

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

“THE MANAGEMENT OF TOURISM COMPANY “ABENA TRAVEL” IN THE CONTEXT OF SHARING ECONOMY DEVELOPMENT”

Student of the 2^d year, group 4 a,
educational degree "Master"
specialty 073 «Management»
specialization «Tourism
Management»

Chernenko Bogdan
Viktotrovich

Scientific adviser:
Candidate of Sciences (Public
Administration),
Associate Professor

Kravtsov S.S.

Head of the project team
(Manager of the educational
program),
Doctor of Science (Economics),
Professor

Mykhailichenko G.I.

*(signature of the
Head of the project
team)*

Kyiv 2018

Kyiv National University of Trade and Economics

Tourism and Recreation Department
073 «Management»
«Tourism Management»

Approved by

Head of the Department

T.I. Tkachenko

« ___ » _____ 201_

Task for a final qualifying paper

Chernenko Bogdan

1. Topic of a final qualifying paper: «The management of tourism company “Abena Travel” in the context of sharing economy development»

Approved by the Rector’s order from 10/25/2017 № 3493

2. Term of submitting by a student his/her terminated paper:
11/01/2018

3. Initial data of the final qualifying paper

Purpose of the paper is forming methods of application of sharing economy services in tourism activity

The object is a process of using sharing economy services in tourism activity

The subject theoretical, methodological and practical basis of formation of the sharing economy in tourism (on the example tourism agencies of the “Albena travel”).

4. Illustrative material: conceptual framework of brand image for the tourism industry; conventional models of formation of the sharing economy in the field of tourism; the travel Agency "Albena Travel"; the organizational structure of travel agency "Albena Travel"; the Dynamics of the main economic indicators of travel agencies of the "Albena Travel"; the main indicators of financial activity of the travel agency "Albena Travel"; the Systematization of the evaluation of sharing economy of travel agency "Albena Travel".

5. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Kravtsov S. S.	11/20/2017	11/20/2017
Part 2	Kravtsov S. S.	11/20/2017	11/20/2017
Part 3	Kravtsov S. S.	11/20/2017	11/20/2017

6. Contents of a final qualifying paper (list of all the sections and subsections)

INTRODUCTION

PART 1. THEORETICAL BASE OF SHARING ECONOMY DEVELOPMENT

- 1.1. The essence of sharing economy and its role in a global economy
 - 1.2. The impact of sharing economy services on the development of world tourism
 - 1.3. The level of development of tourism sharing platforms in Ukraine
- Conclusions to the part 1

PART 2. THE EFFECTIVENESS OF “ALBENA TRAVEL” MANAGEMENT IN THE CONTEXT OF SHARING ECONOMY DEVELOPMENT

- 2.1. Analysis of the management system of “Albena Travel”
 - 2.2. Evaluation of economic activity of the tourism enterprise
 - 2.3. Determining attractiveness of sharing economy resources for clients of a tourism enterprise
- Conclusions to the part 2

PART 3. WAYS OF USING SHARING ECONOMY RESOURCES FOR TOURISM ENTERPRISE ALBENA TRAVEL

- 3.1. Ways of using sharing economy resources at tourism enterprises
 - 3.2. Program of implementation of sharing economy services at economic activity of Albena Travel
 - 3.3 Evaluation of the effectiveness of implementation of the proposed strategy
- Conclusions to the part 3

CONCLUSIONS

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APPENDIX

7. Time schedule of the paper

No.	Stages of the final qualifying paper	Terms of the final qualifying Paper	
		de jure	de facto
1.	Choosing and approval of the final qualifying paper topic	09.01.2017-10.25.2017	09.01.2017-10.25.2017
2.	Preparation and approval of task for the final qualifying paper	10.26.2017-11.20.2017	10.26.2017-11.20.2017
3.	Writing and pre defense of the 1 st part of the final qualifying paper	11.20.2017 - 05.11.2018	11.20.2017 -05.11.2018
4.	Writing and pre defense of the 2 nd part of the final qualifying paper	05.12.2018-08.31.2018	05.12.2018-08.31.2018
5.	Writing and preparation of scientific article	till 06.01.2018	
6.	Writing and pre defense of the 3 rd part of the final qualifying paper	09.01.2018-10.14.2018	09.01.2018-10.14.2018
7.	Preparation of the final qualifying paper (title, content, introduction, references, appendences), presentation of master diploma paper on the department and pre defense in the committee	10.15.2018-10.22.2018	10.15.2018-10.22.2018
8.	Presentation of the final qualifying paper on the department and on the deanery, receiving of referrals for external peer review	11.01.2018	11.01.2018
9.	Additional processing, printing, preparation of material to final qualifying paper defense	10.23.2018-10.31.2018	
10.	Defensing of the final qualifying paper in the Examination Board	According to the schedule	

8. Date of receiving the task: 11/20/2017

9. Scientific adviser of the research

_____ Kravtsov S. S.

10. Head of educational and professional program

_____ Mykhailichenko G.I.

11. The task received by the student

_____ Chernenko B. V.

12. Resume of a scientific adviser of a final qualifying paper

Student Chernenko Bogdan completed final qualifying paper in time according to a calendar plan. The work was performed in full on the basis of scientific works of domestic and foreign scientists in economics and management. Contents, structure and design of the work meet all the requirements. The work consists of introduction, three parts, conclusions, list of references and appendixes.

In the final qualifying paper there were summarized theoretical and methodological bases of sharing economy, the features of implementation it in tourism business.

There was completed analysis of efficiency of management in “Anga Travel”. Particularly, it was researched the management system of the tour operator and was evaluated the potential of development the strategy, according to the features of sharing economy.

On base of the research there was offered the program of implementation of sharing economy services at economic activity of Albena Travel. The economic effectiveness of the implementation was fully studied and justified

The work is recommended to defense at the Examination Board.

Scientific adviser of a final qualifying paper _____. Kravtsov S. S.

13. Resume about a final qualifying paper

A final qualifying paper can be admitted to defense in the Examination Board.

Head of educational and professional program _____ Mykhailichenko G.I.

Head of the Department _____ Tkachenko T.I.

_____, _____, 201_

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INTRODUCTION

Actuality of research. The tourism industry combines the intellectual part of the population – carriers, distributors of information. Therefore, it is the representatives of the tourism business that establish the closest contacts with external contractors.

Tourist services are provided by the following traditional kinds of sports: hotels, taxis, tour operators. But recently there has been an active tendency for people to temporarily share their property with their tourists or offer their services (meals or excursions). This type of exchange is called the "sharing economy".

Beyond novelty and the pull of new technologies, participants tend to be motivated by economic, environmental, and social factors. Sharing economy sites are generally lower in cost than market alternatives. Particularly with P2P sites, value can be redistributed across the supply chain to producers and consumers and away from “middlemen,” in part because producers’ costs are lower.

Purpose of research is a formation of the sharing economy of travel operators network.

The object of the research theoretical, methodological and practical basis of formation of the sharing economy in tourism (on the example tourism agencies of the “Albena travel”).

The subject of the research the sharing economy in tourism (example of tourism tavel operator "Albena travel")

Methods of research were selected in accordance with the purpose and tasks of scientific research. The method of analysis shows that the object of research is practically divided into constituent elements, each of which is investigated as part of the whole. The synthesis method makes it possible to combine the divided parts of the study during the analysis. Another method used is the analogy method. It consists in the knowledge of some objects and phenomena based on their similarity to others. The system method has focused research on the disclosure of the integrity of the concept of online advertising.

Scientific innovation. In this scientific work was invented new itineraries that involve usage of sharing economy sources.

Practical value. Use of sharing economy in tourism business will increase the profitability of the travel agency, widen the market share and increase loyalty to the tourism brand by the customers by offering exclusive experience.

Publications. As the result of investigation of the final qualifying work was published the article « Sharing economy in management of tour operator» in Articles of master programs students in field of science «Management and Administration» (specialization «Tourism Management») (Appendix A).

Paper structure. Final qualifying paper consists of the Introduction, 3 parts, appendixes and references; each part consists of three sections and conclusions. The final qualifying paper also consists of the 13 figures, 13 tables.

PART 1

THEORETICAL-METHODOLOGICAL BASE OF SHARING ECONOMY DEVELOPMENT

1.1 The essence of sharing economy and its role in a global economy

Since the beginning of the 21st century, the world has witnessed an evolution caused by the exponential spread of the Internet and mobile connectivity. New social networks and business models have arisen, fostered by an emerging need to react to the economic crisis and to the concerning global overpopulation and scarcity of resources. A new socio-economic phenomenon called sharing economy has brought disruption into the world of capitalism industries and traditional commerce enabling the reutilization and exchange of assets and resources among private people [1]. The present work investigates the entrance of sharing economy business models in the tourism sector, especially in the accommodation industry, disrupting the old structures and providing a new form of supply. The comparison of secondary data from literature and primary data collected through an empirical research, in the form of a questionnaire provided to vacation rental owners, will provide a measure and description in the attempt to estimate the potential economic value of the secondary home and vacation rental market [2].

The Sharing economy describes economic and social activities, involving; online transactions in an open-source community. It usually refers to peer-to-peer sharing via an online market place. The sharing economy may take a variety of forms, including using information technology to provide individuals with information, that enables them to optimise resources through an effective use of excess capacity (Table 1.1).

Communities of people have shared the use of assets for thousands of years, but the advent of the Internet – and its use of big data - has made it easier for asset owners and those seeking to use those assets to find each other. This sort of dynamic can also be referred to as the shareconomy, collaborative consumption, collaborative economy, or peer economy. Sharing economies allow individuals and groups to

make money from underused assets. In this way, physical assets are shared as services. Take for instance car sharing services like Lyft and Uber. According to data ovided by the Brookings Institute, private vehicles go unused for 95% of their lifetime. The same report detailed Airbnb’s cost advantage over the hotel space as homeowners make use of spare bedrooms. Airbnb rates were reported to be between 30-60% cheaper than hotel rates around the world. –

Table 1.1

The concept of sharing economy according to Aspen Institute Economic Opportunities program

Source	Definition
The Harvard Business Review	Suggested the correct word for the sharing economy in the broad sense of the term is "access economy". Also known as shareconomy, collaborative consumption, collaborative economy, or peer economy, a common academic definition of the term refers to a hybrid market model (in between renting and gift giving) of peer-to-peer exchange. Such transactions are often facilitated via community-based online services. Uberization is also an alternative name for the phenomenon.
The Financial Times	The sharing economy is an economic model often defined as a peer-to-peer (P2P) based activity of acquiring, providing or sharing access to goods and services that are facilitated by a community based on-line platform.
Forbes	In what is called collaborative consumption, the sharing economy or the peer economy, owners rent out something they are not using, such as a car, house or bicycle to a stranger using these peer-to-peer services. The company typically has an eBay-style rating or review system so people on both sides of the transaction can trust the other. With the popularity of these services, many people don’t need to buy when they can rent from others [3].
World economic forum	Sharing economy is an economic model focus on the sharing of underutilised assets, monetised or not, in ways that improve efficiency, sustainability and community.
The Japantimes	Business practices collectively known as the “sharing economy” are offering new ways for local and prefectural governments to address problems such as aging populations and scarce job opportunities.

Beyond affordability, one of the key drivers behind the success of services like Uber or Airbnb (to take just two examples) has been the spread of smartphones. So, it's no coincidence that the core demographic for both of these platforms is 16-34s – an age group where smartphone ownership is almost universal (Fig. 1.1). Crucially, it's these younger users who are typically the most enthusiastic about travel, and from an attitudinal point of view it's these consumers who are much more likely to say that they would rather sign up for a membership to a service than pay extra to own it [4].

