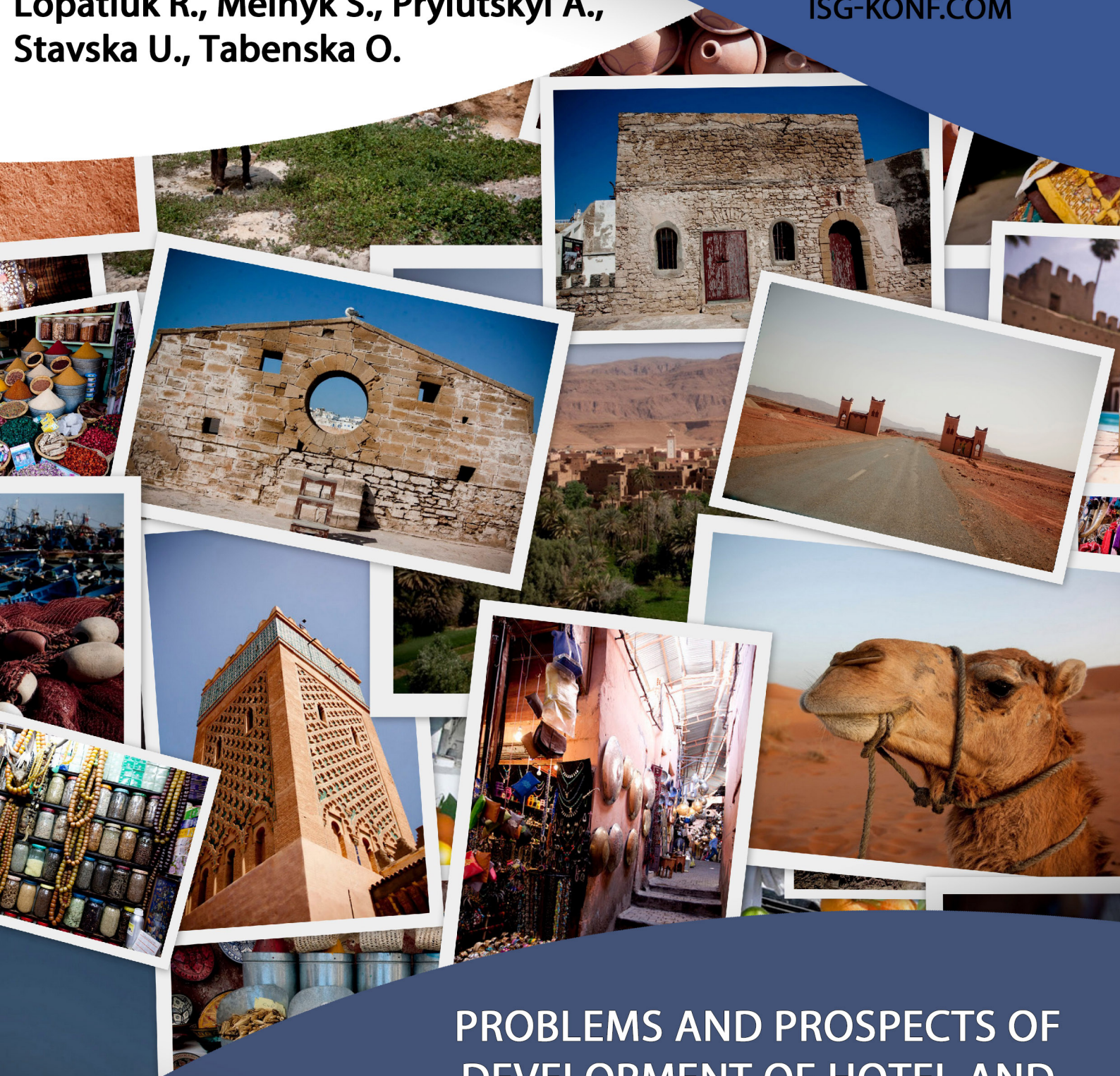




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Holovnia O., Zakharova T.,  
Lopatiuk R., Melnyk S., Prylutskyi A.,  
Stavska U., Tabenska O.



**PROBLEMS AND PROSPECTS OF  
DEVELOPMENT OF HOTEL AND  
RESTAURANT AND TOURIST  
INDUSTRY IN THE CONDITIONS  
OF INTEGRATION PROCESSES**

Boston (USA) - 2022

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**Monograph**

**2022**

**UDC 379.85**

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Holovnia O., Zakharova T., Lopatiuk R., Melnyk S., Prylutskyi A., Stavska U.,  
Tabenska O. Problems and prospects of development of hotel and restaurant and tourist industry in the conditions of integration processes. Monograph. – Primedia eLaunch, Boston, USA, 2022. – 333 p.

Library of Congress Cataloging-in-Publication Data

ISBN – 979-8-88831-930-7

DOI – 10.46299/979-8-88831-930-7

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The collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe and Ukraine. The articles contain the study, reflecting the processes and changes in the structure of modern science.

**UDC 379.85**

**ISBN – 979-8-88831-930-7**

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## INTRODUCTION

The development of the world economy indicates the growth of its integration and integrity through the deepening of specialization and cooperation of countries and business entities. Integration appears as an inevitable, objectively determined process that covers most spheres of economic life in the world, and takes place according to its own laws, general principles and goals, taking into account the various grounds, conditions and levels of such integration.

Today, we can observe two mutually exclusive features of integration processes: globalization of the world economy and simultaneous national protectionism, which has gained considerable influence in the last decade. We are observing, on the one hand, the strengthening of integration processes in the world economy in all spheres of social life, there is a reassessment of the system of risks for the modern state and, most importantly, we are witnessing an increasing pragmatism of relations between countries, the basis of which is dominated by economic factors.

At the same time, significant changes are taking place in the field of hospitality and tourism. The diversification of hospitality and tourism services, the development of the hospitality and tourism industry in new territories and competition in the market require the governments of different countries to reconsider their attitude to the development of this industry and to approach the development of its strategy more seriously. In modern conditions, the governments of many countries pay more attention to the formation of strategies for the development of regions, including strategies for the development of the hospitality and tourism industry.

Considering the fact that the field of hospitality has changed significantly in recent years and continues to change, we have seen modern trends in the field of tourism and the hospitality industry, which are definitely relevant.

The strategy for the development of the hospitality sector should harmoniously complement the socio-economic strategy of the country and combine the solution of priority socio-economic tasks: increasing the scientific, technical and innovative

potential; increasing investment attractiveness and economic stability; improving the quality of life of residents.

It should be noted that the first sector of the world economy affected by the global pandemic of COVID-19 is tourism. In the current conditions of the global pandemic, it is obvious that tourism is losing employees and customers due to the impossibility of flights to different countries and the risk of contracting the disease from COVID-19. Nevertheless, even in this situation, you can find a way out: to reorient from outbound tourism to domestic tourism and discover your country from a completely different side.

At the same time, the economic consequences of the war in Ukraine are felt all over the world. Russian aggression has put pressure on global commodity prices, exacerbated disruptions in supply chains, and fueled inflation in most countries around the world. The world economy will lose a trillion dollars this year alone due to Russia's invasion of Ukraine.

The presence of unsolved problems and the contradictions of certain issues, the theoretical and practical significance of researching the management processes of enterprises in the tourism sphere and the hotel and restaurant business determined the choice of the topic of the collective monograph. The topic of the study was chosen taking into account the importance for the development of the tourism sphere and the hotel and restaurant industry of Ukraine of the processes of unification and integration of enterprises, the formation of new formats and management structures in accordance with the objective requirements of world hospitality standards.

The authors offer a monograph that is a summary of scientific searches and achievements regarding the results of research work of the Department of Management of Foreign Economic Activity, Hotel and Restaurant Business and Tourism of the Vinnytsia National Agrarian University on the initiative topic "Problems and prospects of the development of the hotel, restaurant and tourism industry in the conditions of integration processes".

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## **CHAPTER 2. WAYS OF FORMING THE TOURIST IMAGE OF UKRAINE: GLOBAL EXPERIENCE AND IMPLEMENTATION PROSPECTS**

DOI 10.46299/979-8-88831-930-7.2

### **2.1 TOURIST IMAGE AS A SOURCE OF COMPETITIVENESS OF THE REGION**

Today, every country strives to develop and at the same time takes into account the paradigms of socio-economic development. Each enterprise that works in the tourism business contributes a certain share to the development of the country and forms the development of competitive advantages at all levels of management - macro-, meso- and micro-levels [15].

The competitiveness of the region largely depends on a number of factors, namely on the level of development of material production, non-manufacturing sphere, and including on such an important socio-humanitarian branch as recreation and tourism. Therefore, in order to change the situation for the better, it is necessary to improve the mechanisms for regulating economic activity, taking into account the experience of countries with a developed tourism industry, forming new socio-economic approaches to the development strategy of the national tourist complex and the management system of tourist processes at both the state and regional levels.

Despite the large number of developments in the field of tourism, the object of most scientific research is individual enterprises, types of tourist services, tourist areas, and not TRTP as a whole system permeated with a large number of economic relationships, the competitiveness of which is formed as a result of the action of the entire spectrum economic, social, military-political, in particular in Ukraine during the "military conflict", environmental, spatial and other factors.

The question of the formation of competitive advantages affecting the image in the tourism business is addressed by many scientists, among them the works of A. Amosha, L. Antoyuk, L. Vasylkevich, I. Golovchan, L. Hryniv, O. Gulych, A. Hukalyuk, Ya. Dubenyuk, I. Zhuk, N. Kindrachuk, O. Kovalyuk, V. Kravtsiv, S. Lobozyńska, R. Magiyovych, M. Makarenko, I. Markina, M. Malska, N. Melnyk, I. Mykhasyuk, T.

Moiseyenko, V. Motolych, O. Palamarchuk, A. Panasiuk, O. Pylypyak, E. Popova, Zh. Poplavska, V. Rudenko, D. Stechenko, E. Falko, O. Farat, A. Khoronzhiy, A. Tsegelnyk, L. Shevchuk, V. Shimanska, S. Shkarlet and a number of others.

It is important to understand the impact of the image in the tourism business on the competitiveness of enterprises. Today, tourism business for countries is important for economic development. The competitiveness of Ukraine on the European market of tourist services means the possibility of ensuring the production of such a tourist product that will be able to compete in the established environment of the European market [17].

In general, the word image comes from the English "image", which, in turn, comes from the Latin "imago", which means "image", "statue (idol)", "likeness", "metaphor", "icon". At the same time, it is most often used in the sense of "image".

If under the image we understand the ideas formed in the individual and mass consciousness. The image in the economic sphere is a category that consists of a relationship to something and the ability to influence the behavior of other participants in the economic process.

Sometimes scientists define the image as a set of objective and subjective factors that allow, when mentioning the name, to immediately build a whole chain of associations in relation to this country (region).

The image of any tourist region is not permanent; perceptions of the region may change, especially under the influence of political and economic factors. Wars, natural disasters and man-made disasters significantly weaken the image of the region. In addition, they fix persistent negative stereotypes in the consumer's mind.

There are stages of image formation and manifestation (Fig. 2.1).

