

**LARYSA CHEPURDA**

Ph.D., Associate Professor, Head of the Tourism  
Department Cherkasy State Technological University

### **CONCEPTION OF STRATEGIC MANAGEMENT IN SERVICE INDUSTRY**

The management system in service industry, especially in tourist business, is related to the values, what services are provided for a customer and the degree of satisfaction of the personnel of an enterprise of service industry, that is why the special attention should be given to the strategic vision of a service, that is to the mission and the personnel.

A mission is a general aim that gives an answer to the question: what an organization is for (the reason of its existence), what aims are pursued by an organization; who is basic consumers and what attitude is towards them; the main idea of the basic philosophy of an organization, its attitude to society, to its workers, what basic values are recognized by workers; what are the basic principles of the activity of an organization. A mission determines the content of the activity of an organization, its basic aims and principles of its activity, helps to combine efforts one-way. Main question that a mission gives an answer to is what human necessity is satisfied by an organization.

In the service industry working out the mission of an organization is necessary both for commercial and non-commercial structures. The mission of a business enterprise consists in satisfaction of necessities of a customer in the best way comparing to the competitor that is why during development of value of service an enterprise is concentrated on a consumer. In the conditions of the strategy development the best way is non-standard that requires eccentric decisions, as all standard decisions are already known to the competitors.

The mission of any business consists in the decision of consumer problems. Therefore everything that an organization does must be oriented towards this aim. It is just both for municipal and for regional administration.

Their mission also consists in the decision of problems of consumers of their services. In the state field it is very important, that civil servants knew general missions of the organization in which they work. Most noncommercial organizations do not think about the priorities of their own activity, although they are interested in creation of the system of effective work of personnel in a greater degree, than the commercial organizations, otherwise resources will be distributed inefficiently, and employees and clients will be disappointed by low efficiency of work of the organization.

The activity of the considerable part of noncommercial organizations is determined by indeterminate “public interests” and good intentions, and failures are explained by the deficit of resources and political directives. Leaders take off their responsibility for the strategy realization for the sake of administrative work.

Great Britain can be specified as an example, where there is a mission in a government, separate ministries, departments and branches. Even London subway has its mission that is not only well-known to all workers of the subway but also well-proven into consideration of every passenger: at a subway entrance everybody can take a leaf that explains the mission of this organization. In this case the mission of an organization targets simultaneously the increase of the efficiency of work of subway personnel and the establishment of positive standard of the given organization in the eyes of consumers of its services.

On the basis of the mission the aims of an organization are produced. They have the following characteristics:

- measurability: any, even a quality aim should be converted to the quantitative measuring;
- orientation in time;
- reach: an aim must be real;
- interconnection of aims.

Thus, a mission formulates the general directions and principles that determine the aim of an organization and its cooperation with other objects.

A strategy is a system of interconnected decisions and directions that determine the priority directions of actions as for realization of the mission of an organization, and aims determine the eventual and intermediate states in realization of the strategy. Aims are movable the same as external conditions, that is why strategies can not be worked out in detail beforehand. On the basis of the accepted aims and taking into account the results of strategic analysis decisions about basic directions of actions and corresponding administrative procedures are produced.

For working out the strategic plan of the organization development the intellectual potential of the organization and professional consultants in strategic management industry can be used.

Organization of strategy realization consists in distribution of strategic tasks in the structure of management and control after their implementation.

In world practice the new method of control – benchmarking spread widely. It is the special administrative procedure of introduction in practice of work of an organization technologies, standards and methods of work of the best organizations. Within the benchmarking framework the search of organizations (enterprises) that show the greatest efficiency, studies of the methods of their work and realization of the advanced methods in practice are carried out.

Not only leaders of commercial firms but also leaders of public sector organizations, and also the civil servants of many countries of the world use benchmarking as an instrument of estimation of the executed work and for the transmission of advanced experience of management.

Thus, in the conditions of market, that change constantly, organizations are forced to develop, and this development becomes not only the consequence of natural evolution but also the result of purposeful efforts of managers on transformation of an organization.

## REFERENCES

1. Актуальні проблеми розвитку економіки регіону : наук. зб. Вип. 6. Т. 1 / за ред. І. Г. Ткачук. – Івано–Франківськ, 2010. – 289 с.
2. Балаева О.Н. Сфера услуг в мировой экономике: тенденции развития / Балаева О.Н., Предводителева М.Д. Сфера услуг в мировой экономике: тенденции развития // Мировая экономика и Международные Отношения. – 2007. – №5, с.23
3. Грищенко. І. Формування конкурентного середовища на ринку послуг України [Текст] / І. Грищенко // Вісник КНТЕУ. – 2007. – № 5. – С. 163–166
4. Данилишин Б. М. Сфера та ринок послуг у контексті соціальної модифікації суспільства / Б. М.

Данилишин, В. І. Куценко, Я. В. Остафійчук. – К. : ЗАТ «Ніч лава», 2005. – 328 с.

5. Дорофиев В.В, Калинович С.В. Инновационный менеджмент: Уч.пос.– Макеевка: ДонГАСА, 2000.– 172с

6. Ісаченко Д. А. Практика стратегічного планування розвитку регіонів / Д. А. Ісаченко // Регіональна економіка. – 2009. – № 4. – С. 24–32.

7. Куценко В.І. Менеджмент сфери послуг / В.І. Куценко, Трілленберг Г.І. –Київ, 2007. – 459 с.

8. Медянцеv С.Г. Задачи развития системы социальных услуг в переходной экономике России / С.Г. Медянцеv // Социально–экономические преобразования в России: Сборник научных трудов. Выпуск второй. / Под ред. проф. В.А. Шабашева. – Кемерово: Кузбассвузиздат, 2001. – С. 261–262.

9. Менеджмент в сфере услуг [Текст] : учеб. пособие / под ред. С.Ф. Поважного, В.В. Дорофиев. – Донецк : ВИК, 2004. – 824 с.

10. Николайчук, В. Е. Маркетинг и менеджмент услуг. Деловой сервис [Текст] / В. Е. Николайчук. – СПб. : Питер, 2005. – 608 с.