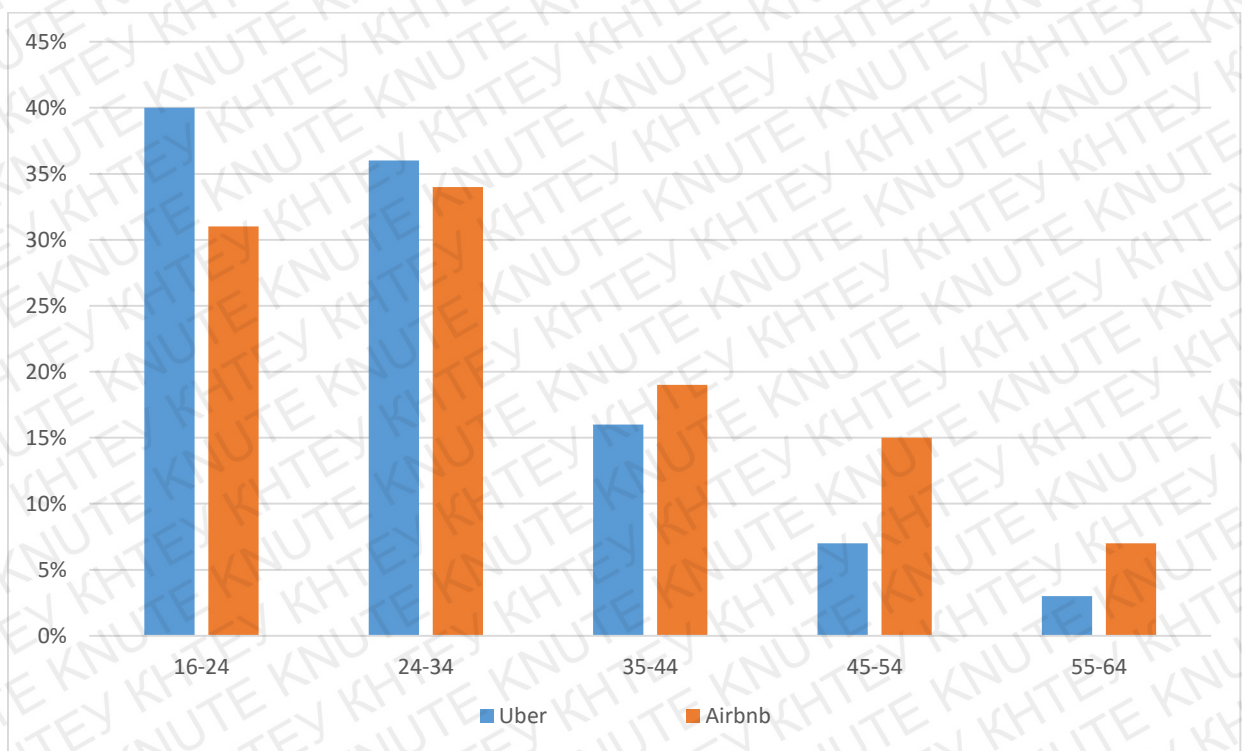


Fig.1.1 Age profiles of Uber/Airbnb Users

Consumer peer-to-peer business models allow almost anyone to get involved and make a profit, as long as they have the resources. As just one example of this, 3 in 4 internet users say they own a car, providing a large pool from which services like Uber can recruit drivers. But viewed from another perspective, that's 1 in 4 who don't have access to a car and could be potential taxi-hailing/ride-sharing customers. These are impressive figures, and significantly less than are currently engaging with ride-sharing services (Fig. 1.2).

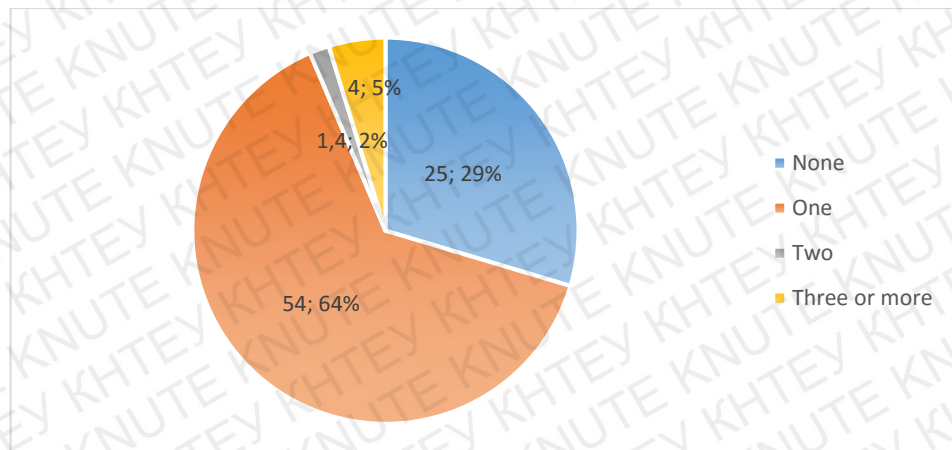


Fig. 1.2 Car ownership among the internet users

The findings provide some evidence that customers can take two different roles in the businesses made possible by the sharing economy: a goods and services provider and a user of these goods and services. It suggests that the acceptance and introduction of sharing economy businesses are supported by the existence of a certain mindset on both sides: entrepreneur and customer (user) [5].

On the customer side, this mindset requires a positive attitude toward sharing, as well as the ideas of sustainability and openness. The outcomes of the transactions between entrepreneur and customer can be regarded as a win-win situation in which both actors regard themselves as winners.

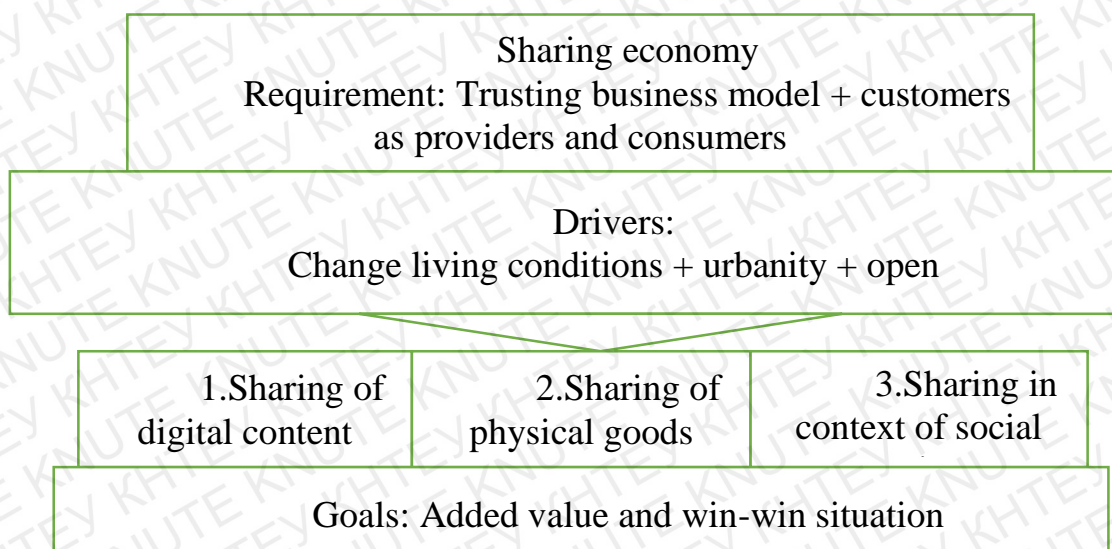


Fig. 1.3. Framework of the sharing economy

The sharing economy has evolved over the past few years where it now serves as an all-encompassing term that refers to a host of on-line economic transactions

that may even include business to business (B2B) interactions. Other platforms that have joined the sharing economy include (

Table 1.2

Platform name	Characteristics
Co-working Platforms	Companies that provide shared open work spaces for freelancers, entrepreneurs, and work-from-home employees in major metropolitan areas.
Peer-to-Peer Lending Platforms	Companies that allow for individuals to lend money to other individuals at rates cheaper than those offered through traditional credit lending entities.
Fashion Platforms	Sites that allow for individuals to sell or rent their clothes.
Freelancing Platforms	Sites that offer to match freelance workers across a wide spectrum ranging from traditional freelance work to services traditionally reserved to handymen.

Spurred primarily with the growth of Uber and Airbnb, it is expected that the sharing economy will grow from \$16 billion in 2017 to a forecasted \$335 billion by 2025.

Sharing economy activities fall into four broad categories: recirculation of goods, increased utilization of durable assets, exchange of services, and sharing of productive assets. Online exchange now includes “thick,” or dense, markets in apparel, books, and toys, as well as thinner markets for sporting equipment, furniture, and home goods [6].

The second type of platform facilitates using durable goods and other assets more intensively. In wealthy nations, households purchase products or hold property that is not used to capacity (e.g., spare rooms and lawn mowers).

The third practice is service exchange. There are also a number of monetized service exchanges, such as Task Rabbit and Zaarly, which pair users who need tasks done with people who do them, although these have encountered difficulties expanding as well [7].

The fourth category consists of efforts focused on sharing assets or space in order to enable production, rather than consumption. University that aim to supplant traditional educational institutions by democratizing access to skills and knowledge and promoting peer instruction.

The operation and the long-term impacts of these platforms are shaped by both their market orientation (for-profit vs. non-profit) and market structure (peer-to-peer vs. business-to-peer). These dimensions shape the platforms' business models, logics of exchange, and potential for disrupting conventional businesses. Examples are shown in fig 1.4.

		Type of Provider	
		Peer to Peer	Business to Peer
Platform Orientation	Non-Profit	Food Swaps, Time Banks	Makerspaces
	For Profit	Relay Rides, Airbnb	Zipcar

Fig. 1.4. Types of businesses

The most successful platforms – Airbnb and Uber, valued at \$10 and \$18 billion respectively – have strong backing from venture capitalists and are highly integrated into existing economic interests. The introduction of venture capitalists into the space has changed the dynamics of these initiatives, particularly by promoting more rapid expansion [8].

While the for-profit vs. non-profit divide is the most important one, the divide between P2P (peer-to-peer) and B2P (business-to-peer) platforms is also significant. P2P entities earn money by commissions on exchanges, so revenue growth depends on increasing the number of trades. In contrast, B2P platforms often seek to seek to maximize revenue per transaction, as traditional businesses often do. Consider the differences between Zipcar (B2P) and RelayRides (P2P). On RelayRides, owners earn income from renting their own vehicles, choosing trades based on their needs, and setting rates and availability. Zipcar functions like an ordinary short-term car

rental company. With a P2P structure, as long as there is competition, the “peers” (both providers and consumers) should be able to capture a higher fraction of value. Of course, when there is little competition, the platform can extract rents, or excess profits, regardless [9].

Motives for participating in the new sharing economy differ, which is not surprising given the diversity of platforms and activities. Some participants are drawn by the trendiness or novelty of the platforms. It is, however, important to recognize that the novelty about which many participants (and platforms) talk can be an expression of classism and racism. Sharing is not just a relic of pre-modern societies; such practices remain more common in working-class, poor, and minority communities.

An Airbnb host can deliver a room more cheaply than a hotel. The platforms’ fees are also lower than what established businesses extract in profits. (Airbnb’s maximum fee is 15%.) Service and labor exchange platforms, whether they are time banks or for-profit platforms like Task Rabbit, extract far less value than traditional agencies that arrange child care, concierge services, or home health care aides. The platforms also allow people to earn money in ways that had not previously been safely or easily available [10].

Many sites advertise themselves as green and present sharing as a way to reduce carbon footprints. It is a truism among “sharers” that sharing is less resource intensive than the dominant ways of accessing goods and services (e.g., hotels, taxis, shopping malls) because of the assumed reduction in demand for new goods or facilities. The actual environmental impacts of the sites are far more complicated, however, as will be discussed in the following section.

The desire to increase social connections is also a common motivation. Many sites advertise this feature of their activities, and participants often articulate a desire to meet new people or get to know their neighbors. While heartwarming anecdotes about making new friends are plentiful, many platforms fail to deliver durable social ties. For instance, a recent study of carsharing found that the two parties to the transaction often never met on account of remote access technology [11].

Finally, a commitment to social transformation is an important motivator. Connected Consumption Research Team has found that many respondents emphasize the value of sharing and collaboration, and some are highly critical of capitalism, the operation of the market, and the business-as-usual economy.

The ordinary assumptions about ecological impacts are generally about the first, visible shifts made by a consumer—purchasing used products rather than new ones, or staying in a private home rather than a hotel.

There is also the question of impacts at the level of the economy as a whole. The platforms are creating new markets that expand the volume of commerce and boost purchasing power. The larger, for-profit companies are claiming to generate substantial business and income for their providers. If so, they are likely creating economic activity that would not have existed otherwise—more travel, more private automobile rides—and not just shifting purchasing from one type of provider to another [12].

