

THE MODERN PARADIGM OF ENTERPRISE'S ANTI-CRISIS MANAGEMENT

In the unstable economic environment, the probability of adverse events and uncertainty of the economic sectors increases, and the activities of the entities may be inefficient, which will cause crisis processes at the enterprises. In this regard, there is a necessity to study the current component of modern management – anti-crisis management of the enterprises. The crisis at the enterprise requires management to take extraordinary strategic measures. The article is clarified the essence of anti-crisis management and defined the principles of successful application an anti-crisis strategies at the enterprise. The importance of taking into account the stage of the life cycle of the enterprise is underlined. The necessity to classify the factors, that caused the crisis at the organization, is accented. In order to develop effective anti-crisis measures, it is important to systematize the managerial functions of employees for optimization the sequence of tasks. The important role of the head of the enterprise in implementation of anti-crisis programs is emphasized. A list of typical anti-crisis solutions is provided to overcome the negative consequences of certain internal or external events. It is established that an important tool of strategic crisis management is also preventive diagnostics of crisis situation at the enterprise, which allows timely identification of possible and existing problems and factors of crisis. The authors highlight the main types of anti-crisis strategies at the enterprise, taking into account the parameters of crises; the results are summarized in a matrix. The combination of causes and the organization's response to a crisis can form a matrix, that shows four possible anti-crisis strategies: reorganization, investment, restriction and consolidation. The measures of risk management are suggested: introduction of general principles and methods of enterprise management in crisis situations; active using of crisis management tools; optimization of processes of restoration and preservation of stable financial condition of the enterprise; maximizing the economic potential of the entity; strengthening the competitive position of the enterprise in a changing market environment.

Key words: crisis management, crisis, financial stability, crisis strategies, risk management, crisis management.

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METHODS OF FORMATION OF THE TOURISM BRAND OF UKRAINE AS A FACTOR OF INCREASING COMPETITIVENESS

The article discusses the formation of factors affecting the development of tourism in Ukraine, the main components of the national tourism brand, development of market, its infrastructure, the problems of attracting new consumers of tourist and recreational services. The article defines the essence of the concepts “brand”, “tourism brand”; the concepts of “city brand” and “country brand” are defined. The influence of the brand and prerequisites for the development of branding on the management of the image of the country are determined. Methods are proposed, with the help of which the country's brand can be formed and the domestic tourism market developed. It is argued that the positive result of creating a successful national brand depends on the constant and systematic work of stakeholders in the tourism market: the country, tourism infrastructure, and territorial communities.

Key words: brand, branding strategy, image, tourism branding, tourism market

Problem Statement. The tourism market is the largest and most complex in structure in the world. Perhaps, this is the only industry where each country can be a service provider, and every capable person is their consumer. Despite the considerable tourism potential, in Ukraine in the cur-

rent conditions of unfavorable political situation due to the military aggression of the neighbor country, high level of corruption, unstable economic situation, youth inertia, tourism is not a leading sector of the economy (although it is declared at the state level).

One of the methods for the effective development of tourism is the use of marketing technologies, in particular, branding as a process of formation and promotion of a certain product on the market. Marketing, in comparison with other strategies, does not require significant capital expenditures, but provides only investment in improving the information policy regarding the subject of branding. The effective implementation of marketing activities at the state level not only increases the attractiveness of the country for tourists, but also contributes to the development of local tourism business, which can be based on the existing national brand. Therefore, the problem of increasing the tourist attractiveness of Ukraine and the creation and promotion of its modern tourism brand is becoming particularly relevant.

Analysis of recent research and publications. Branding has entered the field of scientific interest due to British experts in this field: V. Olins and S. Anholt [1]. F. Kotler investigated the problems of branding management as a component of place marketing [2]. Among Ukrainian scientists, numerous scientific works are devoted to the problems of the study of tourism branding, in particular, A. M. Havryliuk [3] proposes the promotion of the tourism brand of Ukraine through a complex of integrated marketing communications; A. A. Mazaraki's monograph [4] identifies brand management tools for promoting tourism products; H. A. Zaiachkovska [5] develops the concept of forming the tourist image of the country in a monograph; in the article by S. V. Melnychenko [6], the creation and management of the brand of tourism enterprises is highlighted. However, the writings of these scholars do not sufficiently cover the problems of strategic management of the national tourism brand.

