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**IMPLEMENTATION OF A COMPLEX OF MARKETING  
PRICING STRATEGIES BASED ON A SYSTEM APPROACH**

**REALIZACJA KOMPLEKSOWYCH CENOWYCH STRATEGII  
MARKETINGOWYCH W OPARCIU O PODEJŚCIE SYSTEMOWE**

**Abstract:** The article proved that the development and implementation of Marketing Pricing Strategies Complex for each segment must be consistent with such levels of Enterprise Strategies: 1) Market Coverage Strategies; 2) Corporate Strategies; 3) Positioning Strategies; 4) Competitive Marketing Strategies; 5) Functional Strategies. At the functional level of enterprise the effective combinations of Strategies for Price, Product, Physical Distribution and Promotion for each sub-segment were identified. The vectors of appropriate changes in the Marketing Pricing Strategies,

taking into account the social and psychographic consumer features and thus stimulating their purchasing behavior are determined.

**Keywords:** Marketing Pricing Strategies Complex, Targeted Consumer Segments, Market Coverage Strategies; Corporate Strategies; Positioning Strategies; Competitive Marketing Strategies; Functional Strategies

**Streszczenie.** W artykule wykazano, że rozwój i wdrażanie cenowych strategii marketingowych złożone dla każdego segmentu muszą być zgodne z następującymi poziomami strategii przedsiębiorstwa: 1) strategię pokrycia rynku; 2) strategię korporacji; 3) strategię pozycjonowania; 4) marketingowe strategię konkurencyjności; 5) strategię funkcjonalne. Zidentyfikowano na poziomie funkcji przedsiębiorstwa skuteczne kombinacje strategii ceny, produktu, fizycznej dystrybucji oraz promocji dla każdego subsegmentu. Wektory odpowiednich zmian w marketingowych strategiach cenowych są ustalane przy uwzględnieniu społecznych i psychograficznych możliwości konsumenta, a zatem stymulując ich zachowanie zakupowe.

**Słowa kluczowe:** kompleks cenowych strategii marketingowych, docelowe segmenty konsumentów, strategię pokrycia rynku; strategię korporacyjne; strategię pozycjonowania; marketingowe strategię konkurencyjności; strategię funkcjonalne.

## Introduction

Despite the growing popularity among market participants of the terms of strategic management, in practice, few executives really develop systematically, purposefully and carefully the complex strategies of their own company – their corporate, business and functional levels. However, the basis of the successful implementation of Marketing Pricing Strategy (hereinafter – MPS), as one of the Functional Strategies, is its integration into the overall Decision-Making System of the enterprise. That is, decision on the feasibility of MPS should not be taken separately, but in the context of strategic enterprise's pyramid, and should be related to its general Strategic Decision-Making System (SDMS).

Construction of the proposed system is required for enterprise to refuse from the pattern of cost-based pricing (which is still widely used in Ukraine) and to transition to a client-oriented Marketing Pricing (hereinafter – MPc). The SDMS formation provides that the company will pay necessary attention to the analyzing the relationship of demand, prices and sales of products, which in turn requires changes in the approach of enterprise's executive to the role of prices as an important tool in competition.

### 1. Marketing Pricing Strategies in the Strategic Decision-Making System

In this article we present the results of research, which was conducted on the basis of travel agencies (hereinafter – TA) of Ukraine. During these studies consumer segments have been highlighted, which have different priorities on a number of char-

acteristics of tourism products (hereinafter – TPr), and thus have different methods of attracting and features of the market price adjustment, which accompany their purchase. This means that strategies at all levels, on the one hand, must comply requirements of selected segments, and, on the other hand, must meet the capabilities of a TA. Therefore, before the formation of the SPSR the enterprise's executive should decide on the choice of one of two strategies Market Coverage Strategies, namely concentrated marketing (for small and niche TA) or differentiated (for medium and large TA).

