

UDC 629.126:338.48

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DEVELOPMENT OF TOURISM BRAND OF UKRAINE

Abstract. Managing the Tourism brand of Ukraine and positioning a national tourist product into the world markets is a sign of globalization processes that Ukraine is involved in. Branding of Tourism Destination is an important strategic resource of economic development of Ukraine. The purpose of this article was: positioning and the need to evaluate brand position and develop its infrastructure; choosing the right priorities in logo design and brand identity; establishment of position's dependence in world ratings (including tourist competitiveness) and elements of brand infrastructure; assessment of the contribution of the tourism sector in the formation of GNP.

In the work demonstrated that the globalization of the tourist market determines not only the mega environment of industrial, economic, financial and administrative operations, but also the high level of competition to attract tourists. It was determined that a new quality and processes of tourism activities can bring to the formation of the national tourist brand, which is built on the symbolization of customer value of tourism resources and territory has a characteristic, respectively, on which the socio-economic and cultural influence of the tourist destination and its attractiveness to potential tourists and export development oriented model of tourism.

Suggestions provided to improve the tourism brand of Ukraine and its positioning in the international market for the purpose of creation Tourist Friendly and Safety Destination; the essence of the national tourism brand is regarded as basic element for design, positioning, promotion and perception of national tourism products and the mechanism of growth of tourism in the destination; are given the basic principles of improving of the national tourist brand. The mentioned measures will strengthen Ukraine's positions in the world rankings, taking into account that, it will also strengthen its positions in the Travel & Tourism Competitiveness Index, as well as increase the investment attractiveness of our country, create a foundation for receiving both direct and multiplicative income from the realization of tourist services.

Keywords: tourism, national tourism brand, image, reputation, the system of national tourism brand.

JEL Classification D69, F15, H73, L14, R11

Formulas: 0; fig.: 1; tabl.: 6; bibl.: 15.

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РОЗВИТОК ТУРИСТИЧНОГО БРЕНДУ УКРАЇНИ

Анотація. Управління туристичним брендом України і позиціонування національного туристичного продукту на світових ринках є ознакою глобалізаційних процесів, в яких бере участь наша країна. Брендінг туристичних дестинацій є важливим стратегічним ресурсом економічного розвитку України.

Метою статті стало: позиціонування і необхідність оцінювання позиції бренду країни, розвиток інфраструктури бренду; вибір правильних пріоритетів у дизайні логотипів та ідентичності бренду; встановлення залежності позиції у світових рейтингах (включаючи туристичну конкурентоспроможність) та елементах брендової інфраструктури; оцінки внеску туристичної сфери у формуванні ВВП.

Продемонстровано, що глобалізація туристичного ринку визначає не тільки мегасередовище виробничих, економічних, фінансових та адміністративних операцій, а й високий рівень конкуренції на ринку з метою залучення туристичних потоків. Визначено, що нова якість і процеси туристичної діяльності призводять до формування національного туристичного бренду, який будується на символізації споживчої цінності туристичних ресурсів і дестинацій; має характерний вплив на соціально-економічні та культурні процеси; стимулює формування його привабливості для потенційних туристів та розвиток експорто-орієнтованої моделі туризму.

Запропоновано вдосконалення складових туристичного бренду України, обґрунтовано логічність бренд-бук ідеї, елементи позиціонування національного бренду на міжнародному ринку з метою створення привабливого і безпечного іміджу держави. Сутність національного туристичного бренду розглянуто як базовий елемент дизайну, позиціонування, просування і сприйняття національних туристичних продуктів та встановлення механізмів зростання кількості туристів в Україні; визначено основні принципи вдосконалення національного туристичного бренду. Зазначені заходи зміцнять позиції України у світовому рейтингу, ураховуючи, що це також зміцнить її позиції індексу конкурентоспроможності подорожей і туризму, а також підвищить інвестиційну привабливість нашої країни, створить фундамент для отримання як прямих, так і мультиплікативних доходів від реалізації туристичних послуг.