Many sites in the sharing space advertise social connection as a core outcome of their activity. But do these sites actually build friendships, networks, and social trust? The evidence is mixed. Stanford sociologist Paolo Parigi and his colleagues have found that Couchsurfing does, in fact, lead to new friendships. However, the ability of the platform to create such connections, especially close ones, has declined since its inception in 2003. Users have become “disenchanted” as the relationships they form are now more casual and less durable.

The debut of the sharing economy was marked by plenty of language about doing good, building social connections, saving the environment, and providing economic benefits to ordinary people. It was a feel-good story in which technological and economic innovation ushered in a better economic model. Especially in the aftermath of the financial crash, this positive narrative was hard to resist [13].

There is less clarity about how the platforms are affecting labor conditions. Critics see them as architects of a growing “precariat,” a class on the precarious edge of economic security, and argue that the impetus for sharing is not trust, but

desperation. From the perspective of drivers, errand-runners, and hosts, they describe a race to the bottom, with risk-shifting from companies to individual “microentrepreneurs.”

An online platform with a good rating system should improve labor conditions. Consider the market for home health aides, where agencies currently take an enormous fraction of hourly fees, sometimes more than half. A P2P matching platform would take a lower fraction, enabling low-paid workers to earn considerably more and have more autonomy over which jobs they accept. Where owners, agencies, or other actors are extracting rents, P2P platforms should do what they claim—distribute value to consumers and producers and away from gatekeepers and rent extractors [14].

An alternative to the co-optation path is one in which sharing entities become part of a larger movement that seeks to redistribute wealth and foster participation, ecological protection, and social connection. This will only happen via organization, even unionization, of users. Indeed, the question of whether providers should organize is now firmly on the table, although it is too early to know how things will evolve.

1.2 Main features of sharing economy in tourism

Tourism services have traditionally been provided by businesses such as hotels, taxis or tour operators. Recently, a growing number of individuals are proposing to share temporarily with tourists what they own (for example their house or car) or what they do (for example meals or excursions). This type of sharing is referred to as the 'sharing economy'. It is not limited to tourism and can be found in many areas of social and economic activity, although tourism has been one of the sectors most impacted [15].

The sharing economy is developing against a background of rapid growth in international tourist arrivals in the world, as well as in the European Union (EU). Compared with 331 million arrivals in 2000, the 28 EU Member States hosted 485

million international tourists in 2017. Worldwide, the number of international tourist arrivals grew in the same period from 674 million to almost 1.2 billion. In the longer term, these numbers are forecast to grow both in the EU and worldwide, leading to increased demand for tourist services [16].

Tourism in the EU as well as in many other regions of the world is also evolving in response to changes in tourist behaviour. As the OECD points out in a 2016 report, tourists are, in general, more open to self-guided holidays and look more at information from other tourists (friends and family or anonymous tourists who post reviews on the internet) than in the past. Many tourists use digital technology and social media to plan, purchase or review travel experiences. They demand sustainable tourism products as well as more unique and personalised tourism experiences. Furthermore, the economic crisis and unemployment and reduced purchasing power has pushed many to pay increasing attention to prices and value for money. People are also increasingly open to the idea of sharing resources and to new flexible work opportunities. All these factors have favoured the development of the sharing economy [17].

Some other developments, such as increasing attention to safety and security, on the other hand, are having the opposite effect. Furthermore, the market share composed by older tourists, who are often less open to the sharing economy business models, is also growing.

The sharing economy is changing the tourism marketplace, giving people new options for where to stay, what to do and how to get around. In the sharing economy, anyone can start a tourism business. Online platforms provide easy access to a wide range of services, some of them of higher quality and more affordable than their traditional business equivalents.

Advocates of the sharing economy claim that the sharing economy allows more flexibility. Some tourists appreciate these platforms for their personalised approach, authenticity and contacts with local citizens. The sharing economy may help to respond better to peaks and troughs in demand for tourism services, for instance in big cities where traditional accommodation services may be at saturation

point or in rural areas, where during festivals or other special events there is sudden increase in demand for accommodation [18].

According to the OECD, sharing companies may bring tourists to destinations that were previously less popular. For example, a 2016 study by the Observatoire Valaisin du Tourisme looking at the impact of Airbnb on tourism in Switzerland found that Airbnb has expanded the city-break niche market in some Swiss cities where the high cost of hotel stays had previously hindered some tourists from staying there [19].

Critics identify possible threats to safety, health and disability compliance standards. They criticise the sharing economy for tax evasion and unfair competition. As hoteliers at a 2014 Berlin conference mentioned, hoteliers 'have to deal with environmental protection, labour law, municipal tourism fees, consumer protection, various taxes (value-added tax, taxes for cities, environmental protection, safety, etc.)' whilst many hosts on online sharing platforms do not comply with the same rules and laws. In a New York 2016 report, at least 72 % of Airbnb rentals violated some law (e.g. zoning laws which prohibit people from running a business in a residential area) [20].

Furthermore, hoteliers claim they have lost revenue because of the rise of accommodation-sharing platforms. A 2015 Boston University study estimated that Airbnb reduced hotel revenue in the market studied (Austin, United States) by 10-12% between 2010 and 2016. The greatest impact was on lower-priced hotels and hotels lacking conference facilities.

Data is confirmed also by Shaheen and Adam, members of the Transportation Sustainability Research Center from the University of California. Data resulting by their research shows that in 2014 car sharing was an active phenomenon in 33 countries worldwide, across 5 continents with an estimation of 4.8 million members operating with over 104.000 vehicles in approximately 1.531 cities of the world. Data shows Europe is the largest car-sharing region in terms of memberships, accounting for 46% of worldwide members with 56% of global car fleet. Second is North America, accounting for 34% of worldwide members with 23% of vehicle

fleets (Shaheen & Adam, 2016) (Fig. 1.4.) [21].

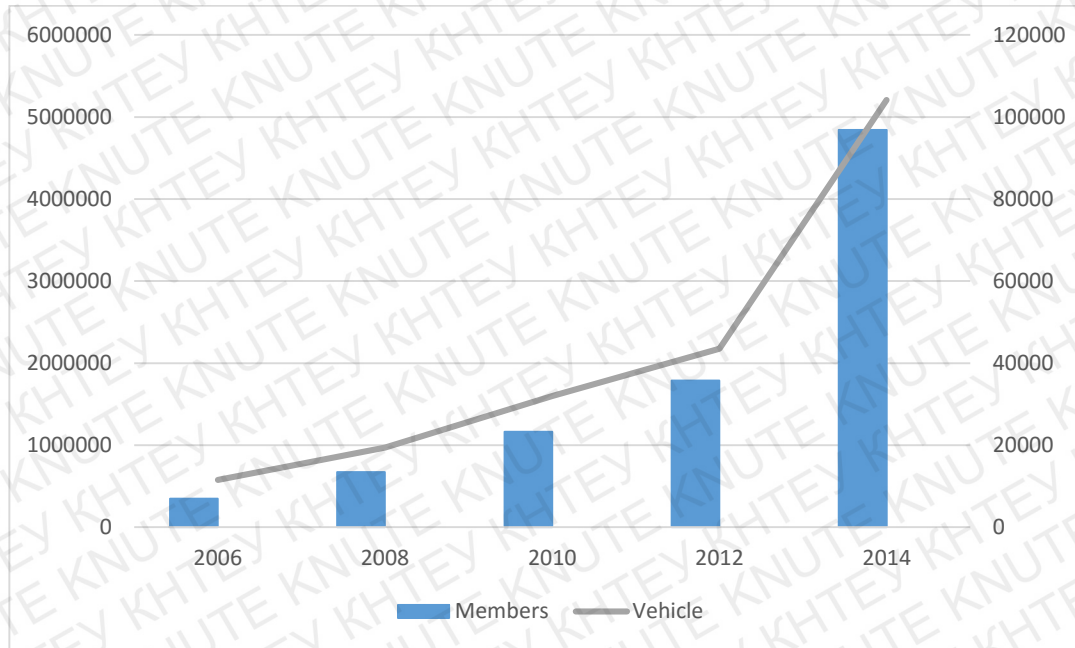


Fig. 1.4. Facts and trends of car-sharing members, vehicles and fleet growth (Shaheen & Adam, 2016)

Navigant Research (2015) reported a growth of the global car sharing market from \$1.1 billion in 2015 to an expected value of \$6.5 billion in 2024 (Navigant Research, 2015). Another factor of the exponential growth of this sector is due to its complementarity with public transportation. Since car sharing is mainly an urban phenomenon, its use is predominant in big cities in alternative to public transportation, but there are areas in which car sharing is also used as intra-regional service. In Italy, BlaBlaCar is predominantly used as alternative to interregional trains in the form of point-to-point service. Air travel is a sector of transportation that seems to remain out of the sharing economy phenomenon. However, some companies attempted to use the model on private jets and charter flights. In the nautical sector, there are many examples of the sharing model, mainly about the connection between boat owners and renters (Euromonitor International, 2014), but still there are grey areas of non-declared revenue to be kept under control [22]. In the field of tourism activity enhancers, namely all the experiences held at the destination that are part of the live their phase of the tourism consumption, the sharing model was introduced in order to provide authentic local activities to guests.

Tours and activities play an important role in the travel sharing economy. Traditionally tourists took part into activities or guided tours through travel agencies organizing the trip or individually and directly at the visited attraction.

Organized tours are usually booked with more anticipation than self-organized visits. Nowadays the sharing economy has contributed to a better accessibility to guided tours and attractions at the destination, since the creation of user-generated travel review platforms like TripAdvisor but also since the sharing model has influenced the guided tours sector. Given the tourism activities market is fragmented, recent tourism platforms have emerged to provide unique experiences with local residents; examples are Touristlink, Peek, Vayable, GetYourGuide, Viator, which are e-commerce platforms where travelers can book and pay their visit or guided tour, often comparing offers through other travelers' reviews [23]. Social media play a fundamental role in this sector: online consumer feedback and online word of mouth (e-WoM) have become in the last decade the lever of trust and future consumer spending behavior. Activities and tours are easy to review through social platforms and customers are always more inclined to decide what to do following peers' recommendations. In 2014 TripAdvisor entered the tours and activities sector partnering with Viator, a globally established website for booking activities (Chowdhry, 2014). Through this evidence, it is clear that travelers' reviews have an impact on future buying clients. In this situation, destination promoters enter in the sector partnering with service providers in order to attract more customers through positive reviews. The more collaboration exists between activity providers and DMOs, the more are tourism promotion subjects involved in the sharing economy in the attempt to satisfy incoming visitors. Tourists nowadays are sharing time, houses, meals and activities together at the destination, affecting in this way the destination's brand perception. According to a study made by destination marketing agency Toposophy (2016), DMOs are starting to recognize the effects of the sharing economy in the market of destination activities; authorities are intervening and taking action between locals and visitors in order to provide authentic experiences in accordance with quality and safety standards [24].

Thanks to sharing economy platforms for visitors, new places, people and experiences became part of the tourism supply in ways that were not possible before. Travellers of today are always more in demand for unique and local things to see and to live; weaker destinations are able to attract new travelers thanks to new tourism service providers; more local and unique activities are able to enrich the tourism experience and improve in this way the destination brand. To compete economically on a global scale, DMOs have to work in order to build a qualitative environment to attract and nurture talented residents, apart from visitors. This is achievable integrating shared activities within the destination and recognizing that the peer-to-peer phenomenon can deliver additional services providing effective solutions to many issues that were not possible to resolve before (Toposophy, 2016). For example, cities that lack accommodation supply, can host more travelers through shared accommodation platforms. Public authorities can intervene in the sharing economy without blocking the natural development of these activities. An example is the introduction of a tourist tax in the peer-to-peer accommodation sector in order to control the number of visitors and the size of the apartment rental market. In some cities of the world this is already happening, while in others there are still controversies about the sharing economy short-term rental market [25].

Internet and mobile technology has made it easier for travelers to access to information about tourism services and their quality, through customer online reviews. Private individuals are taking the leap in sharing activities as a way to earn additional income renting their spare rooms as accommodation, providing car rides within a destination or guided tours of the destination as unique local experience. DMOs are starting to recognize the potential of sharing economy activities in order to strengthen the destination's brand and attractiveness. Travellers of today are more incline to social encounters than before, thanks to trustworthy and secure platforms. Tourism is an activity belonging to people who are naturally inclined to experience social, local, unique encounters, and the sharing economy is based on this concept [26].