We do not do not take into account in this article the third strategy – mass marketing, because of its feasibility and ineffectiveness under conditions of increased competition for consumers and increase their awareness and demands.

Thus, the development and implementation of MPS complex should be consistent with these strategies: 1) Market Coverage Strategies; 2) Corporate Strategies; 3) Positioning Strategies; 4) Competitive Marketing Strategies; 5) Functional Strategies. Fig. 1 shows a place of the MPS forming process in the SDMS, which takes into account the following: the strategic levels of TA, the necessary relationship between the above strategies, other elements of the System and their mutual influence. Note that the scheme is universal because, besides selected items related MPc, it also covers other areas of strategic decisions of TA.

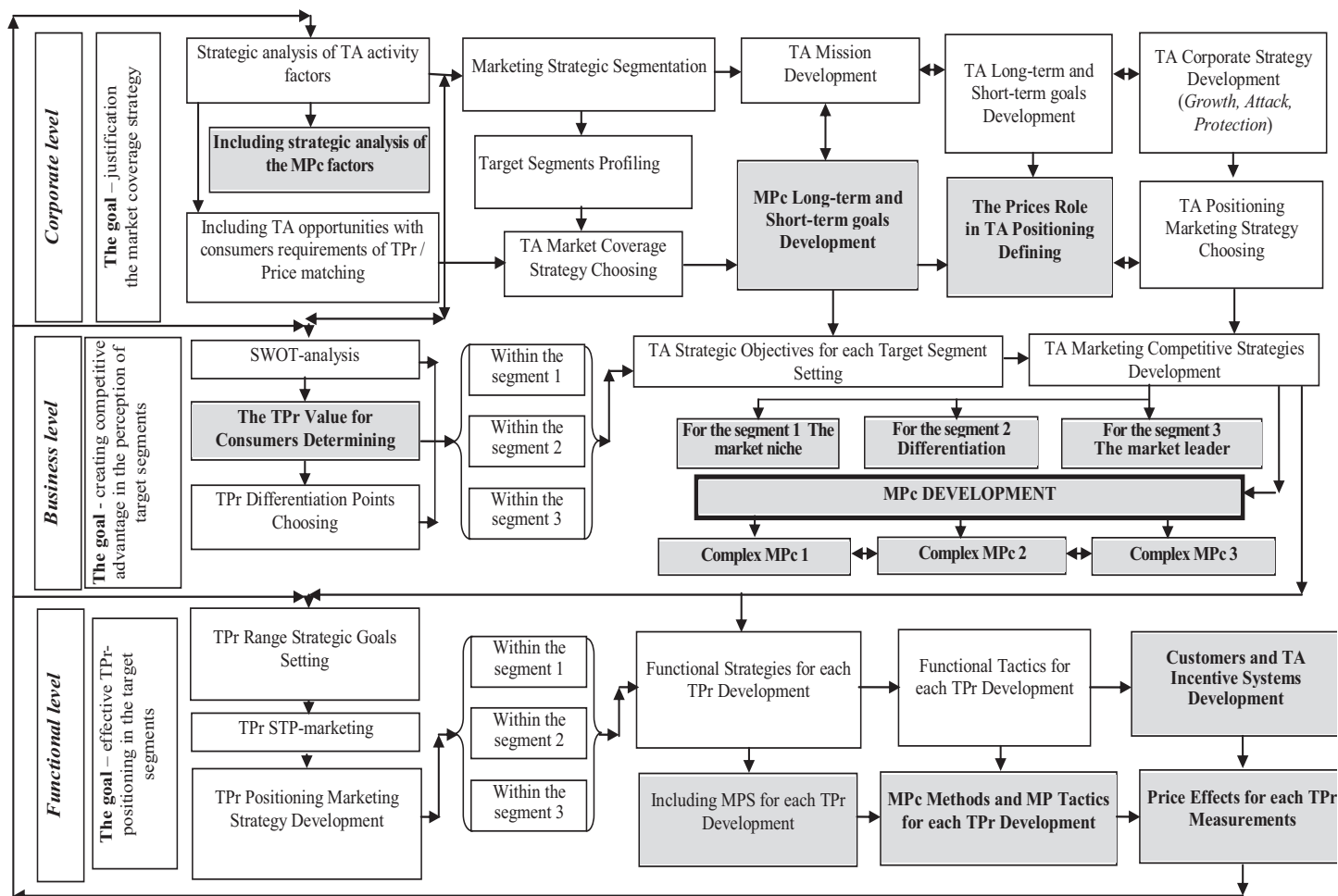


Figure 1. Marketing Pricing Strategies in the Travel Agency Strategic Decision-Making System  
 Rysunek 1. Marketingowe strategie cenowe w systemie podejmowania strategicznych decyzji agencji turystycznej  
 Source: Authoring based on [1–14] and on the results of own research.

At the same time, large companies can use it well, and small and medium – if necessary – some pieces of the system will be delegated to the big ones. Based on the principle of customer focus, each decision of TA shall be appropriate from the standpoint of meeting the needs of specific customer segments. That is why the first in the list of strategies called Market Coverage Strategy. Its choice will depend not only on the current opportunities of TA, but also on its strategic objectives.

Of course, current TA capabilities are quite limited due to socio-political situation complication not only in Ukraine but also in neighboring countries, which have always been the largest suppliers of TPr consumers. We know that the macro factors in our country have been before also not favorable for tourism development. However, in 2013-2015 the conditions for creating demand for tourism product continued to rapidly deteriorate. Despite this and the considerable number of bankruptcies in the market, TA marketing (and including pricing) policy has not changed.

