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The formation of the marketing strategy of the enterprise in competition

Abstract. The article is aimed at considering theoretical and practical approaches to the study of the development of the tourism industry based on the formation of a marketing strategy as a tool to ensure the competitiveness of firms in the field of tourism and hospitality.

The need for the development of strategic marketing with the aim of its application to determine the long-term prospects of enterprises providing tourist services is considered and substantiated.

The development of a marketing strategy is justified to determine the competitive advantages of a tourism enterprise, namely in terms of providing quality tourism services and its competitiveness in the world market.

The article analyzes the current state of the tourism industry in Kazakhstan and identifies the main factors determining the advantages and problems of the development of this industry in the context of globalization and offers recommendations on developing a marketing strategy for enterprises in the tourism industry.

Keywords: marketing, strategic marketing, tourism enterprise, competitiveness, tourism market, costs

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Introduction

Theoretical aspects of the study of the development of the tourism industry at the present stage indicate that the effectiveness and importance of the marketing strategy in tourism has a high multiplicative effect, and therefore can stimulate the intensive development of the related and auxiliary industries and infrastructure complexes [1].

Strategic marketing of tourism enterprises is focused on satisfying market demand (needs and requirements) of consumers by creating new demanded and innovative tourism services, and increasing sales of these services by applying marketing promotion methods aimed at generating net profit.

A marketing strategy based on the principle of economic content is grouped into the following types: country marketing, marketing of goods and services.

The industry in question applies and uses in the formation of a competitive strategy - service marketing. This type of marketing is applicable for enterprises in the tourism industry, taking into account external and internal factors, the level, scope, capabilities and characteristics of the development of the tourism market.

Formulation of the problem

From the point of view of a strategic object, the main problems that marketing solves are the following changes in the enterprise:

- definition of a specific goal;
- formation of a development strategy (methods and tools to achieve the ultimate goal).

Summarizing the scientific and theoretical approaches to determining the choice of marketing strategies for enterprises, it is possible to determine the following stages for the tourism industry:

1) marketing strategy design (development of strategies aimed at achieving the ultimate goal);

2) the formation of a common strategy of strategies to determine the effectiveness of the competitive advantages of the enterprise, taking into account the strategic goal of its development;

3) the choice of an alternative within the framework of the formed marketing strategy, their analysis and assessment of risk sustainability in order to achieve the strategic goals of tourism industry enterprises, to increase the content of marketing strategy achievement tools by developing effective strategy tactics.

An analysis of the scientific results and research of foreign scientists and economists in the field of the goal of the marketing strategy of tourism enterprises helps to draw certain conclusions:

- the implementation of the survival strategy, its essence leads to the fact that companies in the tourism industry should strive to maintain their position in the tourism market;
- search for new market segments, expansion and entry into new segments of the market and marketing of tourism services (growth strategy);
- the provision of quality tourist services for profit (the strategy of “skimming the cream”);
- business diversification - the formation of new services;
- improving the standard of living of the population - a social goal [2].

According to the authors of the scientific article, the definition of the competitive strategy of the country’s tourism industry should reflect the content of the goals of the marketing strategy of firms, while the strategic marketing of the enterprise itself should be interconnected with its goals and objectives and the functions of marketing.

Marketing research features include:

- analytical assessment of the tourism market;
- pricing policy for tourism services;
- by forming a market offer for popular tourist services;
- satisfaction of market demand and sales in the tourist market;
- ensuring the life cycle and promotion of tourism services;
- determination of an exclusively strategic nature with a long-term perspective of the choice of places for providing tourist services.

Goal

The purpose of this study is to determine the significance and functions of marketing in the promotion of tourism services.

History

This study was launched as part of a dissertation study of undergraduates and doctoral students in 2017 to design a concept for the development of tourism and hospitality in Kazakhstan.

Based on this study, an analysis of the current state of the tourism market was carried out and priorities for their development in Kazakhstan were determined.

Research methods

In the process of writing a scientific article, empirical and statistical methods were used and applied, as well as the method of economic and mathematical modeling.

Results / Discussions

The scientific article was condemned at conferences and the following results were generated:

The concepts of strategic marketing are theoretically substantiated based on a generalization of the scientific works of scientific economists and the author’s approach to the application of marketing strategies in the tourism market is presented taking into account the attractiveness and development prospects of the tourism industry. Marketing strategy as a tool for managing enterprises in the tourism industry allows the implementation and implementation of a systematic policy of enterprise growth in the tourism market, based on its competitive advantages.

1. A model of managing an enterprise in the tourism industry based on the methods of pricing tourism services by applying correlation and regression approaches to the interaction of pricing factors and tariffs for tourism services is presented.

Conclusion

The results of scientific research allowed us to draw the following conclusions:

1. A pricing methodology for the services of travel agencies has been developed, while a travel agency determines the price of the services provided based on an analysis of the real market situation. At the same time, it is also necessary to compare strategic and tactical goals, assess the resource potentials and capabilities of the company, which contributes to the development of specific mechanisms for the marketing strategy of the enterprise.

