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COMPETITIVENESS OF THE TOURIST SERVICES: CONCEPT AND CONTENT

Шаруашылықтың нарық жүйесіндегі бәсекеқабілеттілік категориясы ең маңызды болып табылады, себебі онда тек бір ғана кәсіпорынның ғана емес, елдің экономикасының экономикалық, ғылыми-техникалық, өндірістік, ұйымдық-басқарушылық, маркетингтік және басқа да мүмкіншіліктері айқын шоғырланады. Алайда қазіргі заманғы экономикалық ғылым бәсекеқабілеттілік категориясының мазмұнына, сонымен қатар оны қалыптастыру мен бағалау әдістеріне де жалтыға бірдей анықтама жоқ. Туристік қызметтердің бәсекеқабілеттілігін бағалау мәселесі ішкі және сыртқы туризммен айналысатын туристік ұйымдар үшін маңызды болып табылады.

В рыночной системе хозяйствования категория конкурентоспособности является одной из ключевых, ибо в ней концентрированно выражаются экономические, научно-технические, производственные, организационно-управленческие, маркетинговые и иные возможности не только отдельного предприятия, но и экономики страны. Однако современная экономическая наука не дает как единой общепринятой трактовки содержания категории «конкурентоспособность», так и единого общепринятого подхода к методам ее оценки и формирования. Проблема оценки конкурентоспособности туристских услуг является особенно острой для туристских организаций, занимающихся внутренним и въездным туризмом. Проблема оценки конкурентоспособности туристских услуг является особенно острой для туристских организаций, занимающихся внутренним и въездным туризмом.

Competitiveness became one of the key concepts in the modern world. The term of competitiveness is understood as an ability to compete on markets of goods and services. In a planned economy the role of competitiveness, as an objective economic category, is not given a proper attention neither theoretically nor practically.

In market system of managing the given category is one of key categories, since economic, scientific, technical, industrial, organizational-administrative, marketing and other abilities not only of the separate enterprise, but also of a national economy [2] are presented. These abilities are realized by the means of goods and services which resist to competing analogues both on internal, and on foreign market.

For the characteristic of competitive relations use such concepts, as a competition, competitive advantages, and competitiveness. At the heart of these categories the concept «competition» — rivalry between commodity producers for more favorable conditions of production and sale of the goods and services lies.

Classical economic theory views competition as an element of market mechanism to balance supply and demand. Adam Smith treated the competition as a behavioral category, where individual buyers and sellers compete in the market for more profitable sales and purchases, respectively, competition — this was the «invisible hand» of the market, which coordinates the activities of its members. The greatest development of competition gets under market conditions. The purpose of competition — the personal motive, the struggle to obtain the greatest possible profit [3]. At the same time competition — this is the confrontation of interests. Accordingly, the notion of competitiveness is formed by the following three conditions: the presence of self-motivation to work from either inducement to get a great benefit for, the availability of necessary resources for implementation; opportunity and ability to confront opponents.

Historically, the concept of competitiveness is based on the theory of absolute advantage, which is the author of Adam Smith, and the theory of international division of labor, comparative advantages of national economies, created by David Ricardo.

The theory of absolute advantage is important in the development of international tourism. It is well known that different countries possess unique tourist resources: exceptional natural sites, historical and architectural monuments, works of art, defining the monopoly position of a country in international tourism and prompting foreign tourists to come.

Absolute advantage of the unique tourism resources can be strengthened by public policies, particularly innovation and taxation ones. The last ones allow you to create unique tourism products and thus provide the state with required specialization.

Using the theory of comparative advantage, as a rule, due to the nature of bilateral exchanges defined products of international tourism as a result of price differences between countries.

Though the theory of comparative advantages proves that international trade (international tourism) benefits all parties, but it does not explain why the comparative advantage are formed. The theory of correlation factors of production, developed by E Heckscher and B. Ohlin tries to answer this question. This theory emphasizes the various degrees of saturation by the factors of production in different countries. The more developed factors of production are cheaper than the factors in shortage. And since the production of any product, including tourism, requires a combination of factors, the tourist product, produced with the use of cheaper factors will be relatively cheaper, not only domestically but also in foreign markets. Practice has shown that the Heckscher-Ohlin model in international trade and international tourism is triggered, but not always.

However, modern economic science does not provide neither united interpretation of common content category «competitiveness» nor a single generally accepted approach to the methods of its evaluation and formation.

