

**Liubov Donets**

PhD (Economics), Professor, Donetsk National University of Economics and Trade named after Mykhayilo Tugan-Baranovsky, Ukraine
31 Shchors Str., Donetsk, 83050, Ukraine
lubovdonets@gmail.com

UDC 338.984

**Iryna Davydiuk**

PhD Student, Donetsk National University of Economics and Trade named after Mykhayilo Tugan-Baranovsky, Ukraine
31 Shchors Str., Donetsk, 83050, Ukraine
davydyuk.iryana@meta.ua

DIAGNOSTICS OF THE EXTERNAL FACTORS INFLUENCE ON THE TOURISM ENTERPRISES STRATEGIC PLANNING

Abstract. Development of a scientific and a practical approach to the diagnostics of the environmental factors influence on the strategic planning of tourism enterprises was considered in the article. *Methods* used in the process of the study: theoretical generalization and comparison, analysis and synthesis, classification, graphical visualization, mathematical and economic methods. *Results.* The external factors, influencing the strategic planning of tourism enterprises, were systematized; the diagnostics on the orientation and degree of the environmental factors influence on the strategic planning of tourism enterprises was carried out. Managers and specialists of Sevastopol tourism enterprises acted as respondents. As a result of generalization of the obtained data, factors of beneficial effects and factors that adversely affect the strategy of tourism enterprises were identified. Among the favorable factors, the most significant are income increase of population and normative and legal documents to regulate the tourism industry. The factors having the greatest adverse impact on the strategic planning of tourism enterprises are contradictions of passed laws and resolutions, orders and instructions of the executive and constant changes of the regulatory basis that regulates the enterprise. *Discussion.* A scientific-methodical approach to the diagnostics of the external factors influence on the strategic planning of tourism enterprises was developed further and was based on the orientation and the influence of environmental factors in terms of its strategic change systematization. *Practical implementation.* Using the proposed scientific and methodical approach to the diagnosis of the influence of external factors on the strategic planning of tourism enterprises, it is possible to determine the effect of external factors and their focus on strategic planning of the company, operating in the tourism market. The received results are used to optimize the management decisions at the strategic planning by means of features comparison of a tourism enterprise with strategic changes in external environment.

Keywords: diagnostics; external environment; tourism enterprise; influence; strategic planning.

JEL Classification: L22, L29

Л. И. Донец

кандидат экономических наук, профессор кафедры прикладной экономики, Донецкий национальный университет экономики и торговли имени Михаила Туган-Барановского, Украина

И. В. Давидюк

аспирант кафедры прикладной экономики, Донецкий национальный университет экономики и торговли имени Михаила Туган-Барановского, Украина

ДИАГНОСТИКА ВЛИЯНИЯ ВНЕШНИХ ФАКТОРОВ НА СТРАТЕГИЧЕСКОЕ ПЛАНИРОВАНИЕ ДЕЯТЕЛЬНОСТИ ТУРИСТИЧЕСКИХ ПРЕДПРИЯТИЙ

Аннотация. В статье систематизированы внешние факторы, влияющие на стратегическое планирование деятельности туристических предприятий; проведена диагностика направленности и степени влияния факторов внешней среды на стратегическое планирование деятельности туристических предприятий. Усовершенствован научно-методический подход к проведению диагностики влияния внешних факторов на стратегическое планирование деятельности туристических предприятий, основанный на систематизации направления и степени влияния факторов внешней среды в условиях стратегических изменений. Использование полученных результатов исследования позволит оптимизировать управленческие решения при стратегическом планировании путем соизмерения особенностей деятельности туристического предприятия со стратегическими изменениями внешней среды.

Ключевые слова: диагностика, внешняя среда, туристическое предприятие, степень влияния, стратегическое планирование.