Ключові слова: туризм, національний бренд туризму, імідж, репутація, система національного туристичного бренду.

Формул: 0; рис.: 1; табл.: 6; бібл.: 15.

1. Introduction. The national tourist brand should be estimated according to methods that enable to determine its rating within the format of the global tourism market.

Experts annually estimate more than 190 country brands using the «Nation Brand Index» rating estimation method developed according to Anholt's methodology (2005), (2010). In particular, Ukraine takes medium positions in «Nation Brand Index» rating among the countries that have growing potential according to estimation of tourist, trade, and innovative appeal (see *Table 1, 2*).

The purpose of this article is to determine the sequence of branding of a tourist destination, to identify important factors that influence the brand position in world rankings, the place of Ukraine on the tourist map of the world, and the components of the brand-book of Ukraine and their modeling.

2. Research analysis and assignment. Initially, we should analyze the techniques for determining the brand position of existing countries. *Consulting Agency Future Brand* has published a rating of country-brands *Country Brand Index* 2014—2020. A Country, Region or City Brand is an asset that must be managed by a distinct and varied set of methodologies in order to achieve its desired objectives.

Bloom Consulting defines five different Country, Region and City Branding objectives or dimensions as depicted above in Bloom Consulting's Branding Wheel:

1. Attraction of Investment
2. Attraction of Tourism
3. Attraction of Talent
4. Strengthening Prominence (Increase of Public Diplomacy efforts)
5. Strengthening Exports [1].

Now, than 70 Countries liens spread over 5 continents are brands. «Brand» of the country was evaluated according to various criteria. For example, one of the criteria is the attendance of a country, the desire to conduct business in it or study in its universities and tourist recommendations related to this country. Future Brands has explored 75 countries, but only 22 (+Ireland and Belgium in addition to the above) fit the definition of country-brands in all respects: from the quality of life and business development potential to culture, history and tourist attractions. The Agency has identified three countries that can be called «status», as parameters such as quality of life, value system and business potential are dominated in them. These are Belgium, Qatar and Bahrain. Spain, the Czech Republic, China, Thailand, Greece, Peru, Egypt, etc. are named among countries that don't belong to the country-brands but are extremely interesting from a cultural and tourist point of view. All the rest, Ukraine is simply countries (on the border between «just a country» and a «country-brand» in terms of perception), which need to develop all the parameters in order to become brands.

According to Anholt's classic definition: *country branding* is a systematic process of reconciling a country's actions, behaviors, investments, innovations and communications to implement a national security strategy and competitive identity [5; 6]. According to the author, brand evaluation is performed according to the following parameters:

- tourism (attractive image of the country);
- people (as potential managers and as potential friends — the social capital of the country);
- culture and heritage (national symbols and willingness to consume the country's commercial culture, sports, etc.);
- export (to which country and what kind of product to export, how much information about the producer affects, its purchasing power, value of the country's brands);
- Governance (internal policy);
- investment and immigration (the desire to live and work in this country, how much the education received is valued, the problems of youth employment and the labor market in general, the economic state of the country).

The purpose of this article was: positioning and the need to evaluate brand position and develop its infrastructure; choosing the right priorities in logo design and brand identity; establishment of position's dependence in world ratings (including tourist competitiveness) and elements of brand infrastructure; assessment of the contribution of the tourism sector in the formation of GNP.

3. Result and discussion. In 2020 the Bloom Consulting Country Brand Ranking is more comprehensive than ever before as it includes 198 unique country and territory brands, five more than in the last Edition of the ranking. This algorithm, accordingly, comprises four key variables used in analyzing the success of Country and Territory Brands, as well as their relative performance as compared to one another. The ranking variables account for the economic performance of a country's tourism sector (Variable 1), its online performance, as well as digital measurements (Variable 2 – Digital Demand – D2), to present an accurate and objective Brand Ranking (Variable 3 – CBS Rating) and on-line performance (Variable 4). The final formula for the calculation is: Variable 1 + Variable 2 + Variable 3 + Variable 4 = Country Brand Ranking [1, p. 7].

