range of needs that are met (or trying to meet) the firm;
- circle of consumers of the firm;
- goods produced by the firm;
- competitive advantages of the firm.

Under the conditions of marketing orientation of the enterprise, the mission of the firm should be determined first of all taking into account the market needs that the firm is trying to meet. Table 3 shows examples of the formulation of missions of tourist enterprises of Ukraine.

**Table 3 : Formed missions of tourist enterprises of Ukraine**

Tour operator	Formed mission
ANEX Tour	We help people to realize their dreams and give the main joy - discovery. We work for clients and try to make quality rest accessible to everyone [8]
Join UP!	Our mission is to make travel accessible to most Ukrainians and open Ukraine to the world [9]
Travel Professional Group (TPG)	TPG's mission is implemented in the following areas: 1. Tourist satisfaction. We strive to make the world closer to man, to enable as many people as possible to know the world more deeply, drawing energy from it to restore their own strength. We strive to exceed tourist expectations. 2. Providing opportunities for full self-realization of our employees. We are responsible for recognizing the human dignity of employees, their fate in our success, the selection of talented and wise managers, the appropriate (highest in the industry) level of material security of those who create our product. 3. Getting profit. However, we do not set ourselves the goal of making a profit for the sake of profit. We need profit for our own development and realization of our goals. 4. Benefiting the society in which we work. We achieve this by creating high standards of highly professional business, working hard to meet the demands of our partners - agencies, as well as by providing assistance to those areas of public life that need it, including the treatment of children. 5. Affirmation of the greatness of the Ukrainian State in the international arena, ensuring respect for Ukrainians and their achievements around the world. [10]
Coral Travel	The mission of the tourist enterprise is to make quality recreation accessible to all Ukrainians [11]
TUI Ukraine	We create a rest that makes people happier [12]

From the category of "mission of a tourist enterprise" logically follows the category of "strategic business unit" (SBU). This category

was first used during the work of the consulting firm "McKinsey" on the problems of the company "General Electric". SBU is a

separate business area of the firm, which is responsible for a certain type of its market activity.

SBU can cover an important division of the firm, several product groups or even one product or brand produced by the firm [13, p.36].

The strategic business unit is characterized by the following parameters:

- a certain type of travel services, product tour;
- specific needs that can be met;
- consumer group;
- competitive advantages of the tourist enterprise [5, p. 243].

Comparing the constituent elements of SBU and the company's mission, we can see their similarity. The difference between these two categories is that the SBU is the primary area of the firm's strategic planning, and the mission is a generalizing, unifying category at the firm level, which involves defining certain priorities among the SBU.

Many companies operate in different types of business, have a diversified focus. But it is not necessary for these types of business to be separated into organizational units. Yes, one organizational unit can cover several types of business, and vice versa, one type of business can be divided into several units. As for the strategic business unit, it is mandatory to allocate it to the organizational unit in the structure of the firm.

Strategic business units are often distinguished by the commodity principle. The main features of SBU are:

- covers a particular type of business (or several interrelated types of business) that is separate from others within the firm;
- has its own circle of competitors, which it tries to catch up and surpass;
- each SBU is managed by a separate manager who is responsible for its strategic development.

The main task of strategic marketing for a strategic business unit is: to determine the competitive state of this unit in the market and the directions of its strategic development. For this purpose, the tools of matrix analysis are mostly used (matrices of I. Ansoff, Boston

Advisory Group (BAG), McKinsey - General Electric, M. Porter's strategic model, etc.).

On the basis of strengthening the position of promising strategic units, disbandment of non-profit and the formation of new strategic units of the tourist enterprise manage the business portfolio. A business portfolio is a set of activities and products that determine a company's profile. It allows you to assess the activities that determine the profile of the company. An effective business portfolio is one that optimally reconciles the strengths and weaknesses of the enterprise with the opportunities of the market environment.

The tasks of strategic marketing for managing the company's business portfolio are:

- strengthen the position of sustainable profitable SBU;
- develop, invest promising SBU;
- to exclude from activity non-profit, hopeless SBU;
- to form new SBU [13, p. 35-36].

The next category of strategic marketing is goal setting. The process of establishing the goals of strategic management of the tourism enterprise is the core of its functioning in the services market, because the realization of such a goal helps to unite employees and create an effective motivation to achieve the expected result. As noted by A. Thompson and A. Strickland, it is the establishment of goals translates the strategic vision of the development of the enterprise in specific tasks related to the production and performance of the enterprise [14].

The objectives in this case are certain obligations of the tourist enterprise to achieve the established results of its operation as an organizational system in a certain period of time.

Goals are the desired and necessary results of activities that must be achieved by a certain time. They are valuable mechanisms that allow you to consistently turn competitive advantage and investment strategies into tasks and programs that need to be implemented. Goals can be set for all activities and for all departments of the enterprise. The marketing goal is set after the formation of the company's mission and determining the impact of the

marketing environment. It determines the main purpose of marketing activities.

Marketing goals must meet the following requirements:

- hierarchy (subordination) implies that the mission of the firm should be subordinated to the goals of the firm, and the goals of the firm should be subordinated to the goals of its functional units;
- quantitative certainty - is the certainty of goals in size and time, ie the goals must be quantified;
- the reality of the goals implies the need to reconcile them with the real capabilities of the enterprise, which is confirmed by the analysis of the capabilities and competitive positions of the firm, and not just the subjective desire of management;
- coherence (compatibility) of goals means that actions and decisions to achieve one goal should not interfere with the achievement of other goals;
- flexibility of goals means the need to make certain changes in the target orientation of the firm as a result of changes that occur in the environment [13].

