

Тематична рубрика: **ЕКОНОМІКА ТА УПРАВЛІННЯ
ПІДПРИЄМСТВАМИ**

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**RELATIONSHIP MARKETING IN TOURISM
МАРКЕТИНГ ВЗАЄМВІДНОСИН У ТУРИЗМІ**

The article analyzes the concept of relationship marketing. Essential characteristics that distinguish marketing in its traditional sense from relationship marketing are presented. Specific attention is paid to the company benefits from the relationship marketing principles implementation in the current activities. Key components of relationship marketing at the tourism enterprises are highlighted. Authors describe information system for support introduction of relationship marketing. CRM system for tourism enterprises allows to automate the collection, storage and operation of customer information to increase sales, optimize marketing and improve customer service by storing information and a history of relationships with them, establishing and improving business processes and subsequent analysis of the results.

Key words: *relationship marketing, consumer interest, CRM (customer relationship management), partnership, loyalty, beneficial relationship, tourism enterprises, travel agencies.*

В статье анализируется понятие маркетинга взаимоотношений. Представлены основные характеристики, которые отличают маркетинг в его традиционном понимании от маркетинга взаимоотношений. Особое внимание уделено преимуществам компании от реализации принципов маркетинга взаимоотношений в текущей деятельности. Выделены ключевые компоненты маркетинга взаимоотношений на туристических предприятиях. Также в статье рассмотрена информационная система поддержки внедрения маркетинга взаимоотношений. CRM-система для туристических предприятий позволяет автоматизировать сбор, хранение и обработку информации о клиентах для увеличения продаж, оптимизации маркетинга и улучшения обслуживания клиентов путем хранения информации и истории взаимоотношений с ними, установления и совершенствования бизнес-процессов и последующего анализа результатов.

Ключевые слова: *маркетинг взаимоотношений, потребительский интерес, CRM (менеджмент отношений с клиентами), партнерство, лояльность, выгодные взаимоотношения, туристические предприятия, туристические агентства.*

У статті аналізується поняття маркетингу взаємовідносин, який є актуальним аспектом теоретичного та практичного розвитку сучасного маркетингу. Маркетинг відносин визначається як концепція управління маркетингом, що заснована на побудові довгострокових взаємовигідних відносин з ключовими партнерами організації: споживачами, постачальниками, дистриб'юторами, персоналом. Представлено основні характеристики, які відрізняють маркетинг в його традиційному розумінні від маркетингу взаємовідносин. Визначено активну та персоніфіковану роль сучасного споживача, який значною мірою впливає на ринкову діяльність туристичного підприємства. Особливу увагу приділено перевагам компанії

від реалізації принципів маркетингу взаємовідносин в поточній діяльності. Виділено ключові компоненти маркетингу взаємовідносин на туристичних підприємствах, відповідно до розширеного маркетингового комплексу «7P», «12P», який відповідає вимогам сучасних підприємств сфери туристичних послуг. Підкреслено важливість формування лояльного сегменту клієнтів для отримання конкурентних переваг та впровадження довгострокової стратегії розвитку підприємства. У статті зазначено, що зростання рівня довіри клієнтів позитивно впливає на: тривалість життєвого циклу споживання; передбачуваність споживчої поведінки; рівень витрат, що пов'язані з пошуком нових клієнтів; лояльність персоналу; інформаційну прозорість та ефективність рекламної діяльності. Також у статті розглянуто інформаційну систему підтримки впровадження маркетингу взаємовідносин. CRM-система це автоматизований та стандартизований процес управління взаємовідносинами з клієнтами. Наведено перелік систем, які найбільш ефективно використовуються туристичними агенціями України. Такі системи для туристичних підприємств дозволяють автоматизувати збір, зберігання і обробку інформації про клієнтів для збільшення продажів, впливають на оптимізацію маркетингу і поліпшення обслуговування клієнтів шляхом збереження інформації та історії взаємовідносин з ними, встановлення і вдосконалення бізнес-процесів і подальшого аналізу результатів.

Ключові слова: *маркетинг взаємовідносин, споживчий інтерес, CRM (менеджмент відносин з клієнтами), партнерство, лояльність, вигідні взаємини, туристичні підприємства, туристичні агентства.*

Problem statement. Marketing, like every science, went through many stages of development, in which different approaches and concepts are reflected. Currently, the importance of building mutually beneficial relationships, namely cooperation, between participants in commercial activities is growing. A new approach to marketing management, focused on creating long-term mutually beneficial

relationships with both business partners and consumers in the market of goods and services, is relationship marketing. At the same time, not only sales and marketing specialists, but also the entire staff of the company should focus on managing customer interactions.