Table 1

**Rating of the national brand of Ukraine as tourist macro destination
(Country Brand Ranking by the method
of Bloom Consulting Country Brand Ranking)**


Rating Indicators	2012	2019	Change
Bloom Consulting Country Branding Ranking Tourism	40 (estimation: CCC — Singhtly Weak)	34 (estimation: BBB — Very good)	up six positions
Future Brand Country Brand Index (FCI Ranking)	74	74	unchanged

Among the countries that in the near future can strengthen their position in such a ranking are China, the UAE, South Korea, Israel and Qatar. These countries are best perceived in terms of business potential, innovation, and technology.

The questionnaire was developed on the basis of the Hierarchical Decision Model developed by the agency, which includes seven main areas: country knowledge, awareness, preferences, associations, discussion, decision-making / attendance, and advocacy. When compiling the rating, special emphasis was placed on the field of Associations — i.e. determining what people associate a country with - from the value system inherent in that country to the phrase «made in».

Table 2

Rating of the national brand of Ukraine

 Ukraine	Rank 2014	Rank 2015	Rank 2016	Rank 2017	Rank 2018/2019
Anholt – Gfk Roper Nation Brands Index *	-	6th place in <i>Central and Eastern Europe</i> **	-	-	-
Anholt – The Good Country Index	99	-	73	-	-
Bloom Consulting Country Branding Ranking Tourism	74	-	-	44	34
Future Brand Country Brand Index	74	-	-	-	74
Digital Country Index	-	-	-	61	-

Source: <http://countrybrandingwiki.org/index.php/Ukraine>;

<https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2019/01/anholt-gfk-roper-nation-brands-indexsm-2018-report-scotland/documents/methodology-report/methodology-report/govscot%3Adocument/00545271.pdf>.

*As a Part: **Tourism** (The level of interest in visiting a country and the draw of its natural beauty, historic built environment and city attractions).

** <https://www.gfk.com/ru/insaity/press-release/anholt-gfk-nation-brands-index-2015/> 6th place in Central and Eastern Europe: Russia, Poland, Czech Republic, Hungary, Turkey, Ukraine.

Another common method of determining a position in the rating of a tourism brand is the Future Brand Country Index (FCI) [2]. In which it is what transforms a country from a spot on a

map to a place our survey respondents ultimately want to invest in, live in, visit, and buy goods and services from countries have traditionally been measured and ranked by measures of might - GNP, population size, even a sovereign's nuclear arsenal. The basis of analytical evaluation was analysis to identify and quantify the same six dimensions explored within the survey data (Values System, Quality of Life, Business Potential, Heritage & Culture, Tourism, Products & Services) and to explore additional sub topics within each dimension-such as natural beauty, food, tolerance, and political freedom. They also quantified countries' brand strength by comparing their «online talkability» [2].

Analyzing the reasons of worsening of the national brand rating of Ukraine as tourist macro destination, it was found that geopolitical factors are negative factors. At the same time, the experts note that estimation of the tourist brand in position «A» (in 2014), despite of the negative tourist balance and import oriented demand, is the basis to activate tourism development. In particular, the analysts forecast growth of tourist demand until 2022, specifically, foreign tourists by 69 %; external tourists by 57 %; expenses of tourists by 41 and 32 %, respectively [3]. But estimation as a BBB (Very good) in 2019 is the position estimate was lower than the previous one but tends to increase.