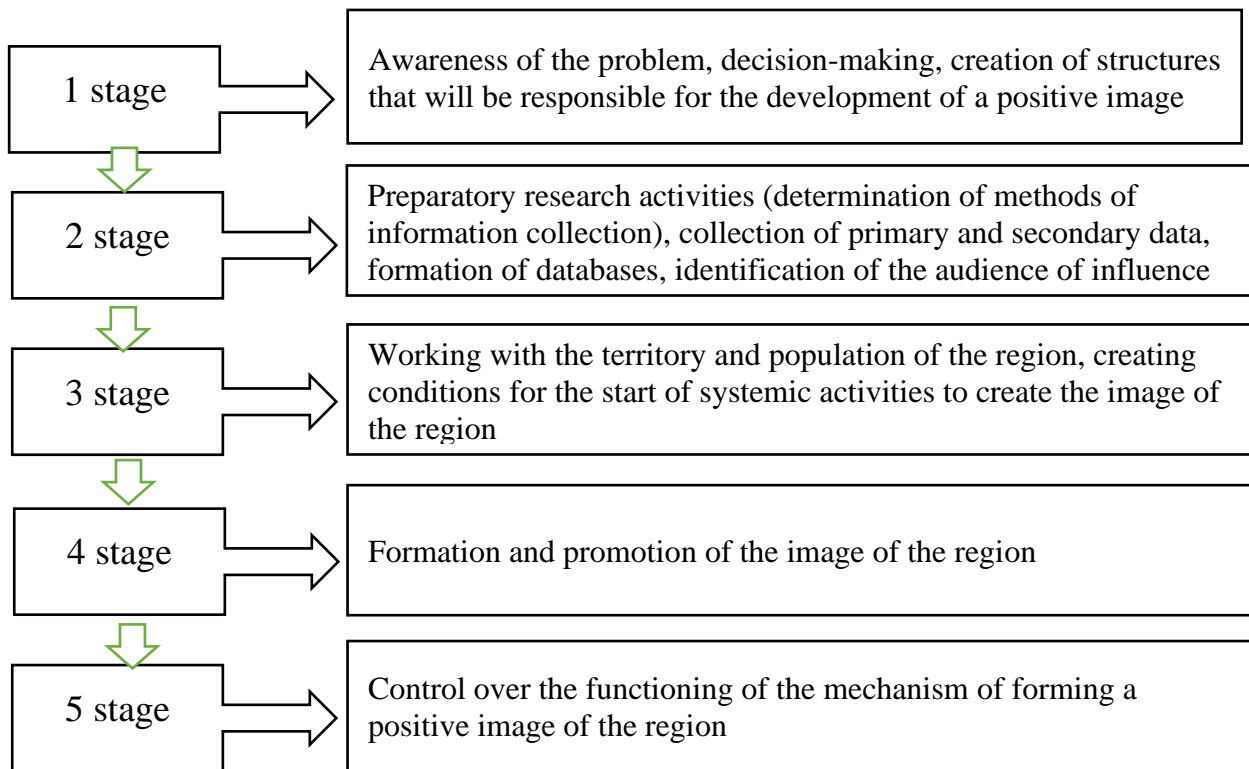


Figure 2.1 Stages of image formation and manifestation

\*Source: compiled by the author based on [14-20]

Speaking about the tourist image, it is necessary to understand that it is a set of symbolically expressed emotional and rational ideas about the originality and specificity of the territory, formed in the minds of real and potential tourists. We can say that one of the main indicators of the region's attractiveness is its tourist image (for example, a high level of security, service, developed infrastructure, cultural heritage, etc.).

There are principles of tourist image [18]:

1. Representation of not only natural but also historical and cultural monuments.
2. Formation of material and spiritual values.
3. Each region has its own basic image and provides image representation of the region.
4. The central place in the tourist image should be occupied by symbols that are responsible for its individualization and uniqueness.

5. An important methodological imperative of the tourist image should be achievements in various spheres of life.

6. The tourist image should be considered as a mechanism for the implementation of cultural export, which allows creating certain loyalty groups with a corresponding positive perception of it.

Despite the significant tourist potential, Ukraine today is inferior to European countries in many indicators of the competitiveness of tourist services, but primarily in the fact that there is a war in the country. Our state is practically uncompetitive, which is caused, first of all, by insufficient development of tourism and service infrastructure, ineffectiveness of state policy; lack of formed attractive tourist image of the country.

To conduct an analysis of the tourist image, it is necessary to understand the key factors of the image (Table 2.1).

Table 2.1

Characterization of the key factors influencing the image

| No<br>In  | Name of the factor                   | Characteristic  |
|---|--------------------------------------|---|
| <i>External factors/factors of the macroenvironment</i>                 |                                      |   |
| 1   | Image                                | General image of the country, a complex of ideas and opinions about the country, based on the main spheres of its life activity   |
| 2   | Attractive                           | Cultural heritage of the region, nature reserves  |
| 3   | Historical-geographic                | Spatio-temporal characteristics of the country, its geographical position and participation in world historical events  |
| 4   | Political                            | The general political situation in the country and its strategic directions of development, relation to the development of the tourism industry                                 |
| 5   | Economic                             | The level of economic development of the country, the general level of income of citizens, the level of prices, taxes   |
| 6   | Environmental                        | Cleanliness of tourist areas, well-kept territory   |
| 7   | Technological factors                | State of the economy, life support system   |
| 8   | International relations              | The nature of the country's relations with neighboring states and other countries of the world, participation in international organizations, events, etc.                      |
| 9   | Social or socio-cultural             | Mentality of the population, way and quality of life, customs and traditions, gastronomic preferences   |
| <i>Internal factors / regional factors / microenvironmental factors</i> |                                      |   |
| 1   | Recreational and touristic potential | A set of natural, cultural and historical, touristic resources capable of attracting target audiences (corresponds to the main factors and attractors according to J.I. Crouch) |
| 2   | Tourist infrastructure               | Facilities that provide access to the use of the natural and recreational potential of the region   |

Continuation of table 2.1

|   |                                     |  |
|---|-------------------------------------|--|
| 3 | Specialization of the region        | Those spheres of activity of the region, which are recognized as promising and priority for development, where the attention of local authorities and financial capital are concentrated   |
| 4 | The level of openness of the region | A complex factor that determines the openness and hospitality of local residents, openness of politics, accessibility to the main markets related to the tourism sphere, investment and innovation climate   |
| 5 | Social factor                       | The set of psychophysical and socio-economic characteristics of people living in the region (mentality, their level and quality of life, general level of education, living conditions, attitude to tourists), as well as the characteristics of labor resources that ensure the functioning of the tourist infrastructure |
| 6 | Level and quality of management     | This factor focuses on both the importance of the individual (representatives of the authorities who express the interests of the region at various levels), as well as those management decisions made by the regional administration on marketing, management, budget allocation, etc.                                   |
| 7 | Security factor                     | At different levels and spheres of activity, starting with personal security, business security, political stability in the region   |
| 8 | Emotional component                 | The factor responsible for the general impression of the region - mood, atmosphere, availability of an entertainment product, the ability to satisfy the needs of the tourist and his emotional expectations   |

\*Source: compiled by the author based on [14-19]

Increasing the competitiveness of the tourism sector is important for the economy of our country. Achieving a high level of tourism and service infrastructure development is possible only if sufficient investments are attracted to the most attractive tourist destinations of the country.

The contribution of the tourist image to the region and the formation of its competitiveness is determined by its ability to activate the internal potential of the territory, not only material, but also semiotic.

The tourist image has a positive effect on the level of employment of the population, on consumer demand and the level of foreign exchange earnings. The tourism sector expands the volume of sales and increases the number of services in industries related to tourism (for example, housing, wholesale and retail trade, construction, transport, catering, etc.), the economy of the region thereby receives additional income. The image of the tourist area in this situation plays not the last role. An attractive image attracts new visitors and consumers to the territory, which create conditions for the economic and social growth of the region. The role of the tourist

image for the development of the national economy is difficult to overestimate, at the same time, the tourism industry has objective prerequisites for its development, formed on the basis of historical, geographical, cultural and economic factors.

The main thing in the tourist image is the formed image of a specific territorial-state entity, existing at the level of an individual or a group, which includes emotional, evaluative, cognitive components, is a relatively dynamic, associative, open social entity, which has a significant impact on the tourist activity of representatives of the target the audience

So, evaluating the Ukrainian tourist image, we can state several things, despite the very difficult situation in the country, Ukraine is gaining more and more popularity abroad, although not from the side of tourists. Taking into account this fact, we can say that after the end of the war in Ukraine, after a certain time, it will be possible to observe significant interest from tourists and investors. The development of the tourism industry in Ukraine under the conditions of globalization and European integration requires the actualization of types of tourism activities, implementation of integration with international leaders of the tourism industry, introduction of already existing world experience to satisfy the demand of consumers of the industry.

## **2.2 EVALUATION OF THE EFFECTIVENESS OF MEASURES TO IMPROVE THE MANAGEMENT OF ENTERPRISES IN THE TOURISM INDUSTRY IN THE CONDITIONS OF EUROPEAN INTEGRATION**

The modern stage of the development of economic relations, in which globalization processes have covered all spheres of the world economy, has also covered the tourism industry. Today, tourism is an integral component of the economic potential in the world, which contributes to positive changes in socio-economic life. Until 2018, the tourism industry was the most promising industry, as it provides opportunities for creative and non-standard thinking. If earlier only the sights of a certain area were popular, today it is difficult to surprise a tourist with them. Traditional forms of tourist travel are being replaced by modern, new and extraordinary ones that allow to satisfy

the wishes and needs of almost all categories of travelers. But the coronavirus pandemic has caused a global crisis and caused significant damage to the tourism industry.

The trends in the development of the tourism industry were influenced not only by direct restrictions, such as the introduction of quarantine measures, closing borders, but also by indirect measures related to tourism: restaurant business, transportation, sanatorium treatment and medical services, etc. That is, the tourism industry interacts with many elements, when troubles in one of them can significantly affect the overall efficiency.

Ukraine in the modern conditions of the European integration process is going through an important stage in the modern market conditions. Integration processes already today have a significant impact on the development and construction of our state. The development of science and education, medicine and social security is accelerating, and general technological growth is taking place. Ukraine's entry into a single economic and political space with the EU in the future will enable Ukraine to become a powerful European state with a strong army, developed infrastructure, a center of scientific achievements, etc. [12].

European integration is a way to modernize Ukraine's economy, overcome backwardness in attracting technological innovations, guarantee the inflow of foreign investments and the latest technologies, create new jobs, increase the competitiveness of enterprises in both the production and service sectors, access to world markets, primarily the EU market [13]. Participation in the process of European integration is primarily a process of deep penetration of EU institutions (legislation, business norms and rules, best practices, etc.) into the Ukrainian economy. In this role, the EU acts mainly as a factor influencing internal processes.

Effective enterprise management is important in the European integration process. Enterprise management includes a number of directions: strategic management; planning; HR; production management; marketing management; financial management; investment management. In this work, we will consider some

management subsystems (planning, production management, finance), which, in our opinion, are relevant for today.

For effective planning of one's activities, a certain forecast, it is necessary to analyze both the external environment and the internal one. Having collected information, we will be able to make a correct forecast.

During 2021, more than 4 million foreigners visited Ukraine, which exceeded the similar indicator of 2020 by almost 26%. Among travelers, citizens of the United Arab Emirates spent the most — an average of \$2,220 per stay. Citizens of Saudi Arabia and Oman spent slightly less — \$1,500, Canadians — \$1,250, and travelers from the United States — \$1,125. [19]

On average, foreigners spent \$929 during their 7-9 day stay.

The main purpose of the trip of foreigners to our country in 2021 was vacation, leisure and recreation. At least, 29.5% of the surveyed respondents said so. Another 25.9% answered that they came to Ukraine on a business trip. 22.4% of respondents visited relatives and friends. 11.7% of foreigners came for treatment and recovery, but only 4% for shopping. Another 1.2% of travelers visited us in search of their own roots.

The level of loyalty of foreigners who visited Ukraine last year is quite high - 60%. Also, according to the research conducted by the state agency, the majority of foreigners — 36.5% — traveled in Ukraine as families. A little less — 35.4% alone. And 21.8% of travelers visited our country together with friends. 5.1% of foreigners visited us with colleagues, and 1.2% as part of tourist groups.

In 2021, the share of tourists coming from Asia, North America and other regions of the world increased. Accordingly, the share of tourists from Europe decreased in the overall structure. During the 3 quarters of 2021, Ukraine was visited by: [19]

- 70% of Europeans (79.2% for the same period in 2020)
- 25.5% of foreigners from Asian countries (17.7% for the same period in 2020)
- 3% of North American citizens (1.5% for the same period in 2020)
- 1.4% from African countries (0.7% for the same period in 2020)
- 0.6% of Oceania (0.7% for the same period in 2020)
- 0.2% of South America



In order to accelerate the pace of development and increase the efficiency of the tourism industry, it is necessary to solve certain problems that require state support and regulation. The main factors restraining the development of the tourism sector in Ukraine are: - shortcomings of regional regulation of the tourism industry; – lack of advertising information about Ukraine abroad; – insufficient level of qualification of tourism personnel; – the presence of a pandemic in the country and the world [14]. Everyone knows that the pandemic has affected the tourism industry. By the coronavirus pandemic In 2020, the tourism industry of Ukraine underpaid approximately 60 billion hryvnias. This information was reported by the head of the State Tourism Development Agency of Ukraine, Maryana Oleskiv, during the press conference "Assessment of the impact of COVID-19 on the hotel industry of Ukraine", which took place on January 20, 2021. The global losses of the tourism industry are estimated at about 800 billion dollars, including approximately 60 billion hryvnias are losses suffered by the tourism industry of Ukraine in 2020.