2. The proposed model of pricing for tourism services allows you to obtain detailed, quantitative and qualitative information about a systematic approach to pricing, taking into account external and internal factors of the market, for making operational and strategic decisions.

3. To ensure the flexibility and efficiency of market prices for tourist services of a company (tariffs), as well as to form a competitive pricing strategy, it is necessary to take into account the current tasks in the enterprise, which in turn determines the competitive advantages of the tourism industry.

4. Competition is an important component of the market. At the same time, the survival of any company, taking into account the specifics of its activity and the market sector, depends on external and internal factors. Therefore, the competitiveness of tourism companies is determined by indicators of efficiency and profitability, but these indicators are purely economic components of a competitive strategy, the main thing is the ability to adapt the company to changing conditions in the market of the tourism industry. It is important to know your competitors in the market, therefore, companies providing tourism services need to conduct SWOT analysis in order to improve the quality of the company's competitive strategy. Accordingly, we have identified a number of priority areas for the development of the tourist industry, specifically for micro-entities of this market:

- 1) Creation in the organizational structure of the enterprise of the marketing service;
- 2) Continuous training on the development of professional competencies and policies of motivation;
- 3) Reducing total costs (fixed and variable) and increasing the volume of services, which affects the reduction in the cost of tourism services;

When forming the strategic goal of a travel agency, it is necessary to evaluate their own potential and methods when developing a marketing strategy in order to optimally distribute their resources to meet customer needs.

The process of forming a marketing strategy is shown in Figure 1.

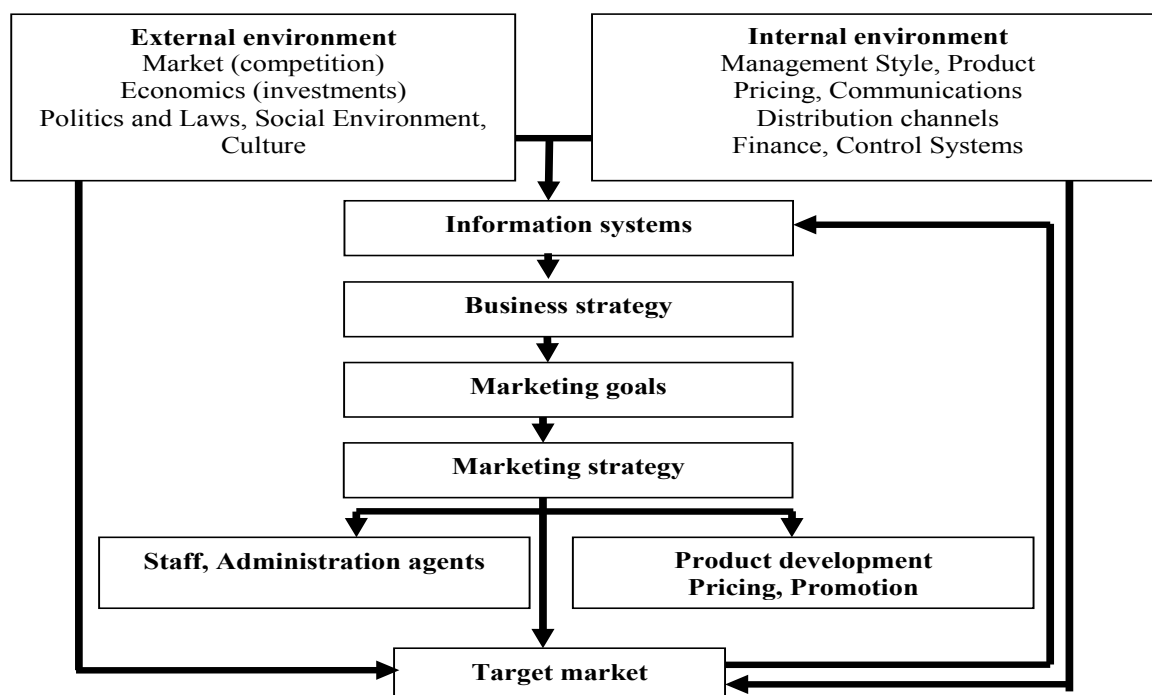


Figure 1. The process of forming a marketing strategy
 Note: compiled by the authors based on [3]

Therefore, when developing a marketing strategy for an enterprise in the field of tourism, the following important aspects should be taken into account:

- definition of goals (mission) of the business;
- the study of internal and external market factors from the position of the company;
- assessment of opportunities and financial, labor and material resources for the organization of entrepreneurship;
- the formation of the goal of marketing;
- developing a strategy to achieve these goals;
- Creation of information systems and databases.