Setting objectives. The aim of the study is to analyze the existing tourism brand of Ukraine. There are also the following objectives: determination of the algorithm for the formation of the country's tourism brand; the formation of a set of measures to promote the country's tourism brand using a strategic approach; definition of indicators for assessing the overall attractiveness index of a country's tourism brand.

The main material research. Travel branding is a wide range of activities that allows you to create the image of a travel brand that conveys the full range of attributes to the consumer about the quality, price and status of a tourism brand. The latter is a systemic concept that characterizes the strategy for creating competitive advantages of a tourist product, the prospects for the development of tourism activities and the maximum possible socio-economic effect. In general, the formation of tourism brands can be considered as a comprehensive investment in the recreational potential of the territory. It provides both for the provision of an information field and the creation of infrastructure, the introduction of new standards of quality of service, training and advanced training of personnel. The effectiveness of these processes in market conditions depends primarily on the focused work of tour operators.

A tourism brand is formed as a component of a national brand. Indeed, the tourism attraction of a country is often

the main factor in its perception in the world. Therefore, the object of tourism branding is not only the tourism product offered in the country, but the country itself as a product. Tourism branding involves the formation of preferences (tourist attractiveness) of tourist destinations in the process of image management and promotion of tourist attractiveness of a city or country with the help of a tourist brand, which consists of a visual image and a slogan [8, p. 398]. The tourism brand is a part of the national brand, because, according to S. Anholt, the brand involves the perception of the country in such indicators: the effectiveness of public administration, the richness of the cultural and historical heritage, the country's investment prospects, the quality of exported goods, tourism (tourist attractiveness), the country's population (human capital), as well as the comfort of the country as a place of residence (Fig. 1) [1]. Typically, brands are made up of various elements, such as [10]:

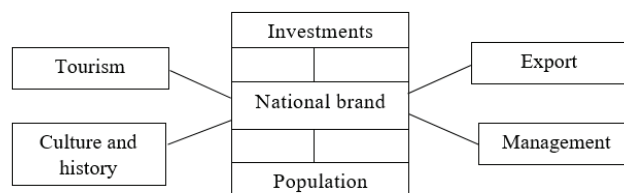


Fig. 1. Factors of national brand formation [1]

- name: words or a word that is used to identify a company, product, service or concept;
- logo: brand visualization, identifies the brand;
- slogan or phrase: “Can you hear me now?” is an important part of the brand Verizon;
- graphics: dynamic tapes is part of the Coca-Cola brand;
- forms: Coca-Cola special-shaped bottles are trademarks of the elements of this brand;
- colors: Owens-Corning is the only brand of fiberglass insulation that can be pink;

A new tourism brand of the country is formed according to the following algorithm:

- the formation of brand ideas;
- assessing the country's tourism potential by such factors as geographical location (natural and anthropogenic resources), tourism infrastructure (accommodation, investment), marketing policy (prices, information support), environmental quality, overall country's image (political situation, economic stability, security)
 - development of a logo, slogan and brand book;
 - analysis of the target audience, brand positioning, development of a brand promotion strategy at the national and international levels.

As special studies confirm, improving brand management at the international level should be a priority for national governments, because it directly affects the development of tourism [12; 13; 14].

Analyzing the main characteristics of the state brand, which, according to S. Anholt, are closely related to the image of the country in a certain environment, the concepts of “image” and “brand” should be distinguished, however, indicating their relationship: “the image of the country is

its competitive advantage in positioning, and branding of the country is a strategy for the development of this advantage" [12]. The logo, name and slogan of the brand are only part of the country's branding, which is its visual form. The main thing in promoting and creating an attractive image is the strategy for managing this process.

A more detailed acquaintance with the ideas that foreigners have about Ukraine gives a disappointing result. As shown by the study of the international image of Ukraine, conducted on the basis of analysis of publications and messages of influential foreign media by specialists of the Ukrainian Center for Economic and Political Studies named after Olexander Razumkov, today's ideas about a country are quite incomplete, abrupt, and mostly negative.