We believe that to improve the situation the changes are necessary, not only in the TA management, but also in Ukraine government relation to tourism. The first strategic task for the state should be the favorable tax conditions creating for all subjects of tourism activities on the model of Spain, Turkey, Georgia, etc. At the same time strengthening of the control over tax discipline of entrepreneurs should be conducted. With these reforms MPc for TA (set out below) will be more effective.<sup>1</sup>

Strategic analysis of factors MPc should be aimed, firstly, to define the requirements of consumers about the value of Tpr, secondly, to give the proposed Tpr those complex characteristics that make the greatest value for the target segments of consumers, and thirdly, to find opportunities bringing prices Tpr in line with the market expectations (taking into account all the circumstances that affect these expectations). In addition, more accurate description of the requirements of target segments allows to choose the the best complexes of strategies and to find the most important methods to strengthen ties with consumers (Table. 1). But the presented lists of the necessary strategies indicates that only sufficiently powerful TA can cover all segments and ensure their adequate implementation can.

Table 1. Complex strategies, coordinated with MPS and needs of target segments  
Tabela 1. Kompleks strategii skoordynowanych z MPS i potrzebami segmentów docelowych

Strategies	Segment 1 (Active tourism)	Segment 2 (Mass tourism)	Segment 3 (Prestigious comfortable tourism)
Market coverage	Concentrated marketing	Commodity differentiated marketing	Concentrated marketing
Corporate	Offensive, diversification growth	Integration of growth	Protection, counteroffensive

<sup>1</sup> *Стратегічний розвиток туристичного бізнесу*, Монографія; За заг. ред. д-ра екон. наук, проф. А. Мазаракі, Київський національний торговельно-економічний університет, Київ, КНТЕУ, 2010, с. 596.

