

BUSINESS STRATEGIES OF TOURISM ENTERPRISES IN THE CONTEXT OF GLOBAL COMPETITION

БІЗНЕС-СТРАТЕГІЇ ТУРИСТИЧНИХ ПІДПРИЄМСТВ В УМОВАХ ГЛОБАЛЬНОЇ КОНКУРЕНЦІЇ

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Abstract. *The article explores modern approaches to the formation of business strategies for tourism enterprises in the context of global competition and an increasingly unstable external environment. In particular, it examines the applicability of Michael Porter's typology of competitive strategies – cost leadership, differentiation, and focus – tailored to the specific characteristics and dynamics of the tourism industry. The analysis highlights how global tourism market leaders such as Booking.com, Ryanair, and TUI Group implement these strategies successfully, providing practical illustrations of their key features, adaptability, and sources of competitive advantage. A comprehensive SWOT analysis is conducted to assess the strategic management landscape in tourism, identifying internal strengths and weaknesses of enterprises and mapping external opportunities and threats, particularly those caused by post-pandemic recovery, geopolitical uncertainty, climate change, and digital transformation. The study further examines regional strategic priorities in the tourism sectors of the European Union, the United States, and leading Asian economies, emphasizing trends such as sustainable tourism development, environmental regulation compliance, investment in innovation, and the formation of cross-sector partnerships. Drawing on national and international research, strategic policy documents, and business case studies, the article formulates recommendations for Ukrainian tourism enterprises. It stresses the urgency of digital transformation, human capital development, alignment with environmental standards, and the expansion of international partnerships as critical conditions for increasing competitiveness in the global tourism market. These directions are considered essential not only for overcoming current challenges but also for securing long-term strategic positioning in a highly dynamic and competitive global environment.*

Keywords: *business strategies, tourism, global competition, strategic management, digitalization, sustainable development.*

Анотація. *У статті досліджено сучасні підходи до формування бізнес-стратегій туристичних підприємств в умовах глобальної конкуренції та зростаючої нестабільності*

зовнішнього середовища. Зокрема, розглянуто застосування типології конкурентних стратегій Майкла Портера – лідерства за витратами, диференціації та фокусування – з урахуванням особливостей функціонування туристичної галузі. У роботі проаналізовано, як провідні світові гравці туристичного ринку, зокрема Booking.com, Ryanair та TUI Group, ефективно впроваджують ці стратегії, що дозволяє виокремити їхні ключові риси, джерела конкурентних переваг та здатність до адаптації. Проведено розгорнутий SWOT-аналіз стратегічного управління в туризмі, який дозволяє визначити внутрішні сильні та слабкі сторони підприємств, а також виявити зовнішні можливості й загрози, зокрема ті, що пов'язані з післяпандемічним відновленням, геополітичною нестабільністю, зміною клімату та цифровою трансформацією. У дослідженні також розглянуто стратегічні пріоритети розвитку туристичної галузі в Європейському Союзі, США та провідних азійських економіках, з акцентом на тенденціях сталого розвитку туризму, дотриманні екологічних норм, інвестиціях в інновації та формуванні міжсекторних партнерств. На основі національних і міжнародних досліджень, стратегічних програмних документів і бізнес-кейсів сформульовано рекомендації для туристичних підприємств України. Підкреслено актуальність цифрової трансформації, розвитку людського капіталу, відповідності екологічним стандартам і розширення міжнародної співпраці як ключових умов підвищення конкурентоспроможності в глобальному туристичному середовищі. Такі напрями є визначальними як для подолання сучасних викликів, так і для забезпечення довгострокової стратегії розвитку в умовах високої динаміки та конкуренції на світовому ринку.

Ключові слова: бізнес-стратегії, туризм, глобальна конкуренція, стратегічне управління, цифровізація, сталий розвиток.

Introduction. In the contemporary context of globalization and intensifying competition in the global market, the issue of developing effective business strategies for tourism enterprises has become increasingly relevant and strategically significant. The tourism industry, as one of the most dynamic and rapidly evolving sectors of the global economy, is highly sensitive to a wide range of external influences and systemic transformations. It is continuously exposed to global challenges such as shifts in consumer demand, accelerating technological innovation, fluctuations in exchange rates, geopolitical instability, climate change, and various crisis situations – including pandemics, armed conflicts, and disruptions in global mobility.

These factors contribute to a volatile and uncertain business environment, where the ability of tourism enterprises to respond quickly and flexibly to change becomes a critical determinant of long-term viability and growth. In this context, the capacity of companies to adapt to new conditions, maintain or enhance their competitive advantage, and pursue sustainable development goals is largely dependent on the formulation and implementation of coherent, evidence-based, and forward-looking strategic management approaches.