There are other obstacles to the successful creation and implementation of the Ukrainian market of domestic brands. Experts identify the following features of working with brands that apply to the organization of the tourism industry:

- in comparison with the western practice new domestic travel service is being introduced in a shorter time, so there is a serious strategic and tactical mistakes in marketing and marketing communications, which explains unstable, rapidly changing economic situation in the country and the weakness of strategic planning for local tourism enterprises;

- almost everywhere there is a tendency of organizations (producers) of travel services as much as possible to intensify value chain operations, save money and make a profit quickly. This tactic allows you to get ahead of competitors, but the likelihood of errors in the process of the withdrawal of tourism services on the market is growing;

- the common practice of implementation of the decisions taken by the head of the enterprise itself, not supported by professional research and expertise. As a result, in many cases, without proper justification, and taking into account consumer demand and expectations created by the service, and only then begin to search for its makers real consumers and target groups;

- produced in Ukraine and the new travel services for the domestic market are usually a repetition of their Western counterparts, or created with the participation of international corporations. Accordingly, their brand is well-known abroad;

- quality of tourist services that appear in Ukraine under the famous brand does not always correspond to the world standards of quality of the brand.

In addition, for the majority of domestic consumers is characterized by low loyalty to the brand, for the following reasons: firstly, the consumer does not identify the brand as Ukrainian tourist companies spend on advertising (image-especially) small tools; secondary, low income most of the population is ready to change the consumer travel enterprise sometimes even for a small economy [7—9].

Among the factors that hinder the creation of branded services should include the fact that the founders of the companies by selecting original, from their point of view, the company name, do not think about the fact that the same name can have competing organizations. At present, domestic tourism companies do not pay enough attention to the legislation on trademarks. Modern competitive conditions require organizations to the tourism industry further differentiation of products and services sold under a certain brand name in view of specificity needs of individual customer groups. This specialization provides for the establishment of various brands in one trademark, targeted at specific segments of the consumer market.

Exploring the essence of the national tourist brand is incomplete without identification and arrangements of the factors that contribute to its formation, and the given color features have double determination: objective and subjective. Factors of tourist brand formation have been generalized.

The purpose of the tourism brand of Ukraine is to consistently form an image of an extremely interesting country, which should be explored, with the help of adequate tourist products and communications, caring for the positive experience and impressions of tourists during the trip. The main tasks of the tourism brand of Ukraine are:

- increase in the number of tourists in comparison with previous periods;
- increase in investments in hospitality industry of the country as a whole;
- increase in the number of events of the MICE (congresses, exhibitions, etc.) of the international level;
- increase in the number of repeated visits to the country;
- increase in the number of positive publications and references about Ukraine as a tourist destination [10].

Development of existing Ukraine’s tourism brand was implemented by the State Agency of Ukraine in Tourism and Resorts with a grant from the German Society for International Cooperation (GIZ) in Ukraine. The project was a group of team «Wiki City Nomica», design studio «Korolivski Mitci» and agency «Brandhouse». The presentation of the brand took place on March 21, 2014 in Kyiv during the conference «Popularization of Ukraine’s image and its tourism opportunities» (Table 3).

Table 3

History of Ukraine’s tourism brand development

Period	Developer	Logo
2002—2006	State Enterprise «National Tourist Organization» under the State Tourism Administration of Ukraine	
2008—2010	State Enterprise «National Tourist Office» under the State Service of Tourism and Resorts of the Ministry of Culture and Tourism of Ukraine	
2014—2018	State Agency of Ukraine in Tourism and Resorts	
2018 — up to now	Cabinet of Ministers of Ukraine, Ministry of Information Policy of Ukraine	

Sources: [7; 10; 11].

In Ukraine, the tourism brand first appeared with its brand and identity (2014), and then later the country brand (2018).

The result of the national brand identity contest was the Banda Agency creative logo selected in a competition of more than 30 different projects. The emphasis in the logo is on the word «now», that is, when important changes in the country’s development occur; they are paying attention to something new that is worth the attention. A message about something one, whole and one became the main idea of the new logo — Ukraine NOW. According to the Secretary of State of the Ministry of Information Policy Artem Bidenko, the concept of the Ukraine NOW slogan was developed with the support of the British government and tested on the perception of the citizens of Germany, The United Kingdom and Poland before the development of the visual logo [11].

The main principles of the logo were «hospitality and beauty» instead of the corrosive «corruption and war» that began to accompany our country’s name in all the world news.