Positioning	Unique offer	The best quality at a reasonable (fair) price	Elitism and reliability with price
Competitive	niche Market	Differentiations	The market leader, Challenger, Follower
Functional: MPS TPr	1) A fundamentally new TPr; 2) The new line of TPr; 3) Variations; 4) „Simplification” TPr	1) Expanding the product line; 2) Modification TPr; 3) Repositioning; 4) „Simplification” TPr	1) Fundamental improvement existing TPr; 2) Related or unrelated diversification
<b>MPS: „Psychological pricing»</b>	1) Breakthrough; 2) Penetration	1) High prices; 2) The average price; 3) Low prices	1) Premium pricing → 2) High prices
<b>« Within the product range TPr»</b>	1) The Deep market penetration; 2) Cp; 3) High quality	1) The Deep market penetration; 2) High quality; 3) Cheap TPr	1) Premium extra charge → 2) The Deep market penetration
<b>“Rivalry / Cooperation”</b>	Differential pricing	Pricing of sales promotion	Differential pricing
Marketing Distributing Strategies + Marketing Promotion Strategies By forming distribution channels	Selective sales	Intensive sales	Exclusive sales
With the object of communication influence	Retraction	Boost	Retraction / Boost

Source: Authoring based on [1–14] and on the results of own research.

## 2. Market coverage strategies

Unlike the tangible goods market, where the strategy of „Concentrated marketing” means the company’s specialization on the single product for one consumers’ segment, on the TPr market this strategy implementation needs just concentration on the one segment’s demands. Herewith the commonality of TPr features contents itself with the price level and with the value characteristics content. Though the demand (and therefore the structure of the perceived TPr value) varies significantly between the mentioned segments (№1 and №3), this concept contents will be different, despite of the name commonality.<sup>2</sup>

For the consumers of active and largely personalized tourism the TPr content (mean-

<sup>2</sup> Т. Нэгл, Р. Холден, *Стратегия и тактика ценообразования*, Санкт-Петербург, Питер, 2001, с. 544.

ing the tour direction, excursions assortment, attractions features etc.) has to change partly every time. The frequency and the level of cardinality of these changes has to consider the costumer's affiliation to one of the subsegments by the attitude to innovation TPr (superleaders, leaders, leaders' followers, conservative majority, traditionalists). The TPr price for them has to represent their affiliation to one of these groups.

For the consumers of prestige comfortable tourism the main values of the TPr are already indicated in this segment's name. Herewith, if "prestige" can be provided by the innovative TPr, on the other hand "comfort" is associated mainly with psychological comfort – meaning absence of the risks, quietness and safety. This explains the adherence of this segment representatives to proved and reliable places, and the price of the TPr in their perception gives the guarantee of such reliability, prestige and comfort.

The different strategy by the content ("Product-differentiated marketing") is advisable to implement for the service in the segment №2 (mass tourism). The determination "mass" here means, first the largest segment by the quantity of consumers, and second adherence to traditional, long known TPr. Their consumers are mainly conservative majority and traditionalists. One of the psychographic features of most representatives of this segment is hypertrophied need in recognition combined with the subconscious phobia of rejection. In consequence of such complex there occurs the excessive strictness to the quality of the TPr and skeptical attitude to "fairness" of the price. That is why satisfaction of such a miscellaneous segment demands is possible only through detalization of the tour package into elements, and each of them could create its own TPr having the best quality-price correlation (in consumer's mind).

### 3. Corporate Strategy

In any case the most active segment from the selected remains the segment №1, which has base to implement the attack strategy for travel agencies (TA). In the most difficult periods this title may be interpreted as an attack on problems, and in the future favorable conditions the used methods will be applied for an attack on new markets and a conquest of new opportunities. Most likely "*Growth through diversification*" will be able to execute such attack, which will provide the necessary modification of tourist product (TP) for active consumers. Example: building or buying own stadium on a tourist camp, opening courses for different types of martial arts, organization clubs of folk crafts and others. Diversification can have any direction – the main thing that it has to have additional (new) opportunities for activity with the same or imperceptibly altered (old) price.