The adoption of well-grounded business strategies empowers tourism companies to position themselves more effectively within competitive markets, anticipate and meet evolving consumer needs, integrate innovations into service offerings and operational processes, optimize cost structures, and expand both their target markets and geographical reach. Furthermore, strategic planning enables firms to identify emerging risks and opportunities, build resilience, and foster long-term value creation. However, in the context of global competition, traditional and universal approaches to strategy development have become increasingly insufficient. This reality underscores the necessity for a nuanced and context-specific understanding of industry dynamics, informed by a thorough analysis of market trends, competitive forces, technological trajectories, and the internal capabilities and constraints of the enterprise.

The aim of this article is to examine the specific features of the formation and implementation of business strategies by tourism enterprises under conditions of global competition, taking into account contemporary challenges and trends in the development of the world tourism market.

Analysis of recent research and publications. The global tourism industry is undergoing dynamic transformations driven by globalization processes, digital innovations, socio-economic

crises, and changes in consumer behavior. Under such conditions, the issue of strategic management of tourism enterprises becomes particularly relevant.

The fundamental theoretical foundations of strategic management are outlined in M. Porter's work "Competitive Advantage: Creating and Sustaining Superior Performance", where the author identifies the basic types of competitive strategies – cost leadership, differentiation, and focus (Porter, 2016). These approaches are key to analyzing the strategies of tourism companies in the global environment.

Ukrainian researchers also pay considerable attention to the adaptation of classical strategic models to the specificities of the tourism industry. For instance, the article by Slyvenko and Yermakova explores the evolution of business strategies in tourism, particularly the integration of digital tools and the shift toward meeting individual consumer needs (Slyvenko & Yermakova, 2018).

Zadoia and Charkina emphasize key aspects of strategic management in tourism, highlighting the role of enterprise adaptability to global challenges, as well as the importance of synergy between the public and private sectors (Zadoia & Charkina, 2023).

The issue of digital business transformation in tourism — in particular, the role of personnel in the implementation of strategies — is explored by Ivanova, who stresses the need for investment in human capital as a component of competitive advantage (Ivanova, 2022).

Mizyuk investigates the strategic development of corporate structures in the tourism and hospitality business, focusing on diversification, integration, and the formation of long-term strategies in the context of global trends (Mizyuk, 2020).

A separate contribution is made by the study of Myronov, Svydruk, and Topornytska, which analyzes strategic marketing planning in tourism as a tool for achieving competitive advantages in a dynamic market environment (Myronov et al., 2020).

Presentation of the main research material. In the face of growing global competition, tourism enterprises must constantly update their business strategies to achieve long-term goals while balancing internal strengths and external threats. Depending on objectives and market conditions, companies may pursue growth, stabilization, innovation, differentiation, or focus strategies.

Michael Porter's framework highlights three main strategic directions: cost leadership (minimizing costs to gain advantage), differentiation (offering unique value), and focus (targeting specific market segments) (Porter, 2016; Slyvenko & Yermakova, 2018).

Given tourism's sensitivity to demand shifts and external risks, strategic planning requires flexibility, quick adaptation, innovation, and customer focus. Modern tourism strategies increasingly emphasize digital transformation, sustainable development, personalization, cross-sector cooperation, and Big Data analytics (Zadoia & Charkina, 2023; Ivanova, 2022).

Examples of leading international firms demonstrate effective application of these strategies. Table 1 summarizes the main strategy types, their implementation features, and competitive advantages.

Table 1

Examples of strategy implementation by tourism companies

Company name	Strategy type	Key characteristics of implementation	Competitive advantages
Booking.com	Differentiation	<ul style="list-style-type: none"> - extensive network of hotel partnerships; - use of AI for personalization; - continuous enhancement of digital services. 	Flexibility, fast booking, customer orientation

Ryanair	Cost leadership	<ul style="list-style-type: none"> - low fares; - fleet standardization; - cost minimization; use of secondary airports. 	Affordable pricing, cost efficiency
TUI Group	Diversification and vertical integration	<ul style="list-style-type: none"> - own travel agencies, hotels, airlines, and cruises; - control over all stages of the tourism product. 	Comprehensive offering, quality control, revenue stability

Source: created by the authors based on their own research

Leading tourism companies apply different business strategies depending on their goals and market conditions: Booking.com focuses on differentiation through innovation and customer orientation, Ryanair pursues cost leadership by optimizing operations, while TUI Group combines diversification with vertical integration to maintain full control over the tourism product. These examples demonstrate the effectiveness of diverse strategic approaches in a competitive environment.

To gain a deeper understanding of the internal and external factors influencing the effectiveness of tourism enterprise strategies, it is advisable to conduct a SWOT analysis. This tool enables the identification of strengths and weaknesses, as well as opportunities and threats facing the industry in the context of globalization.

