

## FEATURES OF STRATEGIC MANAGEMENT OF A TOURIST COMPANY

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Currently, tourism is a whole industry that unites a number of enterprises involved in organizing tourist recreation and providing consumers with a variety of services. Every year, the tourism industry of Uzbekistan is increasingly included in the world market. However, this process is constrained by a number of factors, including shortcomings in state policy in the field of tourism, the industry's lagging behind foreign analogues, etc.

It can be assumed that in the conditions of the global financial and economic crisis, the creation and implementation of a development strategy are becoming the most important condition for the existence of a tourism company. Strategic management, which includes foresight, planning, control and evaluation, also involves the activities of the organization's top management to determine preferred development directions that provide competitive advantages and by means of implementing the set goals through appropriate strategies by changing the organization. The ideology of strategic management is based on the assumption that it is impossible to predict long-term trends with sufficient accuracy, thus, strategic management is defined as a management technology in conditions of increased instability of external environmental factors and their uncertainty over time.

The specific features of the tourism industry, which specializes in providing a specific range of services to consumers, introduce additional complexity into the area of strategic planning and management.

The management of a tourism company is specific and differs from the activities of other industries, although at first glance it may seem that the management of a tourism enterprise is based on the same foundation as the management of any enterprise.

The task of tourism management is not only to identify general trends and patterns of its development, but also to find its specific features. Features of the tourism industry follow from the specific properties of services provided by tourism enterprises and organizations.

Let us define the specifics of tourist services and their impact on the management of a tourist organization. In accordance with this, it is necessary to determine how deeply and in what direction the management toolkit should be developed in order to correctly solve those specific problems that are inherent in tourist organizations.

The first feature of tourism is the great depth of its penetration and the complexity of the relationships between its constituent elements. Most tourism enterprises are small in size. Large tourism enterprises are created only in densely populated areas; they are typical for the tourism industry. The latter has many tourism enterprises and organizations that, one way or another, must fit into a single regional management system, where the goal of ensuring long-term viability and competitiveness in the market is pursued.

The second feature of tourism as a management object can be presented in the form of difficult to measure goals. For the management of private tourism enterprises, which in their activities are focused on making a profit, clear and measurable goals are characteristic - accumulation of values, cash flow, profit, etc. For the management of tourism organizations,

such goals do not exist either at the enterprise level or at the regional level. A tourism organization does not have measurable goals, it is impossible to objectively assess its productivity and success. We are talking about the probabilistic nature of the processes occurring in the tourism industry. This means that it is quite difficult to accurately predict all the phenomena and processes occurring in tourism (the political situation has changed, climatic conditions have sharply worsened, the taxation system has changed (become more complicated), etc.).

Another feature of tourism is the strong influence of interested clients. Each tourism enterprise operates in an environment of various interested persons and clients. In addition, individual interest groups have their own interests. Tourism organizations cannot expect their participants to all behave in the same way, since there are certain contradictions between hotel owners, local residents and visiting tourists. Even within one group (for example, among representatives of hotel complexes), different interests can be traced. Along with all the groups of the population interested in the development of tourism and participating in tourism activities, a tourism organization, like any other enterprise, cooperates with creditors, political structures, city administrations, tourists and suppliers. A tourism organization can more quickly balance the interests of the various groups involved in the service process if it is guided in its activities by generally accepted norms, priorities and ideas about values and has large-scale goals for the further development of the region.

The most important feature of management in a tourism organization is the specificity of the tourism product, its inseparability from the source of formation. A product in material form exists independently of its manufacturer, a tourism service, which is also a product, is inseparable from the source of its creation. Since a tourism product is manifested in the form of a service, its necessary features are the presence of a client and the impossibility of storing this service. Due to the fact that the personal aspect is enhanced during the implementation of a tourism product, the process of providing tourism services can be automated to a much lesser extent than, for example, the process of producing goods. After all, it is impossible to predict a tourist's behavior with a high degree of probability - it depends not only on objective circumstances, but also on subjective factors. For this reason, in tourism management, immeasurably more attention should be paid to personnel management and regulation of interpersonal relations .

The specificity of the tourist product is connected with the specificity of tourist demand. Demand for tourist services is heterogeneous due to three main reasons. The first of them is the intangibility and non-preservability of the tourist product. The difficulty in the work of the manager of a tourist company is to convince the buyer of the benefits of his service, because the quality of the tourist product fluctuates within very wide limits and depends not only on the suppliers, but also on the time and place of the offer.

The diversity of consumers of tourist services is another reason for the heterogeneity of demand for them. Different categories of tourists differ in the purpose of their trip, their requirements for tourist services, and the price they are willing and able to pay. Each type of tourist corresponds to a certain type of tourist market. Tourist demand is greatly influenced by factors such as income, family structure, age, education and profession.

The next feature of tourism as a management object is expressed in the complexity of tourist services. A tourist service is everything that a tourist takes into account or uses during a trip (when changing his place of stay and when staying at the final destination of his trip). It follows that a tourist service consists for a tourist of a whole complex of services (both material

and non-material), which are a specific tourist product. These individual tourist services are additional.

Finally, one should highlight the seasonality of tourism as a feature, i.e. the dependence of the volume of tourist services primarily on natural and climatic conditions. When solving the problem of management in tourism, this phenomenon must be taken into account by the heads of tourist enterprises, since fluctuations in demand can significantly worsen the operating conditions of the entire tourist industry.

The specific features of the tourism industry as a management object indicate that tourism business managers must take into account that this industry is completely different from other industries. In this regard, the following features can be identified that are characteristic of the management of any tourism enterprise:

▪ Firstly, when planning tourism activities, the needs, requirements and desires of end consumers should be put at the forefront. Taking this into account, the scope of work of any tourism enterprise is determined. We are talking about whether the tourism company satisfies the needs of intermediate consumers (intermediaries), or this may be a government order. In this regard, the location of the tourism enterprise (due to its gravitation towards the direct end consumer) is determined, on the one hand, by the location of the main contingent of consumers of the tourism product, and on the other hand, by the location of recreational resources, which are practically the main factor in the tourism industry;

✚ secondly, the non-primacy of the tourist service. Although in the modern world the importance of tourism as a means of restoring strength and health is enormous, the tourist product has not yet become a commodity of prime necessity and is unlikely to become one in the near future. In addition, tourist services are more affected by changes in the purchasing power of the population than other paid services. Political and environmental phenomena also greatly influence the development of tourism;

✚ Thirdly, marketing is much more important in the tourism industry. This is due to the fact that the seller of a tourist service, without the opportunity to present a standard sample (as is practiced when selling goods), must find arguments in favor of his product-service, and this can only be done with a well-established marketing system. In addition, due to the inconsistency of the quality of the service, subjectivity in its assessment, there is a need for its constant monitoring, i.e. this function of management acquires special significance. The same tourist trip can be assessed differently by two different people, which sometimes causes misunderstandings in the relationship between the tourist company and clients. In this regard, tourism management should focus on creating a system for collecting, processing and disseminating information;

✚ fourthly, the tourist service is unique (it is not possible to repeat it in all aspects). This is the route of the trip, the terms of service, the cost, etc. Even two tours on the same route from the same company often go differently (this includes the condition of the vehicle, events in the host country, etc.).

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