Л. І. Донець

кандидат економічних наук, професор кафедри прикладної економіки, Донецький національний університет економіки і торгівлі імені Михайла Туган-Барановського, Україна

І. В. Давидюк

аспірант кафедри прикладної економіки, Донецький національний університет економіки і торгівлі імені Михайла Туган-Барановського, Україна

ДІАГНОСТИКА ВПЛИВУ ЗОВНІШНІХ ФАКТОРІВ НА СТРАТЕГІЧНЕ ПЛАНУВАННЯ ДІЯЛЬНОСТІ ТУРИСТИЧНИХ ПІДПРИЄМСТВ

Анотація. У статті систематизовано зовнішні фактори, що впливають на стратегічне планування діяльності туристичних підприємств; проведено діагностику спрямованості та ступеня впливу факторів зовнішнього середовища на стратегічне планування діяльності туристичних підприємств. Удосконалено науково-методичний підхід до проведення діагностики впливу зовнішніх чинників на стратегічне планування діяльності туристичних підприємств, заснований на систематизації напрямів і ступеня впливу факторів зовнішнього середовища в умовах стратегічних змін. Використання отриманих результатів дослідження дозволить оптимізувати управлінські рішення при стратегічному плануванні шляхом зіставлення особливостей діяльності туристичного підприємства зі стратегічними змінами зовнішнього середовища.

Ключові слова: діагностика, зовнішнє середовище, туристичне підприємство, ступінь впливу, стратегічне планування.

Introduction. The fundamental basis for the activation of the tourist flow is a tourist attraction of the country which represents the state of the legal and regulatory environment for tourism development in conjunction with a world-class tourism infrastructure as well as the respect for the natural resources [1].

Assessment of the tourism industry development involves determination of the socio-economic effect of the national market subjects where the industry analysis is combined with the regional one. Application of the regionally dynamic analysis of the tourism industry entrepreneurs [2] allows to determine the dynamics of spatiotemporal structural changes in functioning of tourist services regional markets, investment flows into the sector, and to create a basis for identifying the main directions of entrepreneurial potential strategy development in the tourist regions of Ukraine. Only their interaction and cooperation can ensure a good governance of this sphere and mitigate adverse impacts and maximize the benefits for all parties involved.

In modern conditions, requiring qualitatively new solutions from tourism enterprises in the area of their activities reforming for the effective long-term development, organization and implementation of the strategic planning process acquire a particular relevance and importance which is the result of the planning activities logical development.

The strategic planning process which includes a set of methods, models, algorithms, tools, instruments and procedures is considered as an integral part of the enterprise management system [3; 4]. Following the mechanism of the strategic planning, the enterprise focuses on the requirements of the market, taking into account environmental variability and adapts to external conditions by identifying future needs of the market and evaluating its internal capabilities in order to bring them into conformity with the identified long-term requirements.

Brief Literature Review. The problems of the environment influence on the enterprise planning in the context of strategic management are covered in scientific works of foreign economists: P. Kotler (2000) [4], I. Ansoff (1999) [6], M. Meskon (2005), M. Albert & F. Hedouri (2005) [7], G. Hemela (2005) [8], as well as in works of the scientists of our country: M. Alekseeva [9], L. Balabanova [10], N. Kudenko [11], E. Yaluner [12], A. Mazaraki [1], etc. In their scientific works, the authors examine the environmental factors as an element of enterprise strategic management, suggest a variety of scientific and methodological approaches to the assessment of the external factors influence on the strategic management, analyse the degree of influence of external environment factors in the context of strategic changes and market competition strengthening.

Despite the number of the researches, the problems related to the diagnostics of the external factors influence on the strategic planning of tourism enterprises require a deeper consideration taking into account the enterprise features in the tourism market.

The purpose of the article is to consider the scientific and methodical approaches to the diagnostics of the external factors influence on the strategic planning of tourism enterprises.

Results. A tourism enterprise is an open system, and therefore its strategic planning largely depends on the features of external environment and its operation. In the economic literature [3; 4; 5; 11; 12] the strategy is a fundamental component in the determination of strategic planning. According to P. Kotler (2000) [4, p. 86] the strategy is one of the basic conditions for strategic planning, because each company develops a plan to achieve long-term aims [5, p. 86].

By the strategy the authors understand the dominant line of enterprise behaviour aimed at the implementation of its mission and achievement of specific aims that are documented in the form of a detailed comprehensive and complex plan. The aim of the strategic plan is to ensure long-term effectiveness of the enterprise and to develop its new features. Here one should largely take into account environmental changes that represent potential threats and future opportunities for the enterprise. One should provide for uncontrollable forces, critical trends from the environment and limit their potential influence on the enterprise. According to I. Ansoff (1999), existing operational systems

should easily transfer strategic decisions into specific actions [6, p. 361]. Environmental changes effect differently the activity of tourism enterprises and therefore require different strategies with respect to the life cycle period, the resource potential, the competitive position in the tourism market, etc.