From non-CIS countries, reports about Ukraine appear in the American, Canadian and Western European publications more or less regularly. The perception of the inhabitants of these countries about our country is formed on the basis of information about corruption, illegal migrants, the Chernobyl disaster, cooperation with NATO, peacekeeping, the shortcomings of the Ukrainian democracy, the Holodomor of 1932-1933, difficult relations with Russia, significant unrealized potential of the Ukrainian science, insecurity of intellectual property rights, as well as on the basis of unfounded accusations of Ukraine in the supply of weapons to "hot spots". Foreign businessmen reasonably consider Ukraine a country with an unstable political and economic situation, an unfavorable investment climate, and perceive us as an unreliable partner based on recurring problems with the transit of the Russian gas, privatization and reprivatization of enterprises, quotas for the export of agricultural products and customs duties on the import of goods constantly changing. Mostly negatively, the situation in Ukraine is assessed by leading international organizations and international financial institutions. The idea of Ukraine's reputation as a tourist state is practically not formed [1].

Until recently, the name "Ukraine" was either completely unfamiliar to many citizens of foreign countries, or was identified because of the name "Russia", or was associated with Chernobyl, Andriy Shevchenko, and the Klitschko brothers. Events of political and cultural life (meaning the Orange Revolution and Eurovision 2004, 2005), the claims of the Ukrainian president to recognize the Holodomor of 1932-1933 as a genocide, attracted attention to Ukraine, made it more famous in the world. However, the unstable economic and political situation continues to contribute to the formation of a mostly negative image of Ukraine, including the tourist one.

The development of the tourist brand of Ukraine was implemented by the State Agency of Ukraine for Tourism and Resorts using a grant provided by the German Agency for International Cooperation (GIZ) in Ukraine. The project was worked on by a group consisting of the "WikiCityNomica" team, the "Royal Artists" design studio, and the "Brandhouse agency". The brand presentation was held on March 21, 2014 in Kiev during the conference "Promotion of the image of Ukraine and its tourism opportunities". Within the framework of the conference, a declaration with

proposals for coordinating actions by participants in the national tourism services market to improve the provision of tourism services in Ukraine was adopted. The logo of the tourism brand and the slogan are shown in Fig. 2 [7; 8; 9].



Fig. 2. Tourism brand of Ukraine [9; 10]

Visual inspection and familiarization with the materials of the Brand Book of the tourist brand of Ukraine allows you to confirm the logo is not attractive; does not reflect the core values of the state; simplistically symbolizes the main attributes of the state (there are no colors of the national flag), is too sketchy, is not memorable and is not associated with Ukraine.

The developed tourism brand of Ukraine requires not only improvement, but also promotion. Since the tourism brand is only a part of the national policy of promoting the domestic tourism industry, in order to achieve the goal of increasing the image of Ukraine and increasing the number of tourists, it is necessary to introduce modern marketing promotion tools, that is, develop and implement a strategic plan for the national tourism branding.

The task of branding is to consistently form an image of an extremely interesting country that is worth exploring with the help of adequate tourist products and communications, taking care of the positive experiences and impressions of tourists while traveling [9]. Branding strategy is a process of step-by-step informed decision-making on brand promotion [11].

To improve the implementation of the tasks posed after the creation of the national brand, we will develop an appropriate model for the formation of a strategy for promoting the country's tourism brand, the diagram of which is shown in Fig. 3.

Let us consider in detail each of the stages of the strategy for promoting the country's tourism brand. **Stage I.** Assessment of the country's existing tourism brand. The first step in strategic branding management may be to compare the country's existing tourism brand with similar brands from other countries. To determine the influence of the external environment of this process, a SWOT analysis of the existing tourism brand of the country is carried out.

In this article, the author proposes to analyze the attractiveness of the tourist brand of Ukraine according to the model of S. Anholt, which is based on a survey of local residents, internal and external tourists and tourist experts