One of the benefits of the SE is that individuals are able to participate with a

minimum cost of infrastructure. A house, a room or apartment can become in this way a bed and breakfast at no cost. Not only private individuals are taking part in the economy, but also established companies are starting to operate in the field. Expedia, world renowned search engine and tourism service aggregator, partnered with short-term rental portal HomeAway in 2014, to list vacation rental properties on their website. Four Seasons Resort Maui started to offer guests Uber services for home-airport lifts (“Four Seasons Resort Maui at Wailea Announces Complete Suite Experience,” 2015). Travelport has now an agreement with Flight Car (Schaal, 2013), a service enabling people who park their car at the airport to rent them to other travelers while away. This service is bookable at travel agents in the U.S. (Euromonitor International, 2014). These are all evidence of the importance of the sharing economy phenomenon in the travel and tourism sector [27].

As previously mentioned, the accommodation sector is one of the most affected by the sharing economy. It is part of the hospitality industry, comprehending both lodging and restoration facilities. This industry is based on the relationship between a guest and a host who is supplying a service aimed at customer satisfaction. The act of receiving a guest also includes the entertainment provided to him/her, thus the visitor is received not only to rest but also to eat and visit the place. In their work *In Search of Hospitality: Theoretical Perspectives and Debates*, Lashley and Morrison (2000) investigate the theories of many researchers on the nature of hospitality. As later explored by Slattery (2002) in his scientific article *Finding the Hospitality Industry*, there are three domains in which hospitality can be analyzed: the social, private and commercial domain.

1.3 State regulation of the sharing economy in the world

The OECD points out that the sharing economy model also raises data protection and financial accessibility issues, given the primacy of credit cards and smartphones when using these platforms.

That said, the impact varies across countries. The market for the sharing

economy is generally more developed in the countries of North America (the United States in particular) and western Europe where sharing economy companies have already been operating for some years. However, sharing economy companies are rapidly expanding around the world, notably in Asia and the Pacific region.

Certain European cities have, for instance, regulated short-term home rentals (the name used for this type of rental varies from city to city). Although some rules are common to several cities, there are also marked differences in approach, which in turn may make this type of rental more or less attractive to hosts from one city to the next [28].

Some cities have adopted a relatively restrictive approach. Berlin has passed a law banning unregistered short-term rentals, and inspects properties to check if the law is being correctly implemented. In Brussels, hosts have to ask permission from the commune and co-owners of the building. In comparison, a number of French cities (Paris, Marseille and Lyon) do not require such authorisation if the rented residence is the primary residence of the host. In Brussels, hosts also have to respect a number of other requirements, such as the obligation to subscribe to a civil liability insurance (*assurance responsabilité civile*), welcome guests on their arrival and have certain pieces of furniture in the apartment.

Other cities (such as Amsterdam, London and the above-mentioned French cities) regulate short-term home rentals in a way that might be more favourable for the development of the sharing economy, although they have also imposed a number of limits. Amsterdam for instance limits the rental period (no more than 60 days a year) as well as the number of people (four) that the host can accept for one reservation. In agreement with the city of Amsterdam, Airbnb introduced on its website a number of measures to help people to follow local rules, e.g. automated day counters and a hotline for neighbours to raise concerns. Hosts in Amsterdam also have to comply with fire safety regulations and obtain permission from the landlord or the owner-occupiers' association [29].

In some cities, Airbnb is collecting or will collect taxes directly for each reservation. A number of cities (including Barcelona and Paris) have also fined

Airbnb or its users for violating various laws.

In some cases, although this is less common, legislative changes have been made at national level. For instance, in 2013 the Greek government enforced a law that allows property owners to rent out their private homes as a short-term holiday rental without registering as a hotel business. However, they do have to comply with legislation regarding for instance building permits, fire safety, hygiene, income taxation, duration of the short-term rental and minimum size of property.

Users of sharing economy platforms may not be aware of all these rules and regulations. Many platforms inform their users of their obligations to comply with local legislation, but they usually do not specify what the local rules are. There are though some examples where platforms or national authorities have taken steps to inform users of their rights and obligations. For example, the Austrian Federal Ministry of Science, Research and Economy has published an overview of the main provisions and laws that individuals should respect when sharing accommodation via platforms like Airbnb in Austria, and the city of Amsterdam published an infographic [30].

The European Parliament has touched upon the issue of the sharing economy in various resolutions. In its October 2016 resolution on new challenges and concepts for the promotion of tourism in Europe, the Parliament emphasised that current legislation was not suited to the sharing economy. According to the Parliament, 'any action on the part of public authorities needs to be proportional and flexible in order to enable a regulatory framework that secures a level playing field for companies, and in particular a supportive positive business environment for SMEs and for innovation in the industry'. Parliament suggested that activities on these platforms be categorised in order to distinguish between ad-hoc and permanent sharing and professional business services. Moreover, companies should inform users offering goods and services on these platforms about their obligations and how to remain fully compliant with local laws [31].

In its January 2017 resolution, 'Towards a digital single market act', Parliament welcomed the increased competition and consumer choice arising from

the sharing economy, as well as opportunities for job creation, economic growth, competitiveness, a more inclusive job market, and a more circular EU economy. However, it was concerned about the different national approaches taken so far by the Member States on regulating the sharing economy platforms, and called on them to ensure that their employment and social policies are fit for the purpose of growing the sharing economy. It also called on the Commission 'to facilitate the exchange of best practices between tax authorities and stakeholders'.

Parliament's Internal Market and Consumer Protection Committee (IMCO) is currently preparing an own initiative report (rapporteur Nicola Danti, Italy, S&D) on the 2017 agenda for the collaborative agenda. To prepare this report, IMCO organised a workshop on the collaborative economy in November 2016 [32].

Members of the European Parliament have also raised the issue of the sharing (collaborative) economy in a number of questions to the European Commission.

Sharing meals, taking a tour with a local or sleeping in a typical apartment is becoming an experience that many travelers aim at, engaging in activities that only new SE providers can offer. The emergence of user-generated reviews is another factor that enhanced trust among strangers in this type of local activities.

Regarded as one the most affected sectors of tourism service providers, it is also at the center of debates for the recent exponential growth of short-term vacation rental activity. This sector will further be highlighted in the next paragraphs, with a thorough explanation of the differences and typologies of traditional and non-traditional accommodation forms, representing the focus of the research [33]. Transportation industry has witnessed many innovations thanks to collaborative consumption, first of all through bike sharing systems, as previously mentioned. Also car transportation sector was one of the most affected. The rise of car sharing systems and worldwide-recognized brands like Uber, have paved the way to a total redefinition of traditional transportation. Independent and ride-sharing companies, run by traditional rental companies and car manufacturers, rule the car sharing market. A research by the European Automobile Manufacturers Association (2014) defined car sharing as generally “accessing a car owned by another person or entity

in exchange for an agreed monetary payment during the period of time when a person has access to a carsharing car, they are responsible for it and its use is for their exclusive benefit.”

The response to the sharing economy remains fragmented in the EU. Some activities or aspects have been regulated at national, regional or local level. In June 2016, the European Commission published a communication on a European agenda for the collaborative economy, to offer some clarification on relevant EU rules and provide public authorities with policy guidance. The European Parliament and advisory committees have also touched upon the issue in various resolutions and opinions [34].

The Committee of the Regions (CoR) adopted its opinion on the local and regional dimension of the sharing economy on 4 December 2015. It also called on the Commission to further analyse and define the different forms of the sharing economy. The CoR considered that many of the sectors touched by this new business model have a disruptive impact at local and regional levels and that it should be possible for them to be governed or regulated by local and regional authorities (Table 3).

Table 1.3.

Transport companies that takes part in Sharing economy

Company	Countries	
	Allowed	Prohibited
Uber	USA, Russia, Ukraine, Turkey, Great Britain, Poland, Belarus, Israel, Netherlands, Czech Republic etc	Brazil, Canada, China, France, Germany, India, Japan, South Korea, Spain
BlaBlaCar	Belgium, Brazil, Great Britain, India, Spain, Italy, Luxemburg, Mexico, Netherlands, Germany, Poland, Portugal, Russia, Romania, Serbia, Slovakia, Turkey, Hungary, Ukraine, France, Croatia, Czech Republic	It could be prohibited in Russia soon
Lyft	USA (California state)	
RelayRides (Turo)	USA(Except state of New York), Canada, Great Britain and Germany	
Zimride	USA (California)	
Zipcar	USA, Austria, Belgium, Canada, France, Germany, Spain, Turkey Great Britain	

Existing legislations in the tourism industry were made to protect and limit

commercial subjects. Now with the sharing economy and uncontrolled collaborative service providers, restrictive barriers were introduced instead of protective ones, forcing new entrants in the market to skirt them or go against them (Euromonitor International, 2014) (table 1.4.)

Table 1.4.

Restrictive barriers in sharing economy

Tax	Many owners of rooms or car drivers do not pay taxes on the revenue generated through the rental of their properties or the sold services.
Workers' rights	Companies are not required to pay insurance, pension, overtime and holiday pay as their workers are employed by themselves.
Industry regulations	Companies are not required to pay insurance, pension, overtime and holiday pay as their workers are employed by themselves.
Workers' rights	Companies are not required to pay insurance, pension, overtime and holiday pay as their workers are employed by themselves.
Zoning	House shares can be located in residential zones; this can lead to breaking laws designed to protect housing stock or neighborhood noise regulations.

The European Commission explains in its 2016 communication that the sharing (collaborative) economy 'refers to business models where activities are facilitated by collaborative platforms that create an open marketplace for the temporary usage of goods or services often provided by private individuals' [35].

Conclusion to the Part 1

Changed living conditions have provided a fruitful basis for the sharing economy and what it offers. Societies are developing into more mobile and fluid entities, which calls for alter-native and novel business models. These changes have led to a different attitude towards property, which favours the concept of the sharing economy.

Sharing platforms, particularly non-profits that are operating to provide a public benefit, can also function as “public goods.”

Many authorities in Europe, and local and regional authorities in particular, have taken steps to regulate certain activities or aspects of the sharing economy in tourism. Often this regulation is fragmented and uncoordinated as the tourism industry is composed of different products and services under the responsibility of different ministries and authorities at national, regional and local levels.

The sharing economy has had a positive impact on tourism as well as a negative one. Its advocates think that it provides easy access to a wide range of services that are often of higher quality and more affordable than those provided by traditional business counterparts. Critics, on the other hand, claim that the sharing economy provides unfair competition, reduces job security, avoids taxes and poses a threat to safety, health and disability compliance standards.

Technological advancement has transformed the act of sharing making it more accessible and reliable by users thanks to online payment and geo-localization applications. In this field, travel perfectly fits the mentality of sharing consumers embracing collaborative consumption in order to live different experiences at the destination.

Travel and tourism have emerged as an important sector of the sharing economy for three main reasons: the sector of travel and tourism is one of the most innovative of the whole economy; tourism is an inherent social and temporary experience that people with openness inclination are able to do; today’s travelers are incline to share and to get in contact with local people to live different and more personalized experiences.

PART 2

THE EFFECTIVENESS OF “ALBENA TRAVEL” MANAGEMENT IN THE CONTEXT OF SHARING ECONOMY DEVELOPMENT

2.1. Analysis of the management system of “Albena Travel”

Tourist operator “Albena Travel” is delimitation partnership. It is situated in Kyiv, Verhnyy Val str. 4A, 04071. The official website: <http://albena.com.ua>. The way company owned is private.

A tour operator is an organization that carries out, on the basis of a license, activities related to the formation, promotion and sale of a tour product.

The company was established in 25.04.2000, have the great experience on the tourist market and for almost 19 years got a huge clients databe. All the employees are qualified and competent.

Not the last place in the implementation of travel services is the image of the company. One of the components of the image is the office of the company. From the state of the office depends largely on the effectiveness of tourist activities. The office of “Albena Travel” is located in the central part of the city, decorated in a business style and equipped with everything necessary for coordinated work - there is a telephone, fax, computer, printer, copier, email, Internet services, modern office equipment, functional office furniture.