According to experts and international organizations, the crisis in the tourism industry related to the pandemic will last approximately until the end of 2023. This information was announced by the Minister of Culture and Information Policy Oleksandr Tkachenko during a speech at the forum "Ukraine 30. Corona virus: challenges and responses" [20].

According to official statistics, tourism does not occupy a significant place in the general economy of Ukraine, as it is about 3–4% of GDP [20], in contrast to European countries, where on average tourism accounts for 10% of GDP, and countries of the Asia-Pacific region, where this share reaches 50.2% [21]. Although, according to the latest calculations carried out by internal experts of international structures (WTO, UNWTO), the share of tourism in Ukraine is about 9% of GDP [20].

A decrease in the number of tourists visiting our country leads to the creation of a negative balance. The vast majority of Ukrainian tour operators focus their activities on the provision of outbound tours. At the same time, in most cases, they are not engaged in serving foreign tourists in our country and interacting with international tour operators [16]. Given these circumstances, the number of people going on holiday

abroad significantly exceeds the number of those visiting the country. This approach of conducting business in the industry has a very negative effect on the formation of the budget of our country.

The largest tour operators in Ukraine are shown in Figure 5.2.

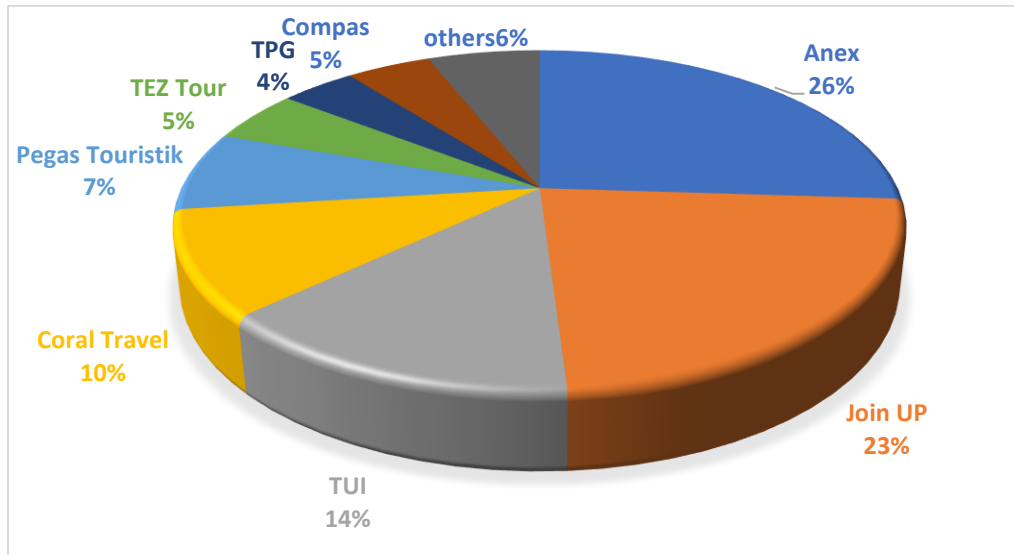


Figure 2.2 Market distribution among tour operators of Ukraine, 2021

\*Source: compiled by the author based on [19]

Today, understanding the situation in the country, travel companies need to develop tours according to business tourism, event tourism and research tourism. Tours should be not only health-recreational, excursion, but also sports, professional-applied [19].

The management concept should become an action plan for the strategic planning of the development of the tourism industry and related sectors of the economy, with the appropriate adjustment of state tourism development programs. The main goals of the concept of managing the development of the tourist attractiveness of territories are to provide conditions for solving the problems of the development of the tourism industry in order to increase its competitiveness in local, regional and global contexts. At the moment, with the decrease in cases of the corona virus, it is necessary to attract funds for the advertising campaign of tourism business enterprises, both foreign and domestic tourism.

In order to adapt domestic tourism to European requirements, it is necessary not only to develop transport corridors and tourist infrastructure, but also to control the

quality of tourist services provided to the client, the range of tourist products competitive on the world market, to develop tourist regions, to develop ecological and rural (green) tourist zones tourism and tourist cities.

For effective management of a tourism industry enterprise in the conditions of the European integration process, it is necessary to forecast and plan one's activities. As an example of the forecast, the tourist enterprise "Zamryi" LLC was chosen. Taking into account the fact that the company has a high level of professionalism of employees, an established flow of finances for the provision of tourist services, we propose to investigate the purchasing activity of consumers, which is used by many enterprises of the European integration process. To predict the efficiency of the activity, we will use autoregression models that help determine the presence of autocorrelation dependence with n-lags of delay in the purchasing activity of consumers of tourist services. We use the Durbin-Watson  $d_p$  criterion. [17]:

(2.1)

$$d_p = \frac{\sum_{t=1}^{n-1} (y_{t-1} - y_t)^2}{\sum_{t=1}^n y_t^2}$$

where  $y_{t-1}$  - is the indicator in the previous period;

$y_t$  - is an indicator in the reporting period.

Empirical values are compared with tabular upper  $d_v$  and lower  $d_n$  limits of the criterion:

$d_p d_v < d_n$  - the series contains autocorrelation;

$d_p > d_v$  - the series does not contain autocorrelation;

$d_n < d_p < d_v$  - further research is needed.

For the calculation, we will take indicators from the company's financial statements. All necessary calculations were made in Excel (Fig. 2.3).

PROBLEMS AND PROSPECTS OF DEVELOPMENT OF HOTEL AND RESTAURANT AND TOURIST INDUSTRY IN THE CONDITIONS OF INTEGRATION PROCESSES

| 1  | yt     | yt-1   | (yt-1 - yt)^2 | yt^2       | yt |
|----|--------|--------|---------------|------------|----|
| 2  | 35645  | 35340  | 93025         | 1270566025 | 1  |
| 3  | 36448  | 35645  | 644809        | 1328456704 | 1  |
| 4  | 35840  | 36448  | 369664        | 1284505600 | 1  |
| 5  | 25742  | 25840  | 9604          | 662650564  | 1  |
| 6  | 45587  | 45742  | 24025         | 2078174569 | 2  |
| 7  | 45220  | 45587  | 134689        | 2044848400 | 2  |
| 8  | 45286  | 45220  | 4356          | 2050821796 | 2  |
| 9  | 35036  | 35286  | 62500         | 1227521296 | 1  |
| 10 | 35309  | 35036  | 74529         | 1246725481 | 1  |
| 11 | 340113 | 340144 | 1417201       | 1,3194E+10 | :  |
| 12 |        |        |               |            |    |
| 13 | 0,0001 |        | ytcp          | 37790,3333 |    |
| 14 | 0,88   |        | yt-1cp        | 37793,7778 |    |
| 15 | 1,32   |        | Rl=1          | 0,99799651 |    |
| 16 |        |        | tp            | 41,7337686 |    |

Figure 2.3 Calculation of indicators for testing the hypothesis of the presence of autocorrelation dependence

\*Source: compiled by the author based on financial reporting

Fig. 2.4 shows that  $d_p < d_n$  ( $0.0051 < 0.88$ ), therefore, the hypothesis of the presence of autocorrelation is not rejected. Next, we will check the significance of the determined data according to the Student's  $t_p$  criterion.

|    | B      | C      | D             | E          | F          | G             | H                 | I          |
|----|--------|--------|---------------|------------|------------|---------------|-------------------|------------|
| 1  | yt     | yt-1   | (yt-1 - yt)^2 | yt^2       | yt x yt-1  | (yt - ytcp)^2 | (yt-1 - yt-1cp)^2 | yt-1^2     |
| 2  | 35645  | 35340  | 93025         | 1270566025 | 1259694300 | 4602455,11    | 6021025,383       | 1248915600 |
| 3  | 36448  | 35645  | 644809        | 1328456704 | 1299188960 | 1801858,78    | 4617245,938       | 1270566025 |
| 4  | 35840  | 36448  | 369664        | 1284505600 | 1306296320 | 3803800,11    | 1811117,827       | 1328456704 |
| 5  | 25742  | 25840  | 9604          | 662650564  | 665173280  | 145162336     | 142892803,2       | 667705600  |
| 6  | 45587  | 45742  | 24025         | 2078174569 | 2085240554 | 60788011,1    | 63174236,49       | 2092330564 |
| 7  | 45220  | 45587  | 134689        | 2044848400 | 2061444140 | 55199946,8    | 60734312,6        | 2078174569 |
| 8  | 45286  | 45220  | 4356          | 2050821796 | 2047832920 | 56185018,8    | 55148776,49       | 2044848400 |
| 9  | 35036  | 35286  | 62500         | 1227521296 | 1236280296 | 7586352,11    | 6288949,383       | 1245101796 |
| 10 | 35309  | 35036  | 74529         | 1246725481 | 1237086124 | 6157015,11    | 7605338,272       | 1227521296 |
| 11 | 340113 | 340144 | 1417201       | 1,3194E+10 | 1,3198E+10 | 341286794     | 348293805,6       | 1,3204E+10 |
| 12 |        |        |               |            |            |               |                   |            |
| 13 | 0,0001 |        | ytcp          | 37790,3333 |            |               |                   |            |
| 14 | 0,88   |        | yt-1cp        | 37793,7778 |            |               |                   |            |
| 15 | 1,32   |        | Rl=1          | 0,99799651 |            |               |                   |            |

Figure 2.4 Calculation of the pairwise autocorrelation coefficient for the first lag

\*Source: compiled by the author based on financial reporting

Testing the hypothesis about the presence of autocorrelation with a lag of one step, that is, when  $l=1$ . For this, the pairwise autocorrelation coefficient is calculated (Fig. 4.5). We check its statistical reliability using Student's t-test [21]. Empirical values are compared with tabular  $t_a$  with the number of degrees of freedom  $m=n-1-2$  and the given level of statistical reliability.

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|    | A            | B   | C      | D             | E           | F           | G             | H                 | I           |
|----|--------------|---|--------|---------------|-------------|-------------|---------------|-------------------|-------------|
| 1  | t            | yt  | yt-1   | (yt-1 - yt)^2 | yt^2        | yt x yt-1   | (yt - ytcp)^2 | (yt-1 - yt-1cp)^2 | yt-1^2      |
| 2  | 2            | 35645   | 35340  | 93025         | 1270566025  | 1259694300  | 4602455,1     | 6021025,383       | 1248915600  |
| 3  | 3            | 36448   | 35645  | 644809        | 1328456704  | 1299188960  | 1801858,8     | 4617245,938       | 1270566025  |
| 4  | 4            | 35840   | 36448  | 369664        | 1284505600  | 1306296320  | 3803800,1     | 1811117,827       | 1328456704  |
| 5  | 5            | 25742   | 25840  | 9604          | 662650564   | 665173280   | 145162336     | 142892803,2       | 667705600   |
| 6  | 6            | 45587   | 45742  | 24025         | 2078174569  | 2085240554  | 60788011      | 63174236,49       | 2092330564  |
| 7  | 7            | 45220   | 45587  | 134689        | 2044848400  | 2061444140  | 55199947      | 60734312,6        | 2078174569  |
| 8  | 8            | 45286   | 45220  | 4356          | 2050821796  | 2047832920  | 56185019      | 55148776,49       | 2044848400  |
| 9  | 9            | 35036   | 35286  | 62500         | 1227521296  | 1236280296  | 7586352,1     | 6288949,383       | 1245101796  |
| 10 | 10           | 35309   | 35036  | 74529         | 1246725481  | 1237086124  | 6157015,1     | 7605338,272       | 1227521296  |
| 11 | Всего        | 340113  | 340144 | 1417201       | 13194270435 | 13198236894 | 341286794     | 348293805,6       | 13203620554 |
| 12 |              |   |        |               |             |             |               |                   |             |
| 13 | dp           | 0,0001  |        | ytcp          | 37790,33333 |             |               |                   |             |
| 14 | дн           | 0,88  |        | yt-1cp        | 37793,77778 |             |               |                   |             |
| 15 | дв           | 1,32  |        | Rl=1          | 0,997996515 |             |               |                   |             |
| 16 |              |   |        | tp            | 41,73376864 |             |               |                   |             |
| 17 | Conclusions: | dp < дн, hypotheses about the presence of autocorrelation is not turned off |        | ttabl         | 2,364624252 |             |               |                   |             |

Figure 2.5. Calculation of the statistical reliability of the paired autocorrelation coefficient with a lag of 1 step

\*Source: compiled by the author based on financial reporting

As we can see,  $t_p < t_a$ , therefore, the hypothesis about the presence of autocorrelation with a lag of 1 step was not confirmed, for this we similarly calculate the paired autocorrelation coefficient for a lag of 2 steps  $R_{l=2}$ . But in three steps, to determine with what periodicity it is necessary to analyze and calculate the efficiency of the enterprise.