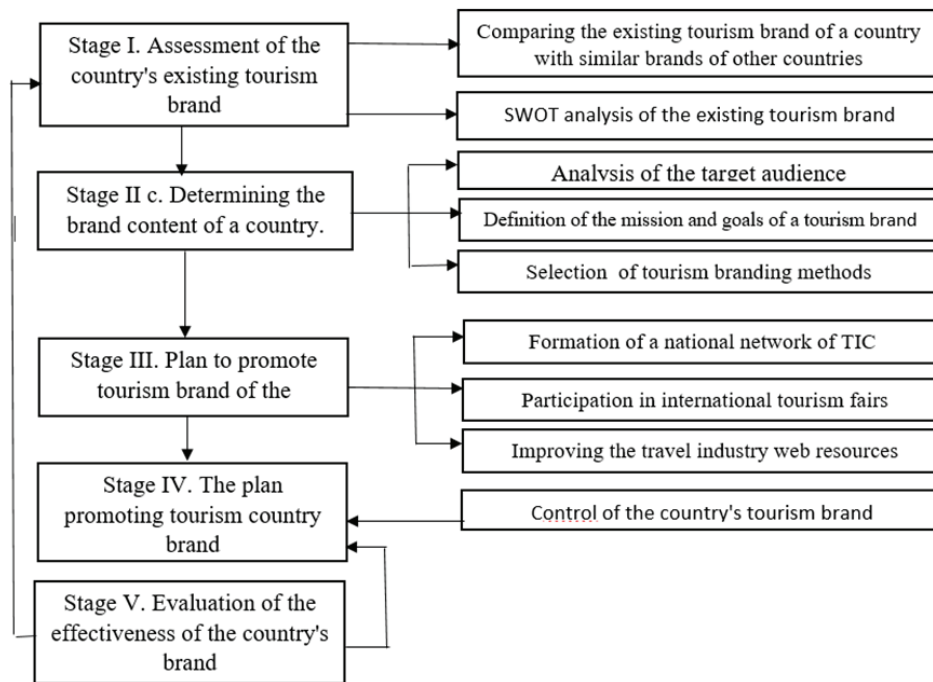


Fig. 3. The scheme of the strategy of promotion of the country's tourism brand

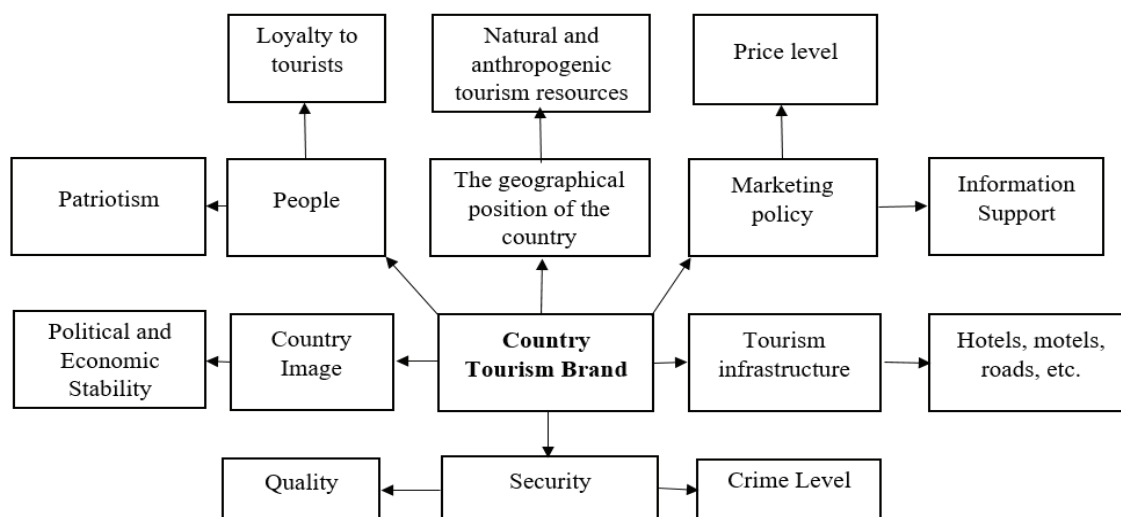


Fig. 4. Scheme of indicators of evaluation of the tourism brand of the country

[14]. Adapted and supplemented by the model shown in Fig. 4. According to this model, the overall attractiveness index of the country's tourism brand is determined as the arithmetic average of the values of the indicators used to evaluate it.

To improve the perception of the country's tourism brand, it is necessary to develop a strategy for its promotion, as a result of which local residents and tourists clearly identify the state from others and give it preference. Based on the analysis of existing associations of local residents and tourists associated with the country, the strongest groups should be selected and identified as the basis for a strategy for promoting a tourism brand. Then, the criteria specified in the model, which belong to the strengths and weaknesses,

are correlated with external opportunities and threats. As a result of the SWOT analysis, we can rank the strengths and capabilities of the external environment from the most to the least promising, and weaknesses and threats from the most serious and important to non-essential. This is the basis for the selection of target audiences and the further development of the country's tourism branding strategy.