Analysis of recent research and publications. Problems of services, theoretical and methodological foundations development of relationship marketing are considered in the works of many scientists, such as: J. Gordon, Ph. Kotler, V. Bagiyev, M. Baker, S. Garkavenko, H. Hackansson, A. Afanasyev, V. Doroshev, K. Grenroos, K. Keller, O. Yuldasheva, A. Martyshev and others. However, prospective niches to enhance the loyalty of the clients by the individual approach remain actual and not fully researched.

Formulation of purposes of the article. The purpose of the article is to study the concept of relationship marketing in current activities of tourism enterprises.

Research results. Relationship marketing began its source in the field of industrial marketing, where it was seen as an alternative to the old approaches to marketing, since there was a need for a new paradigm different from the one on the consumer market. Relationship marketing in various sources is also called customer relationship management, partnership marketing, customer relationship marketing, and interaction marketing. As the scientific term «relationship marketing», in 1983 this concept was first mentioned by Dr. Leonard Berry, a former president of the American Marketing Association, as a description of a new approach to service marketing that focuses on longer-term relationships between sellers and consumers [1]. In literature, the concept of relationship marketing by the authors is interpreted differently. In table 1 the most commonly used definitions of relationship marketing proposed by authors are presented.

Table 1

Basic definitions of relationship marketing

Author	Definition
Leonard Berry [1]	Relationship marketing is attracting consumers, maintaining and developing relationships with them
Philip Kotler [2]	Relationship marketing is the practice of building long-term mutually beneficial relationships with key partners interacting

	in the market: consumers, suppliers, distributors in order to establish long-term privileged relationships
D. Shani, S. Chalasani [3]	This is an integrated effort to build, maintain and develop a network of relationships with individual consumers for mutual benefit through interaction, individualization of relationships over a long time
R. McKenna [4]	Relationship marketing is an increase in the role of the consumer and the transition from consumer manipulation to the formation of genuine consumer interest (communication and knowledge sharing)
P. Temporal, M. Trott [5]	Relationship marketing is the creation of a strong brand, and this is achieved through the right combination of organization, systems and processes
Grenroos [6]	Relationship marketing is as a result of the ongoing development of marketing, reflecting its current state, as the next step after the concept of socially-oriented marketing
Zeitaml, Bitner [7]	Relationship marketing is a business philosophy, strategic orientation, which focuses more on the retention and "improvement" of current consumers than on attracting new ones
M. Bruhn [8]	Relationship marketing refers to all actions aimed at analyzing, planning, implementing and monitoring measures that cause, stabilize, strengthen and renew business relations with interested parties of a corporation, mainly with consumers, as well as at creating mutual value in the process of these relations
Keller [9]	Relationship marketing is the direction for building a sustainable business concept and business strategy, the core of which is a "customer-oriented" approach

Source: compiled by the author

Summarizing the above, the following definition can be given - relationship marketing is a concept of marketing management based on building long-term, mutually beneficial relationships with key partners of the organization: customers, suppliers, distributors, staff, etc.

The technique, which is often used to concretize the distinctive features of the new direction, is a comparison with traditional marketing. As noted, the most important difference between relationship marketing and traditional marketing is that relationship marketing shifts the emphasis and sphere of influence of marketing from separate dual buyer-seller relations to the whole complex of company relations. At the same time, "consumer-supplier" relations remain a key area of interest in relationship marketing, as well as marketing in general. Also, recognizing the advantages of expanding the main area of interest for marketing, it

is noted that consumers and relations with them will always be the focus of marketing. Another perceived difference between traditional marketing and partnership marketing is the way customers are perceived and evaluated. The priority goals of traditional marketers are to “capture” impersonal consumers ahead of the competition, often lure customers from competitors and use these resources to realize the company's short-term goals. Relationship marketing, by contrast, focuses not on what you do with your client, but on what you do for your client and what you do to increase customer satisfaction. The company's goal in this case acquires long-term benchmarks. These guidelines set up the entire management of the company to interact with customers as valuable partners, carefully identify their needs and develop loyalty through quality service. According to a new outlook on marketing, customers are seen as full-fledged stakeholders in the value chain [10].