The most common classification is the division of external environment factors into direct effect and indirect effect factors, among which PEST – factors can be distinguished [11]. The PEST – analysis is directed at the detection of the environmental factors that influence the activity of the enterprise most of all and also it creates an opportunity to determine the direction of the influence of these factors – a favourable or unfavourable ones. As far as the external environment of functioning of a tourist enterprise undergoes constant changes, there is a need for its constant study taking into account strategic changes. R. Hemel, A. Prahalad, R. Thomas, D. O'Neill (2005) [9] introduced the terms «strategic intentions» and «strategic architecture» that stand for the clarification of the future industry contours throughout its formation and development.

The basic approach in the analysis of the external environment is to define it as an open system that meets certain requirements such as integrity, hierarchy, and synergy. The integrity means that any change in the structure of the system, its relations and conduct affects functioning of its elements [14, p. 202]. During the research, there were identified the external factors that had an influence on the tourism enterprises strategic planning which were diagnosed in three stages. At the first stage, there was a pilot sociological survey of tourism market enterprise executives and specialists to identify the external factors that influence the strategic planning of their enterprises. As a result of generalization of the respondents' answers, there were sorted out 17 external factors distributed into four groups (Figure 1).

During the appraisal of the proposed methodology, managers and specialists of Sevastopol tourism enterprises acted as respondents. The choice of the specialists is related to their high knowledge, both to the theoretical and practical aspects of the activities of the enterprises in the tourism market. This stage presupposes individual expert appraisal by obtaining value judgments on different kinds of external factors that influence the tourism enterprises strategic planning.

The survey was conducted in 2012. We interviewed 76 experts of twelve tourism enterprises in Sevastopol. To form the aggregate sample the systematic sampling method was used.

Further experts assessment was analyzed for their contradictions.

At the second stage, there was carried out the expert assessment of the influence of each external factor on the tourism industry in general and on the strategic planning of tourism enterprises. As the result of the analysis of received data there were sorted out the external factors that favourably influence the strategic planning of tourism enterprises (opportunities) and that have an unfavourable influence (threats), and also the influence on each of these factors (Table 1).

To this effect, there was used the method according to which an allowable difference between the assessments of two experts on any kind of external factors within 50% acts as a criterion of contradictoriness. To eliminate the contradictoriness of the assessments there was the second round of the survey of respondents and it gave extreme assessments, meanwhile the experts were familiar with the results of the first round of the survey (a minimum, a maximum and an average assessment).

The assessment of experts' opinions consistency is determined by calculating the Kendall's concordance coefficient by the formula 1 [14, p. 33]:

$$W = \frac{12 \cdot S}{n^2 \cdot (m^3 - m)}, \quad (1)$$

where S is the sum of deviation squares of all the rank assessments of each examination object (of each external factor) from the arithmetical mean rank; n is a number of experts; m is a number of examination objects.