The hypothesis of the presence of autocorrelation with a lag of 3 steps (3 quarters) is confirmed, then it is necessary to calculate a 3-factor autoregressive model of the following form (2) [17]:

(2.2)

$$\hat{y}_t = a_0 + a_1 \times y_{t-1} + a_2 \times y_{t-2} + a_3 \times y_{t-3}$$

For the calculation, we will use the Excel program for MNK (Fig. 5.6).

|                              | F          | G              | H            | I          | J          | K          | L          | M          | N |
|------------------------------|------------|----------------|--------------|------------|------------|------------|------------|------------|---|
| <i>Regression statistics</i> |            |                |              |            |            |            |            |            |   |
| Multiple R                   |            | 0,9390163      |              |            |            |            |            |            |   |
| R-square                     |            | 0,8817516      |              |            |            |            |            |            |   |
| Rated R-square               |            | 0,81080257     |              |            |            |            |            |            |   |
| standard error monitoring    |            | 184,264592     |              |            |            |            |            |            |   |
|                              |            | 9              |              |            |            |            |            |            |   |
| <i>variance analysis</i>     |            |                |              |            |            |            |            |            |   |
|                              |            | df             | SS           | MS         | F          | F1         |            |            |   |
| regression                   |            | 3              | 1265915,69   | 421971,897 | 12,4279572 | 0,00937164 |            |            |   |
| balance                      |            | 5              | 169767,199   | 33953,4398 |            |            |            |            |   |
| total                        |            | 8              | 1435682,89   |            |            |            |            |            |   |
| <i>factors</i>               |            |                |              |            |            |            |            |            |   |
|                              |            | standard error | t-statistics | P-Value    | Bottom 95% | Top 95%    | Bottom 95% | Top 95%    |   |
| Y-intersection               | 2571,00326 | 887,330074     | 2,89745985   | 0,03389083 | 290,048692 | 4851,95783 | 290,048692 | 4851,95783 |   |
| Variable X 1                 | 0,57565482 | 0,1697117      | 3,39195709   | 0,01941996 | 0,13939699 | 1,01191265 | 0,13939699 | 1,01191265 |   |
| Variable X 2                 | 0,11114708 | 0,04834054     | 2,29925211   | 0,06983765 | -0,0131162 | 0,23541039 | -0,0131162 | 0,23541039 |   |
| Variable X 3                 | -0,1754769 | 0,03492493     | -5,0244015   | 0,00401998 | -0,2652543 | -0,0856995 | -0,2652543 | -0,0856995 |   |

Figure 5.6 Calculation of the equation of the autoregression model for the purchasing activity of a tourist firm

\*Source: compiled by the author based on financial reporting

The equation of the autoregressive model will look like this:  $\hat{y}_t = 2571 + 0,511 \times y_{t-3}$

We check its statistical accuracy based on the relative error of approximation  $\varepsilon_{vidn}$ , which should be less than 15%, as this proves the statistical accuracy of model (3) [16, p. 74].

$$\varepsilon_{vidn} = \left( \sum_{t=3}^n \frac{|y_t - \hat{y}_t|}{y_t} \right) : (n - 1) \times 100 = 0,1778 : 6 \times 100 = 2,96. \quad (2.3)$$

Let's also check the statistical reliability according to the F-criterion (4) [15]:

$$F_p = \frac{R_{l=3}^2}{1 - R_{l=3}^2} \times \left( \frac{n - l - m}{m - 1} \right) = \frac{0,75}{1 - 0,75} \times \frac{10 - 3 - 2}{2 - 1} = 6,27 \quad (2.4)$$

$$F_a \left\{ \begin{array}{l} a = 0,05 \\ V_1 = m - 1 = 1 \\ V_2 = n - l - m = 5 \end{array} \right\}$$

$F_p > F_a$ , that is, with a probability of 0.95 it can be claimed that the equation is statistically reliable. Based on this model, it is possible to forecast purchasing activity using multiple regression in Excel.

With the help of this model, it is possible to determine how purchasing activity reacts to various factors, which makes it possible to draw conclusions about the effectiveness of the measures applied to the tourism business. From the conducted analysis, it becomes clear that despite the difficulties that currently exist in the tourism industry, enterprises can apply various measures to improve their situation, while applying activity planning based on forecasting. Also, direct efforts to create favorable conditions for intensifying the development of the tourist image in accordance with international quality standards and taking into account European values and transforming it into a highly profitable, competitive sphere integrated into the world market; to attract internal and external investments in the development of regions; to create systemic and comprehensive prerequisites for the sustainable development of the tourism industry.

Ukraine has significant potential opportunities for the dynamic development of the tourism industry and the corresponding integration into the world tourism space. 3, taking into account studies of purchasing power, we can reveal the periodicity and statistics of profit for a certain period. The growth of the tourist image will only increase the share of business tourists in Ukraine and bring the company closer to providing only quality services that meet the requirements of international standards.

### **2.3 THE INFLUENCE OF CERTIFICATION OF HOTEL AND RESTAURANT BUSINESS SERVICES ON WAYS OF FORMING THE TOURIST IMAGE OF UKRAINE**

The state, as a guarantor of economic security and financial stability, must be aware of the need to create a favorable environment for the development of the restaurant and tourist business. At the same time, the administrative lever of state supervision is an integral part of the system of hotel and restaurant technologies, which forms the general institutional mechanism of the functioning of restaurant enterprises based on methodology and organizational principles. Having analyzed the regulatory and legal spheres of hotel, restaurant and tourism business, we can group all regulatory and legal documents in several directions [21]:

- Laws of Ukraine;
- Resolutions of the Cabinet of Ministers;
- National standards of Ukraine;
- International standards and legal acts.

The main national legal framework governing the development of tourism and the hotel industry should include: the Decree of the Cabinet of Ministers of Ukraine "On Standardization and Certification", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On the Protection of Consumer Rights", Order "On approval of the Rules for the use of hotels and similar means of accommodation and provision of hotel services", Resolution of the Cabinet of Ministers of Ukraine "On approval of the Procedure for establishing categories of

hotels and other objects designated for the provision of temporary accommodation (accommodation) services".

The Ukrainian national standard - DSTU 4268:2003 "Tourist Services" sets the requirements for the activities of hotels, restaurants and tourist enterprises. Means of placement. General requirements", DSTU 4269:2003 "Tourist services. Classification of hotels", DSTU 4281:2004 "Establishments of the restaurant economy", DSTU 4527:2006 Tourist services. Means of placement. Terms and definitions". DSTU standard 4269:2003 "Tourist services. Classification of hotels" determines the classification of hotels and similar places by category, as well as the requirements for them. The category of the hotel is indicated on its logo, receipts, guest registration cards and advertising documents. Each category of the hotel is defined by Art. the standard has Requirements - these are the minimum requirements that have be fully implemented Some international standards are harmonized in domestic legislative counterparts, for example ISO/FDIS 18513:2003 "Tourism services. Hotels and tourism accommodation. Terminology" adapted to DSTU 4527:2006 "Tourism services. Accommodation. Terms and definitions." National standard Ukraine 4268:2003 "Accommodation facilities" defines the classification of accommodation facilities, general requirements for accommodation facilities and services provided in accommodation facilities. If we analyze international experience, small enterprises are the basis of the development of the industry - they structure the service market in accordance with consumer demand, create a competitive environment and create more jobs. For business, including large corporations, fierce competition is created by private individuals — business entities that manage mostly small restaurants, hotels, and have their own houses and apartments. They offer tourists a full range of basic and additional hotel and restaurant services at a much lower price.

In addition to national standards, the design of new and modernized existing buildings, structures, and hotel and restaurant enterprises is covered by mandatory national building standards DBN B.2.2-9:2018, DBN B.2.2-20:2008, DBN B.2.2-25:2009.



In addition, the key aspects of the operation of hotel-restaurant and tourist business enterprises are determined by the Law of Ukraine "On Tourism", the Law of Ukraine "On Standardization", the Law of Ukraine "On Resorts", the Law of Ukraine "On Technical Regulations and Conformity Assessment", the Law of Ukraine "On Basic Principles" and requirements for the safety and quality of food products", etc.

The procedure for determining the category of hotels is provided for by the Cabinet of Ministers resolution "On the procedure for approving categories of hotels and other facilities for providing temporary accommodation (accommodation)". By this order, it is determined that the categories of hotels and other facilities used for providing temporary accommodation are determined based on the results of voluntary certification of services related to the safety of life and health of people, protection of property and the natural environment, in accordance with the following provisions : "Agreement with the certification body and the owner or their licensors and assessment of hotel compliance with the requirements of a certain category. Accreditation and evaluation of hotels are carried out by accreditation bodies. The following categories are established for the hotel: "Five stars", "Four stars", "Three stars", "Two stars" and "One star". Other facilities used to provide temporary accommodation, including motels, boarding houses, holiday homes, tourist bases, campsites, which according to the level of service are classified as "I, II, III, IV, V". [29]

The Ministry of Economy of Ukraine is the main body of the system of central executive bodies, responsible for ensuring the formation and implementation of national policy in the field of restaurant and tourism business. Accordingly, the Ministry of Economy of Ukraine determines the relevant categories of tourist infrastructure (hotels, other accommodation facilities, catering establishments, resorts, etc.), issues certificates for the establishment of tourist infrastructure for the relevant categories and maintains registers. As of 09.12.2019, 389 hotels were entered into the register and certificates of category establishment were issued according to the "Register of Certificates of Establishment of Categories of Hotels and Other Objects, which are Assigned to Provide Temporary Accommodation (Accommodation) Services". Of them: 5\* - 51 hotels; 4\* - 135 hotels; 3\* - 144 hotels; 2\* - 35 hotels; 1\*

- 24 hotels. The majority of 5-star hotels are mainly located in cities with millions: Kyiv, Dnipro, Lviv, Odessa. According to the State Statistics Service of Ukraine, in 2021 there were 5,451 collective accommodation facilities.

State regulation is carried out using various means and mechanisms of regulation of economic activity. The main means of regulatory influence of the state on the activities of hotel and restaurant business entities are [28]:

- state order, state task;
- licensing, patenting and quotas;
- certification and standardization;
- application of standards and limits;
- regulation of prices and tariffs;
- provision of investment, tax and other benefits;
- provision of subsidies, compensations, targeted innovations and subsidies.

State regulation of economic activity is carried out by the highest bodies of state-wide management of all economic entities.

