

Розрізняють деякі підвиди коучингу, а саме: тренінг-коучинг, консалтинг та процесінг.

На коуч-тренінгах завдяки активним методикам навчання ефективність досягається за рахунок взаємодії працівників і коуча.

Консалтинг є більш традиційним підвидом, який передбачає індивідуальну роботу коуча з працівником, детальний пошук рішення певної проблеми з конкретною особою.

Процесінг є дієвим інструментом, коли необхідно знайти «слабку ланку» в управлінському рішенні, представляючи увесь процес та його конкретні етапи й елементи в управлінні.

В управлінській діяльності туристичних підприємств коучинг особливо важливий для розвитку, оскільки:

- розширює здатність створювати профілі поточної або бажаної посади та досягати її;
- допомагає створювати план дій для реалізації мети;
- розвиває здатність працювати на результат;
- розвиває здатності створювати бізнес, що навчається;
- розвиває впевненість у собі та управлінські навички;
- допомагає визначати та підтримувати сильні сторони та допомагає виходити за особисті обмеження;
- збільшує ефективність особистості у взаємодії з людьми різними стилями поведінки.

Усі підвиди коучингу є дієвими інструментами, оскільки враховують складність та багатоаспектність створення й реалізації туристичного продукту, а також спрямовані на постійний ефективний розвиток трудового потенціалу працівників.

## **PROSPECTS FOR THE USE OF VALUE-ORIENTED MANAGEMENT IN TOURISM ENTERPRISES**

### **ПЕРСПЕКТИВИ ВИКОРИСТАННЯ ВАРТІСНО-ОРІЄНТОВНОГО УПРАВЛІННЯ НА ПІДПРИЄМСТВАХ СФЕРИ ТУРИЗМУ**

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In a market economy, there are constant changes in the conditions of activity of enterprises, increasing competition in each market segment, which increases the intensity of environmental impact on the activity of the enterprise. Therefore, every enterprise, as an open economic system, should study and take into account the state of the environment in the process of formation and use of its own internal resources in order to ensure the necessary level of efficiency of their use.

One of the features of tourism is that it depends heavily on economic, political, social conditions at national and international levels. The growing

instability of these conditions, increasing competition in the national and international tourism markets increase the urgency of finding effective tools for managing the activity of tourism enterprises.

In Ukraine, value-oriented enterprise management has so far not gained popularity due to volatile and complex market conditions, in which the activity of enterprises is focused on achieving break-even or possible profit in the short term.

But the gradual stabilization of the economic situation, integration processes and deregulation of entrepreneurial activity cause the shift of emphasis from achieving purely financial and economic indicators of the enterprise to its position in a particular segment of the market, one of the criteria for assessing which is the value of the enterprise.

The goal of value-oriented management is to maximize the value of the tourism enterprise by developing and making effective strategic and operational decisions. Focusing on the value of the enterprise allows to reconcile the interests of all interested parties in its activity of economic entities. That is, business owners receive an increase in income and its market capitalization, while management receives an increase in wages as its value increases.

Also the concept of value-oriented management allows to solve problems of estimation of efficiency of the made decisions and quality of management; operational efficiency of the enterprise and interaction between divisions; allocation of financial resources between units and lines of activity; determining the personal contribution of employees to the development of the company, motivating them to create competitive advantages in the long run.

Effective management of the value of a tourism enterprise requires consideration of factors that affect the value of the enterprise. Highlighting these factors is necessary to find out their cause and effect relationships, the direction of action and the force of influence on value in order to make management decisions focused on increasing the value of the enterprise.

The main factors affecting the value of the tourism enterprise are:

- characteristics of income (amount, time of receipt of income) and risks associated with its receipt;
- intangible assets, image of the enterprise on the market;
- restrictions on the relevant activity;
- the size of the estimated share of the business;
- the degree of control received by the new owner;
- prospects for development of the evaluated business;
- financial position of the enterprise (presence of own funds, capital turnover, etc.);
- costs for setting up similar businesses;
- the degree of competition in the industry;

- diversification of the assortment (composition and structure of the product, services);
- the quality of products or services produced by the enterprise;
- technology and operating costs;
- the degree of wear of the equipment;
- pricing policy;
- relationships with consumers and suppliers;
- level of management;
- personnel of the enterprise.

The value-oriented approach allows to obtain a generalized assessment of the activity of the enterprise, which takes into account the expectations of all interested parties in this activity. But to identify the reasons for possible deviations of this indicator from the planned values, it is necessary to use appropriate methodological approaches for a comprehensive analysis of the activities of the tourism enterprise.

Thus, the concept of value management is a modern means of ensuring the efficient functioning of a tourism enterprise in a market environment, since the change in the value of a company, which is a criterion for the efficiency of economic activity, takes into account almost all the information related to its operation and interests of economic entities, related to the tourism enterprise as an element of the tourism industry.