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The basic principles of the logo were «hospitality and beauty» instead of the corrosive «corruption and war», which began to accompany our country's name in all the world news.

The slogan-constructor, which is the base of the formed national tourism brand of Ukraine [10]: Ukraine: It's all about U; Ukraine: As free as U; Ukraine: As young as U; Ukraine: As tasteful as U; Ukraine: As peaceful as U; Ukraine: As witty as U; Ukraine: As sharp as U; Ukraine: As sheer as U; Ukraine: As artistic as U; Ukraine: As unique as U; Ukraine: As true as U; Ukraine: As smart as U; Ukraine: As lively as U (*Fig. 1*).

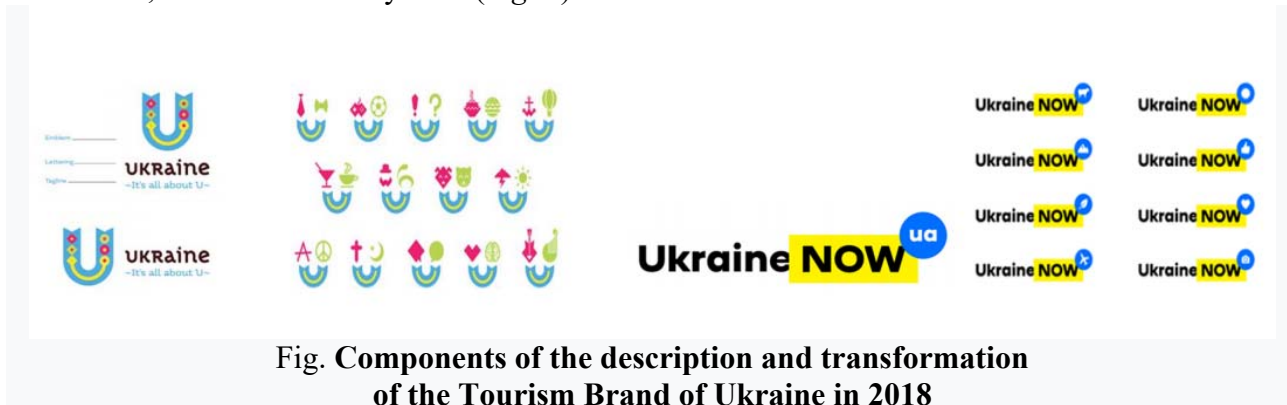


Fig. Components of the description and transformation of the Tourism Brand of Ukraine in 2018

Sources: [10; 11].

However, regardless of the quality of the creative ideas, the infrastructure of the 2018 Sample Brand was not fully organized, the brand was not adequately researched, nor was it managed and promoted internationally. The main executive organization, which should be involved in this should be the State Agency for Tourism Development, which was created by a government decision only on 04.12.2019.

In order for the «Ukraine NOW UA» brand to become the basis of Ukraine's presentation in the world, it is necessary to:

- development of the Ukrainian tourism brand;
- design of professional brand infrastructure for Ukraine: testing in the markets, development of a draft brand development strategy, creative solutions, production of professional marketing materials.

These tasks were identified as a priority in the draft of the updated Tourism Development Strategy of Ukraine at the Forum [12].

Unfortunately, no one intends to link the tourist brand's online infrastructure with the country's position in the Global Tourism Competitiveness Index. In our opinion, it is the position in which can indicate the successful or unsuccessful logo and identity of a tourism brand.

However, independently of the creative ideas' quality, the infrastructure of the 2018 Sample Brand was not fully organized, the brand was not adequately researched, nor was it managed and promoted internationally. The main executive body to be involved in this should be the State Agency for Tourism Development, which was created by a government decision only on 04.12.2019. In order for the «Ukraine NOW UA» brand to become the basis of Ukraine's presentation in the world, it is necessary to:

- development of the Ukrainian tourism brand;
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These tasks were identified as one of the priorities in the project of the updated Tourism Development Strategy of Ukraine at the Forum [11].