The formation and functioning of such management bodies is objectively necessary and expedient, as they are determined by the presence of a wide range of management decisions, the adoption and practical implementation of which are beyond the capabilities and competence of the enterprises and organizations themselves. In accordance with the proposals of the WTO set out in the General Agreement on Trade and Services (GATS), the experience of the International Tourism Alliance, the International Hotel Association, the World Tourism Organization, the International Association of Hotel Workers, the International Tourism Union, the German Institute for Standardization, on the basis of which the technical committee "Services in the field of tourism", standardization in the field of services should develop in the following directions: development of national standards for specific types of services, including hotels, standardization of terminology, uniform requirements for quality and safety of a certain type of service, standardized minimum quantitative and qualitative requirements for all categories of hotel enterprises; development of standardized rules and procedures for certification of services and attestation of hotel enterprises

according to international standards; development of standards for quality systems in the service sector, which will ensure the quality of the service provision process; development of enterprise standards that regulate the interaction of the consumer with the service provider.

To be successful in the hotel and restaurant business, you need to successfully compete with manufacturers of hotel and restaurant services, meet international standards, and satisfy consumer expectations. In modern conditions, quality management is largely based on standardization. Standardization is a regulatory method of management. its influence on the object is carried out by establishing norms and rules, drawn up in the form of a regulatory document and having legal force. Most of the approaches and definitions have long since lost their relevance, moreover, they are not ordered among themselves. The norms regulating and classifying the activity of Ukrainian hotels have the appearance of contrasting dissonance with the dynamics and constant transformation of the global industry of hospitality and tourism. The world is undergoing revolutionary changes in the needs of all generations of tourists, innovations are emerging, technologies are developing, and transport is developing. New types and formats of tourism are emerging. And crisis phenomena are only a catalyst for this. Service quality standards are certain criteria that are necessary to ensure the result of the quality management system. That is, certain procedures and daily operations performed by the staff for the maximum satisfaction of visitors. The success of any hotel enterprise is the ability of the owners to anticipate and feel any wishes of a potential client. The standards mean not only the correct technology of serving visitors, but also the attitude of the staff to their work.

The highest level in the tourism and restaurant business is certification, which guarantees that the service (product) meets certain requirements and has the appropriate quality.

At the current stage, the implementation of hotel activities in accordance with international standards is the key to the successful positioning of hotels on the international market of hotel services.

Certification is one of the forms of confirmation of compliance of objects with the requirements of technical regulations, provisions of standards and terms of contracts.

Certification is carried out with the aim of: creating conditions for the activities of enterprises on the domestic market, as well as for participation in international economic, scientific and technical cooperation; assisting consumers in their competence in choosing products (services); protection of consumers from low-quality products (services); monitoring the safety of products (services) for the environment, life, health of consumers and their property; confirmation of the quality indicators of products (services) declared by the manufacturer.

Certification can be mandatory or voluntary. Certification of services of hotel enterprises: differentiates accommodation facilities depending on the range and quality of 20 services provided; provides the consumer with reliable information that the category of accommodation is confirmed by the classification results and corresponds to the category established by regulatory documents; ensures an increase in the competitiveness of hotel enterprises; helps development of inbound and domestic tourism; strengthens consumer confidence in the quality of hotel services. Certification of hotel services in Ukraine is voluntary.

Depending on who conducts it, there are three types of certification: self-certification, which is carried out by the company itself - the manufacturer of products or services; certification carried out by the consumer; certification, which is carried out by a third party - a special organization independent of the manufacturer and the consumer.

The list of hotel services that are subject to mandatory certification [27]:

1. hotel and restaurant services;
2. hotel services without restaurants.
3. other short-term accommodation options include:
4. services of youth camps and mountain shelters;
5. camping services, including sites for RVs;
6. services of children's and student summer camps;
7. services of recreation centers and houses;

8. services of health resort establishments;

9. services for providing sleeping places in sleeping cars and other transport facilities.

Mandatory certification of hotel and restaurant business services is carried out by certification bodies accredited in the UkrSEPRO Certification System.

The validity period of the certificate of conformity will depend on the certification scheme established by the applicant. The validity period can be 1 year, 3 years, 5 years.

In modern conditions of operation and development of hotel and restaurant business services, a high image and an optimal "price-quality" ratio are ensured.

In modern conditions, when a hotel and restaurant business is opened, thanks to the penetration of foreign culture, domestic enterprises are required to undergo certification and standardization.

Today, the main requirement of a high level of service culture consists in the fact that it should be from the "first contact analysis", where the request and the ability to feel the psychological desire of the client become the highest priority in the work. The employee's skills of appropriate behavior in the environment of customers, communication, language culture, knowledge of professional etiquette, the ability to conduct business and telephone conversations should also meet international standards [13].

In modern quality management, the main models have been formed that determine the main elements of the service quality management system, which can be considered as specific features of the hotel and restaurant industry.

International standards have recognized worldwide uniform conditions for evaluating the quality system and at the same time established the relationship between the producer and the consumer of hotel and restaurant business services. In all Western countries, many hotels use the concept of quality management, among which there are: Quality Management System, general Total Quality Management, Quality Assurance System, Quality Control, Total Quality and Productivity Management, Quality System Management [12].

It is the quality management system of hotel services that guarantees the client "price-quality" and the comfort that the consumer wants during service in the hotel, in all cases. Therefore, special attention should be paid to the development of characteristics of the quality components of hotel services. (Table 2.2)

Table 2.2

Characteristics of quality components of hotel services

| <b>Components of service quality:</b> | <b>Content of components of service quality</b>  |
|---------------------------------------|--|
| Availability                          | Contact with a hotel employee should be pleasant   |
| Courtesy                              | Friendliness, confidence, attentiveness, benevolence   |
| Reliability                           | Confident execution of tasks, stability of work  |
| Trust                                 | Guarantees the best customer service   |
| Responsibility                        | Full responsibility for customer requests  |
| Safety                                | Safety guarantee   |
| Understanding the client              | Ability to listen and understand the different needs of the client and quickly adapt to them |

\*Source: compiled by the author based on [25-28]

Service standards refer to the procedures and daily operations performed by the staff and satisfying the needs of the client. Currently, Ukraine has an outdated material and technical base, insufficient funds for its renewal, insufficient professional staff that would meet international standards. Therefore, first of all, it is necessary to provide the staff with training at the highest level, so that later the staff will be able to stand firmly in any situation and provide impeccable hospitality to the visitor.

Raising the level of service to international standards is a long-term contribution that will ensure the loyalty of the clientele by satisfying physical and psychological needs, and the hotel will bring quite a good profit [17]. Ukraine has all the advantages for establishing international standards of hotel service. Against the background of supporting the development of the hospitality industry in other countries, the Ukrainian hospitality and tourism industry is forced to fight for a place under the sun alone. Therefore, it faces the following challenges:

1. Inefficient state regulation of the hospitality and tourism industry with an outdated legal framework and ineffective classification of hotels.

2. The guest, as the basis of the hotel business, does not receive true and objective information about the level of comfort.

3. Unpredictability, and sometimes dangerous situations in hotels.

4. Blurred focus of services, misunderstanding of interests and needs of guests.

5. Shady activities, lack of control and responsibility lead to abuses and non-compliance with criteria.

6. Mandatory compliance of all functions (including casinos and halls gaming machines) of comfort level in 3-5\* hotels.

7. The fakeness of the hotel's "stars", perceived by the guests, leads to reputational losses of the state in the world tourist market.

8. Paper registers and databases branched out between offices, non-transparency of procedures and decisions regarding the classification of hotels, lack of up-to-date data on the state of the market.

9. Lack of clear, transparent and understandable rules and incentives with state guarantees for hotel business investors.

10. "Equipping" star hotels with unnecessary infrastructural elements, unprofitable, but mandatory functional premises leads to a decrease in the level of comfort and quality of services. Many criteria are fulfilled "to check the box" and not to meet the expectations of the guest (for example, a gym in the basement or a bathtub instead of a pool).

11. Decrease in investment attractiveness of hotel projects due to irrational use of commercial spaces, additional costs for redundant equipment, operational maintenance of low-quality and low-profit services.

12. Uncompetitive, unaccounted for, low-profit (unprofitable in the current crisis) hotel business in Ukraine.

A satisfied customer provides free advertising, reduces marketing costs and, of course, increases profitability. Therefore, in order for our domestic hotels and restaurants to have guaranteed success, conduct impeccable work, successfully compete with manufacturers of hotel services, satisfy the needs of consumers, it is necessary to follow world service standards.

## **2.4 OPTIMIZATION OF MEASURES AND MECHANISMS OF IMPLEMENTATION OF INFORMATION SYSTEMS, AS AN EFFECTIVE METHOD FOR CREATING A TOURIST IMAGE OF THE COUNTRY**

Tourism is an "information" type of economic activity, in the sense that the information resources of tourism enterprises are their main resources. The degree of development of information resources determines the general level of informatization. Informatization is defined as a set of interconnected organizational, legal, political, socio-economic, scientific and technical processes aimed at creating conditions for meeting information needs based on the formation and development of information systems, networks, resources and technologies, which are built on the basis of application modern computer and communication technology.

Tourism and information are interrelated: the decision to travel is made on the basis of information, the tour itself at the time of purchase is also information. Information is exchanged by all participants of the tourist market, which determines the ability to work with information: collection, processing and decision-making based on it. The information is needed for the development and assembly of the tourist product, the search for sales markets, supplier partners.

At various stages of the creation and promotion of the tourism product, the influence of information technologies on tourism occurs (Fig. 5.7).



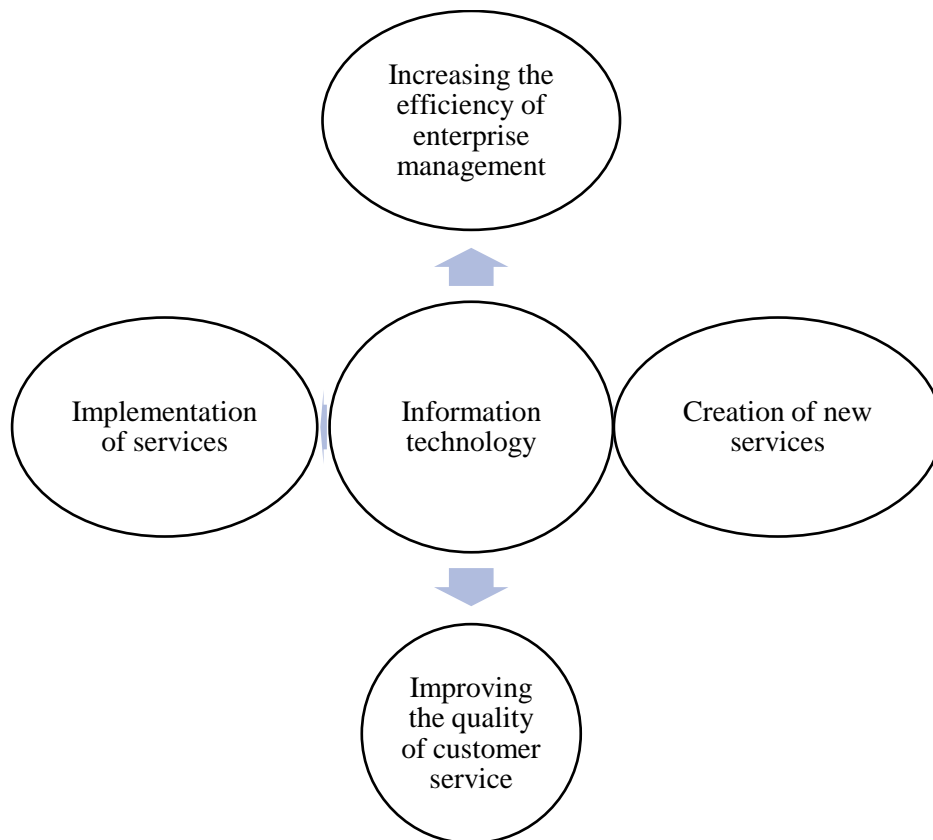


Figure 2.7 Main areas of use of information technologies in tourism

\*Source: compiled by the author based on [15-18]

Regarding the use of information technologies, in relation to the spheres of human life, there is a feature that prevails and indicates the requirements for the management information system, organizational, hardware and software parts.