The strategy in the tourism industry, as Stephen Culver, professor at the Bournemouth University Graduate School of Services (UK), points out, is related to two main economic indicators - the level of business activity of consumers and the level of wages (income) of consumers allocated on vacation.

Foreign scientists identify five principles by which enterprises of various industries can form their marketing strategy (Figure 2).

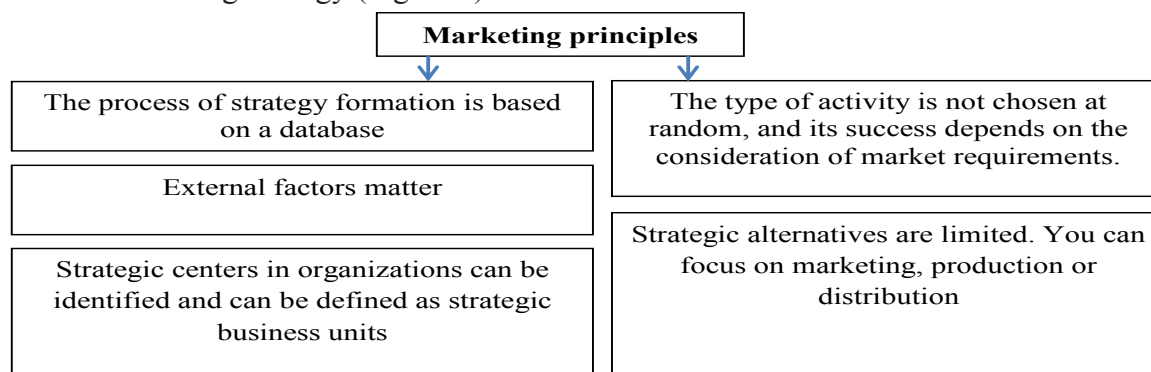


Figure 2. Principles of forming a marketing strategy
 Note: compiled by the authors based on [4]

In the process of implementing the strategic marketing goals of the company, it is difficult to control the application of the marketing strategy. The following control methods are used:

- determination of the share of net profit from the business;
- analysis of load factors;
- organization and conduct of internal and external audits of the business environment to determine the success of the applied strategy;
- conducting research on individual products and the market itself [4].

Thus, it should be noted that the marketing strategy of tourism enterprises determines their position in the market of tourism services, depending on the marketing strategy. To build an effective marketing strategy, a travel company must determine its market position by conducting a SWOT analysis. Based on this method, you can determine your strengths and weaknesses. It is weaknesses that contribute to the development of specific proposals for their improvement, thereby building a competitive strategy based on marketing tools.

The key problems in the development of the tourism industry lie in the communication plane.

The first problem is the lack of established relations, coordination and effective interaction between players in the tourism market (tour operators, travel agents, travel agencies, service providers, associations, central and local executive bodies, etc.).

The second problem is weak branding, marketing and promotion of Kazakhstani tourist destinations, insufficient information support about places of tourism in Kazakhstan, even in the domestic market [5].

The process of forming a marketing strategy for tourism services should be considered in terms of the significance and content of external and internal factors, which can be grouped as follows:

- Factor I. Consumer demand (f1).
- Factor III. Distribution channels (f3).
- Factor IV. State
- Factor V. Production factor (f5).
- Factor VI. Management factor (f6).
- Factor VII. Structural and organizational factor (f7).

Of the proposed factors, in the process of forming a marketing strategy, an important pricing strategy is important, while external and internal factors interact and are interconnected, taking into account the characteristics of the tourism market and the strategy of pricing tourism services.

The current state of the tourism market of the Republic of Kazakhstan has its own peculiarity, which is evidenced by the development indicators of this industry: according to the Global Travel and Tourism Competitiveness Index of the World Economic Forum in 2017, Kazakhstan ranked 81st out of 136 countries, while positions were slightly improved.

The highest tourism development potential in Kazakhstan is reflected in the following rating indicators, which is reflected in Figure 3.

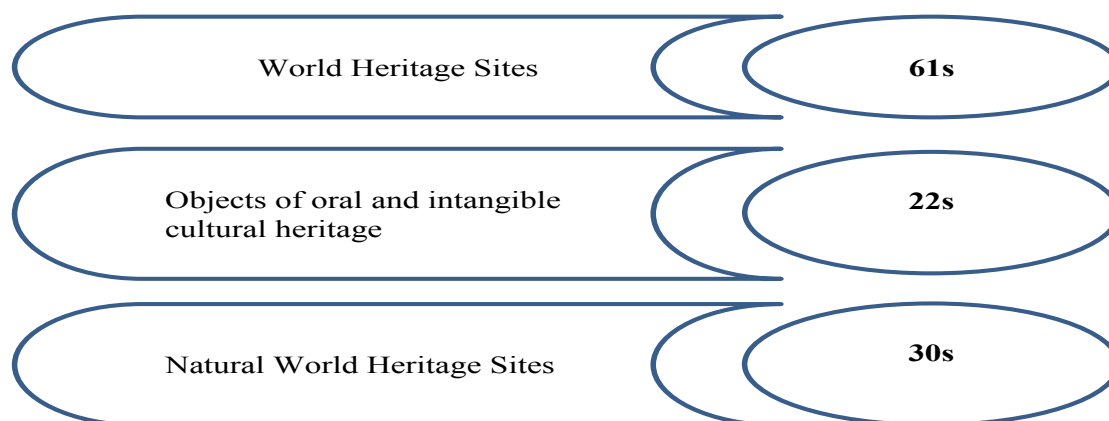


Figure 3. Rating indicators

Note: compiled by the authors based on [10]

