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### BUILDING A COMPETITIVE DESTINATION BRAND

Building and maintaining a strong country brand brings positive effects to all sectors of the economy and is crucial for the enhancement of a country's position in the global marketplace. Considering the global character of competition, an attractive country brand should be able to attract foreign investments, businesses and skillful workforce as well as support exporters and promote public diplomacy. It must also promote the goals of the tourism industry and strengthen national identity and increase self-respect<sup>1</sup>. Since tourism contributes significantly to the economic and social development of a country, it is important to design and implement a strategy aimed at creating a country brand as a tourism destination, which should be integrated with other activities concerned with building a strong country's image. Attracting tourists to a specific destination brings remarkable results and enables local businesses, societies and authorities create more wealth and prosperity. However, the process of developing destination brand is complicated and requires carefully designed strategy as well as suitable operational plans. Additionally, promoting a country brand appears crucial for strategies aimed at creating and increasing regional brand awareness. Thus, all activities leading to the development of a unique value proposition for a specific region need to be synchronized with the national marketing activities directed at creating a country brand.

The process of tourism policy formulation involves four phases, including the definitional phase, analytical phase, operational phase, and implementation phase. The first phase of policy formulation is focused on the definition of tourism destination system and the explication of a tourism philosophy. Additionally, a destination vision should be developed and destination objectives along with potential constraints should be specified. Whereas the definitional phase requires decisions concerning the nature and directions of tourism development in a specified region, the analytical phase is mostly concerned with the collection of information necessary for the internal and external analysis. The internal analysis consists of a review of existing policies and programs, a resource audit, and a strategic impact analysis. The external analysis is composed of macro-level analysis, micro-level analysis and a review of competitive and supportive tourism development policies. Once the analysis have been carried out, policy and programs recommendations should be formulated and subsequently operational plans should be developed. The last phase involves implementation of strategy for destination development with the emphasis put on the allocation of responsibilities, establishing financial requirements, and providing timetable for programs implementation<sup>2</sup>.

Destination development as well as creating and increasing brand awareness involves many promotional activities. Above the line promotional techniques are focused on the development of the destination brand and include advertising on television, radio, press, and outdoor. Below the line activities include participation in annual tourism and travel fairs and distributing brochures to partners and prospective customers. Among other promotional tools, public relations techniques are extensively used to promote tourism destinations. They include establishing tourism offices in the major markets, generating articles, promotional material, and stories about destination, hosting journalists and celebrities to generate more interest. New technologies and Internet enable coordinate the entire range of products and services offered locally and providing information about them<sup>3</sup>. Destination marketing activities are generally performed by the destinations marketing organizations along with other entities focused on tourism and regional development.

Destination marketing organizations (DMO) are business entities - governmental, corporate or non-profit – responsible for planning and marketing of the region. Information and visitor centers promote economic development of a destination focusing mostly on providing information about local suppliers and distributing promotional material. Typically, there are three fundamental levels at which a destination marketing organization functions. At the country level, the organization is usually referred to as the National Tourism Organization responsible for marketing a country as a tourism destination. Other entities with interests in destination tourism development include a government ministry responsible for planning and policy as well as numerous private sector organizations. At the state or provincial level, the organization might be referred to as the State Tourism Office or the Provincial Department of Tourism with overall responsibility for marketing a state, province or territory. At the regional level, the organization is commonly identified as a Convention and Visitor Bureau which is in charge of marketing a concentrated tourism area as a tourism destination<sup>4</sup>.

In Poland, tourist promotion is the responsibility of the national tourist organization. Polish Tourist Organization (PTO) was set up on June 15, 1999 and is currently one of the 200 national tourist organizations active worldwide to promote their own countries. It deals with promoting Poland as an attractive tourist destination in Poland and abroad, and conducts activities aimed at encouraging and increasing a number of foreign visitors to come to Poland. The activities of the organization are financed with the budget grants, non-refundable foreign aid, payment of local government units, and payment of organizations and companies operating in the field of tourism. PTO has offices in 14 countries responsible for promotion of Poland as tourist destination on foreign markets. Based on knowledge of the various markets, it is possible to adjust promotional activities to the specific character of different target audiences. Additionally, by cooperating with the local and regional tourist organizations, PTO undertakes activities aimed at increasing the interest in the Polish cities, regions, and tourist products among Polish and foreign tourists. Its numerous tasks include: organizing the conferences, seminars, and trainings, issuing promotional publications about Poland; developing the tourist information Internet system; performing statistical analysis, marketing expertise and prognostic studies in the field of tourism; and initiating and supporting the organizational measures taken by the competent authorities for the development of tourism infrastructure, tourism products, and their promotion<sup>5</sup>.

Tourism, as one of the fastest growing industries worldwide, creates opportunities to increase competitiveness of regions. Regions which are attractive as tourist destinations attract more tourists which results in the better economic performance of the region. For this reason tourism policy involving destination marketing should be developed and coordinated with regional policy. Destination marketing organizations should develop strategies aimed at the development and promotion of a specific destination in order to increase the number of visitors. They might use a number of marketing tools including primarily promotional activities to create and increase brand awareness of a particular place. Strategies formulated at the regional level need to be synchronized and coordinated with the national strategy aimed at promoting a country as an attractive tourism destination.

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## ФОРМИРОВАНИЕ И ИСПОЛЬЗОВАНИЕ ЭКОЛОГО-ИННОВАЦИОННОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЯ

Инновационная деятельность является основным фактором долгосрочного экономического развития национальной экономики Беларуси. Однако, вместе с имеющимися достижениями в области государственного регулирования инновационного развития, малоизученными остаются вопросы научного обоснования развития эколого-инновационного потенциала на уровне отдельных организаций.

В настоящее время инновационный процесс во многих организациях осложняется наличием ряда негативных факторов, основными из которых являются их низкий инновационный потенциал, недостаточное финансирование инновационной деятельности, неэффективное взаимодействие сферы науки и производства, высокие экономические риски, длительные сроки окупаемости. Динамичное развитие рыночных отношений, усиление конкуренции обуславливают необходимость формирования предприятиями сбалансированной не только экономической, инновационной, но и экологической политики а перед аппаратом управления возникает новый класс задач, связанный с поиском эффективных решений не только для активизации инновационной, но и обеспечения экологической безопасности деятельности.

Отсутствие научного подхода при обосновании приоритетных направлений эколого-инновационной деятельности, определении сроков внедрения новшеств и их влияния на экономический потенциал предприятия свидетельствует об актуальности исследования по разработке структуры эколого-инновационного потенциала организации и факторов его формирования в условиях инновационной экономики.

Межгосударственный стандарт ГОСТ 31279–2004 «Инновационная деятельность. Термины и определения» определяет инновации как новые или усовершенствованные технологии, виды продукции или услуг, а также организационно-технические решения производственного, административного, коммерческого или иного характера, способствующие продвижению технологий, товарной продукции или услуг на рынок.[1]

Совершенствование форм и методов организации и управления производством направлено на быстрое приспособление предприятий к изменяющимся запросам потребителей, активизацию инновационной деятельности, увеличение доходов производителей. При этом необходимо учитывать особенности экологической безопасности новых