The main characteristic factors of entrepreneurship in the field of tourism, which also affect management information systems, are:

- seasonal activity in the field of tourism (there is a general opinion that there are significantly more tourists during weekends, vacations or holidays);
- high dynamism of activities in the field of tourism (the need for immediate response to some events related to tourists: activity with complaints, unfortunate events, difficulties with carriers, difficulties with accommodation, etc.);
- the market, which is developing significantly and is accordingly new (the number of customers is increasing significantly and the active generation is increasing; the means of fighting for tourists are always renewed and changed);

– the presence of developing competitors (the presence of competition between the main tourist operators regarding tours, as well as between tourist enterprises according to the reception of tourists);

- belonging to the field of services (it is necessary to take into account the peculiarities of the tourist product as a service).

The peculiarity of the information system of travel agency management is determined in most cases by the mentioned features of tourist activity.

Tourist enterprises in most cases do not have a developed infrastructure of the information system because there are a small number of jobs. To a large extent, a typical tourist enterprise has a small number of computers with access to the Internet from a local provider, which are sometimes maintained by system administrators (or without it) [20]. Tourist enterprises, which are representatives of much larger networks, have more technical equipment and there is constant service, which is an exception for a travel agency. There is a much more developed infrastructure of the information system, both external (connected by cooperation through the Internet) and internal in larger travel agencies. This is caused by the specifics of entrepreneurship and due to the fact that with small investments for the development of the information system, a significant improvement of business processes is carried out in a short period of time (automation of activities with travel agencies, hotels, activities with tourists). The tourist operator, as a complex organization, uses all decisions regarding the information system of the corporate level.

The main task of the information system should be data transfer and automatic processing, during the implementation of which the speed of the transfer and processing process, the reliability of information process mechanisms and their flexibility should be taken into account.

There are more than a dozen automation systems for the management of tourist enterprises on the market today. Presented on the information technology market, computer programs for automating the work of the tourist industry have various capabilities [17].

Today, the software market offers a whole list of different functionality of information systems [13]: complex ERP-class systems; CRM systems; cloud solutions for ERP and CRM (based on the Internet and mobile technologies) and other solutions.

According to the type and type of software, the classification scheme of automated IT has the distribution of AIT into Standard (Word, Excel, Access, PowerPoint) and Specialized (Visual FoxPro, etc.). The use of IT depends on the specifics of the object's activity. It is possible to distinguish 5 areas of application of modern IT in the activity of a tourist enterprise (Table 5.3).

The following sequence of functional subsystems reflects the main areas of activity of the tourist enterprise.

In recent years, there has been a significant impact in the scientific and technical progress of the tourism industry, which is well applied to the introduction of new information technologies.

In the field of tourism, one of the main achievements was its computerization. The Internet and the personal computer made it possible to create a universally accessible, extremely informational bridge and, in accordance with other information technology systems, a cheaper and faster information infrastructure, accessibility and reliability helped the application of modern information technologies in all areas of humanity, which significantly ensured the growth of productivity in the field of services.

Table 2.3

Areas of application of information technologies in the tourism business

| Spheres   | Integrated automation of hotel management   | Automation of accounting functions  | Communications  | Advertising   | Internet booking systems  |
|-----------|---|---|---|---|---|
| Functions | Management of finances, material flows, service, marketing, personnel, sales, analysis of cost, working capital, finances | Use of accounting programs, specialized software for calculating prices of tour packages and managing air connections, opening accounts in Internet money | Placing information on web pages, communication by e-mail, Internet telephony | Advertising of the enterprise and its services on the Internet, receiving income from advertising on the enterprise website | Use of the Internet booking system on the enterprise website, participation in international Internet reservation systems |

Continuation of table 2.3

|       |   |   |                             |  |                |
|-------|---|---|-----------------------------|--|----------------|
| Tools | Inter-Hotel, UKS-UKR, Lodging, Touch Libica, Intellect Service, Galaxy, SITEC | 1 C: Accounting, Sailing, Price calculation, Prices-Flights | E – mail, Gmail, Skype, ICQ | Virtual tourism through the Saber webcam | Sabre, Galilea |
|-------|---|---|-----------------------------|--|----------------|

\*Source: compiled by the author based on [15-20]

Such a system of technologies is deployed not by travel firms, hotels or airlines individually, but by all. For all other parts, the use of information technology systems by each element of tourism is of great importance.

The use of new information technologies increases the safety and quality of tourist services. Currently, global distribution systems (Global Distribution System) are used in tourism, which make it faster and more convenient to book transport tickets, order tickets for sports and cultural events, reserve hotel seats, rent cars, and exchange currencies. On the international market, more significant global distribution systems of tourist services are AMADEUS, Worldspan, Galileo, Sabre. Such systems together contain about 500,000 terminals, which are represented in hotels all over the world, and make up about 90% of the market, 10% are occupied by regional reservation systems and systems that are in the process of merging with one of the above. Each GDS has its own distribution arsenal, although it is global. For Amadeus and Galileo it is primarily Europe, for Saber and Worldspan it is America.

The significant impact of information technologies on the tourist flow is caused by the transformation of the field of tourism from one focused on meeting the needs of organized customers to a multi-sectoral field of activity aimed at meeting the various needs of individual tourists.

There are more than a dozen automation systems for the management of tourist enterprises on the market today.

Domestic tourism firms are making efforts to apply the latest information technologies, which were created by foreign tourism firms, which are faced with the

challenges of ensuring the competitiveness of tourism services. In today's modern conditions, there are a large number of software products focused on the automation of management processes of tourist enterprises. (Fig. 2.8.).

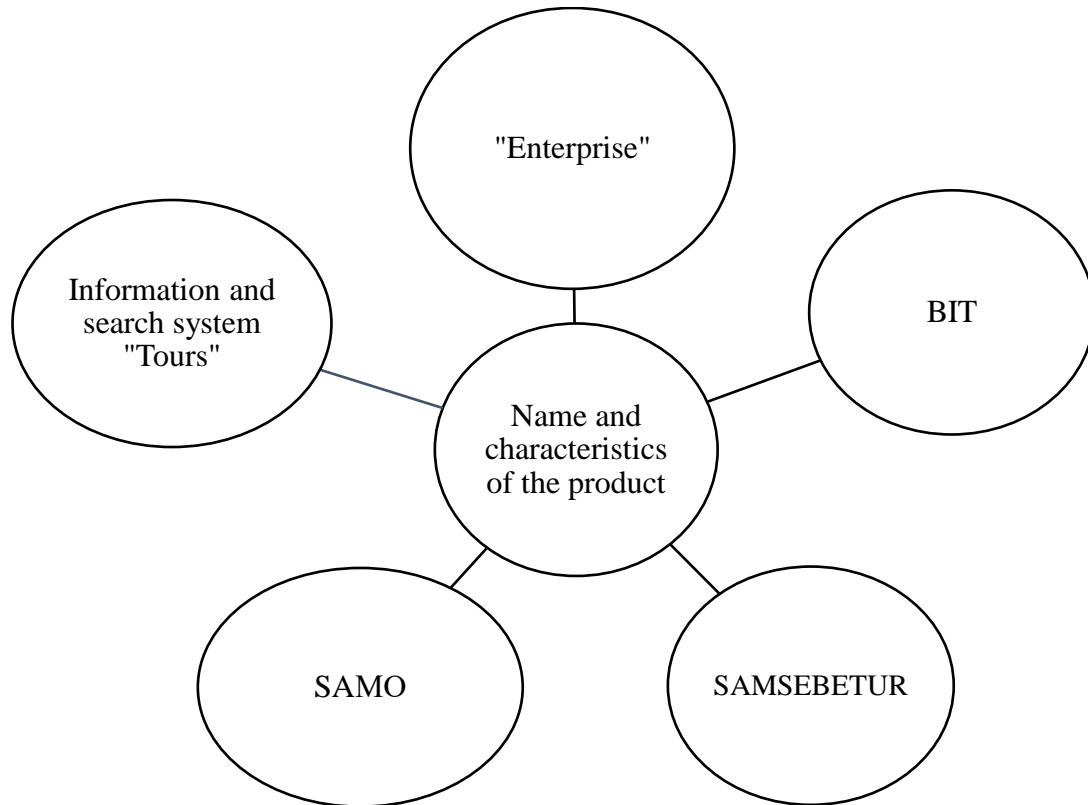


Figure 2.8. Software products for automating the work of enterprises in the tourism region

\*Source: compiled by the author based on [25-28]

Software products for automating the work of enterprises in the tourist area:

1. "PARUS-Enterprise" is a system for automating accounting and management tasks used by both small and medium-sized enterprises. Basic modules: - Parus-Restaurant – an automated management system for catering establishments. - Parus-Hotel – a system for automating the business processes of serving consumers of services in accommodation facilities, which provide for the implementation of functions for automating the work of reception, booking, registering the settlement and departure of tourists, forming the cost of services provided and making settlements with service consumers; - Parus-Tourist agency - a solution that is oriented towards the automation of business processes of tourist enterprises and tourism agencies.

2. BIT is a special software product for tourism specialists. Basic modules: – Titbit "Calculation of prices" – calculation of tourist packages and formation of price catalogs of various types; – Titbit "Prices+flights" – the configuration contains a calculation block and a block for the performance of some task accounting functions related to the control and management of vehicle loading; – Titbit back-office - the configuration contains a block used by managers to prepare for sales, and includes a block of accounting and analytical functions that automate the processes of managing and selling tourist products.

3. Information and search system TOURS - automation of the work of a tourist operator, which is related to the calculation of price lists - seasonal and issuing special requirements, carrying out mutual settlements, management of marketing, advertising activities of the company, work with the site, orders, travel agencies, the receiving party, the formation of documents and reports.

4. SAMO - tourism software and solutions for the automation of travel firms, agents and operators. Basic modules: - SAMO-TurAgent (automation of travel agents) - internal office automation of tourist enterprises: accounting of tours ordered by clients, payments, regular tourists, received discount cards, phone calls with wishes and offers; - SAMO-Tour (automation of the tourist operator) – a software complex for the operation of the tourist operator, which takes into account all the peculiarities of its technological operations.

5. SAMSEBETUR – an information system developed for the automation of the work of travel agencies, which is used for the purpose of: - organizing the work of the travel agency; - automatic printing of travel data; - simplification of work and mutual settlements with tourists; - optimization of document processing processes, reduction of errors; - always maintaining the corporate style of the enterprise in its documents; - collection and analysis of statistical data regarding the types and number of customer trips, the level of work of company managers, tourist routes and hotels that are in the greatest demand.

Each of the listed software products has its own advantages and disadvantages and can be used in a large part of tourism enterprises.

During the implementation of information systems and technologies, the following principles must be taken into account:

1) implement information technology that optimizes business processes. The selection of key processes is carried out according to the method: the most important for the enterprise, its strategic whole or according to the theory of limited opportunities.

2) conduct a characterization of the desired goals from implementation. It is necessary to determine the goals and criteria for optimizing business processes. The principle of "describe, see what's wrong and optimize" leads to loss of time and efficiency.

3) aim for clarity in the description of the business process. It is necessary to fix the processes in the form of "As is" models, which makes it possible to understand the nuances and existing problems, as well as to choose the right type of optimization. To improve the result of the description, the assessment of optimality should be carried out from partial to general. Identifying individual shortcomings, combining them into related groups.

4) focus on the availability of information about BP optimization. The new system of processes must be demonstrated to all employees, if necessary, additional training of employees, changes in goals and performance criteria are explained. Process indicators are compared with optimization goals and criteria.

A tourist enterprise is a complex open system, the result of which is determined by the results of mutually coordinated, expedient and effective activity of each of the subsystems of the enterprise [16]. Thus, the optimization of the company's activity should be carried out comprehensively, without being reduced, for example, to multifactor optimization individual parameters of the static model of the enterprise.

It is possible to use CRM systems to automate the work of entities in the tourist area. Specialized software products include customer relationship management systems. This product is intended for service taking into account all its offers and increasing the probability of purchasing the services offered by it, for collecting and processing information about the consumer.

Such a system has the following advantages of use:

- increasing the ability of enterprises to retain their customers;
- increasing the profitability of working with service consumers, which led to an increase in the number of orders and a decrease in costs for attracting new service consumers;
- reducing the cost of services provided.