Strategy - a general comprehensive program of action that identifies the priorities of problems and resources to achieve the main goal. Different definitions of the category "strategy" are given in scientific works. According to B. Karloff, strategy is "a generalized model of actions needed to achieve goals by coordinating and allocating company resources" [15]. A. Chandler argues that the strategy - is to define the main long-term goals and objectives of the enterprise, approval of the course of action and allocation of resources needed to achieve these goals. These definitions indicate that strategy is a coordinating, unifying factor between the goals and resources of the firm. According to American researchers, the share of marketing strategy in the overall strategy of the firm is about 80% [16, p. 10,11]. The way, the rules of choosing goals in specific, unforeseen

situations and the means to achieve them from possible - this is the strategy.

The market share of the firm is the share of goods of the tourist enterprise in the total capacity of the given market. This figure is calculated as a percentage.

Market share is calculated in the following ways:

- market share in terms of sales;
- market share in a particular segment;
- relative market share;
- market share relative to the leader;
- market share in relation to three competitors.

The "relative market share" indicator is very important in strategic marketing (especially when considering the Boston Advisory Group matrix). The value of the indicator "relative market share" is that it more objectively than the indicator of market share, characterizes the competitive position of the firm in the market.

The value of the indicator "relative market share" is that it is more objective than the indicator of market share, characterizes the competitive position of the firm in the market. If the relative market share of the firm is greater than one - the firm is the market leader and has the strongest market position. If the RMSF is equal to one, the market position of the firm is the same as that of its main competitor. If the RMSF is less than one, the firm has a weak market position.

Regarding the consideration of the main functions of strategic marketing, a number of scholars in the works note that strategic marketing has basic management functions, namely: planning, organization, control and regulation.

But taking into account the specifics of the concept of strategic marketing should also take into account the functions that are also inherent in strategic planning [16, p. 49].

Based on the generalization of existing approaches in Fig. 1 shows the main functions of strategic marketing.

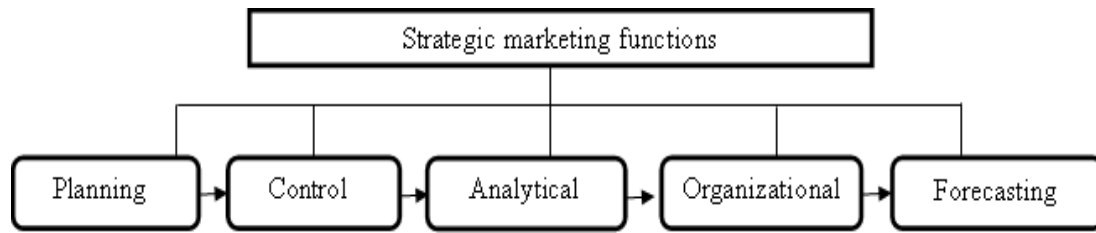


Fig. 1. Functions of strategic marketing

The essence of the function of forecasting strategic marketing is analytical and scientific prediction of the future state of all subsystems and individual elements in the relevant management decisions, the result of which is the formation of strategic alternatives to marketing strategies.

Analytical function includes research, analysis, study, systematization of factors of the marketing environment. It is implemented on the basis of:

- research of target markets;
- analysis of the behavior of target market participants (consumers, competitors, suppliers, etc.);
- identification of advantages and disadvantages of the enterprise and its main competitors.

The following actions are implemented within the *organizational function*:

- development of marketing strategies and tactics on the basis of certain goals and objectives, strategic marketing plan of the enterprise;
- providing marketing activities of the organization with the necessary tangible and intangible resources;
- establishing links between different departments of the enterprise.

The *control function* is realized through the creation and use of control systems for the implementation of marketing strategy. Based on this function, the company has the opportunity to:

- promptly respond to changes in the environment;
- monitor the effectiveness of marketing activities of the enterprise.

Implementation of strategic marketing functions involves the following tasks:

- information support and creation of normative base of marketing researches;

- analysis and forecasting of needs, demand and market conditions of tourist services;
- analysis and forecasting of factors of competitive advantages of the enterprise;
- analysis of the company's relations with the external environment;
- forecasting market volumes by segments;
- forecasting the competitiveness of future tourism products in specific markets;
- formation of goals and methods of promotion and sale of tourism products;
- development of a strategy to stimulate sales of tourism products and increase profits.

### Conclusion

Thus, having explored the conceptual foundations of strategic marketing of enterprises based on the analysis of the scientific literature, we can conclude that the application of this concept can be a formula for success for all businesses, including businesses in the tourism sector. The essence of strategic marketing involves the application of the principles of management and marketing in the activities of the tourist organization at a better level, which involves the development and implementation of strategies for the development of the tourist enterprise to achieve long-term and effective long-term goals. The main principles of strategic marketing in the tourism business are: understanding the needs of consumers; struggle for the consumer with the help of a conceptually new quality tourism product; matching the needs of the market and the existing potential of the enterprise; focus on long-term goals in close cooperation with the overall strategy of the enterprise; adaptation of the enterprise to the impact of the external environment through a system of environmental monitoring and analysis of competitors; taking into account the company's strategic opportunities and guidelines.



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