Nevertheless, according to the World Economic Forum, factors are identified that worsen the rating of domestic enterprises in the tourism industry, as shown in table 1:

Table 1

The deteriorating factors of rating indicators in the field of tourism

№	Rating Indicators	Place
1	low quality of tourist infrastructure (hotels, resorts, cultural and entertainment facilities, etc.)	121
2	lack of open air traffic	121
3	visa difficulties	114
4	low quality of route	106
5	weak presence of car rental companies	113

Note: compiled according to the Committee on Statistics of the Republic of Kazakhstan

The published results of the World Economic Forum ranking, apart from legislation and infrastructure, also indicate that marketing in the tourism industry is not well developed. At the same time, the following factors were noted, which restrains the development of tourism in Kazakhstan:

- low activity of marketing and promoting the country as a place of tourism;
- indicators of digital demand. Moreover, in terms of the number of online searches for cultural and recreational tourism, Kazakhstan is in 105th place (3 points out of 100);
- natural tourism - at 118th place (2 points out of 100).

As the analysis of statistical data shows, in 2018, 7762.3 billion tenge was attracted to the tourism industry of Kazakhstan in the total volume of investments in fixed assets, of which a little more than 1% - 80.8 billion was directed to the development of accommodation and food services tenge, which is 40% more than in 2016. In 2016, 0.9% of the total amount of attracted investments - 68.8 billion tenge was directed to the sphere of art, entertainment and recreation, which was also reduced by 40% compared to the previous period.

Large investment projects in the tourism industry are not being implemented, including due to the insufficient development of state support mechanisms and the lack of “long” and affordable money for industry entities [6].

Analysis of the current state of the tourism market is characterized by the following data.

So, for the period from 2016 to 2018, the number of hotels increased by 11.9% (from 1719 to 1923 units), and the number of hotel rooms increased by 2 times and, as of June 2018, reached 47.6 thousand units . The largest number of hotels is in the Almaty region -199, and the smallest in the West Kazakhstan region -39 units.

On average, in Kazakhstan for the first half of 2018, 24.5 rooms per hotel. The largest placements are located in Almaty, where 47.4 rooms are on average per 1 facility and 43.1 rooms in Astana, on average 11.8 rooms per North Kazakhstan region, and in the Zhambyl region 11.9 numbers, these are the smallest indicators in the republic.

Of the total number of hotels, 86.4% do not have a category, 22 hotels are five-star, 80 have four stars, 126 have three stars, 20 have two and 14 have one star.

An important factor negatively affecting the occupancy of hotels in the republic should be called the discrepancy between the price and quality of the hotel services provided.

In the formation of the volume of hotel services rendered, a significant share is still occupied by hotels with restaurants. The volume of services provided by hotels with restaurants in 2017 is 77 billion tenge (80.3%), hotels without restaurants account for 19.5 billion tenge (19.7%). According to the Statistics Agency of the Republic of Kazakhstan, the number of public catering facilities increased from 2 to 2017 more than 2 times and amounted to 19.343 thousand establishments. In the regional context, Almaty holds the leading position in the volume of catering services (41.502 billion tenge). Atyrau takes the second place (20.983 billion tenge), the third - Astana (16.069 billion tenge) [7].

Recently, the need for tourism and hotel-restaurant services continues to increase due to the intensive growth of the economy, including international events like “EXPO” and “Universiade”.

In 2017, the number of hotels amounted to 1,851 units, which is 132 hotels or 7.5% higher than in 2016 and 684 units (58.6%) higher than in 2013.

According to the results of the study, for the first half of 2018 the number of hotels reached 1923 units, the increase in the number of places in relation to the corresponding period of the previous year was 8.1%.

At the end of 2018, non-category hotels account for 1,661 units, or 86.4%. 262 hotels have a star category. The share of such placements is 13.6% of the total number of hotels (Figure 4).