The ways of running business: “Albena travel” is tourist operater that specialized on trips to Bulgaria, but there are a lot of other countries to which operator sell the tours. If the company does not have a tour, which the client wants during a visit to a tour company, they cooperate directly with other tour operators and buy product that was offered by a tourist. In this way, they do not refuse client and try to do their best to satisfy all theirwishes. The general activity is to create and provision of tourist services [36].

The tourists are consumers of general, additional and accompanying services. The main tourist services are regulated by the agreement on travel services and tour voucher. For the most part, the company works with tourists through travel agencies

with which they have the cooperation agreements. Has contracts with more than one hundred such agencies, but also works directly with the clients.

The scope of the company is so large that covers almost all areas related to tourism:

- air services (selling air tickets)
- booking hotels (holds hard positions in the field of the hotel base throughout Bulgaria; owns a quota of seats and the exclusive right to accommodate guests in the best hotels of different categories);
- transfers, rental of vehicles (organization transfers of any complexity, own modern fleet of vehicles; leasing of all possible transport: yachts, cars, helicopters, private aircraft);
- business tourism (organization of conferences, symposiums, seminars, exhibitions, corporate rest, business trips, teambuilding.);
- - real estate (real estate services, legal support of real estate transactions in Bulgaria);
- sports, health tourism or tourism for recreation (health and recreation, relaxation tours, organization of sports and cultural events).

The cost of the tour is calculated on the basis of the base price, to which additional payments are added for the services chosen additionally, and all possible discounts are deducted. As a rule, the basic price includes: flight economic class (there and back), meals on board and baggage allowance, airport taxes, transfer, hotel accommodation, meals, insurance.

There are 5 employees that work there from the establishment and everyone does their job.

The company has its own statute, which defines the duties of employees: to work honestly, to observe discipline of work, to timely and accurately execute the owner's orders, to increase productivity, to improve the quality of products, to observe labor safety, safety and industrial sanitation requirements.

Sources of enterprise property formation are:

- money and property contributions of the founder;

- revenues from business activities, sales of goods and services;
- income from securities, deposits and contributions to the capital of other enterprises;
- loans from banks and other lending institutions;
- other sources not prohibited by applicable law.

Consumers, and "Passport plus" - the middle class of the population.

Motivation - the desire to visit the country with the availability of free material resources. Hence the volatile nature of the demand for tourist services. The purchase decision is taken when considering several such options [37].

The enterprise keeps a record of all its activities, controls the progress of production of goods and services, maintains operational accounting and statistical reporting in accordance with the procedure established by law.

The purpose of the organization - the center is the result of abodes of the camp control in a single hour. The main element is a commercial organization, including 'Albena travel' it is about making a profit (Fig. 2.1.)



Fig. 2.1. Goals of the travel enterprise

Performance criteria - quantitative indicators of the final results of the organization, are classified into:

- 1) quantitative criteria (characterize the economic effect):
 - labor indicators (economy of living labor in the field of management - the

number of management personnel, labor costs for management, etc.);

- financial performance management system (reduction of management costs, etc.);
- indicators of time savings through the introduction of advanced management technologies.

2) qualitative criteria (characterize social efficiency):

- management qualification level;
- the validity of decisions;
- organizational culture;
- manageability of the organization;
- job satisfaction;
- moral and psychological climate;
- cohesion of the work collective;
- authority of organization management;
- other [38].

The enterprise operates under the functional organizational structure of management. The functional structure of "Albena Travel" has the following form (Fig. 2.2.)



Fig. 2.2. Organizational structure of "Albena Travel"

In the functional structure, functional units are created that are empowered and responsible for the results of their activities. In the organization, as a rule, specialists of one profile are united into specialized structural divisions, for example, the planning department, accounting department, etc. Thus, the overall task of managing the organization is divided, starting with the middle level, according to the functional criterion. Hence the name is the functional structure of management.

Instead of universal managers who need to understand and perform all management functions, there is a staff of professionals with a high level of competence in their field and responsible for a particular direction (for example, planning and forecasting) [39].

But since "Albena Travel" is not so big and has a staff of only five employees - it does not have department heads, and their role is performed by the director of the company. Generally, the functions of the tour operator's staff look like this (Table 2.1).

Table 2.1.

Functions of the tourist operator "Albena Travel"

Position	Functions
Director(head of the company)	is responsible for signing contracts with partners, for organization of work in the company, and promotion of the company in the market
Accountant	is responsible for financial reporting, financial instruments, making important decisions and is actually the deputy director of the tour company
Visa Manager	informs managers about the necessary documents for visas to be submitted to the embassies of the countries, submits them directly to the embassy and supervises the issuance of visas to tourists
Account Manager	take direct customers, search or create a tour, communicate with customers before, during and after the sale of the product

The director of the company is planning and schedules the work for each season. All decisions are made after analyzing the results of the past period. Taken into account the profit, terms of partnership, terms of transportation, demand and take the final decision on a specific direction (leave it for the next season or replace it). At the enterprise, the planning process is not official, that is, nothing is issued on company forms, everything happens on paper for a rough calculation of costs. First, there is some idea, then an approximate calculation of costs, and after given instructions to the manager, who carries out the task. Such planning creates a lack of clarity in the formulation of objectives, an incomplete list of factors that hinder their achievement, the complexity of accounting for the timing of the planned

activities [40].

2.2. Evaluation of economic activity of the tourism enterprise

To assess the current and prospective financial state of the enterprise, carry out financial analysis [41]. This is a method of estimating and forecasting financial I will become an enterprise on the basis of accounting and reporting data. Him the task – to assess the financial condition of the enterprise, identify opportunities increase the efficiency of its functioning with the help of rational financial policy, evaluate the directions of enterprise development based on need for financial resources.

To assess the current and prospective financial state of the enterprise, financial analysis is carried out. Financial analysis of enterprise activity the tourist sphere is carried out on the basis of the form number 1 "Balance", the form number 2 "Statement of financial results" (table 2.2).

Table 2.2.

Dynamics of key economic performance of tourism enterprise

«Albena travel»

Characteristic (thousand UAH)	The value of the indicator over the years		Chain indices gain (+), decrease (- , in%	
	2016	2017	2017/2016	2017/2016
Revenue	193004	126443	65,6	- 66561
Net profit	153247	93962	61,3	-59285
Total net income	142839	79934	56	-62905
Costs of payment	102118	12872	12,61	-89246
Deduction to social events	3693	3863	104,6	+170
Other operating expenses	46908	40183	85,7	-6725
Total cost	145711	81577	56	-64134
Net profit	139765	78475	56	-61290

Based on the calculations carried out by the indicators of the tourist activity «Albena Travel» enterprises for the period from 01.01.16 to 01.01.17 can be made conclusion that the enterprise is profitable. But Net sales revenue decreased for 34,4%; net profit decreased for 44 % in 2017, due to increased costs. There was an decrease in spending on wages for 83,39 % in 2017 because of firing employees. Operating expenses decreased for 14,3% in 2017. Relative characteristics of financial performance tourist enterprises express profitability indicators.

The system of profitability indicators covers two groups:

- profitability of the enterprise;
- profitability of used resources.

Profitability characterizes how much profit falls on the unit of revenue (revenue) from the provision of services or per unit of costs, related to this implementation.

A special place in the assessment of cost effectiveness is profitability, calculated to the payroll, which means how much the company earns the salary of the labor collective amounts to UAH 100. In 2016 compared to 2017.

Profitability of Human Resources (RTR) characterizes that the amount of profit that provides one medium-sized enterprise employee. It is expressed in hryvnias per employee. In 2016 on one employee accounted for 38,6 thousand UAH, in 2017 – 25,3 thousand UAH, which is lower by 34,5% of the indicator 2016 year Profitability of fixed assets characterizes that value profit which provides the enterprise with one hryvnia of fixed assets. He expressed in UAH profitsof the fixed fund.

The profitability of total capital in 2017 has decreased compared with in 2016 by 33%.

The travel company does not have a special planning department and does not develop strategic plans. The reasons for this are:

The complexity of strategic planning. This requires a change in the type of thinking. Strategic planning should be a creative process that uses new ideas. Most people are not ready for this type of decision-making. New relationships and roles

can arise as a result of strategic planning. Individuals may be dissatisfied with additional tasks and activities [42].

Strategic planning requires extra time, attracting new people, not to mention time spent on research, resource redistribution, changes in the organization. All this can destroy the organization, especially if there is a lack of resources.

Strategic plans may be bad. False assumptions, too optimistic forecasts and other bad decisions can lead to ineffective strategic plan. Such a strategic plan can cause serious problems in the organization.

Inability to use. If top management does not support the strategic plan, then its application will become impossible and the entire process – a waste of time and resources. Pros and cons of organizational structure are revealed in table 2.3.

Table 2.3.

**The advantages and disadvantages of the organizational structure of
LLC "Albena Travel"**

Advantages	Disadvantages
<p>High competence of specialists responsible for the implementation of functions (professional development). Release of linear managers from solving some special issues. Standardization, formatting and programming of processes and operations of management. Exclusion of duplication and parallelism in the performance of managerial functions. Reducing the need for a broad profile. Centralization of strategic decisions and decentralization of operational</p>	<p>Excessive interest in the realization of the goals and objectives of their divisions. Difficulties in maintaining constant interconnections between different functional units. I The emergence of excessive centralization tendencies. Duration of decision-making procedures.</p> <p>Fixed an organizational form, hardly responding to changes. The complexity of separation of powers (plurality of subordination) [43].</p>

Factors of the macro environment are not controlled and should be considered as the given conditions of activity, which must be taken into account when managing and developing the strategy of tourism company development.

Political factors are characterized by the stability of political circumstances, state protection of the interests of entrepreneurs, its relation to various types of

property [44].

Socio-economic characterize the standard of living of the population, the purchasing power of individual segments of the population, demographic and inflationary processes. Legal characterizes the legislative system, including normative documents on environmental protection, legislative acts on consumer rights protection. Cultural influences on marketing, because the advantage of some tourist products over others is based on cultural traditions, fashion. Natural characterizes the presence of natural resources and the state of the environment [45].

Consequently, the assessment of the environment reduces to observing the changes in the macro environment and the market research, in which the tourism company operates, requires a lot of effort, time and finance, so they are not available to every enterprise, especially in full. After determining the position of the tour company on the market, consumers and competitors, one can formulate the purpose of the activity and methods of its achievement.

An assessment of the macro environment is necessary for the study of external factors in relation to the organization of factors in order to expose the opportunities and threats that an organization must take into account when defining and achieving its goals, as well as when choosing a strategy. We will make a profile of the micro-environment of the tourist enterprise LLC "Albena Travel" (Table 2.4).

Table 2.4.

Micro environment of “Albena travel” company

Group of factors	Factors	Manifestation of factors	Character of impact	Evaluation of the factors
1. Customers	Access to new markets or segments	3	+	3
	Change the needs and tastes of consumers	1	-	-1
	Degree of commitment to the product	2	+	2

Continuation of the table 2.4

Group of factors	Factors	Manifestation of factors	Character of impact	Evaluation of the factors
2. Competitors	Increasing competitor's pressure	2	+	-2
	Emerging of new competitors	1	-	-1
	The state of competition in the sphere of enterprise activity	1	-	-1
	Number of active competitors	2	-	-2
3. Contact audiences	Community(State establishments,Mass-Media)	1	-	-1
	Financial establishment	1	+	+1
Total				3

After compiling the profile of the micro-environment, we make an exemplary list of threats and opportunities in the micro-environment.

An exemplary list of threats and opportunities in the micro-environment are shown in table 2.5.

Table 2.5.

Treats and opportunities of the travel company

Opportunities	Threats
Access to new markets or segments	Change the needs and tastes of consumers
Degree of commitment to the product	Increasing competitive pressure
The bargaining power of buyers	The emergence of new competitors
Status and trends of demand for goods of a tourist enterprise	The state of competition in the sphere of enterprise activity and number of competitors

The internal environment has a permanent and immediate effect on the functioning of the enterprise and forms a system of situational factors within the

enterprise.

The purpose of the analysis of the internal environment of the enterprise is to identify the internal strengths of the enterprise to better use external capabilities and identify the internal weaknesses that can complicate the problems associated with external hazards.

The method by which the diagnostics of problems of internal order is carried out is called a managerial survey [46].