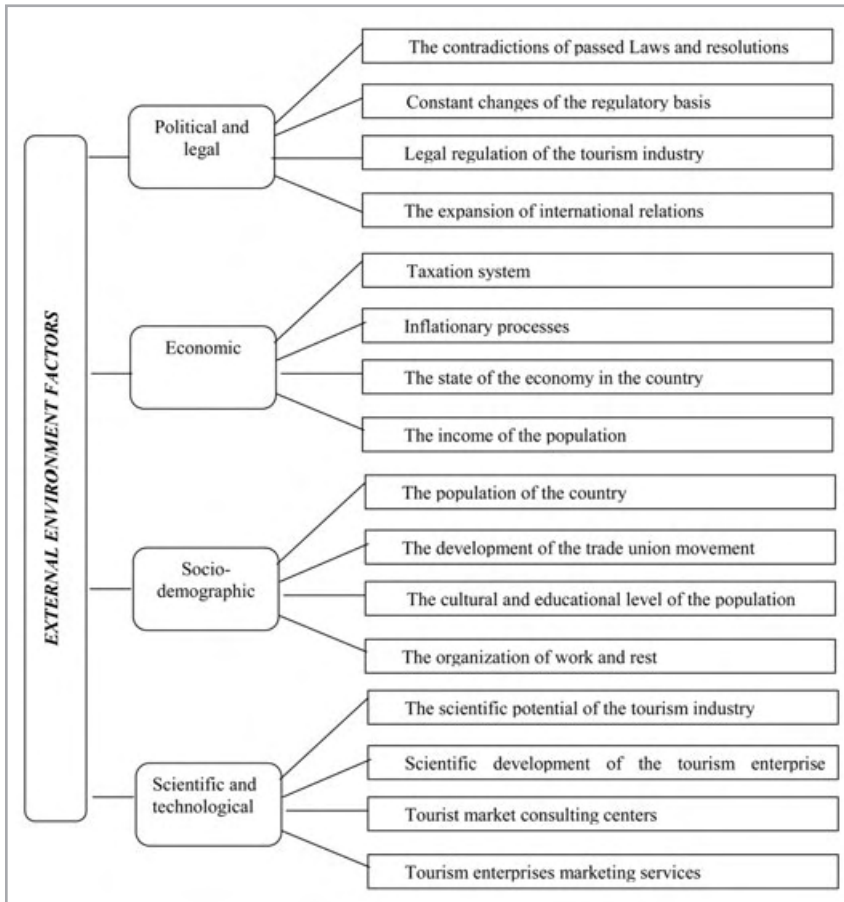


Fig. 1: Systematization of the external factors that influence the tourism enterprises strategic planning
Source: Compiled by the authors

assessment scale: 3 points – a factor of high importance, 2 points – of medium importance, 1 point – of low importance. The assessment scale of the external factors influence is the following: 1 point – weak influence; 2 points – influence that is rather weak than strong; 3 points – medium-scale influence; 4 points – influence that is rather strong than weak; 5 points – strong influence.

The calculation of the integral Index of the external factors influence on the strategic planning of tourism enterprises became the basis for measuring the influence of external factors and their focus on strategic planning of tourism enterprises.

In terms of weight distribution of each factor that influences the strategic planning of tourism enterprises, as well as the maximum and minimum overall assessment of the impact of a factor that could be given to each factor, the maximum total assessment can reach 75 points, the total assessment scale was determined as in the following form:

55–75 points – the dominant influence of the factor on the strategic planning of tourism enterprises;

37–54 points – high degree of the factor influence on the strategic planning of tourism enterprises;

20–36 points – medium-scale degree of the factor influence on the strategic planning of tourism enterprises;

19 points or less – low degree of the factor influence on the strategic planning of tourism enterprises.

As it is shown in the diagram in the Figure 2, the following factors have high degree of influence on the strategic planning of tourism enterprises:

The concordance coefficient can take on values from 0 to 1. The value of 0 means the inconsistency of experts' opinions; if the coefficient exceeds 0.40 – 0.50, then an assessment quality is considered to be satisfactory; when it exceeds 0.70 – 0.80, an assessment quality is considered to be high [14, p. 33].

As the result of these calculations of experts' opinions consistency during the assessment of the external factors influence on the strategic planning of tourism enterprises, there was obtained the concordance coefficient $W = 0.88$ that characterizes a high quality of expert appraisal.

At the third stage, we defined the integral indicator of the external factors influence on the strategic planning of tourism enterprises by the formula 2:

$$U = V * P, \tag{2}$$

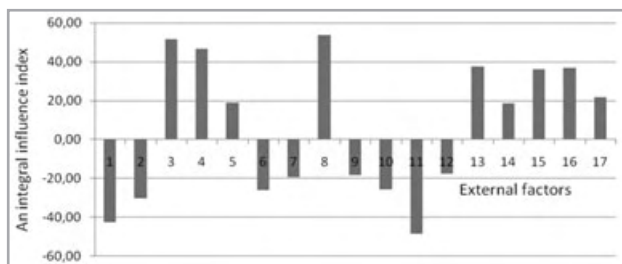
where U is an integral index of the external factors influence on the strategic planning of tourism enterprises; V is a weighted average value of an external factor weight; P is a total assessment of the influence of external factors on the strategic planning of tourism enterprises.