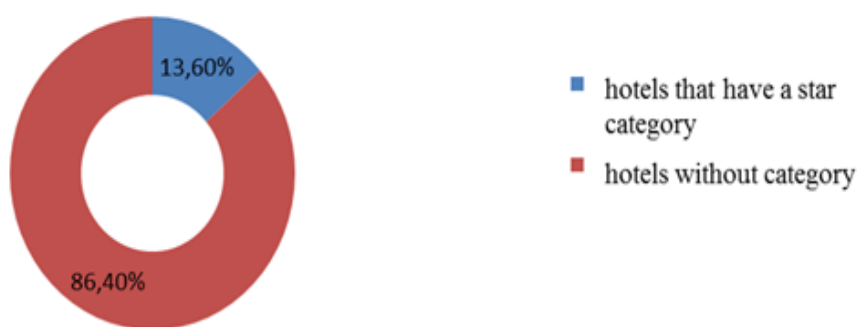


Figure 4. Category of hotels

Note: compiled by the authors based on [10]

An analysis of the activities of “3-star hotels” indicates that the largest number of accommodations belongs specifically to these categories of hotels, which is confirmed by their share in 2017 and 2018. this indicator amounted to 138 units or 51.4%, the number of 5-star hotels was 20 units (8.1%), 1-star hotels - 15 units (5.1%) (Figure 5).

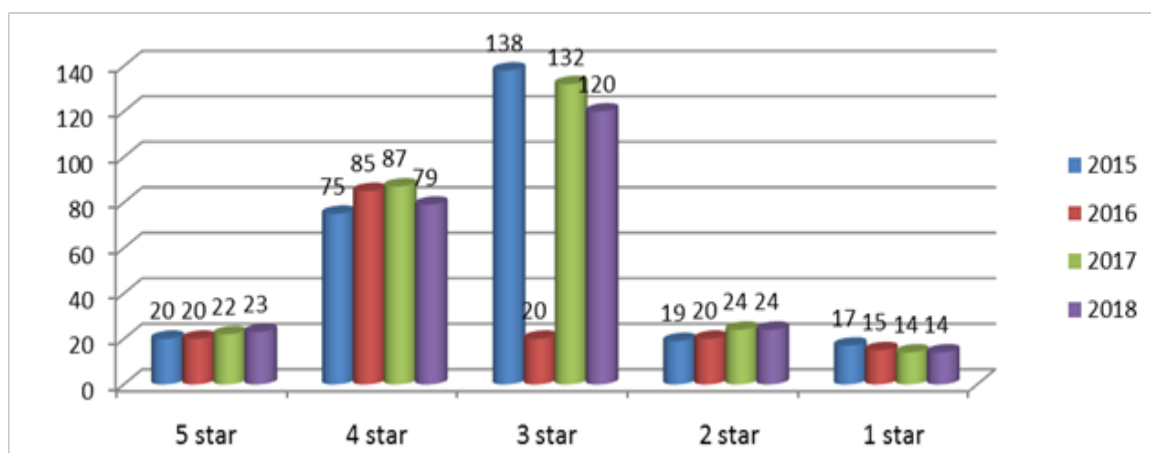


Figure 5. Number of placements by category
 Note: compiled by the authors based on [10]

The global economic crisis has an impact on the development of the tourism industry as a whole. There is a price imbalance in the hotel services market, which hinders the development of the hotel sector and, accordingly, domestic tourism. It is this factor that affects the occupancy of hotels (Figure 6).