Table 2

SWOT analysis of tourism enterprise strategies in the context of globalization

Strengths	Weaknesses
- High demand for travel, ensuring a stable market	- Dependence on seasonality, leading to uneven workload
- Active implementation of digital technologies (online booking, mobile applications)	- High sensitivity to economic and political crises
- Ability to adapt quickly	- Low level of digitalization in some regions and small enterprises
- Availability of unique tourism products and services	- Insufficient staff qualifications in digital marketing and management
- Developed infrastructure and transport accessibility	- Limited financial resources for innovation and modernization
- Positive country image as a tourist destination	- Lack of comprehensive strategic planning in many companies
Opportunities	Threats
- Development of sustainable tourism with a focus on environmental safety	- Global pandemics limiting international travel
- Expansion into new markets, particularly in Africa, Asia, and Latin America	- Geopolitical instability, conflicts, and sanctions
- Collaborations with the IT sector to implement innovative solutions	- Environmental risks, including climate change affecting tourist areas
- Growing demand for niche tourism types (ecotourism, medical, gastronomic)	- Increasing competition from other countries and online platforms
- Development of domestic tourism, especially amid restrictions on international travel	- Shifts in consumer preferences and declining customer loyalty
- Government support and funding for the tourism industry	- Impact of negative reviews on social media and in the media

Source: created by the authors based on their own research

The SWOT analysis reveals that tourism enterprises possess significant internal strengths, including strong demand and the development of digital technologies, which create potential for

growth and innovation. At the same time, they face challenges such as seasonality and a low level of digitalization in some regions. External opportunities, such as the development of sustainable tourism and expansion into new markets, open prospects for growth, while threats in the form of pandemics, geopolitical instability, and environmental risks require flexibility and adaptability in management. Effective utilization of strengths and opportunities combined with the minimization of weaknesses and threats is key to the successful strategic development of tourism enterprises.

Analyzing strengths and weaknesses alongside external opportunities and threats allows for a better understanding of the context in which tourism enterprises operate. The next step involves considering regional tourism development strategies that reflect the characteristics and priorities of different world regions. This will help identify best practices suitable for adaptation in Ukraine.

Table 3

Comparison of regional strategies

Region	Key strategic directions
European Union	Active promotion of sustainable tourism, ecological certification (EU Ecolabel), and digitalization (EU Digital Tourism Strategy). Strong focus on cultural tourism and heritage preservation.
USA	Focus on developing domestic tourism, investing in safety, public-private partnerships, and marketing campaigns (e.g., "Visit The USA").
Asian region (China, Japan, South Korea)	Focus on technological innovation, use of AI, financial incentives for domestic travel, and creation of large-scale tourism mega-projects (e.g., "tourism cities" in China).

Source: created by the authors based on their own research

Regional tourism development strategies reflect diverse priorities depending on the specific characteristics of countries: the European Union emphasizes sustainable development and digitalization; the United States focuses on supporting domestic tourism and ensuring security; while Asian countries prioritize technological innovation and large-scale tourism projects. Such a multifaceted approach enables each region to leverage its competitive advantages most effectively.

Given the diversity of approaches across global tourism regions, Ukrainian tourism enterprises have the opportunity to adapt best practices and develop their own effective strategies. The following recommendations are proposed for the development of Ukraine's tourism sector, considering global challenges and local specifics.

Recommendations for Ukrainian tourism enterprises:

1. Diversify revenue sources by offering not only traditional tours but also virtual excursions, educational, medical, military-historical, and gastronomic tourism.
2. Invest in digital transformation, including mobile applications, online services, and consumer behavior analytics.
3. Develop unique value propositions that emphasize the authenticity, natural, and cultural heritage of Ukraine.
4. Actively implement ESG strategies focusing on environmental and social responsibility.
5. Attract grant funding and investors, particularly through partnerships with European tourism development programs.
6. Employ niche marketing strategies targeting specific segments, such as digital nomads, eco-tourists, and veteran tourism.

Conclusions. In the contemporary environment of global competition, tourism enterprises are compelled to seek new strategic approaches to business management, focusing on innovation, customer orientation, and agile responsiveness to market changes. An effective business strategy in the tourism sector must take into account both the internal resources of the enterprise and external threats and opportunities.

The practical implementation of various strategies can be observed through leading international companies – from cost leadership (Ryanair) to differentiation (Booking.com) and comprehensive integration (TUI Group). These models can be adapted to the Ukrainian context, considering local specificities.

At the same time, the SWOT analysis reveals significant challenges, including vulnerability to external shocks, dependence on seasonality, and a low level of digitalization in some enterprises. Therefore, it is advisable for Ukrainian tourism companies to:

- implement innovative products and services;
- develop sustainable and niche tourism;
- actively apply digital technologies;
- seek cooperation with international donors and partners.

The development of effective business strategies will contribute not only to enhancing the competitiveness of individual enterprises but also to the overall growth of Ukraine's tourism industry amid global transformation.

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