In the work of Ukrainian enterprises, the implementation of various means of automating the management processes of tourist firms is not active, despite the presence of a significant number of them. This is caused by the existence of a number of reasons:

- inadequate training and qualification of information technology managers and low information literacy, unwillingness to change the established way of organizing their work;
- failure to listen to the specifics and the need to fully update information that is carried out in travel agencies via the Internet;
- the existence of some errors regarding the operation of programs for automating enterprise management processes. At the present time, the processes of activation of the use of the Internet in the use of tourist companies are being considered.

On the Internet, online tourist resources should be divided according to the display level in the following way (Fig. 2.9.). [24]

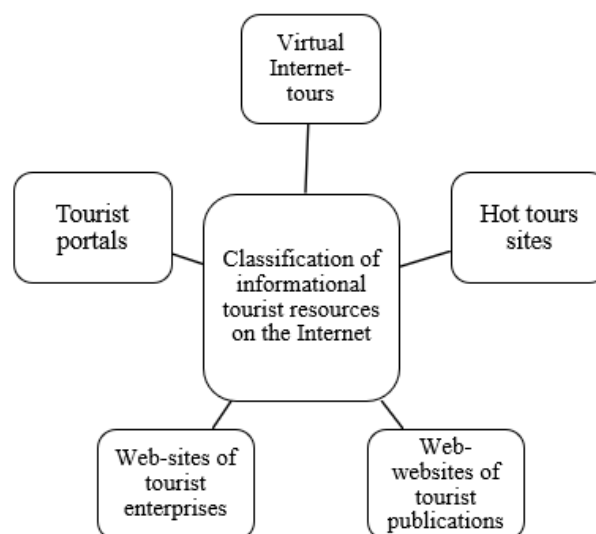


Figure 2.9 Types of tourist resources on the Internet

\*Source: compiled by the author based on [24]



1. Regarding the provided resources, Internet portals are of particular importance.

The mentioned portals have their own advantages and disadvantages in relation to the tourism industry. Their advantages include:

- the prospect of quick placement and search of information;
- large, effective, cheap and round-the-clock advertising;
- use of e-mail for communication with partners, which helps to save more money;
- receiving information about new tours and promotions in time.

Among the shortcomings it is possible to include:

- copying data from other sites, a large part of which concerns news in this area;
- not quite systematic update of data;
- a certain number of offers;
- heavy load of spam, advertising and banners;
- some individual sites are not fully developed and as a result - c some sections have no information.

2. Websites of travel companies provide information about the company and the range of services provided. A large part of travel companies are limited to general information only, and do not provide an opportunity for customers to book and sell tours. In addition to informing, booking and selling tours, the sites of travel companies perform the following tasks: they have the opportunity to conduct various surveys, create an image, communicate with customers.

3. Web sites of tourist organizations and associations include general information that can be effectively used in communications within tourist regions, and not at the level of some tourist enterprises.

4. Sites with "hot" vouchers. It can be said that small travel agencies use a web browser and MS Office package (or open access software) a lot, because they do not need large databases and DBMS to manage them, they do not need to communicate with partners about the software component information system of management of tourist organizations. Tourism enterprises can use CRM systems under the conditions of maintaining a medium and large customer base, where it should be noted that travel

agencies can use CRM and ERP systems, but such conditions are better suited to a hybrid of systems provided exclusively for tourism entrepreneurship.

Certain features should be taken into account when choosing software:

– the software product must contain a user-friendly interface;

– must quickly adapt to the changes occurring in the tourism activities of enterprises and the software product must be flexible. There is no standard of interaction, therefore the instability of the mechanisms of work with partners is very different;

– to provide for issues of transfers, insurance, cruises, airline quotas) the software product must be developed specifically for the tourism sector;

– the software product must be easily integrated (seamless exchange of data between counterparties and its travel firms). It must integrate with all software, which may be different for partners.

In the vast majority of employees, they are far from owning a computer and the latest information technologies, but this does not prevent them from being good specialists in the tourism field.

A modern complex of software solutions for automation and management of all processes at the company - Oracle E-Business Suite. Currently, the system represents the only package in the world that is completely made using web technologies. On the basis of one platform, the components of the system, which work, provide an opportunity to provide a full range of e-business management tasks.

The ERP system provides an affordable method of comprehensive management of the enterprise and relations with tourists of the travel agency.

Online system for automating the work of a travel agency - ERP.travel. Which carries out the selection according to the sites of tour operators, is convenient in terms of interface and functionality for use by managers of travel agencies, ERP.travel accumulates all information in a certain place: general ratings of managers and offices, operational reports on the progress of sales and the state of the money supply, is one program for any - how many offices and legal entities, the entire network of travel agencies, in a certain program with a flexible division of the visibility of orders and tourists.

Conducts significant customer management for CRM SalesDrive travel services: sending offers to e-mail, processing applications, repeat sales for regular customers, reminders and tasks, working with documents (international passport). It provides additional fields intended for travel agencies, supports advertising campaigns with integration with Analytics, Google, Adwords. The ability to create some offices, enabling the creation of a "sales funnel", integrates with travel agency website.

A simple CRM system for small travel agencies - MoiTuristy.ua, which allows you to record calls and tourists, analyze sources of sales and record working hours, flexible calculation of premiums according to the contribution, reminders, transfer of tourists between managers or offices, e-mail and SMS -marketing.

Tourcontrol is a cloud-based CRM system for the automation of travel agencies that is widely used. The system provides: detailed processing of applications (including customers, reservations, tickets, locations, additional documents, services), use of IP telephony, import/export of customers, import and support of leads, customer database with history.

For a travel agency, CRM Bitrix24 provides for the attraction and retention of clients of the travel organization; "sales funnel"; efficiency of work of sales managers (tasks and reminders); reliable own analytics.

For large travel agencies, web technologies are one of the main resources for promoting travel products on the market.

A travel agency that uses a tour operator's website to search for a tour is interested in the relevance of prices and can book through the website on its own behalf (it is less interested in the description). There are specially created sites that collect information from different tour operators in one place. Tourists are interested in a significant number of tour operators offered to choose from, which is implemented at the expense of web technologies. Each tour operator provides information differently due to the fact that the mechanism of collecting this information is also interesting. The interest of a tourist company in receiving prompt and reliable information about the availability of places and dates of arrival in the direction in which the tourist is interested is being followed.

A creative approach is applied to the formation and development of information systems for the management of many aspects of the travel firm's activities:

- within the information system of the management of the tourist enterprise, which make it possible to increase the efficiency of its work and stand out among competitors, the component of IT creativity, which refers to innovative solutions;

- has a creative nature, in its essence, the sphere of tourism;

- a component of the management system (to a greater extent marketing management), which is responsible for the development of a unique strategy of a travel agency, its marketing programs, the formation of its image, certain identification of competitive advantages.

Indirectly through the travel agency's telephone and Internet contacts with potential and regular tourists, the information system provides an opportunity to use a creative approach and implement it, fully providing the necessary information to the tourist.

For the management information system, the advantages of using a creative approach are [23]:

- flexibility of the information system, its mobility, availability, quick processing of the necessary information, etc.

- formation of an effective, convenient system of distribution of marketing information among clients;

- development of convenient, unique ways of contacting specific clients;

- for use by travel agent managers of convenient individualized software;

- formation of a unique management information system that takes into account the specifics of the tourist enterprise and corporate strategy;

Advertising opportunities and Internet communication technologies allow to significantly change the nature and methods of tourism business. For this, it is necessary to: – create a web page of the organization, placing on it information about services, prices, register the page in search directories and systems; - install software for Internet telephony (Skype) install software and save on telephone calls, implement an Internet reservation system on your own web page, participate in international tour reservation systems: Sabre, Galileo, Worldspan, which use the Internet as a means of

communication, and as a terminal - ordinary computer; to install the ICQ Internet paging system, with the help of which, if possible, to provide advice to visitors to the company's web page; - open an account in Internet money and accept payment for services or their reservation via the Internet. As an effective tool for conducting advertising campaigns, you can use the unique properties of the Internet. The basis for increasing the competitiveness of tourism firms is Internet marketing (Fig. 5.10). [25]

The company's web server is the central element of advertising on the Internet. A set of advertising measures is created on its basis. When information about a travel company and its travel products is placed on the web server, a advertising efforts are aimed at attracting the attention of visitors to the server of this travel agency, a two-level approach is used. For enterprises in the tourism industry, another problem is the search for web servers of companies and information from areas that have a marketing interest in relation to some travel agency. Cookies and log files [13] may be used to analyze information about visitors to the web server. Log files are maintained by the provider of Internet access services - the provider, they contain information about each request of a web page and graphic object from the server. The log file does not contain information about the e-mail address of the visitor, but only indicates the name of his domain, but this can be of particular interest if the domain characterizes the user's geographical region. It can be considered that the use of cookies is a more promising method of interaction between the travel firm and the consumer.

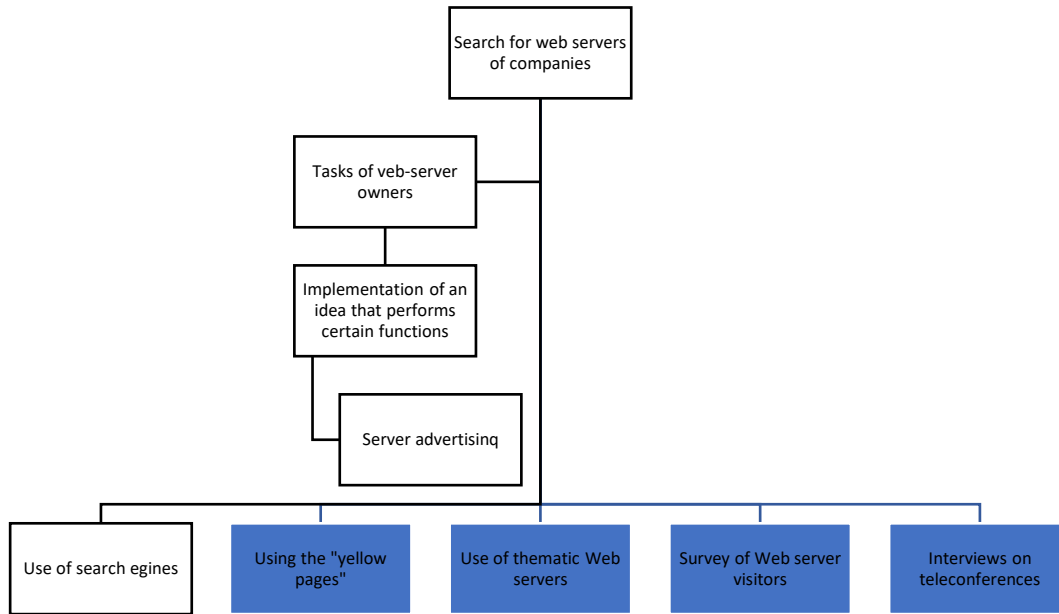


Figure 2.10 Use of communication and advertising opportunities

\*Source: compiled by the author based on [25]

The Internet service provider may provide special software that performs statistical analysis of data, automatically compiles reports and then sends them by e-mail to the server owner (travel agency).

Professional statistics should be based on the most reliable information and not just numbers and graphs, but a real program for further multifaceted activities with your site. In the software package from NetPromoter, exactly such an approach was implemented, which received the name "Site Statistics". This is the uniqueness of the approach, which is the first time that two different products are not simply combined in one bottle, but are specially prescribed for each other. The CNStats PRO program is another representative of professional statistics.

The uniqueness of the CNStats PRO program: - increased reliability and productivity; - includes the CNGeoip geography module; - the new principle of building reports allows expanding the functionality of reports and their number; - tracking of profitable advertising platforms and the possibility of searching; - includes a group of "Google AdWords" reports; - summary report on works and visitors; - the ability to track the dynamics of linked pages.

Opentracker is the only system on the Internet that offers real-time statistics. Features of the Opentracker program: - provides more important site statistics; - stores all data for an unlimited period of time; - monitors an unlimited number of pages; - monitors the most visited sites; - does not require setting the counter buttons; - updated in real time. The best travel portals, according to our observations, in their development are aimed at the search term "burning tours".

Sites in most cases are used for communicative rather than transactional purposes [19]. Highly visited sites have site search functions, German and other versions of the site (in addition to Ukrainian and English), provide discounts when ordering online.