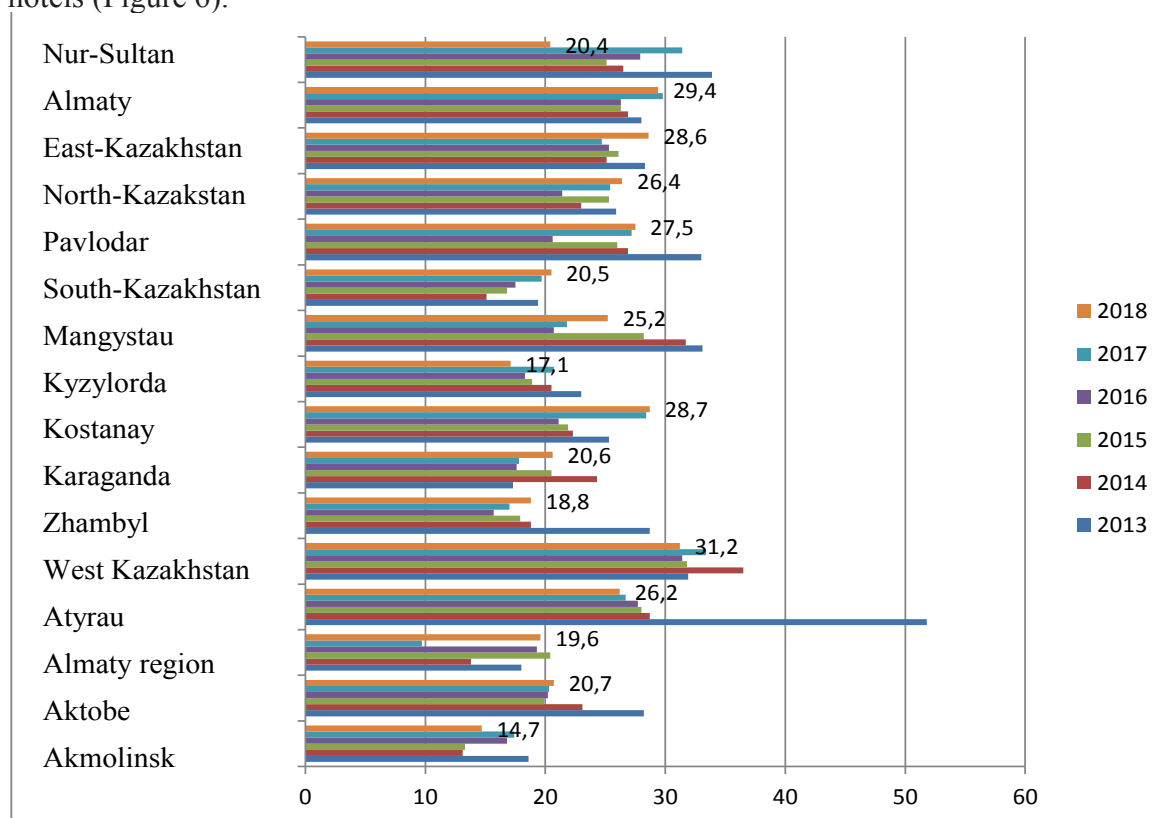


Figure 6. Dynamics of occupancy of hotel enterprises by regions of the Republic of Kazakhstan for 2013-2018
 Note: compiled by the authors based on [10]

The results of the analysis of the statistical data of Table 1 allow us to conclude that the hotel occupancy rate (national average) in 2018 was 23.2%, which is 1.2% higher compared to 2016. The decrease in occupancy rate is due to the global economic crisis. As a result, many companies have

reduced travel expenses, including the cost of accommodation and the number of days of stay.

As of January 1, 2018, in the regional context, the occupancy rate indicates that the leaders are the West Kazakhstan region (32.4%), Atyrau (32.3%), Almaty (24.9%), East Kazakhstan (23.6%), North Kazakhstan (23.2%), Kostanay (23.2%), Pavlodar (22.8%) and Mangystau (22.3%) regions. Low occupancy rate in such regions as: South Kazakhstan (20.2%), Zhambyl (17.6%), Karaganda (16.6%), Pavlodar (14.5%), Astana (16.0), Almaty (17.3%) and Aktobe (15.9) regions, which is associated with the outdated and worn-out material and technical base of hotel complexes, the amenities of many hotel enterprises are located either on the floor or on the street [8].

In 2018, more than 5.5 million people served Kazakhstani hotels, motels and other accommodations. This is 237.2 thousand more than in 2017. However, growth did not occur in all regions. Demand for hotels fell in the Karaganda, Akmola, Pavlodar, West Kazakhstan regions, as well as in Nur-Sultan.

The situation has especially changed in the capital. In the year of the EXPO, Astana was visited by 989.2 thousand people, in 2018 - only 767.6 thousand (Figure 7).

The number of visitors served by places in 2018, thousand people

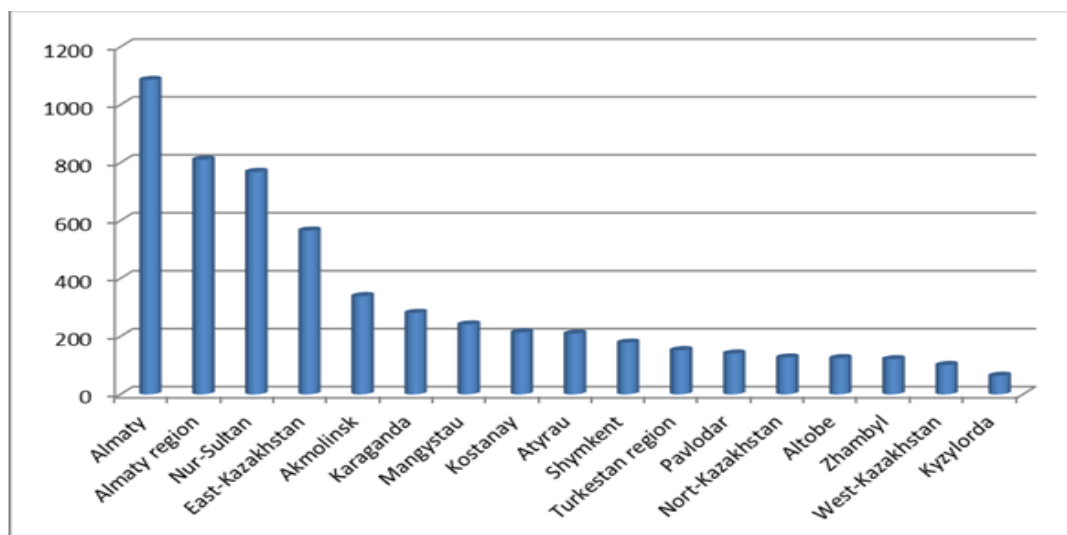


Figure 7. Number of visitors served by placements in 2018

Note: compiled by the author based on [7]