Define the profile of the internal environment of the enterprise, for which we describe the factors and identify indicators such as the number of qualified staff, the level of service, effective advertising, a wide range of services, effective marketing, the image of the enterprise, the implementation of the current strategy, innovative capabilities (Table 2.6.)

Table 2.6.

Internal environment of the enterprise

Factors	Impact on the company	Direction of influence	Integral indicator
Qualified employees	3	+	3
Level of service	3	+	3
Effective advertising	1	+	1
Variety of assortment of services	2	+	2
Effective marketing	1	+	1
The image of the enterprise	1	+	1
Availability of an active strategy	2	+	2
Innovative features	1	+	1
Total			14

Then we list the strengths and weaknesses of this enterprise and put the results in Table 2.7.

Table 2.7.

Strengths and weaknesses of “Albena travel”

Strengths	Weaknessess
Qualified employees	Efective marketing
Level of service	The image of the enterprise
Variety of assortment of services	Innovative features
Availability of an active strategy	Effective advertising

This enterprise works in unfavorable conditions of the environment, especially macro environment, which manifests itself in the instability of the economy, low incomes and unfavorable demographic situation. The internal environment of the tourist enterprise is more favorable, due to the presence of skilled personnel and level of service.

2.3 Determining attractiveness of sharing economy resources for clients of a tourism enterprise

The idea that the sharing economy is only for young people is a myth. For sure, it was pioneered by millennials but today everyone is using its services – including the older and more affluent. An excellent example of this is home swapping. Startups like CasaVersa offer people the chance to exchange their homes, making vacations not just more affordable but more authentic. It's not just 20-somethings who are swapping their homes in a quest to see more of the world, anyone who's sufficiently trusting and open-minded can partake [47].

Partaking in the sharing economy is incredibly cost-effective. In many instances, there are almost zero startup costs because you're working with or using things that already exist. Beyond the obvious examples of Airbnb and Uber, there are endless examples of businesses that began out of someone's living room with nothing more than a laptop and a kettle. Look at Roomer, a marketplace that buys and sells hotel reservations. Stuck with a non-refundable hotel room that, for whatever reason. You make back some of your money and someone else receives a decent discount. Own a parking space that's standing idly one week a month, when you're out of town. Barter it with your neighbor. Have a wardrobe full of designer clothes that you barely wear. Rent them out for special occasions. No unforeseen overheads in any of these, because you own them in the first place [48].

Every day, more and more ventures are joining the 'sharing economy' world. Love food, and spend all your spare time whipping up new recipes in your kitchen. Sign up with Bonappetour – an at-home dining experience that connects budding

chefs with those who love to eat but hate to cook. Local hosts open their homes to guests who have to bring nothing but their appetite. Not only food is shared but good conversation too – making it a far more authentic dining experience than that of a regular restaurant.

Alternatively, always wanted to take up sailing, or simply spend your weekend on the water but – like most of us – don't have a friend with a boat? Problem solved with Boatbound. Whether for celebrating, fishing, sailing or just cruising around, rent someone else's boat, and even a captain for good measure.

The study of trends in the sharing economy development showed a high proportion of tourist services, which are realized through sharing services. The share of travelers who use the sharing economy services and organize their travels on their own is increasing. In the conditions of rapid development of convenient sharing economy platforms, tourists can gradually abandon the services of traditional tourists organizers. After all, the sharing services have several advantages over the product of the tourist company: lower prices for accommodation and transportation, the opportunity to negotiate additional conditions with the owners and drivers, a shorter move to the place of residence [49].

At the same time, besides the positive moments of the sharing economy, there are also shortcomings in the use of these services. These activities are still not regulated in Ukraine. It creates some problems for the tourism company, which can use the sharing resources. For example, there may be difficulties in making a cash payment for the services provided on the sharing economy services. There is also an uncertainty about the responsibilities that arise between the services of the economy of joint participation, tourists and the travel company. But, given the rapid growth of the services and the spread of their activities in Ukraine, one can foresee that in the near future there will be a need to consider the issue of the services sharing economy legalization. Legalization will more specifically define the legal status of relations between tourists and a travel company in creating tours with the participation of such services [50].

There are also some repulsive factors in using the services for tourists. Firstly, dubious security – there were more than once in the media messages about malicious actions of these services users. Secondly, many people who have heard of these services can not, or do not want to understand the principles of their use. In such situation, a travel company can turn its competitors – sharing economy services – into their own preferences. A travel company will be able to provide consulting services for organization of individual trips using the sharing services. The advantage of this idea is that its implementation does not require the additional resources investment. The main benefit of this project is that the cost of travel with the use of the services will be significantly less than the tours prices available on the market. After all, the travel company does not spend money on booking hotel blocks or on airplanes. Housing prices in AirBnb may be lower than hotel room prices. But the main feature is that AirBnb or CouchSurfing mainly offers separate accommodation. That is, the tourist receives a trip at a lower price, even for package and sightseeing tours, but with a separate accommodation, as well as much more comfortable travel to the destination (by car) [51].

The same goes for BlaBlaCar, as tourists pay only part of the gasoline price. That is, such a mechanism reduces a large number of intermediaries, such as the tour operator of the host party, hotels, airlines. The only intermediary in this case is the tourism company itself, which provides information services on organization of travel using the services. But in the future, the development of this mechanism does not exclude the use of ordinary ways of living, transportation of tourists (hotels, air, land transport). The essence of the project is not only to separate the trips only using the technologies of the economy of joint participation, but also integrate them into the already familiar tour formation tools. It is possible to combine accommodation reservation at CouchSurfing with a shuttle bus leading to a tourist's place of residence. In this case, the sharing services serve as an additional service.

Travel using the economy of joint participation can take a new niche in the tourist market, so it is difficult to relate to a certain, already traditional, category of tours. Possible competitors of such a product may be ordinary individual tours using

the already developed base of hotel rooms and facilities. This means that the project can be positioned as an organization for individual travel at a lower price, or cheaper individual travel [52].

To analyze the competitive environment, as well as to assess the feasibility of a travel organization project using the sharing economy services, a marketing study was conducted in the form of a survey using the Google Form service [8].

The purpose of this survey was to determine whether it is expedient to launch such project, to outline the target audience and to determine the motivational factors by potential users of this type of service. Survey results revealed that the main age of consulting services' target audience is 18-30 years. It is students, young people or people who work and already occupy certain positions in companies. The small presence of people category aged 31-50 years is due to the fact that people in this age are less familiar with the latest developments in computer technology, and are more cautious about the new one, as the predominant factor for the age group of 31-50 is safety tourist trip [53].

Among the surveyed, the share of those who have already used Couch Surfing, AirBnb and BlaBlaCar services is 9.4% that is shown in figure 2.3. This is a positive result, as the other 90% of respondents who have not heard of these services at all, or have heard and not used, may be potential customers, they will be more likely to be interested in travel organization using sharing economics services.

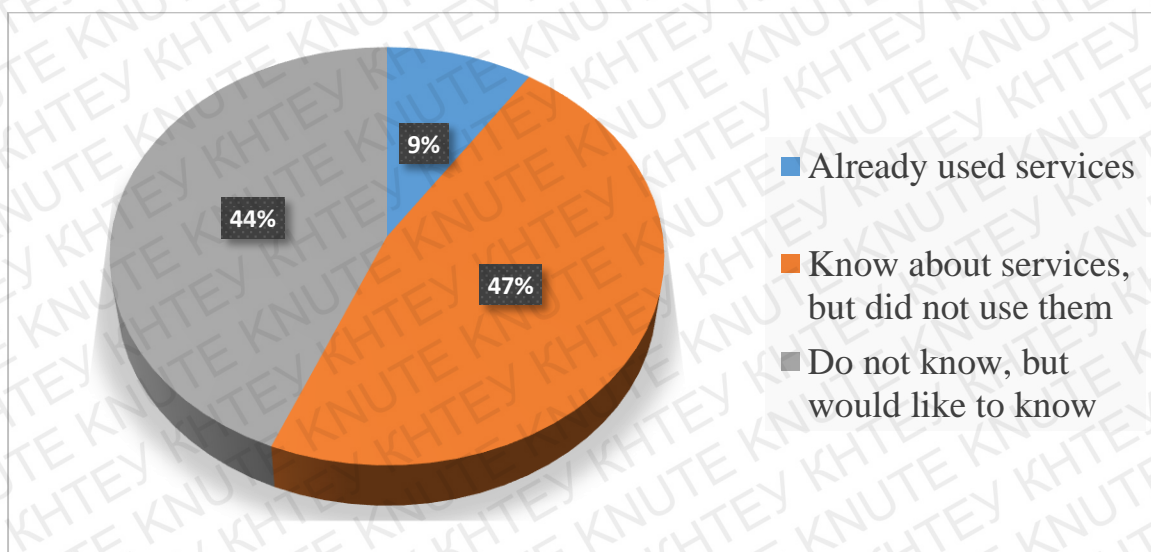


Fig. 2.3. Distribution of respondents by level of use of services sharing economy, %

It is very important to determine what the main factors could cause tourists to use the sharing economy services. From the results of the survey it became clear that questionable security (45% of the total number of respondents) and ignorance about how to use these services (48.5%) are the main constraints. The lack of support and lack of concreteness during travel planning (the driver or the owner can cancel your booking) goes back to the background. But it is tourism companies that can significantly reduce the impact of the above disadvantages in using these services. The share of respondents who have no doubt about the use of these services is only 6.1%, which is a positive indicator for a travel company [54]. As for the factors that restrain respondents from using the services of the economy of joint participation, the travel company with its resources can minimize risks. More information on the results of the survey can be found in the table 2.8.

Regarding the level of interest for a potential travel client organized using online sharing economies, the survey results showed that 57.6% of respondents said that if the price is lower than the current available tours; 30.3% responded if the travel company guaranteed security; 12.1% answered that they could figure out how to use these services (Fig. 2.4.).

Table 2.8.

Factors that restrain respondents from using sharing economics services

Factor	The share of the total number of respondents, %
Doubtful security	45,5
Lack of support in case of unforeseen circumstances	15,2
Unreliability of drivers and homeowners	33,3
Lack of concreteness during travel planning (driver or owner can cancel your booking)	24,2
The lack of awareness about how to use these services, or the unwillingness to understand this	48,5
All listed above	27,3
I have no doubt about the use of these services	06,1

Consequently, the results are positive and suggest that it makes sense for the travel company to introduce sales tours using the sharing services, as about 88 per cent of respondents could become potential clients.

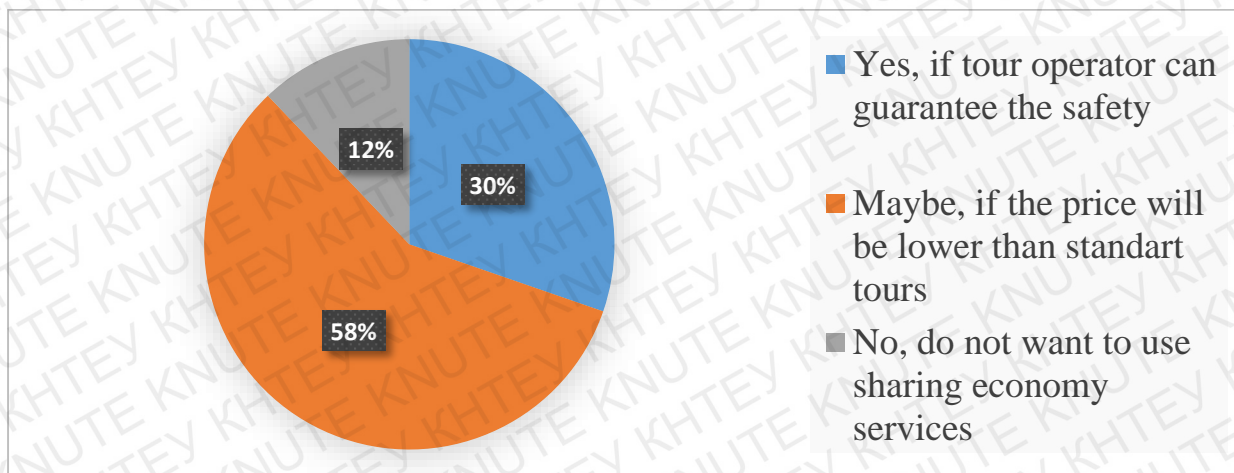


Fig. 2.4 Distribution of respondents about their willingness to buy tours, organized with the use of resources sharing economy

This survey section specifically highlighted the point about the price of such trips and a safety point. This is done to determine the main motivating factors for the possible use of such travel, and to determine which factor prevails. The factor of the lower price of such trips is almost twice as high. This is due to the fact that most respondents are students, for whom the price is a significant factor when purchasing a particular product. During the poll, it turned out that the travel safety factor is inherent in people of the age group of 31-50 years. Therefore, to attract more people aged 31-50 as potential users of tourist trips, it is necessary to guarantee the safety of such trips, as well as to emphasize the potential consumers' attention on the comfort of such travel [55].