"*Integrated Growth Strategy*" is capable of hold not always active but strict consumers from the segment №2, the content of which is the unification of all kinds of resources, which belong to different manufacturers of one specialization or activities, which complement this specialization. Today the integration processes in tourism are typical phenomenon and occur not only at the direction of formation of franchise systems but also at the

development of horizontal, vertical and combined distribution channels of TP.<sup>3</sup>

On the market of TP the highest profitability provides the segment №3, which cause the high level of competition for VIP-customers. In such circumstances, the most reliable tandem strategies are “Protection” (for position on the market) with “Counterattack” (on competitors). In practice it means a rapid response to innovative actions of rivals with interception of initiative in case, when innovative TP, service technology, quality of communication with consumers and others are brought on the market. Here and further there appears the question of the respective competences of professionals, who are able to recognize dangerous manifestations of competitor’s innovation activities and ensure the interception of initiative on time.

#### 4. Positioning Strategies

Dominant part of Segment №1 consists of super leaders and leaders, who need every time new impressions and are ready to pay for them but only if they are not standard. Positioning based on strategy of “Unique proposition” includes the use of creative management and provided not as a physical capital but as intellectual.<sup>4</sup> This is skill to submit even well known things unconventionally, as well as from the usual components of TPR develop an unusual journey, adding to it by this time unknown elements: stories about interesting facts, participation of famous personalities, a good combination of events and etc. Certainly that the implementation of such a strategy requires some time purposefully to form a team of creative professionals. Considering the needs of Segment №2 consumers the most effective positioning for them will be focus on that for the money they paid they get more. In this case a ratio in the strategy «The best quality for an affordable price» they would consider as a fair.

If in the previous case the priority characteristics of the staff have to be the innovative thinking and creativity, inventiveness, here the most appreciated are the attention to customer’s needs and prevenience. Of course, courtesy, responsibility and reliability are required for all segments. Once again drew attention to the «human factor», since it is still the biggest problem in tourism that creates a negative impression and lowers the level of perceived value of TPR.

The purchasing behavior of segment №3 almost always is dictated by the need to demonstrate and confirm their belonging to elite. No exception that buying TPR, price and quality level also have to prove entourage that the social and financial status of the buyer is high. The essence of the strategy «Elitism and reliability have price» is to provide indisputable physical and psychological arguments that would satisfy the called need. In this case, elitism will be confirmed by all of the marketing mix (including price), and the reliability of the TA and high quality TPR provides revenues from regular customers.

<sup>3</sup> М. Босовська, *Інтеграційні процеси в туризмі*, Монографія, Київ, Київський національний торговельно-економічний університет, 2015, с. 832.

<sup>4</sup> Г. Буніч, *Туристический продукт и направления его инновации*: Монография, Москва, «Дашков и КО», 2011, с. 188.

## 5. Competitive strategies

Competitive strategies are formed on the basis of competitive advantages, which primarily treat the target segment. Characteristics of a segment №1, mentioned above, show that the best accepted strategy is a «market niche». However, this name relative to the selected segment is rather conventional, as a niche of active people who pay attention to self-development, is recently growing rapidly. The essence of the «niche» in this case will be captured by the unique characteristics of tourist product, mentioned above.

Representatives of segment №2 consider best competitive advantages in features of «differentiation strategy», which should be read in two contexts. According to the first context, this is a strategy in which producer creates from one tourist product the entire product line, in other words, differentiates a tourist product, providing different characteristics to different variants. According to the second context, it is rebuilding from competitors, namely providing the travel agencies and their tourist products with characteristics that will distinguish them from other offerings in the market.<sup>5</sup> Differentiation may also take place due to involvement of partners' service. Examples of such strategies: cooperation with mobile operators, perfumes, clothes or wine manufacturers, etc. These manufacturers in the course of tourist product consumption sell their products and services to tourists at discount prices, which is perceived by consumers as added value, easier way to solve a problem. Consumers will perceive all this as a travel agency's capacity to organize a quality holiday at a reasonable price.