Stage II. Determining the brand content of a country. This stage provides an analysis of the target audience. Target audiences for promoting the country's tourism brand can be local residents, tourists, investors. Target audiences, which are potentially interesting for a country, may be: supporters of private, business, extreme, sports, green and rural tourism and the like.

Definition of the mission and goals of the tourism brand. The mission of the national tourism brand is to form positive associations about the country.

Goals of tourism branding: to increase the number of tourists; growth in foreign investment; country participation in international events; increase in the number of repeat visits to the country; an increase in the number of positive publications and references to Ukraine as a tourist destination.

The choice of tourism branding methods. Among the known methods of promotion in the tourism branding of the country, only two can be used: advertising and propaganda. You can advertise a country's brand in newspapers, magazines, special booklets, television and radio programs, on the Internet, in tourist information centers, on souvenir products and the like.

Tourism propaganda is understood to mean unpaid information distributed by journalists, tourism professionals, tourists, local residents and the like. Specially organized propaganda of the country's tourism brand can be distributed within: press conferences; presentations; international exhibitions; public relations.

Stage III. Plan to promote the country's tourism brand. The strategic plan of the country's tourism branding is a synthesis of all the previous stages and it can determine one of the areas of development of the territory if the tourism industry is recognized as a priority at the state level. The implementation of the plan largely depends on brand recognition, which is based on a strong idea that is associated with the country.

Formation of a national network of tourist information centers. The structure of the National Network of Official Tourism Information Centers in Ukraine can unite the regional systems of tourist information centers (RTIC), which, in turn, should unite the systems of information support for tourism activities of cities (STIS). The basis of RTIC and STIS are official tourist information centers (TIC) [15], which are located on the premises. Official tourist information centers should include automated information systems for the distribution of primary information from places attractive to tourists. All local official tourist information centers of one region should be united by the local network of the tourist information center for tourist activities, according to which they can exchange information, for example, about the number of available places in hotels, about planned cultural or other measures that tourists are interested in, about the availability of tickets for funds messages and the like. A coordinating tourist information center is being established on the premises of local authorities. Informal tourist information centers can be created in hotels, train stations, airports, kiosks, travel agencies and travel agencies, which should receive information from official tourist information centers of the national network of preschool institutions [16].

Participation in international tourism fairs, the purpose of which is to create a positive image of the country, its tourism, investment and other attractiveness. Promotion of the tourist brand of Ukraine is the State Agency of Ukraine for Tourism and Resorts [10]. The Cabinet of Ministers of

Ukraine's Order "On approving a plan of action to approve a positive image of Ukraine, disseminating information about its tourism potential in the states represented in the International Olympic Committee and the International Paralympic Committee" dated November 7, 2013 No. 888-r also concerns this problem. [18].

Improving the online resources of the tourism industry. The existing web pages of the State Agency for Tourism and Resorts of Ukraine, the web pages of tourism departments and resorts in Ukrainian cities should add the web pages of all tourist sites that should disseminate information about the country's tourism brand along with the city brand. For example, on the website of the Department of Culture and Tourism of Kharkiv Regional State Administration [17] there is no information about the brand of Ukraine.

Stage IV. The implementation of the plan for promoting the country's tourism brand should be carried out by the planning group of the State Agency of Ukraine for Tourism and Resorts, which should regularly evaluate and monitor the results of the implementation of the strategic plan, make adjustments to it.

Stage V. Evaluate the effectiveness of the country's brand, analyzing the achievements from the previous stage and, if not implemented, return to stage I.

The result of the implementation of the proposed strategic plan for promoting the country's brand should be to attract the optimal number of tourists and investors to the country through clear visual identification, which should be based on national identity.

The need to develop a strong and successful territorial brand that enhances the image of the tourist and recreational complex, and is associated with fundamental changes that occur in the nature of consumer behavior due to the fact that for a potential tourist choice of holiday destination today is not only an indicator of lifestyle, but also a certain status value. All this creates an objective need to apply a competent approach to branding as a process of creating and managing a brand [18].