Currently, in the tourism industry, the main tourist center of Kazakhstan is Almaty and Almaty region, the city of Nur - Sultan is significantly inferior, and the lowest figure in the West Kazakhstan region is slightly more than 100 thousand.

industries in the regions of Kazakhstan are low, while the limiting factor is the low quality of service due to the lack of a competitive environment in this market.

Summing up the analysis of the tourism industry in Kazakhstan, one can note the development trends of this market: the hotel sector has a dynamic development, the number of hotel enterprises has increased 7 times, the one-time capacity 4.2 times, the number of visitors served 3.7 times over the past ten years, which primarily associated with the development of tourism.

An analysis of the current state and development of the tourism industry in Kazakhstan allowed the authors of this study to develop and propose a number of recommendations for improving the assessment of the quality of tourism services in terms of hotel activities, to determine the development priorities of this industry, as well as the prospects for the development of the tourism market in the country, based on a SWOT analysis according to the state of tourist services, which is shown in table 2.

Table 2

SWOT analysis of the financial and economic activities of small and medium-sized companies in the tourism industry in 2019

Weaknesses	Strengths
<ul style="list-style-type: none"> -undeveloped system of rational management in the activities of medium and small enterprises in the tourism sector; - lack of marketing strategy; - high cost of tourism services for Kazakhstan consumers; - non-competitiveness of small and medium tourism enterprises; - low quality advertising and lack of marketing research; - not developed tourism market infrastructure. 	<ul style="list-style-type: none"> - the presence of a permanent reserve of placements; - development of strategic management and marketing mechanisms based on a continuous analysis of the tourism business; - adaptation of foreign practice of tourism development in the Kazakhstan tourism industry; - development of pure competition in the market of tourist services; - development of the legislative framework of the tourism industry.
Opportunities	Treatments
<ul style="list-style-type: none"> - security improvements; - the predominance of outbound tourism over inbound tourism within the territory, constantly leading to a decline in the situation of the hotel industry and leading enterprises to bankruptcy, which leads to a reduction in tax crime; - weak legislative framework, lack of clear priorities for the industry; - development of tourism market infrastructure - expansion of advertising in the countries of near and far abroad, which ensures the availability of information through the use of digital technology in the development of the tourism market 	<ul style="list-style-type: none"> - Improving the development of hotel chains, creating the basis for improving the quality of service; - development of a marketing system that increases the attractiveness and competitiveness of hotel services; - low level of customer safety; - low level of service in restaurants; - staff turnover in hotels and restaurants.

According to analysts, the tourism and hospitality market is sufficiently developed in Kazakhstan only in the cities of Almaty and the city of Nur-Sultan. The structure of the tourist services market in these cities is represented mainly by local low-level hotels and high-quality brands, which leads to an unstable situation in the market.

At present, the domestic hotel services market needs comfortable and inexpensive hotels with the concept of “serviced apartments” (as a small apartment belonging to the structure of a hotel with its own kitchen, bathroom and bedroom), as well as hotels of a low price category, but exclusively for business travelers.

The authors proposed tools based on the use of the hierarchy analysis method (MAI) to build and select a development strategy for tourism enterprises in order to develop a marketing strategy.

This model involves the development of scientifically based mechanisms, taking into account the scientific and technological potential, production and marketing capabilities of tourism enterprises to achieve their goals.

Using the MAI model, one can select the priorities of the selected criteria. Table 5 presents

a matrix for pairwise comparison of the choice of marketing strategy of tourism and hospitality enterprises.

Table 5

Matrix of pairwise comparison of the choice of a marketing strategy for competitive advantages

Indicators	Strategies					Estimated figures		
	1	2	3	4	5	Generalized vector	Normalized vector	A priority
1. Reducing the cost of tourism services	1	4	5	2	5	2,4	1,06	1
2. Differentiation of travel services	1/4	1	1	3	1/3	1,11	0,12	4
3. Segmentation of the tourist market	1/5	1	1	1/5	1/2	0,6	0,04	5
4. Innovation	1/2	1/3	5	1	3	1,96	0,3	2
5. Immediate response to market demand	1/3	3	2	1/3	1	1,32	0,13	3
Amount	2,25	9,3	14	6,5	9,8			

Note: compiled by the authors based on [9]

The procedure for filling this square matrix is carried out by independent experts and the following scheme:

1. The first strategy (reducing the cost of tourism services) is consistently compared with other strategies, as a result of which the first column and the first row are filled.