The transition from a traditional marketing model focused on an active sales policy to a marketing activity that forms long-term relationships with customers and other stakeholders was based on a business understanding of the value of retaining regular customers and partners.

Thus, it can be defined a number of essential characteristics that distinguish marketing in its traditional sense from relationship marketing that are presented in Table 2.

Table 2

Differences between traditional (transactional) marketing and relationship marketing

Category for comparison	Transactional marketing	Relationship marketing
Direction of marketing	management of the company's product portfolio	managing a company's relationship portfolio
Focus of marketing	on the distinguishing features of the product	on consumer values
Marketing orientation	on single acts of sales, on attracting new customers	on retention of existing customers, repeat purchases
Time perspective	short-term interaction	long-term interaction
Participants in a relationship	separate occasional contacts with customers	constant contacts with customers involved in relationships
Characteristics of relations	distant and depersonalized	close personal contacts based

	relationships, interaction is inhibited by distrust and non-coincidence of goals	on commitment and trust
Participants goals	each interaction participant has its own goals and objectives and strives for its own benefit	goals and objectives are shared by all participants, the common benefit is the benefit of each participant
Interaction with the consumer	low degree of interaction, consumers are poorly informed, there is no feedback	high degree of interaction, consumers are fully informed, there is a steady feedback
Quality	quality assurance is a task exclusively for production personnel	quality assurance is the task of the entire staff of the organization
Production orientation	mass production	customization
Role of marketing in company	marketing is the job only of marketing department	marketing is a philosophy of management of whole company

Source: developed by the author

The main trends in the development of markets that contribute to the understanding by business representatives of the values of regular partners and customers are:

- 1) intensification of market competition;
- 2) reduced opportunities for extensive market development;
- 3) reduction in product differentiation;
- 4) strengthening the power of buyers;
- 5) increasing individualization of consumer tastes and preferences;
- 6) gradually reducing the effectiveness of traditional marketing tools;
- 7) development of strategic orientation of business;
- 8) development of information technology, etc [11].

The idea of relationship marketing is based on the fact that with the help of only classical marketing tools it is impossible to solve the problems facing an enterprise in the field of satisfying tastes, requests and preferences of consumers. Without using the potential of the communicative and social elements of the enterprise (improving the corporate culture, personal qualities of personnel, creating an atmosphere of trust and commitment, conflict-free solution to problem situations, personal contacts), the effectiveness of marketing activities is limited and does not allow it to develop as required by the market situation.

Relationship marketing provides the following principles:

the company seeks to create new value for the buyer, and then distribute it between himself and the consumer;

recognition of the key role of individual clients not only as buyers, but also in identifying the desired value;

the company, following a business strategy and focusing on customers, must create and coordinate a business plan, communication system, employee training to ensure value for customers;

long-term collaboration of the seller and the buyer in real time;

recognition of the value of loyal customers compared to one-time customers or those who often change partners;

creating a value chain of relationships within the organization to form the desired value of the consumer.

Observation of these principles can provide the following benefits to the company. Firstly, cost related with customer acquisition are declining. Secondly, the company receives regular customers who increase the number of purchases and the total profit exceeds the discounts of this category of consumers. Thirdly, relationship marketing ensures the presence of a key group of consumers, which provides the company with a market for testing and introducing new products or offers with less risk, which reduces uncertainty for the company as a whole. Finally, the company acquires a barrier to entry of competitors by maintaining a stable customer base, and in addition, a stable base of satisfied consumers is the key to retaining company personnel.

The travel business has always been very popular and in demand, because regardless of the economic and political situation, people are constantly in need of rest. However, at the present stage, in the conditions of fierce competition between tourist enterprises, it is not enough to produce quality goods and services only, it is also necessary to be able to gain consumer favor. Tourism is a highly contact area where the quality of the offer is inseparable from the quality of service. In contact with the client in the role of sellers come almost all employees of the tourist

enterprise, which are a kind of part of the product. Their attitude, appearance and willingness to fulfill the wishes of consumers form an overall impression of service.

An important point in organizing marketing at a tourism enterprise is an awareness of its role and importance on the part of management and all employees (and not just marketing professionals). It should be borne in mind that marketing requires consumer orientation of all the activities of the enterprise. It commits itself to participating in meeting the market needs of all employees. Therefore, they must clearly represent the marketing philosophy and strive to achieve the overall goal of that philosophy.