[www.otpusk.com](http://www.otpusk.com) is one of the most famous information and advertising Ukrainian tourist sites, here they try to attract visitors with various "tricks" and the maximum amount of information.

[www.turpravda.com](http://www.turpravda.com) service works during "vacation", which provides Ukrainian reviews of hotels and resorts. At such sites, the number of visitors reaches several thousand.

the variety of topics of information, the "depth" of which seems infinite, the developers of the portals make a bet, which attracts a significant number of interested consumers of advertising.

The use of the Internet in tourism has recently been an important direction in the development of so-called virtual tourism. You can travel to museums or other places of interest without leaving your home using a computer through a web camera [15].

Thus, the introduction of modern information technologies into the activities of travel agencies provides an opportunity to increase the number of orders, increase the productivity of employees, improve service, reduce some categories of costs (for sending mail, communication,); increase competitiveness of the organization and its product range, to strengthen the economic security of the company. Getting to know Internet marketing methods allows you to implement them in the activities of any company in order to apply business strategies and increase the efficiency of commercial activity.

Today, many tourism enterprises pay less attention to systems related to travel consulting services and understanding the behavior of the end consumer - the tourist. We suggest that you focus on consulting, which is a promising approach for tourism enterprises that will improve the tourism image. In this regard, we demonstrate the model of exchange of experience in fig. 2.11.

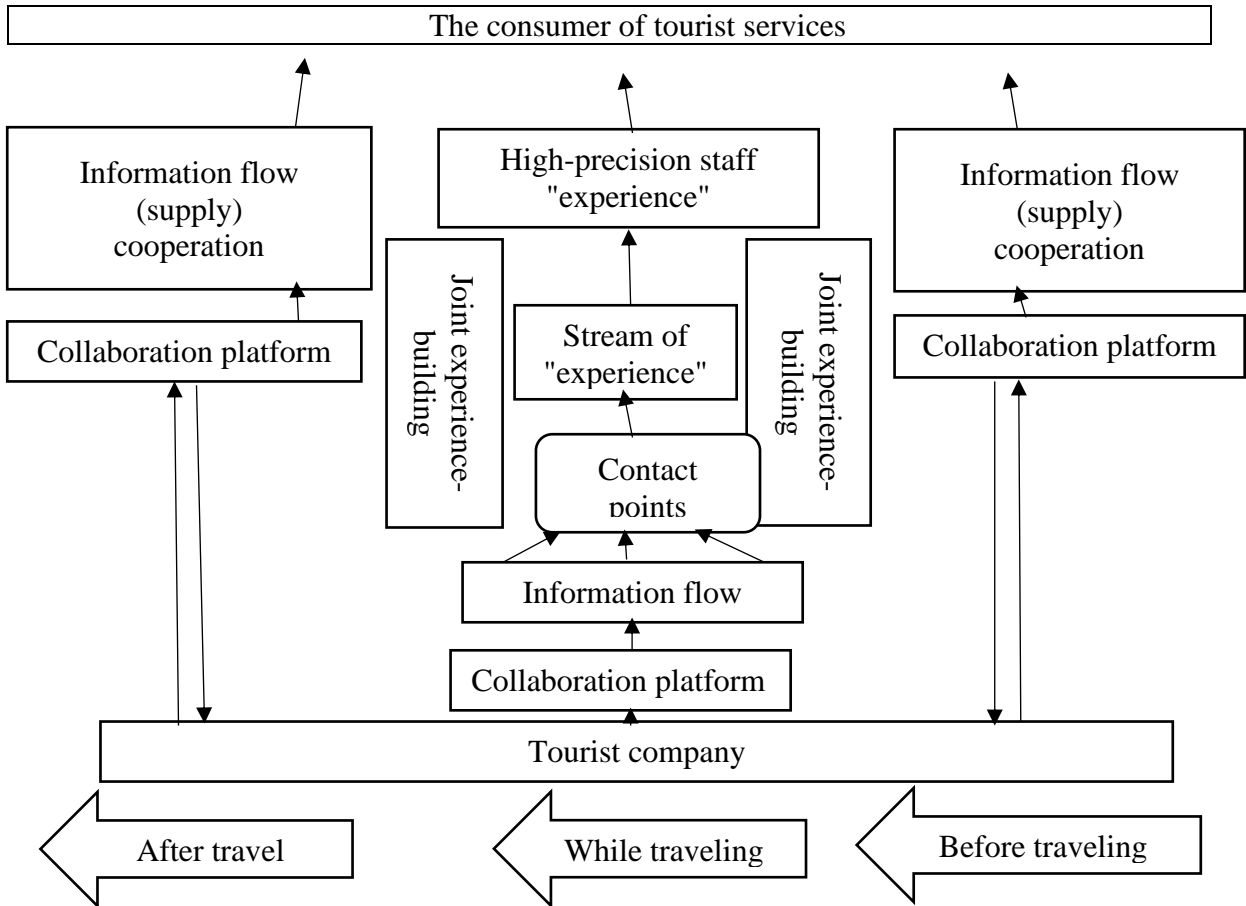


Figure 2.11 Model of the experience sharing process

\*Source: compiled by the author based on [28]

An important component of the activity of any tourist enterprise is the informatization of tourist activity. In order to optimize the main business processes of the formation of tourist flows, we offer a mechanism of information support for the activity of a tourist enterprise (Figure 2.12).



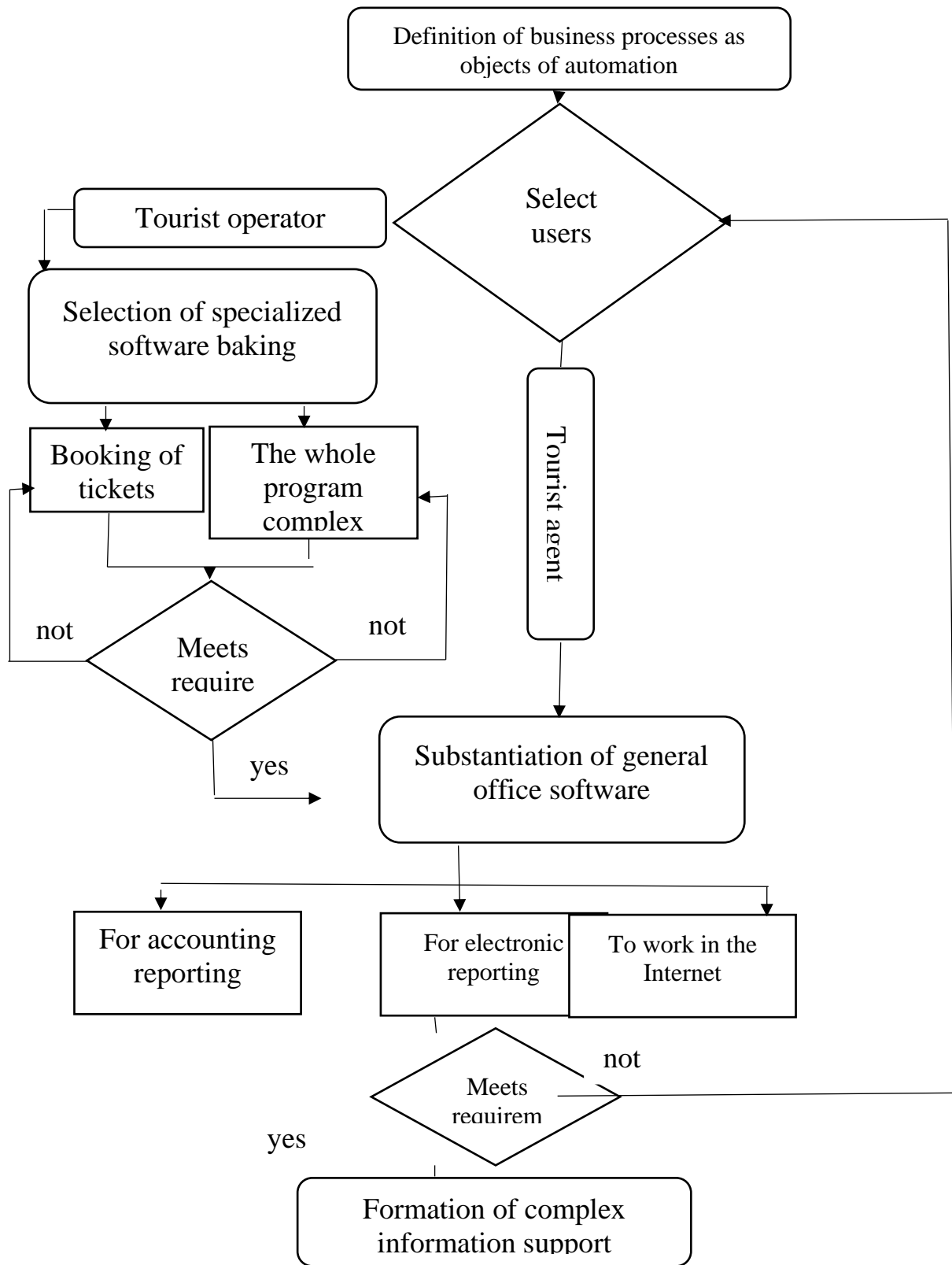


Figure 2.12 The mechanism of development of information support for the activity of a tourist enterprise

\*Source: compiled by the author based on [22-29]

The mechanism presented in Figure 2.12 enables the use of information systems in the processes of formation of tourist flows, which will provide an opportunity to obtain an economic effect.

Information technologies and an optimization approach to their selection and use create favorable conditions for conducting activities. An optimally functioning business process of a tourist enterprise is a process whose implementation ensures the achievement of set goals at minimal costs. At the first stage of work, it is necessary to find possible options for optimization, which are formulated in view of the results of the analysis of business processes and optimization goals for the tourist enterprise. Development of a mechanism for optimizing business processes of a tourist enterprise, which should include the following stages:

- increasing the transparency, manageability and controllability of the activity of the tourist enterprise at all levels;
- reducing costs and time, increasing the quality and efficiency of business processes at the tourist enterprise;
  - reduction of the cost of work within the framework of the business process;
  - improvement of the system of financial management of structural units of the enterprise based on the automation of business processes;
  - identification, identification, analysis and regulation of key business processes and their interrelationships, which makes it possible to form a process-oriented model of enterprise activity with clear tasks of each specific business process and, most importantly, quantitative and qualitative characteristics. This makes it possible to evaluate their effectiveness and, on this basis, make qualitative decisions about their optimization;
  - identification and neutralization of significant factors that lead to loss of efficiency of business processes, etc.

There are certain methods of optimizing the business processes of a tourist enterprise. These methods can be divided into three groups. The first group of methods is based on experience. They are universal and suitable for any enterprise. The second group of methods is characterized by benchmarking methods. Enterprises analyze and

copy the activities of successful competitor companies. The third group of methods is characterized by teamwork technologies.

Optimizing the business processes of a tourist enterprise is an effective tool for ensuring the efficiency of enterprises in modern conditions, contributes to increasing profits and increasing productivity, reducing costs, improving the quality of products or services, with the aim of meeting the needs of customers and consumers. One of the modern methods of describing business processes and the technology of business organization and corporate information systems is Workflow, the introduction of which at domestic enterprises in modern conditions will allow to streamline the activities of enterprises, increase the efficiency of their economic activities and competitiveness. A qualitatively developed strategy will allow the enterprise to achieve the planned results of innovative activity in the long term. To maximize the quality of business processes at Ukrainian enterprises, it is necessary to use such optimization methods that will allow establishing a balance between consumer satisfaction and competitive market forces on the one hand and business process efficiency indicators on the other.

The active implementation of modern information technologies in the activities of tourist enterprises is a necessary condition for their successful work, since accuracy, reliability, efficiency, relevance and high speed of information processing and transmission determine the effectiveness of management decisions in this area. Large capital investments in new technologies will lead to vertical, horizontal and diagonal integration of tourism enterprises. Information technologies provide a significant increase in productivity in the field of tourist services. The strategic orientation in the information logistics of tourist enterprises is an innovative approach in the management of flow processes and has a systemic nature, which has a positive effect on the management of the tourist business as a whole.

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