Depending on the market position with respect to the segment #3 the travel agency adopts one of three strategies, which essences are described below. The strategy of «market leader» adopts the one that has the strongest market position, good image and is able to form its own marketing (including pricing) policy on the market. The strategy of «Challenger» is the offensive strategy of travel agency which points on its sufficiently large market share (and correspondingly power) and the desire to become a leader. Therefore travel agency should constantly improve and develop all areas of activity. The strategy of «followers» is typical for travel agencies that despite of the existence of opportunities to become a leader don't have ambitions for that. Their advantage is no risk from implementation of innovations, as they take after the proven on market methods. However, focus on the most conservative customers is no less a source of risk, especially nowadays in a time of rapid changes.

## 6. Functional strategies

Functional strategies are inextricably complex that should be developed with taking into account the special features of TPr, that is at the core of this complex and defines other decisions regarding the «4R». So first of all, it is important to review the *Marketing Pricing Strategy* in combination with the *Marketing Product Strategy* (Table 1).

According to the first group from the classification of the strategy («Psychological pricing»), for the segment №1 the democratic strategies of «Breakthrough» and «Penetra-

<sup>5</sup> Т. Дашкова, *Маркетинг в туристическом бизнесе*, Москва, «Дашков и КО», 2010, с. 67.

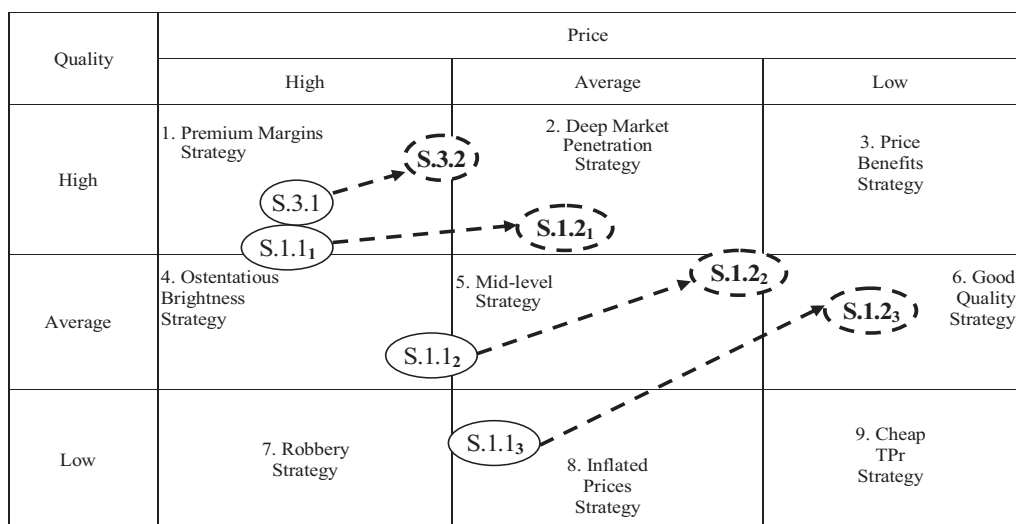
tion» are appropriate. Their aim is to strengthening the position of TPr with different novelty. However, the popular nowadays strategy of «cream skimming» is not included to the list because of the current unfavourable conditions.<sup>6</sup>

The strategies of “High prices”, “Average prices” and “Low prices” are evaluable for the sub segments of the segments №2. However, it is good to remember that the positive perception of these strategies by the sub segments is possible in case of quality dumping only, or if quality can benefits the price. The implementation of strategy of «Approximate prices» will contribute for the success of these strategies from the consumer side.

The psychological characteristics of segment №3 is the base for the further use of the strategy of «Premium pricing», but premium should be reduced somehow (for the regular customers, as well as for the club members, etc.), and in this situation the price will meet the strategy of «High prices».<sup>7</sup>

As it is illustrated at the Figure 2 and 3, all proposed changes for the MPS have a common vector – it is the increasing of the perceived quality and of the perceived price decrease TPr.