Conclusions and prospects for further research:

1. The existing tourist brand of Ukraine needs to improve its visual part and improve its promotion.

2. We offer to form the country's tourist brand according to the following algorithm: formation of a brand idea; assessment of the country's tourism potential by such factors as geographical location (natural and man-made resources), tourism infrastructure (accommodation, investment), marketing policy (prices, information support), environmental quality, overall country's image (political situation, economic stability, safety) logo design, slogans and brand book; analysis of the target audience, brand positioning, development of a brand promotion strategy at the national and international levels.

3. The country's tourism brand promotion strategy includes the following steps: assessment of the country's explicit tourism brand; definition of brand content; formation of a plan for promoting a travel brand; implementation of a plan for promoting a tourism brand and assessing the effectiveness of a country's brand.

4. Indicators for assessing the overall attractiveness index of a country's tourism brand can be: geographical location; people, infrastructure, marketing policy, security

In further studies of the problems associated with tourism branding, it is advisable to study the economic efficiency of events to promote the brand of Ukraine.

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МЕТОДИ ФОРМУВАННЯ ТУРИСТИЧНОГО БРЕНДУ УКРАЇНИ ЯК ФАКТОР РОЗВИТКУ КОНКУРЕНТОСПРОМОЖНОСТІ

В умовах глобалізаційних процесів і постійного зростання конкуренції при незмінних і однакових умовах господарювання маркетинг будь-якої території, а саме такі його категорії, як бренд і імідж, набувають важливого значення при порівнянні географічних дестинацій, які знаходяться в практично однакових умовах господарювання. У зв'язку з цим все більше країн і міст приділяють увагу і цілеспрямовано займаються просуванням своїх дестинацій і формуванням власного бренду, який і обумовлює привабливість місцевості для туристів. Територіальний брендинг спрямований на формування конкурентних переваг регіону перед іншими територіями, а також на поліпшення його іміджу, підвищення популярності і привабливості в очах туристів. У зв'язку з цим важливе значення має не тільки залучення потенційних споживачів туристичного продукту, а й рекомендації щодо розширення кола осіб, зацікавлених у відвідуванні туристичної місцевості, що, в свою чергу, призведе до збільшення туристичного потоку. Вся діяльність з розробки туристичного брендингу регіону має бути заснована на комплексному підході, який дозволяє використовувати його як стратегічний інструмент розвитку регіону. Мета брендингу території – забезпечити присутність бренду в інформаційному просторі, забезпечити впізнаваність цілісного образу, зробити конкретну територію конкурентоспроможною, забезпечити приплив фінансових ресурсів. У статті визначено сутність понять «бренд», «туристичний бренд»; визначено поняття «бренд міста» і «бренд країни». Визначено вплив бренду і передумови розвитку брендингу на управління іміджем держави. Визначено особливості національного брендингу країни і алгоритм його формування. Названі цілі створення, параметри формування і оцінки бренду міста і країни. На основі детального аналізу вже існуючого бренду України був зроблений висновок, що туристичний бренд України вимагає не тільки удосконалення, а й популяризації. Була розроблена схема моделі формування просування туристичного бренду країни, кожен з етапів якої пояснює найважливіші складові процесу формування та оцінки бренду країни. Визначено критерії формування стратегії брендингу. У висновках запропоновані показники оцінювання загального індексу привабливості туристичного бренду.

Ключові слова: бренд, брендингова стратегія, імідж, брендинг туризму, туристичний ринок

МЕТОДЫ ФОРМИРОВАНИЯ ТУРИСТИЧЕСКОГО БРЕНДА УКРАИНЫ КАК ФАКТОРА РАЗВИТИЯ КОНКУРЕНТОСПОСОБНОСТИ

В статье рассмотрено формирование факторов, влияющих на развитие туризма в Украине, основные компоненты национального туристического бренда, развитие этого рынка, его инфраструктуры, проблемы привлечения новых потребителей туристических и рекреационных услуг. В статье определена сущность понятий «бренд», «туристический бренд»; определено понятие «бренд города» и «бренд страны». Определено влияние бренда и предпосылки развития брендинга на управление имиджем страны. Предложены методы, с помощью которых можно сформировать бренд страны и развить внутренний туристический рынок. Было определено, что положительный результат создания успешного национального бренда зависит от постоянной и систематической работы заинтересованных сторон на туристическом рынке – государства, туристической инфраструктуры и территориальных общин.

Ключевые слова: бренд, брендинговая стратегия, имидж, брендинг туризма, туристический рынок.