Currently, there are quite a number of definitions and methods of evaluation of competitiveness in modern economic literature, which reflects the complexity and diversity of this category. In the most general sense, competitiveness refers to an ability to go ahead of others, using the advantages in the goals achieving.

The variety of existing approaches to the concept of competitiveness in the current economic literature is often determined by:

- How to define the purposes and the aims of the research, which leads the authors to the need of the particular aspect of competitiveness emphases; it is not taken into account by the subsequent researchers;

Or:

- How to define a research subject, the subject of competition, the object of competition, the level of activity.

Here are some definitions of competitiveness, given by the foreign and domestic scientists (table 1).

The below mentioned conclusions can be made by the analysis of the above definitions:

1. Competitiveness is a dynamic indicator; its change depends on both external and internal factors;
2. Competitiveness is a relative measure. The comparison is based on the similar indicators of competitiveness of the competitor objects;
3. Competitiveness is a quality of the object, characterized by the degree of satisfaction of a specific need in comparison with similar objects, represented in the market;
4. Competitiveness is an ability to withstand the competition in comparison with similar objects in the market.

Competitiveness is a complex multi-level concept, its analysis and evaluation should be linked to the specific competitive field, and especially to its level. In a modern economy the term «competitiveness» is used more and more to determine the categories of different levels: micro level (competitive products, production, enterprises); meso (industry, corporate associations of enterprises and firms), macro (national economic systems). There is a strong internal and external dependence between these levels of competitiveness. It is necessary to see the requirements for the subjects of competition on each level. Depending on the level of competitiveness, there is a transition from the competitive category of items (goods and services), facilities (demand, market factors of production) to the category of factors of competitive advantage (internal or external) on the level of government. Thus, in assessing the competitiveness of the state, the availability of competitive products is a domestic competitive advantage for the state. In assessing the competitiveness of products, a competitive state is an external competitive advantage for enterprises [3].

Micro-and meso level of the competitive field may have both national and international scale. If we take into consideration the last one, it is logical to define more competitive fields as a result of international competition of the enterprises and firms (micro level) of individual industry groups (meso level), as well as between groups of countries. In the present work, the aim of the author is the competitiveness study at the meso level — the tourism industry.

Assessing the competitiveness of the industry it is necessary to consider such an important factor as the work of the industry, as an integral part of the national economy, in this perspective we can talk about the industry-specific functions — for example, in the tourist industry they are the provision of affordable public recreation, rehabilitation, cognitive travel, etc.

On one hand, the competitiveness of the tourism industry is based primarily on the strength of business tourism industry, on the competitiveness of the tourism services offered by them. On the other hand, the competitiveness of tourism company depends largely on how the socio-economic environment, where the company operates is organized. The tourism company work is determined not only by its own efforts, but

also by the existing system of relationship between entrepreneurs and the government, between the entrepreneurs, between the entrepreneurs and the employees.

Table 1

Some examples of the definition «competitiveness»

Author	Definition
M.Porter	The property of goods, services, subjects of market relations act in the market along with present similar goods, services or competing entities of market relations [4].
M.Gelvanovsky, V.Zhukovskaya, I.Trofimova	Possession of properties, creating benefits for the subject of economic competition. These properties may relate to the different nature of objects — types of products, businesses and organizations, their teams [5].
R.F.Fatkhutdinov	Property of characterizing the degree of real and potential to meet their specific needs in comparison with similar objects provided in this market. Competitiveness defines the ability to withstand competition in comparison with similar objects in the market [6].
M.Meskon, A.Albert, F.Hedouri	The company does something better than its competitors, ie remain competitive, allowing the company to attract and retain customers [7] with similar objects in the market [6].
N.I.Komkov, A.V.Lazarev	Layered structure and approaches to the assessment of the economic categories of «competitiveness») Competitiveness — a category that characterizes an object's position relative to other objects of competing in the market, expressed as a set of indicators [8].
R.Zavyalov	Concentrated expression of economic, scientific, technical, industrial, organizational, managerial, marketing and other capabilities of the country (as well as any competitive producers) that have been implemented in products and services successfully (or unsuccessfully) opposed to competing analog at both the domestic and foreign market [1].
I.L.Dulisova	Property of characterizing the degree of satisfaction of specific needs in comparison with the best similar objects, or competitiveness — the ability to withstand competition in comparison with similar objects in a particular market [9].
S.G.Svetunkov	The property of an object that has a share of the market, which characterizes the degree of compliance with the technical and functional, economic, institutional and other characteristics of the object with customer requirements, determine the market share belonging to a given object, and prevents the redistribution of this market in favor of other objects [10].