Figure 2. Vectors of the appropriate changes for the MPS of the segments №1 and №3  
Rysunek 2. Wektory odpowiednich zmian dla MPS segmentów №1 i №3



**Legend:**

«S.1.1<sub>1</sub>» – segment №1, first (current) strategy for the first sub-segment.

«S.1.2<sub>3</sub>» – segment №1, second (suggested) strategy for the third sub-segment.

Source: Authoring based on [1–14] and on the results of own research.

<sup>6</sup> О. Жегус, Л. Попова, Т. Парцирна, *Теорія та практика ціноутворення в системі маркетингу*, Монографія, Харківський державний університет харчування і торгівлі, Харків, ХДУХТ, 2013, с. 249.

<sup>7</sup> Ф. Котлер, К. Келлер, *Маркетинг менеджмент*, Санкт-Петербург, Питер, 2012, с. 816.

The most homogeneous segment by the perceived characteristics of the complex «4R» is the segment №3, and the «Premium Margins Strategy» is typical **МЦС** for it. Position symbol (S.3.1), which satiated in the center square, indicates an adequate assessment of the quality of TPr in comparison it with its price. But, firstly, this segment is declining, and secondly, the biggest competition is for this segment.<sup>8</sup> Therefore we consider that with the product policy of “Principal improvement of the existing TPr” and / or with the policy of “Related or unrelated diversification” (which can be used sequentially or in parallel) it is necessary to transfer the current strategy on the brink with more democratic one, like “Deep Market Penetration Strategy” (thus, compared with high quality, the price should be perceived as an average).<sup>9</sup>

It is important to emphasize that the process of the fundamental improvement of the TPr cannot be occurred simultaneously with a reduction of the prices. This is only about the programs for stimulation the consumers.

Segment №1 can be divided into at least three sub segment, indicated by the opportunity to purchase TPr with high, medium or low quality. The positions of TPr within quadrants show that these consumers find the price a bit higher than a quality, and a gap between the price and quality is increasing in the following direction: from the highest price to the sub segment with the lowest price.

The following combination on the product-price strategy can help to improve the perception of consumers: «Fundamentally new TPr» – «The deep market penetration»; «New Line TPr» – «Mid-level Strategy»/ «The strategy of the price advantages»; «Simplification of the TPr» – «Good Quality Strategy».

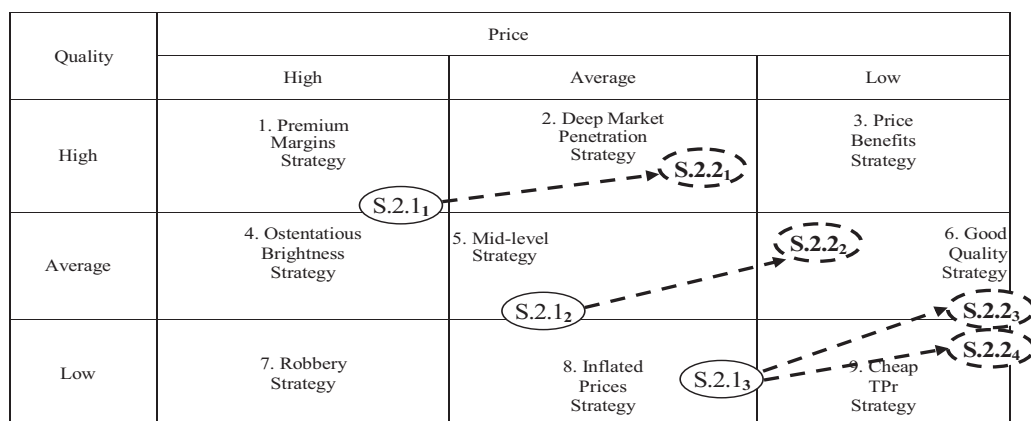
«Variation of TPr» – is the strategy, which shows the process of exclusion from the old assortment of TPr with the introduction of new one, also this should be the basis of every sub segment within this segment, because otherwise it will affect badly on the image of the TA. It is worth to note that even a slight improvement of quality leads to a much more positive perception of the prices. And vice versa, the process of providing consumers with discounts can cause more positive perception of a quality. Thus the amplitude of the increasing of the perceiving the value of TPr increases in the same direction – from the higher to lower priced sub segments.