2. Pairwise comparisons are made in terms of the dominance of one of the elements over the other.

- if element A dominates element B, then the cell corresponding to row A and column B is filled with an integer, and the cell corresponding to row B and column A is filled with the inverse number to it;

- if element B dominates element A, the opposite happens: an integer becomes in position BA, and the reciprocal is automatically in position AB;

- if it is believed that A and B are the same, then a unit is put in both positions.

Thus, the comparison of the significance of the marketing strategy is carried out as follows: if, for example, the first element (lowering the cost of tourism services) has a greater impact on the future development of the tourism market than the second strategy, then it is assigned an integer (in this case, 4), and the second (differentiation of tourist services) (less important) is its reciprocal (i.e. 1/4). Similarly, the second column and second row are filled in, etc. until the matrix is completely filled [9].

3. Then, to determine the priority of the identified factors, the values of the generalized and normalized vectors are determined:

- usually the values of the generalized vector are determined in two ways: as the arithmetic mean and geometric mean. In this case, this indicator is calculated as the arithmetic average.

Speaking about measures to solve the investigated marketing strategy, we can offer the

following:

- 1) Creation of a marketing office;
- 2) development of a motivation policy and ensuring the improvement of professionalism of employees;
- 3) Reducing the cost of tourism services by reducing fixed and variable costs, which affects the increase in the volume of tourism services;
- 4) Development of a policy of working with consumers.

The calculation of the economic effect of the proposed measures, taking into account the information collected, allows us to make the following conclusion:

1) It is necessary to create and develop an information-analytical program for tourism and hospitality enterprises:

2) To attract (accept) marketing specialists with professional competencies (especially in the field of tourism) who could implement the principle of “lifelong learning”, which affects the quality of tourist services. For example, a marketer for conducting marketing research and events, a PR manager, for implementing public relations.

3) Implement the work of the enterprise, attracting popular social networks.

4) Work on the pricing policy of the enterprise.

The costs of improving marketing activities will pay off in 0.05 years, which is a very short time in the scale of the organization.

Thus, the marketing strategy of the company will ensure its competitiveness in the market of tourist services.

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Бәсекеге қабілеттілік жағдайында кәсіпорынның маркетингтік стратегиясын қалыптастыру

Аңдатпа. Аталмыш мақалада туризм мен қонақжайлық сферасындағы кәсіпорындардың бәсекеге қабілеттілігін қамтамасыз ететін құрал ретіндегі маркетингтік стратегия негізінде туристік саланың дамуына зерттеудің теориялық және практикалық бағыттары қарастырылған.

Мақалада туристік қызметтерді көрсететін кәсіпорынның болашақтағы ұзақмерзімділігін анықтау үшін, оның алдағы уақытта сұранысты мақсатта пайдаланылатын маркетингтік стратегияны дамыту қажеттілігі қарастырылған және негізделген.

Маркетингтік стратегия қалыптастыру, туризм сферасындағы кәсіпорынның бәсекеге қабілетті басымдылығын анықтау үшін, ал нақты айтатын болсақ, сапалы қызмет көрсетуде әлемдік нарықта туристік қызметтер мен оның бәсекеге қабілеттілігіне маңыздылық жасалады.

Мақалада Қазақстанның туристік саласының қазіргі жағдайына талдау жасалынған және жаһандану жағдайында аталмын саланы дамыту мәселелері мен басымдықтарын анықтайтын негізгі факторлар анықталған. Сонымен қатар, осы мәселелерді қалпына келтіру үшін, туризм саласында қызмет көрсететін кәсіпорындар үшін маркетингтік стратегияны қалыптастыру бойынша ұсыныстар жасалынған.

Түйін сөздер: маркетинг, стратегиялық маркетинг, туристік кәсіпорындар, бәсекеге қабілеттілік, туристік нарық, шығындар.

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Формирование маркетинговой стратегии предприятия в условиях конкуренции

Аннотация. Статья направлена на рассмотрение теоретических и практических подходов к исследованию развития туристической отрасли на основе формирования стратегии маркетинга как инструмента обеспечения конкурентоспособности фирм в сфере туризма и гостеприимства.

Рассмотрена и обоснована необходимость развития стратегического маркетинга с целью его применения для определения долгосрочных перспектив предприятий, оказывающих туристские услуги.

Разработка маркетинговой стратегии обоснована для определения конкурентных преимуществ предприятия сферы туризма, а именно, в части оказания качественных туристических услуг и их конкурентоспособности на мировом рынке.

В статье проанализировано современное состояние туристской отрасли Казахстана, определены основные факторы, определяющие преимущества и проблемы развития данной отрасли в условиях глобализации, и предложены рекомендации по разработке маркетинговой стратегии для предприятий в сфере туризма.

Ключевые слова: маркетинг, стратегический маркетинг, туристское предприятие, конкурентоспособность, туристский рынок, затраты.

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