The concept of relationship marketing is based on the fact that using only classic marketing tools cannot solve the problems facing the company in the field of satisfaction of tastes, requests and preferences of consumers. Without utilizing the potential of communicative and social elements of the enterprise activity (improvement of corporate culture, personal qualities of staff, creating an atmosphere of trust and obligation, conflict-free solution of problem situations, personal contacts) the effectiveness of marketing activity is limited and does not allow it to develop as required by the market situation.

Due to the fact that in concept of relationship marketing at the tourism enterprises, only elements from the traditional marketing-mix «4P» concept (product, price, place, promotion) are not enough. Ian H. Gordon identifies eight key components of relationship marketing which also can be correlated with widened models of marketing-mix «7P», «12P» in tourism [12]. Key components of relationship marketing are shown in Figure 1.

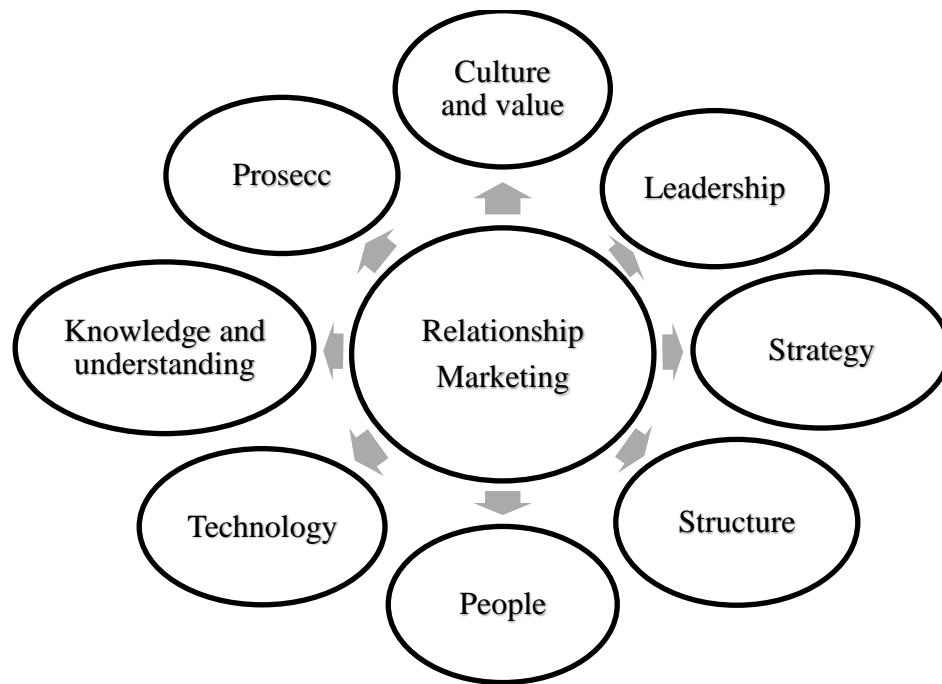


Fig. 1. Elements of relationship marketing *Source: [12]*

Modern tourism enterprises which use the concept of relationship marketing implementing a CRM system in their activity. CRM (customer relationship management) system is software for an enterprise that allows it to automate the collection, storage and operation of customer information to increase sales, optimize marketing and improve customer service by storing information and a history of relationships with them, establishing and improving business processes and subsequent analysis of the results. Each CRM system is the embodiment of a developers vision of how to work with a client. It contains many ready-made tools that allow you to transfer work to a whole new level. For example, the integration of a CRM system with telephony allows you to record all calls, remember all new contacts and analyze the quality of work of the sales department with leads. Implementation of a CRM system allows you to get not only a tool, but also help, a developers' view of how the sales team should work. In their turn, when developing a CRM-system they usually rely on best practices, on experts in matters of working with clients. Therefore, if you actively use the tools provided by the CRM system, then the work of your sales department will also be

optimized. Various tools of the system themselves suggest what steps should be taken in the process of optimizing work with clients.

For travel agencies, there is a wide selection of CRM systems that provide effective and comfortable work [13], the most popular in use are presented in the Table 3.