<sup>8</sup> О. Азарян, Н. Жукова, О. Іщенко, *Аналіз комплексу маркетингу на міжнародному ринку туристичних послуг*, Монографія, Донецьк, ДонДУЕТ, 2005, с. 135.

<sup>9</sup> А. Клейман, О. Бабанчикова, *Тенденции развития туристского рынка в условиях рецессии: оптимизация, реструктуризация и реинжиниринг бизнес-процессов*, Вестник Национальной академии туризма, 2014, № 1, с. 52-57.

Figure 3. Vectors of the appropriate changes for the MPS of the segment №2

Rysunek 3. Wektory odpowiednich zmian dla MPS segmentu №2



Source: Authoring based on [1–14] and on the results of own research.

The Fig. 3 shows the direction of the necessary changes in the TPr regarding the segment №2. It is similarly to the sub segment from the segment №1: the quality of TPr can be assessed slightly lower than the price.

For example, the high price segment can accept the «Premium Margins Strategy» faster than the «Ostentatious Brightness Strategy». But the low price segment can accept the «Cheap TPr Strategy» faster than the «Inflated Prices Strategy».

To generate some positive opinion of the consumers from this segment, it is worth to offer the following product-price strategies: «The expanding of the product line» – «Deep market penetration»; «Modification of the TPr» – «Good quality» (also can border with the «Mid-level strategy»); «Simplification of the TPr» – «Good quality» (but in the opposite quadrant of this and on the border of the «Strategy for the cheap TPr»).

Considering the increasing number of consumers who make their final selection based on the biggest discounts or deliberately seeking for the «hot» tours only, TA should be ready for the increasing preferences for the last strategy («Strategy for the cheap TPr»). At the same time, the actions that meet the strategy of «Re-Positioning» should be created for the each from the sub segments. This is needed for the increasing of consumer's confidence to the actions aimed to change the strategies.

## Conclusions

Summarizing the proposals, it is important to note that the MPS of the second group were described particularly, because it is a big number of TPr can be seen at nowadays market and the availability of all modern methods of its “materializing” (videos, presentations, special programs, etc. ) can cause the situation when consumers thoroughly learn the characteristics of the tours before the buying , and have an opportunity to compare the quality and price of several products, as well.

Therefore, the common vector on all selected segments should be kind of an output from the of today's policy of the price manipulation (when the price is lower quality). And the group of "Product- price line" (quality meets price) should have precedence. But, taking into account the market situation, quality even needs to prevail a bit (and, again it is important to note, that quality dumping is appropriate).

In terms of relationships between the customers and partners, which is important to be taken into account, while creating the strategy of the third group ("Rivalries / cooperation"), MPS will be named as the "Differentiated prices" (for the segments №1 and №3) and the «Price of stimulation of selling» (for the segment №2).

However, their structure will not be changed: in the first case, they emphasize the account of the ratio «price - quality» (it is clear that for each of sub segment it will be the inherent values), but in the second case the emphasis is on the process of learning and meeting the interests of target segments of customers or partners (that is why the strategy for the segment №2 is entitled as the «Price stimulating of the bulk purchases and sales»).

In other words, the meaning and purpose of the elected MPS, meet the content and goals of the rest of strategies from all strategic levels of TA.

However, awareness of this consistency, as well as its positive perception by consumers will depend on the choice of two other elements of the marketing complex of TA. And it is the distribution and communications, all details will be proposed in the next article.

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