Unfortunately, no one intends to link the tourist brand's infrastructure with the country's position in the global tourism competitiveness index. In our opinion, the position itself can help to indicate how successful or unsuccessful the logo and identity of the tourism brand is.

It is extremely important to form a reputation for the brand and to determine the influence factors reputation as a safe, attractive and accessible country for tourism.

Europe is once again the region with the strongest overall Travel & Tourism competitiveness performance, with six economies in the top 10. It continues to lead the rankings thanks to its cultural richness, its excellent tourism service infrastructure, its international openness as well as its perceived safety, despite slightly declining security perceptions in Western and Southern Europe. Significant divides remain among sub-regions, including the prioritization of the sector, environmental sustainability policies and an enabling business environment (table 3).

Ukraine took 88th place in TTCI ranking 2017. But in 2019 edition of Travel & Tourism Competitiveness Index of Ukraine took 78th place with overall score 3,7 (Table 4). Travel & Tourism industry Gross domestic product was US \$1794,5 million (1,4 % of total). Travel & Tourism industry employment – 206200 jobs (1,3 % of total). International tourist arrivals was 14,23 million foreign tourists and International tourism inbound receipts – US \$1261 million. Average receipts per arrival was US \$88,6.

Table 4

Dynamics of Ukraine's TTC Index in 2017—2019

Travel & Tourism Competitiveness Edition	2017	2019	Change (+,-)
Rank	88 / 136	78 / 140	+10
Score	3,5	3,7	+0,2

Source: [13].

The economic effect of national tourist services export will depend on the country's brand position and the indicators of foreign tourists' acquisition. Thus, Table 5 presents the main components of the tourism industry and their share in the generation of direct tourism revenue in 2018.

Table 5

The economic effect of the sale of national tourism product' sale in 2018

Components of tourism	Revenues, thousand, UAH	Revenues, USD	Share, %
Accommodation services	48 731 214	2 215 055	27,7
Catering services	8 969 952	407 725	5,2
Transport services	47 780 022	2 171 819	27,2
of these: railway transport	4 289 432	184 974	2,4
road transport	6 023 363	273 789	3,4
water transport	0	0	0
air transport	37 467 227	1 073 056	21,3
car rental	10 820 352	491 834	6,1
Agency Fee / Brokerage Fee	11 233 065	510 594	6,4
Culture	16 808 666	764 030	9,6
Sports and recreation	11 844 716	538 396	6,7
Retail	No data available	No data available	No data available
Active activity	No data available	No data available	No data available
Other consumer products	19 797 684	899 667	11,2
TOTAL:	175 980 671	7 999 121	100

Source: [12].

The Pilot Survey of Tourist Support Accounts (TSA) from 2015 has been launched in Ukraine. The direct economic impact of the contribution of the tourism sector was less than 50% of the TSA [12]. Taking this into account, the efficiency of tourism in the development of the national economy is about 5% in the formation of the GDP. And if according to UNWTO [14] in 2018 the

direct, indirect and induced contribution of tourism to the world economy amounted to about 10.4% of GDP, in Ukraine this indicator points to 4.94% (calculated by the author according to *Table 5* and Gross indicators Domestic Product [15]).

Analyzing the main components of Ukraine's TTC Index in 2019 we can see that the best result has: health and hygiene, price competitiveness, safety and security, human resources and labor market (*Table 6*).

Table 6

Components of Ukraine's Travel & Tourism Competitiveness Index in 2019

Index Component	Value	Rank/140	PREV	Best Performer
Business environment	4,1	103	124	Hong Kong SAR
Safety and security	4,8	107	127	Finland
Health and hygiene	6,5	11	8	Austria
Human resources and labour market	4,8	48	41	United States
ICT readiness	4,5	78	81	Hong Kong SAR
Prioritization of Travel & Tourism	4,3	92	90	Malta
International Openness	3,7	55	78	New Zealand
Price competitiveness	5,9	19	45	Iran, Islamic Rep.
Environmental sustainability	3,9	114	97	Switzerland
Air transport infrastructure	2,7	71	79	Canada
Ground and port infrastructure	3,1	77	81	Hong Kong SAR
Tourist service infrastructure	4,3	65	71	Portugal
Natural resources	2,2	116	115	Mexico
Cultural resources and business travel	1,9	55	51	China

Source: [12].