Study of the competitiveness concept leads to the following conclusions:

- The competitiveness concept is modified depending on the goals and objectives of the researchers, depending on the market subjects requirements (customers, competitors, investors, partners) and depending on the outputs (internal and external markets);
- The competitiveness concept is most often focused on the assessment of the level at the current time, without taking into consideration factors determining the growth of competitiveness potential
- The competitiveness concept does not have a strict hierarchy of control levels (enterprise, industry, field, state) because of the study isolation and lack of understanding of the importance of the competitiveness of market subjects of higher levels of management to lower levels of management in solving problems of strengthening the market position on foreign markets;
- The competitiveness concept for the individual subjects of the market does not correspond with the methods of its evaluation, which leads to incompatibility of the parameters and criteria and does not show the real level of competitiveness.

In clarifying the concept of competitiveness it should be defined:

- The threshold of competitiveness — the availability and his efficient use of resources (factors) on a level allowing a subject to be competitive;

- Potential for competitiveness growth — the existence of innovative resources (technology, know-how, intellectual capacity);
- The formation rate of innovation growth factors — the existence of conditions and mechanisms (innovative and entrepreneurial attractiveness, risks) to improve the potential of competitiveness growth.

In the hierarchy of the competitiveness concepts the «competitive products» is the basic one; it can be related to various goods and services. The enterprises, industries, fields and states produce the competitive products, so they are the mediated competitive carriers, through their products and services.

With regard to the competitiveness of tourism services, its general competitiveness should be defined. Further the specific characteristics of tourism services should be considered.

By definition of Soloviev B.A., the competitiveness of the goods — is the benefit of the goods on the market, allowing them to be sold successfully in the competitive environment [11]. Like many other economists, he defines competitiveness through the quality / price ratio. Decisions in this field are aimed to the improving of those attributes which influence consumer choice of goods in comparison with competing products.

According to Zavjalov G.P., the practical definition of the goods competitiveness is based on a comparative analysis of its aggregate characteristics with the competitor's goods, taking into consideration the satisfaction of specific needs and consumption price [2].

Barinov V.A. and Kharchenko, V.L. determine the competitiveness of goods, not only as «anything that provides a product (or brand) the comparative advantages compare to other manufacturers products (brands)», but also as «the enterprise ability to produce such goods» [12].

Evaluation of competitiveness at the micro level is made in accordance with some other parameters, related to the specific of production and consumption of particular type of the products.

On the basis of differences in definitions of «goods» and «service» will attempt to define the competitiveness of tourism services. Lozovskii LS, Rayzberg BA, AA Ratkovsky identify a good as any of the products of industrial and economic activity in material form, the object of sale, market relations between buyers and sellers [13]. Services are considered as an activity, work in progress which does not create a new, not previously existing in-kind product. This is good, is not provided in the form of things, but in the form of activity. Thus, the very provision of services creates the desired result.

Tourist Services — a set of targeted actions in the service sector, which focused on security and meeting the needs of a tourist or sightseer. Tourist Services combine economic, social, educational, aesthetic aspects, as suggested rest, the possibility of personal development, knowledge of historical and cultural values, sports, participation in cultural events, etc.

Four specific characteristics of services, which according to experts distinguish them from goods: intangibility, inseparability from the manufacturer, the volatility of quality, safeness.

Intangibility, or intangible nature of services means that they can not demonstrate, to see, taste, or to explore the direct receipt. In fact, buying a service, the customer receives the right to use it in a certain place at certain times. Intangible nature of tourism services has set the task of tourist enterprises not only to materialize, but a specific environment services. Companies' tourist infrastructure offer intangible services that help to create the impression of hospitality and celebration. However, consumers are very sensitive to the presence of tangible elements of services to help assess the potential quality of care.

Therefore, many tourists prefer to use the services of reputable companies, so the way to the materialization of tourist services is to create a positive image and professionalism of staff.

Another specific feature of services is their inseparability from the manufacturer. The manufacturing process takes place simultaneously with the services of its consumption, that is necessarily present the person to whom services are provided, and the one who provides this service. A consequence of the continuity of production and consumption of services is that service quality is directly dependent on the nature and level of interaction between the staff of tourism enterprises and its customers, as well as various groups of employees between themselves and other persons who are actively involved in the maintenance or passively support it, the ability Staff at a fixed time, and sometimes respond immediately to customer requests in the process of care, and if necessary make adjustments in the process. Therefore, tourism is important not only what service is, but also how it turns out. From this point of view is important professionalism of the tourism industry, the right of selection and training.