By the method of expert appraisal, there was determined the weight of each factor, i.e. the importance degree of a specific external factor in the strategic planning of tourism enterprises. To formalize the definition of a factor weight, there was applied the following

Favourable influence factors (opportunities)	The assessment of a factor influence, points	Unfavourable influence factors (threats)	The assessment of a factor influence, points
Normative and legal documents to support the tourism industry	17,8	The contradictions of passed laws and resolutions, orders and instructions of the executive power	-15,7
Normative and legal documents to regulate the tourism industry	16,7	Constant changes of the regulatory basis that regulates the enterprise	-15,4
The expansion of international relations	12,2	Inflationary processes	-11,8
Income increase of population	21,5	The state of the economy of the country	-9,7
Organization of work and rest	9,7	A pricing system and the level of centrally controlled prices	-12,2
The scientific potential of the tourism industry	16,5	Taxation system	-8,8
Scientific development of tourism business organization and management	14,7	The development of the trade union movement	-13,4
Consulting and marketing service centres at the regional and national tourism market	9,4	Population	-17,9
The cultural and educational level of the population	15,6		

Source: Calculated by the authors

prises with positive direction: the increase of the income of population (53.75 points), regulatory and legal documents that support the tourism industry (51.62 points), regulatory and legal documents aimed at regulating the tourism industry (46.76 points), and the cultural and educational level of the country (37.4 points).



Notes: 1 – the contradictions of passed laws and resolutions, orders and instructions of the executive power; 2 – constant changes of the regulatory basis that regulates an enterprise; 3 – regulatory and legal documents that support the tourism industry; 4 – regulatory and legal documents aimed at regulating the tourism industry; 5 – the expansion of international relations; 6 – inflationary processes; 7 – the state of the economy; 8 – income increase; 9 – the pricing system and the level of centrally controlled prices; 10 – the tax system; 11 – the population; 12 – the development of the trade union movement; 13 – the cultural and the educational level of the population; 14 – the organization of work and rest; 15 – the scientific potential of tourism industry; 16 – the scientific development for the tourism business organization and management; 17 – consulting centres and marketing services at regional and national tourism market.

Fig. 2: The orientation and influence degree assessment of external factors on the strategic planning of tourism enterprises

Source: Calculated by the authors

Scientific development on the tourism business organization and management (36.754 points), the scientific potential of the tourism industry (36.3 points) and consulting centres and marketing services at regional and national tourism market (21.62 points) have medium degree of influence on the analyzed Index of the tourism enterprise. The expansion of international relations (19.0 points) and the organization of work and rest (18.43 points) show the least positive influence.

The following factors pose the least threat (unfavourable influence) for strategic planning of tourism enterprises: the state of the economy of the country (-19.21 points), the pricing system and the level of centrally controlled prices (-18.3), the development of the trade union movement (-17.42 points). The integral Index of influence on the strategic planning of tourism enterprises is high, but with the negative orientation have the decrease in population (-48.33 points) and the contradictions of passed laws and resolutions, orders and instructions of the executive power (-42.55 points). Constant changes of the legislative basis that regulates the enterprise also constitute medium-scale threat degree (-30.18).

Conclusion. Thus, to sum up the results of the study, we can draw the following conclusion.

The main groups of factors that influence the strategic planning of tourism enterprises are the following:

Political and legal ones that include the contradictions of passed laws and resolutions; constant changes of the regulatory basis; legal regulating of the tourism industry; the expansion of international relations;

Economic ones that include the inflation process; the state of the economy of the country; the income of the population; and the system of taxation;

Socio-demographic factors that include the population; the development of the trade union movement; the cultural and educational level of the population; the quality of its work and rest;

Scientific and technological ones that include the scientific potential of the tourism industry; the scientific development of tourism business organization and management; consulting centres and marketing services at a regional and national tourism market.

The diagnostics of the external factors influence on the strategic planning of tourism enterprises promotes the selection of the factors that influence favourably the strategic planning of tourism enterprises with the high degree of effect.

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