Analysis of the main components of the tourism competitiveness of Ukraine has showed that, despite the availability of resource, our country, unfortunately, cannot compete with developed tourist countries. The only way to solve this problem — is to form a solid, strategically-oriented state policy, whose main task would be really identifying tourism as one of the main priorities of the state, to create a strong authority to manage tourism development, to implement proven worldwide economic mechanisms of successful conducting of tourism business and to encourage investors to invest in tourism infrastructure, restoration of natural resources and their sustainable ecological development in Ukraine.

Competitiveness in tourism along with such characteristics as quality of tourism product, investment attraction, social and economic potential is a complex concept. This means that its quantitative assessment provides the previous formation of set of different groups of indicators, determining their importance in integrated assessment or rating. Techniques for assessing the competitiveness in tourism are now the most developed and popular at the macro level. Evaluation of competitiveness in tourism at the micro level involves the selection and analysis of two major facilities – tourism product and tourism enterprises.

Strategic approach should be consistent directly to the project approach. So no matter how well the strategy of development of one or another region has been discharged if it is not backed up by specific projects, it can remain on paper. The project approach precisely makes it possible to convert the strategic plan into specific projects and programs of development of a territory. The combination of strategic and project approach makes it possible to form a strategic project portfolio. It is necessary to define the strategic pyramid: which projects of a certain region primarily need support and finance.

Considering the lack of targeted planning of tourism in Ukraine and in the majority of its regions, fragmentation, vagueness, time uncertainty of the proposed measures of realization of Strategy of Tourism and Resorts development, the turbulence of the environment, it is reasonable to use the project approach, built on the integration of management functions and project structuring processes aimed at the effective achievement of its objectives through the use of modern methods and ways, techniques and technology management to get the planned project results on the composition and scope of work, cost, time, quality and satisfaction of participants.

Since brand territory is limited by geographic location, its mission is to reflect the global geopolitical mission areas (for large sites and cities) or national geographic mission territory (for medium and small cities and areas). Therefore, you must note the following specific factors affecting the formation of the brand territory: geographical location and global geopolitical role of the territory, natural-resource potential of the territory, national and cultural features of the country that are the territorial units of this location.

Accepting the general system mode of the national tourist brand formation, it is worth mentioning that this process should be regulated by governmental bodies and social organizations with imposed duty to develop a country tourism policy and elaborate its implementation mechanisms.

Analyzing the above, we can make conclusions that tourist brands are created as a consequence of growing competitiveness on the global tourist market. Specialized tourist products are good platform for the right branding strategy. Branding strategy and brand management represents and comprises all brand assets. It is helpful to do it through some model.

4. Conclusions. Using a successful and competitive enterprise of brand provides a number of competitive advantages:

- 1) a decrease in marketing expenses due to the popularity of the brand and customer loyalty;
- 2) the acquisition of the enterprise a certain extent, of influence on organization (vendors), as consumers expect from their travel services under a particular brand;
- 3) the establishment of the high prices of competitors, as a brand perceived as an indication of high quality;
- 4) simplification of the strategy to expand the brand through high consumer confidence;
- 5) a measure of protection in the face of fierce price competition;
- 6) strengthening of the corporate image, simplifying the market promotion of new tourist products and to ensure loyalty among consumers and intermediaries. Such advantages of the enterprise of the tourism industry can be achieved through careful management brand.

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Статтю рекомендовано до друку 31.08.2020 © Мазаракі А. А., Михайліченко Г. І., Мельниченко С. В., Мельник Т. М., Мірошник О. Ю.

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The article is recommended for printing 31.08.2020

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