The inevitable consequence of the continuity of production and consumption is the volatility of the quality of services. Services by their nature are heterogeneous, which means a high degree of heterogeneity of their execution. Variability in the quality of services is determined by external and internal factors. The

external factors in the provision of tourism services may include bad weather conditions during the tour, excessive demand for tourist services, etc.

Internal factors depend on the people receiving the service and from those who carry out maintenance. Tourism enterprises should take into account the psychological aspects when working with clients who have different perceptions and needs in the levels of service quality. In addition, depending on the subjective factor, acquired customer service today may seem to him inadequate, and tomorrow, for example, under the influence of friends, this opinion may change. On the variability of services affects recruitment of tourist enterprises and work with him. Thus, the variability of quality of services may be due to low skilled workers, their poor training and education, lack of communication and information, lack of adequate supervision of staff.

Safeness services means that, unlike material goods, services can not be stored. Safeness services impose more stringent requirements for the integration and alignment between supply and demand. If the demand for services above proposals, there is the so-called profits. If the offer of tourism services exceeds the demand for them, then the firm loses profit because the proposed services can be implemented only partially. Demand for tourism services varies depending on time of year and days of the week, which greatly affects the loading of hotels, restaurants, attractive businesses. The presence of these problems reduces the competitiveness of tourism enterprises: closed during the period of low demand is very difficult to reopen in a short time to meet the increased demand.

Thus, a feature of tourism services is largely determined by the professional and personal qualities of staff.

In our view, taking into account the existing definition of competitiveness, we can formulate the notion of competitiveness of tourist services as follows: competitiveness of tourist services — is a complex characteristic that determines the benefits of a consumer proposal Tourism Organization, in comparison with similar services of competitors both in terms of compliance with specific requirements and cost to its satisfaction.

The problem of assessing the competitiveness of tourist services is particularly acute for tourism organizations involved in domestic and inbound tourism. Is reasonably certain historical economic conditions. If the conditions of planned economy, tourism services were not readily available for most of the population, were in demand regardless of the level of quality and prices of services, the market conditions are having difficulty with marketing services in connection with a bias towards consumer choice of services to foreign tourism product. Industry sector was uncompetitive not only on the external, but also on the domestic market.

Assessment of factors of competitiveness of tourist services is not only an information base for policy decisions and verify the effectiveness of implementation, but also to develop recommendations for the application of managerial influence. The development of an effective competitive strategy is based on the results of a survey of managerial factors of competitiveness of tourist services.

Competitiveness is reflected in competitive advantages. According to M.Porter, competitiveness is determined by the ability to continually evolve: first to seek competitive advantage by changing the basis on which the competition and then maintain its advantage, constantly improving products, production methods and other factors, and so fast that competitors were unable to catch up and overtake.

Competitiveness of tourist services is determined by the competitive advantages of organizations that provide them. Competitive advantages. — this characteristic properties of services, which provide for a certain superiority over the company's direct competitors, which defined the overall competitive matrix M.Porter.

These characteristics can be treated as the very basic tourist services, as well as additional related services, as well as to the forms of organization of production services, marketing, sales, etc.

Competitive advantage is always relative, as revealed by comparison with the strongest competitors. There are external, internal competitive advantages.

Competitive advantage is called the «external» if it is based on the distinctive quality of tourist services that form the value for the consumer. It increases the market because of the organization so that it can make the market take the sales price is higher than competitors.

Competitive advantage is an «internal» if it is based on superiority in respect of costs, provides organizations with greater profitability and greater stability of the organization in case of retracting it in price competition.

The advantage of the price (inside edge) acts as a kind of scale, on which the consumer of tourist services determine the appropriate receiving them the satisfaction of his material costs and provides greater profitability and sustainability of the organization. It can be achieved through the reduction and control of

unit costs, increase productivity, technological advantages, the use of undifferentiated marketing strategy. Particular attention is paid to the stability of investment, standardized goods, the introduction of appropriate technologies, etc. Reducing costs is based on the use of «experience curve» (that is the accumulation of experience, «learning process», citing – Officer to ensure that the cost per unit of services fell by 20 % every time production doubles – Xia) and extracted on the basis of its «law experience».