Table 3

Characteristics of CRM-systems for travel agencies

Name of CRM-systems for travel agencies	Characteristics
U-ON.travel	This is a SaaS-CRM system that meets all the requirements. This is the most flexible and adaptive cloud CRM tool for automating the work of a travel agency. It is the fastest growing - updates come out every week. But this system is quite saturated with various elements and difficult for "beginners".
TourControl	This is a little-known system, but it will suit small travel agencies that do not have serious requirements for finalizing the system to their needs. A competent breakdown of applications into "leads", "selections" and "deals" makes the sales management process quite convenient, although insufficiently developed analytics and reporting, and a large number of small details that cannot be customized in any way, spoil the overall impression of the system and interfere with its effective use.
MoiTuristy	This is one of the "oldest" systems that have appeared on the market. Its main advantage is ease of use. This system is suitable for "beginners" who have not previously used CRM. Due to its simplicity, the agency can quickly master the system, taking the first step towards automating the sales process. The main disadvantage of this CRM is that it is absolutely inflexible, there are no opportunities to adapt to the need of travel agencies.
ERP.Travel	This is a cloud-based SaaS solution based on 1C 8.3. Since this is 1C development, first of all, this system is aimed at bookkeeping and document circulation, and secondly, it is sales management and CRM. That is, it is suitable for those travel agencies that do not want to optimize the sales process, but want to simplify payments and document circulation.

Source: compiled by the author based on [13]

CRM system for travel agencies increase the number of applications and the effectiveness of managers, as well as simplify and optimize work processes. This system will also allow to optimize marketing mailings (SMS or email), phone calls, accrual of bonuses to employees in proportion to the contribution.

The implementation of the CRM system will not immediately begin to solve the main tasks of the travel agency on its own, new customers will not start running in

droves, existing customers will not become instantly loyal and will not stay with the agency forever. This innovation is the first step towards creating a loyalty program.

Relationship marketing implies that every interaction of a tourist enterprise with a client must be considered as individual. Consumer relations are becoming the most important (along with financial, information, material, etc.) resource owned by enterprises. As relationships are created and developed by people, the most important factor for success in the market is not so much the tourism product offered, but the intelligence, abilities, and personal characteristics of the staff that communicates with consumers of tourist services. Thus, according to expert estimates, contact with consumers is interrupted in 68% of cases due to the fact that they feel inattentive to themselves, and in only 14% of cases - because of dissatisfaction with the product offered. This implies the extreme importance of spreading a relationship marketing philosophy among employees that drives them to think about the customer and to do their best to create and maintain an image of him or her as of the highest value [14].

The introduction of relationship marketing into the practical activities of a tourism enterprise allows it to manage consumers to the same extent as the products offered to them. Relationship marketing provides benefits for a tourism enterprise such as [15]:

- 1) reducing the cost of finding new clients;
- 2) the company provides growth in volume and value of sales as regular (loyal) consumers increase their expenses for purchasing products in a separate company;
- 3) cross-selling and other marketing solutions increase the share of the company in the consumer basket of each individual consumer. It also demonstrates the feasibility of creating affiliate networks that can offer partner services to the consumer, and vice versa;
- 4) the presence of a "product panel" that "eliminates" the need to find and use specialized research companies when offering new services. Because the company maintains long-term relationships with its customers, it is easier to ask the customer about his or her preferences. Relationship marketing ensures that there is

a group of customers that creates a market for the company to test when launching new product tours or offering other low-risk services;

5) advertising of services to customers. Many customers take into account the views of their reference groups when choosing a product or service. Relationship marketing is known to offer the highest value to its customers;

6) reduction of information asymmetry and increase of consumer confidence. During the interaction, both parties receive more information and therefore can make more informed decisions. Trust is growing on both sides.

7) retention of employees. Internal marketing (as an integral part of marketing based on relations) ensures the participation of each individual employee in the development of the company and the achievement of the most complete customer satisfaction;

8) the life cycle of the consumer becomes "longer". The longer the life cycle of the consumer, the more predictable will be the financial flows, and accordingly the profit of the company, on the one hand, and the lower costs of the company, on the other. The company is more confident to offer new services to its customers;

9) increasing the role of long-term planning (its likelihood will become greater), since it is much easier to predict the volume of sales and preferences of regular customers.

Conclusions based on the conducted researches. Thus, one of the promising directions for ensuring the successful competitive position of modern tourism enterprises is recognizing their partnership interaction in the form of sales caused by relationships. It is difficult to convince a loyal customer that it is worth moving to a service in another company. The company receives a barrier to entry into its market competitors by maintaining a stable base of satisfied customers. In addition, a constant base of satisfied customers ensures the retention of company staff.

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