Conclusion to the Part 2

In Part 2 there was conducted research the subject of which was tourism enterprise "Albena Travel". Even though there are some drawbacks in the

company's activities management, overall business is profitable. The main factors that influence company's activity were revealed.

Tourism companies can significantly reduce the impact of the disadvantages of sharing economy services like uncertainty with security and absence of knowledge about how to use these services. It provides great opportunities for development in this niche. The main advantage for travel companies as well as for tourist is relatively lower cost per tour and this is a significant factor that influence consumers' behavior while choosing the tour.

From the conducted marketing research, it can be concluded that the tourist enterprise would be advisable to provide consulting services for the use of resources by tourists sharing economy. A travel company, due to its resources and image, can offset the disadvantages of online sharing economy services, such as questionable security and lack of knowledge about how to use these services. Also, based on the survey results, we can outline the target audience of the proposed project. Thus, the target audience for such tours is people aged from 18 to 45 with low-middle income. In general, the target audience can be divided into two groups: youth (students) 18-25 years old, with a lower income than the average, for which the main motivating factor is the price, as well as couples from 25 to 45 years old with an average income for whose main motivating factor is security.

PART 3

WAYS OF IMPROVEMENT SHARING ECONOMY IN TOURIST OPERATOR ALBENA TRAVEL

3.1 Ways of using sharing economy resources at tourism enterprises

Sharing economy provides numerous opportunities for tourism business. In Ukraine these opportunities are underestimated, therefore needed to be described more expanded. As it was mentioned in Part 1 and Part 2, the most popular sources of sharing economy in Ukraine are Blablacar and Airbnb.

Nowadays, the sharing economy has blessed service market with BlaBlaCar – a ridesharing service which lets anyone looking for a ride – or a passenger – to safely and cheaply road-trip their way across the continent and beyond as Blablacar’s range of serviced countries is expanding rapidly. From the first glance it may seem like the program is designed only for independent tourists, but it can be successfully used by tour operators [56].

Using a the rideshare’s digital platform, drivers heading to a given destination on a given date are able to advertise their vehicle’s available empty seats to potential passengers looking for rides to the same destination. The driver benefits by being able to cut the costs and loneliness of a long drive by themselves, and the passengers benefit by being able to get where they want to go less expensively (and sometimes more quickly) than they would if they chose a bus, train or plane. The price of the ride is way cheaper than, for example the price of traditional ways of transfer used in packaged tours [57].

The obstacle of using such rideshare software is Ukrainian mentality. Tourists cannot trust unfamiliar and untested drivers. There is an opinion, that a driver of classical tour bus is much skilled and experienced than a driver of a regular car. It was like this before, but contemporary conditions changed. Ridesharing is, generally, quite safe. Blablacar’s platform allows tourists to check the profile and reviews of any driver they are considering (multiple reviews/ ratings let know that other members of the community vouch that the driver is who they claim to be). Plus,

cashless payments help ensure no money need change hands on the actual day of the ride. For solo female travelers who do not wish to share a car with a male driver or passengers, Blablacar also offers a “Ladies Only” designation which drivers can choose when offering rides, and riders can look for when searching for a lift [58].

Speaking of prices, sharing economy tools are proved to be cheaper, but with a high level of quality. While savings will, obviously, vary depending on how popular a driving route is, and how far tourists want to travel, in almost every instance, using Blablacar for ridesharing in Europe costs less per seat than a bus or plane. A popular travel source Rome2Rio reveals current price differences for a flight, a bus ride and a rideshare from Paris to Aix-en-Provence (Fig. 3.1.).

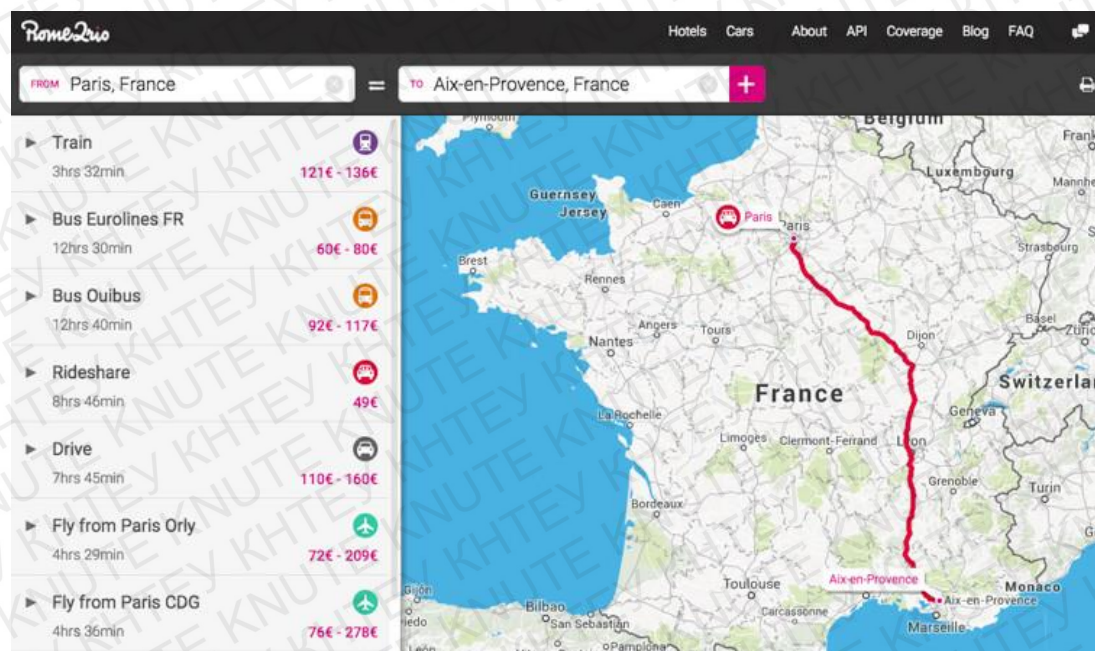


Fig. 3.1. Price comparison for different types of transportation

As it is shown, booking a rideshare means it will be spending 72 euros (2232 UAH) less than if person took the train (the fastest option), and will arrive 4 hours sooner than if he/she took the bus (the next cheapest option after ridesharing). Plus, tourists would not have to deal with airport security (which can add two hours onto the estimated travel time for any flight) [59].

Another advantage of using rideshares over buses or planes is the simplicity of dealing with luggage. Blablacar’s “small,” “medium,” and “large” luggage

categories are very much open to interpretation. Before completing any booking, tourists need to make sure they have sent their luggage dimensions to the potential driver to confirm everything will fit. Bag with parameters like 56 x 36 x 23 cm is “medium” – anything above that is “large.”

Last but not least is a free cancelation of the ride. At the time of writing, requesting to book a ride does not mean tourists are obligated to complete the booking (I.E. pay for the ride). Therefore, if it is important for tour manager to get a ride on a specific date, company recommend to send simultaneous requests to 2-3 potential drivers.

With the emergence of Airbnb and other accommodation solutions, travelers have more choice than ever before. However, when it comes to booking a place to stay for your next trip, which is the better alternative?

Why to choose a Hotel VS Airbnb?

There are a few questions travel agent must ask before deciding whether to decide on hotel or Airbnb. Who are tourists are travelling with? Where are they going and what do they want to get out of their trip?

When tourists prefer to stay in hotels they want luxury. People are not only paying for the comfort and location, they are also paying for the service. This includes the 24/7 check in, housekeeping and toiletries to name a few [60].

A short trip to big cities in most cases require hotel. Short trips are usually about pressing the reset button and unwinding, so hotels provide the best quality when it comes to this.

Top reasons to stay in a hotel VS Airbnb:

- All the amenities are at hand and if they are not, there is someone to help client just a short phone call away.
- Hotels are usually situated in the perfect locations for sightseeing, business meetings and of course the restaurants and bars.
- They are seemingly the better alternative when travelling with children. Whether it is a kids’ club service, extra sheets in the early hours of the morning, a set up crib on arrival or even a theme park on site – hotels make sure that a comfort

and entertainment are well taken care of.

- Everything is guaranteed with hotels. Tourists know exactly what they are going to get when they walk in and how they are supposed to leave it.

Of course all of this comes at a price and depending on the location of the trip, staying at a hotel can compromise a budget quite easily. So if it is the cheaper alternative customers are looking for or they are traveling in a bigger group – hotels may not be the ideal option.

Why to choose Airbnb over hotel?

Airbnb has a huge database of places to stay, whether it is fancied renting a beach bungalow in the Maldives, a tree house in Brazil or sharing a space with a local in Brooklyn, they have pretty much to offer.

The places range from the basic to the downright fancy. Airbnb works particularly well for groups traveling together or even a solo traveler looking for a more local experience. Airbnb is usually accommodation hosted by locals that live in the property or own it [61].

Top reasons to stay in an Airbnb vs Hotels

- Airbnb gives the opportunity to rent an entire home or even a room in a shared space and pay by the night, rather than per person. This usually works out a lot cheaper for big groups.

- Having own space (possibly even full-stocked kitchen, living room, etc) also provides tourists with a lot more freedom to relax, enjoy each-others' company and of course cater for yourself.

- With Airbnb travelers shouldn't expect any amenities or services and with a cleaning fee added on at the end of every booking – they definitely do not receive a turn down service. This can sometimes translate to lower prices than hotels in the area.

Cost of stay is not the only reason why Airbnb is winning over hotels. Many hosts are long-term residents of the city that is being visited and have an excellent knowledge of things to do and places to visit. Furthermore, most of tourists generally find that many hosts are very hospitable and we often end up having a cup of tea or

coffee with them during our stay and getting to know them.

The most common question that appears while planning a usage of source like Airbnb is if it is possible to book a room for a guest by another person. Recently Airbnb management launched an affiliation program that sounds like “Partner with Airbnb to open new doors for your customers”. It allows tour operators to become partners for Airbnb on mutually beneficial terms. Travel agencies will earn commissions and provide more choices to their customers with the Airbnb Affiliate Program [62].

Such program is profitable not only for tourism enterprises but also for Airbnb hosts. Every night an Airbnb host’s inventory is available, but not sold, be it an apartment, bedroom or house, it is no different than an airline seat, cruise ship cabin or hotel room. Host inventory is perishable in the same way, and this means loss of revenue and profit. Travel agents are multipliers, each with dozens and hundreds of clients, and are a sales force ready to go. Already, agents in the US and Canada alone pour billions of dollars of revenue into the coffers of hotels, cruise lines, car rental companies, airlines and so forth. Of course, these suppliers also pay the salesman a commission for bringing them business, much of it that they would have not received without the agent. Even the airlines have mainly come back to the table, paying sellers, with much of it directed via negotiated arrangements [63].

Airbnb as a marketplace could do likewise by enabling hosts the ability to pay whatever commission they choose, be it four percent or 40 percent. Just as other travel suppliers control their inventory pricing, hosts could adjust commission to drive business during low periods and perhaps during peak periods make their rates non-commissionable as they are today. What is more, in the hotel sector retail travel agents have proven that they sell higher rates than suppliers can sell directly. For hosts, this might mean less need to discount during slower periods.

Implementing this is not particularly difficult. Airbnb simply needs to create an interface for qualified travel agents. Agents can use their IATA numbers to register ensuring that the commissions are only paid to legitimate travel agents, the same way hotels and cruise lines do now for bookings on their website portals for travel

agents now. Inventory could be sorted by which hosts are offering commissions to agents for the requested time period, and specifically what commission is being offered. Hosts could rate agents and vice versa just as it works with consumers right now. Airbnb could easily act as the clearinghouse for paying the commission to agents and agents would get their money upfront, which would be nice for their cash flow.