In applying undifferentiated marketing strategy development services and marketing program, which will seem to attract the largest possible number of buyers, while relying on methods of mass distribution and mass advertising. In this case, tourism services are designed for the largest segments of the market. Typically, such organizations are striving to make his tour products to the image of superiority in the minds of people.

Costs of production services in this case are low. Expenditure on advertising in an undifferentiated marketing is also kept at a low level. No need for marketing research and planning, market segments in the decomposition of these segments contributes to reducing the cost of marketing research and management of production of goods.

Organization providing leadership in costs, constantly under pressure from competitors. Such a strategy requires an organization of optimal scale of production, development, sales network, capture some market share. Such an organization requires investment at a stable level in modern equipment.

Despite this, there are factors that cause the loss of efficiency of undifferentiated marketing strategy. First, in cases where such practices have resorted to several companies simultaneously, inevitably the emergence of intense competition. Furthermore, in a developed market economy, there is a high degree of differentiation of the needs of customers. Faced with such expectations of firms were forced to leave undifferentiated marketing strategy in favor of alternative strategies.

In the early stages of its activity the company was implementing a program similar to British Airways. Currently, dozens of airlines offer flights are much cheaper than the cost of a journey by rail through the minimization of the cost of ticketing, service, maintenance of aircraft (application of the park only one type), the use of peripheral airports, the use of differential pricing, etc.

The advantage of the quality of service (outside edge) is associated with the presence of differences that are meaningful and beneficial to consumers of tourism services compared to other manufacturers, increased market power organization that protects the organization from competitors – comrade, which provides stability of the market.

The most important conditions of its formation are: the focus on consumer, innovation, adaptation, prestige. Increase the value of tourist services for the on – trebiteley leads to the fact that they are willing to pay a higher price. However, rising prices, acceptable to the buyer, must be greater than improving indention expenses incurred by the organization to produce and support the – vat element of differentiation.

Differentiated marketing focuses not on the whole market, and on several different segments of their claims. Major marketing efforts are focused on per service differentiation, pricing, distribution, STI – mulirovaniya, etc. In this approach, when a variety of tourist services, methods of sale, etc. increases, the organization of deeper pro – arises in the needs of different groups of consumers, it is better to meet and work to strengthen its position in the market. This marketing costs increase, which is associated with the development of product range, marketing research, a variety of advertising, deterioration process of implementation, etc.

In this case, the organization decides to take part in several market segments and develops for each individual proposal and the related marketing program. The extensive range of tourist products can achieve sales growth and deeper penetration on each of the newly developed market segments. A classic example of differentiated marketing can serve as the division of customers into classes of airline passengers. Currently the practice differentiated marketing used by a growing number of firms.

The organization, which implements a differentiated marketing strategy, hopes that through the consolidation of positions in several market segments it would be able to identify in the minds of the consumer company with this category of tourist services. Moreover, it expects to increase repeat purchases.

Since differentiated marketing allows you to achieve a high degree of satisfaction of the needs of individual consumers, the company sells its tourist products, usually at high prices and in large volumes. However, this strategy also requires at least the high costs associated with the production, marketing, promotional and administrative activities. Therefore, the leadership of the organization to find the level of segmentation, establishing the optimal balance between rising incomes and increasing costs.

The strategy involves the concentration of the same features as the strategy of differentiation, but in relation to one particular market segment. Focus means the orientation of certain, often small segments of the

market in order to meet their needs better than competitors. It allows you to achieve high market share in the target segment, but it always means a fraction of the market in general. Usually, the method of concentrated marketing firms is forced to turn, do not possess sufficient resources to compete in the market as a whole. As a result, specialization of production, distribution and measures for sales promotion company can achieve savings in many areas of its activities. This approach is most applicable primarily to small companies, do not pretend to cover the whole market, but can be used and large – mi companies to select a narrow group of consumers.

Concentrated marketing maximum prisposabli Vaeth to the requirements of individual specific target consumer groups. This approach is particularly attractive for further market penetration with the objectives – pour attract new customers, when the main segments are saturated, the competitive situation, further capture the market is limited. The organization knows better features and requirements of the selected target market segment, it enjoys great popularity. The task of the organization is not so much to maximize sales, how to achieve stability, fixed costs, sufficient – Noah market share, customer loyalty, etc.

