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TOURISM MANAGEMENT: PROBLEMS AND PERSPECTIVES

Summary. *The article is devoted to the problems and prospects of tourism management. The process of tourism management development due to specialization and developed organizational structure is shown. It has been concluded that tourism management depends on fluctuations in demand for tourist services and modern marketing technologies.*

Key words: *tourism, tourist market, management, strategy, tourism management.*

Introduction. When developing a strategy for tourism activities, a tourism company determines the formation and development of tourism management. The criteria by which the travel agency is guided is the possibility of using already accumulated experience. That is, the issue of the content of tourism management through tourist services is solved. At the same time, the company specialization and the low level of competition or its absence are essential [2; 5; 8].

It should be noted that the vast majority of European travel companies adhere to the offer targeting. They seek the most attractive positioning of tourism management. For example, the strategy of "conveyor" tourism should be mentioned. The strategy was used by companies whose concept was to cover the entire tourist market with a "universal" offer [2]. The universalism of the offer

was based on the unification and leveling of tourism management. But in modern conditions, the seller's market is transformed into a buyer's market, which becomes an urgent issue in the conditions of social transformations.

Formulation of the problem. Consider the problems and prospects of tourism management in the conditions of social transformations.

Results. In the conditions of social transformations, restructuring is taking place in the tourist market. They affected small travel agencies that specialized in a limited range of tourist services. The most difficult issue for them was the ways of survival in the conditions of coexistence with large travel agencies [1; 3].

As for the tourism management of large tourism companies, they gradually specialized in different areas. At the same time, the variety and purposefulness of the offers are accompanied by large-scale market coverage. In particular, tourism management in the tourism market is developing due to the developed organizational structure and advanced marketing technologies [1; 2; 8].

Besides, with the development of modern tourism management in the practice of international tour operators, the tendency of narrow specialization of tour operators is strengthening. For example, the tour operator and travel agent "Hotelplan" (Switzerland) opened 40 agencies in France, the Netherlands, Germany, Belgium, Great Britain, Spain, Tunisia, and Japan. Another Swiss company Kuoni has about 60 agencies in 16 countries [6; 7; 8].

It should be noted that over time the process of capital concentration and management centralization in the field of tourism has changed. A typical merger, accession, or takeover of some firms by others occurs due to the infiltration of capital from other sectors of the economy. Trade capital should be recognized as the most aggressive. Thanks to it, powerful concerns were built, which became equal to the largest travel companies. For example, in Germany, department stores such as "Quelle," "Kaufhof," and "Hertie" have invested

significant capital in the tourism business. They founded tourism companies NUR (Neckermann Reisen) [2; 5; 9].

Accordingly, trading houses have gained popularity and trust in the quality of the offered goods over the years of activity. This popularity also extends to the travel companies they establish. In the tourist market, department stores, by developing tourist management, save on advertising costs, renting office space, etc. In department stores, it is convenient to distribute marketing technologies: printed advertising, catalogs, brochures, and price lists and sell tourist trips directly to consumers without intermediaries [1; 5; 8].

In modern conditions, the specialization of tourism management is characteristic not only for the activities of tour operator companies. For example, in the field of hotel services, such specialization is formed in two directions: according to the criterion of comfort and according to the criterion of the client's interests. In particular, the comfort of hotels is characterized by the number of services for tourists. For example, the level of service of a hotel in France may differ from a hotel in Denmark. In addition to setting the number of services, the hotel issues a catalog with prices and a range of services [1; 8].

It should be noted that the specialization of tourism management regarding the offer of hotel services takes into account the specific needs of the clients. For example, the Seminar hotel Waldhuus in Davos specializes in serving congresses, conferences, and seminars. The Swiss hotel Face Aparthotel is designed mainly for young people. At the same time, the service is designed for a young person's perception of the world with its cheerfulness and immediacy [1; 2; 4].

Considering tourism management, which is directly related to hotel services, we note the following. Since the interests of people have no limits, the specialization of the hotel services offer is also limitless. These can be hotels that combine rest and business stays, purposeful sports training, houses of

creativity for writers, etc. In such hotels, the level of comfort is also properly taken into account [3; 4; 8].

It should be noted that in tourism management, the problem is to determine the place in the structure of the tourism market of services. Small tourism enterprises do not have the same opportunities as large enterprises. That is, the possibilities of tourism management are also different [8]. In this regard, small enterprises are forced either to merge into a larger structure losing their independence, or stop their activities. This circumstance became the basis for conclusions about the futility of the independent existence of numerous layers of small tourist enterprises.

Some Western European specialists in tourism (Harrell, Hoffman) concluded that large companies, first of all, can completely cover the tourism market. Secondly, to ensure the satisfaction of the tourist and meet the formula: "everything for the client" [2; 6; 7].

As long-term experience has shown, small and medium-sized tourism enterprises in the economy of the European market demonstrated not only sustainable "survival." They play a significant role as shock absorbers during economic downturns. Their flexibility and quick adaptation to changes in the tourism services market contributed to mitigating crisis phenomena.

Conclusion. The tourism market depends on fluctuations in the demand for tourist services. Working on small-scale segments, it is sometimes not profitable for large companies to engage in tourism management for economic reasons.

Small and medium-sized tourism enterprises can successfully coexist with large tourism companies. In particular, there is an opportunity for further development of tourism management, marketing, personnel training, wholesale purchase of goods for tourism, etc. That is, in the process of cooperation, issues of tourism market tactics and strategy are agreed upon. Such a cooperative association of tourism enterprises does not affect the narrow specialization of

every participant. At the same time, new tourism management technologies are constantly being developed, which is the subject of further research.

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