That is, sticking to a strategy of specialization organization does not seek to gain competitive advantage in the market as a whole, and specializes in one or more market segments. A focus on a limited part of the market allows it to act with the most attractive to buyers' suggestions. Thus, the organization provides a strong market position in client segments, because it knows better than anyone the needs of these segments and enjoys a certain reputation. A well-designed strategy of concentrated marketing allows organizations to enter the low costs and high prices.

Thus, the competitiveness of tourist services is formed through the provision of certain competitive advantages, creating a definite advantage over similar services of other vendors. Creating competitive advantages assets associated with the development of measures of quality of services, distribution, pricing, promotion, providing superiority on similar actions of competitors.

Leadership in costs is an aggressive strategy, implementation of which requires certain conditions: the high price elasticity of demand, the prevalence of price competition, minor differences in consumer product brands, to standardize industrial products, access to sources of reducing production costs. Such a strategy was applicable to the development of various types of domestic tourism: the social (with the purpose of treatment and rest for the poor, veterans, families with many children, orphans, etc.), child (recreation for pupils and students during vacation periods), the active (organizing hiking, water, bike hikes, climbs into the mountains, etc.).

Leadership in reducing costs and is fraught with a number of risks:

1. The emergence of new technological opportunities and reduce the value of previously made investments in those – existing technology;
2. Inability to grasp the new requirements that require improvement – sheniya assortment;
3. Inflationary pressures, leading to the need for rounded prices.

In the case of a competitive advantage in the quality of tourism services must be constantly monitor preferences of consumers by controlling their «value», as well as the lifetime element of differentiation, appropriately of this value. To implement this strategy, the following market conditions: the presence of many distinguishing characteristics of tourist services, which are allocated, are valued by consumers, the large number of buyers who recognize the characteristics of the selected securities for itself, dominated by non-price competition, inability to quickly simulate the characteristics of differentiation, the general pattern of demand for tourism services. This strategy can be used against both domestic and inbound tourism types, in particular in the cognitive, excursion (eg, a visit to the Baikonur space center, a visit to Astana, informative tour of the Kazakh section of the Great Silk Road, etc.), medical (Southern Resorts, East Kazakhstan, Shu-chinsk-Borovskoy zone); beach (the coast of the Caspian Sea, Lake Balkhash, Kapchegayskogo reservoirs).

However, there are risks associated with differentiation. This refers to the fact that:

1. Competitors can significantly reduce costs (by on – relative to the organization) and offer the market its product range at lower prices;
2. Can significantly reduce the need for customers to further differentiation of tourist services;
3. Competitors start to imitate services leader.

In selecting strategies to reach the market should take into account the following factors:

- Resources company. With limited resources, the most rational strategy is concentrated marketing.
- The degree of homogeneity of products. Undifferentiated marketing strategy is suitable for homogeneous goods (eg timber). For goods that may differ in design (such as computers and cars), more suitable strategy for differentiated or concentrated marketing.
- Stage of product life cycle. When leaving the company to market a new product useful to offer just

one version of the new items. The most reasonable to use strategies undifferentiated or concentrated marketing.

– The degree of homogeneity of the market. If the buyers the same tastes and they are equally responsive to the same market incentives, it is appropriate to use undifferentiated marketing strategy.

– Marketing strategies of competitors. If competitors are involved in market segmentation, the use of undifferentiated marketing strategy can be disastrous. Conversely, if competitors use undifferentiated marketing, the firm can benefit from the use of strategies for differentiated or concentrated marketing.

To ensure competitive advantage, firms need to focus on only one basic competitive strategy. Porter points out that the biggest strategic mistake is to try to use all the basic strategies at the same time [4].

Competitive advantages of tourism services can be grouped into two groups: the advantages of low rank and benefits of high rank.

The advantages of low-rank associated with the presence of cheap labor, availability of raw materials and less stable. The advantages of high rank associated with the presence of high reputation, professional staff, developed marketing, based on the use of modern technology, modern management, long term relationship with customers, etc. Competitive advantages of this group are characterized by a more prolonged period of active use and allow achieving higher profitability.

Not enough to have rich tourism and recreational resources. Necessary to link these resources in a quality tourist product, to ensure a high level of service, to provide maximum satisfaction of the customer's needs in the complex, creating an exclusive image of their activities.

A special place among the advantages of high rank occupied by innovation. To keep the leading position in the market through the use of innovation necessary to ensure the impossibility (or at least complexity) of their possible recurrence of competitors, a significant qualitative superiority.

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