Rachel Botsman, a futurist who predicted the sharing economy, told attendees at the International Luxury Travel Asia (ILTM) earlier this week in Shanghai that the success of Airbnb, Uber and the like is “peer trust”, “responsibility and accountability.” She said, this trust between individuals who don’t know each other is stronger than the relationship between consumers and increasingly faceless brands [64].

Good travel agents understand their customers and design for them complete travel experiences, combining travel, transfers, accommodations and unique experiences in the destinations being visited. They provide one shop stopping for time pressed consumers, and with more friends and family travel, are true timesavers for groups. As agents currently do with the suppliers they sell, they would need to vet hosts. There would also need to be some due diligence regarding liability issues for agents and whether or not these can be limited via customer waivers.

At the end of the day, Airbnb has nothing to lose since they would not be cutting into their margins, and it would open up a new, powerful sales channel for hosts. In the US and Canada alone, there are an estimated 125,000 full-time travel agents. Globally, agents could be an important way to solve Airbnb's current inefficiencies. There probably is a decent segment of consumers who aren't using Airbnb now, but would if their trusted travel agent was taking the responsibility of matching them to the right hosts [65].

Obviously, sharing economy for Ukrainian travel market and society at all is an phenomenon and that in Ukraine sharing economy will definitely be to become more widespread, as in the whole world. But this path of development is not deprived of some obstacles. Basically, successful development of domestic sharing

economy will depend more on confidence in Ukrainian society, changes in the prevailing system of values and, of course, the development of information and communication sphere along with new technologies. However, already at the current stage the existence of a sharing economy in Ukraine should be developed by creating proper legislative, accounting, etc. systems in the field of sharing, by including relevant state institutions [66].

To promote sharing economy used in tourism common marketing activities will not be enough. The main thing, and as the world experience shows, as the most effective means remains the so-called "word of mouth". And in the case with sharing economy the key component is the high level of trust between the audience of this word of mouth.

That is, the success of newly created domestic sharing economy platforms will always depend on how they position themselves, how reliable their service is, and whether the deal will be safe [67].

3.2. Program of implementation of sharing economy services at economic activity of Albena Travel

As it was mentioned before, "Albena travel" company is specialized in tours to Bulgaria and it was decided to make tour around this country. The main feature of the tour will be absolute absence of hotels and instead of them tourists will stay at Airbnb apartments.

Bulgaria can offer its guests entertainment for every taste: the seaside with beautiful beaches and developed infrastructure for recreation and entertainment; modern ski slopes near the hotels of any level (from simple camps to five-star); a large number of restaurants, night clubs and water parks and other entertainment centers in the largest cities of the country (Sofia, Varna, Ruse, Burgas, etc.); "rural tourism" (up to 20 ethnographic village-museums located in the most unaffected civilizations of the regions of Bulgaria), offering five-star comfort, combined with the traditional way of life for Bulgaria; "wine tourism" is a new and promising

direction for Bulgaria. And, finally, what attracts hundreds of thousands of tourists every year – a huge variety of architectural monuments: Thracian, Ancient Greek, Roman, Byzantine, Old Bulgarian and Turkish.

Why do tourists choose this country? Close location to Ukraine (both geographically and in terms of language, mentality, and kitchen), lack of language barriers, favorable climatic conditions and luxurious beaches.

In Bulgaria, tourists can travel all year round. In summer there is a beach paradise, in winter there are excellent conditions for a ski holiday. Spring shows the beauty of the Bulgarian nature, and autumn leaf fall – the charm of the old city streets.

Target audience or who prefer to travel to Bulgaria?

The target audience for this direction can be identified as youth and couples (often with children) looking for inexpensive leisure. Tourists with children prefer to visit Sunny Beach, Primorsky, Kranevo camp, youth and active couples are mostly on the Golden Sands as there is more fun. Budget tourists like Bulgaria. For 150-200 euro per person rest can rest a whole week, and this includes relocation and meals. A noticeable tendency in recent years – more and more wealthy tourists are attracted to the country. The portrait of a tourist who chooses to travel Bulgaria is very difficult, since people travel to Bulgaria for a relaxing holiday, and for a fun hangout, also both very wealthy tourists, and travelers with a limited budget. There all the vacationers find a clean sea with sandy beaches, and interesting excursions. The tourists themselves, regardless of taste and abundance, are people of all ages, because in Bulgaria all the conditions for recreation both for children and for cheerful young people and for people of much older age are created. To have a specific target tourist, factors like transportation and accommodation should be considered.

The growing demand for Bulgaria, according to some experts, may not keep pace with the supply volumes. Bulgaria is going evenly, there is why increasing air travel is not necessary. Its surplus is a lack of hotels. For example, the resort "Albena" is already announcing stop-sales [68]. And here is a spot where sharing

economy comes extremely in handy. As well as hotels, Bulgaria has to offer great places to stay that are available on Airbnb. Speaking of target audience for tour with accommodation in Airbnb hosts, it will be an active youth that travel with minimum amount of luggage, mostly without kids, with average or low budgeted and those who are striving to get new experience and to get acquainted with locals.

Cost of living in Airbnb hosts in Bulgaria are almost the lowest in Europe and are at the same level with Ukraine (Fig. 3.2.)

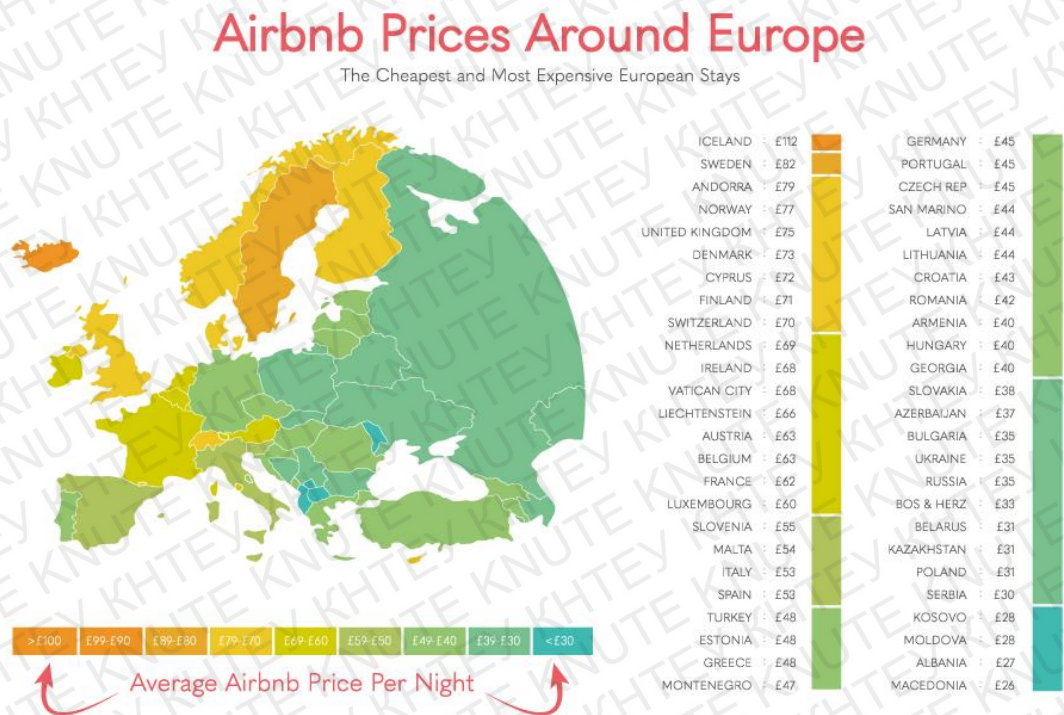


Fig. 3.2. Price map for Airbnb in Europe

One of the biggest advantage of Airbnb over the hotels is that luxury and comfortable hotels are mostly located in crowded tourist destinations but not in cozy little towns. Vice versa Airbnb hosts are not only in popular places, but also deeper in country among untouched local culture centers.

Tour form and route map to Bulgaria

The route scheme depends on the selected form. According to the scheme routes can be linear, circular, radial and combined. The selection of points along the route is consistent with the program according to the type of tourism, the term and the class of service. The most appropriate forms for traveling around Bulgaria are

linear and circular (Fig. 3.3., Fig. 3.4.)

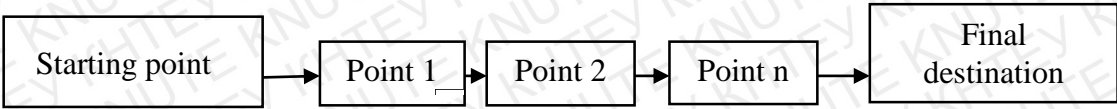


Fig. 3.3. Linear form of tour

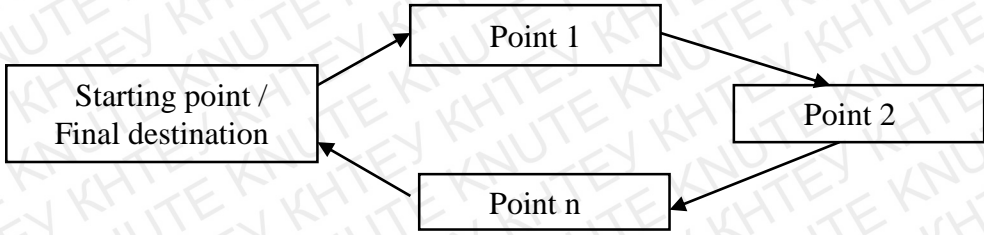


Fig 3.4. Circular form of tour

To make the most of the tour, circular form of tour was chosen (Fig. 3.5.).

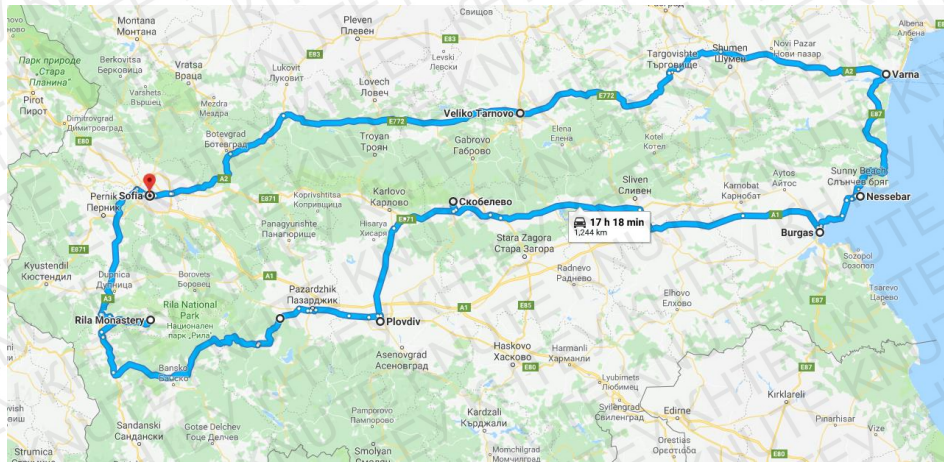


Fig. 3.5. Circular form of tour in Bulgaria

On this tour traveler will visit eight cities in Bulgaria, each of them are different and have unique tourist attractions. The tour schedule is showed below. The schedule can be changed as the tour includes unique factor that is Airbnb hosts. Usually they not only can offer comfortable accommodation, but also can advise places to see that are hidden from tourists, or even to offer a unique tour around the

city.

Day 1. The journey starts from Kyiv. Blabla car driver will take tourists to Sofia. The transfer takes about 16 hours.

Day 2. Arriving to Sofia. Check in at the AirBnB host's place. Excursion in the capital of Bulgaria - Sofia. Sofia is a dynamic, modern European city with numerous representative offices of world-renowned companies, with business centers, parks and complexes for entertainment and sports. This is the only European capital, located right at the foot of the mountain, rising to 2500 meters above sea level. A city with a thousand-year history, named after the goddess of wisdom, Sofia still keeps cultural and historical monuments from different eras – from antiquity to modern times. Free time. Overnight at the hotel.

Day 3. Breakfast. Check out from the apartment. Moving to Veliko Tarnovo. Walking tour of Veliko Tarnovo. One of the most ancient cities in Bulgaria, the capital of the Second Bulgarian Kingdom, the cradle of Bulgarian architecture, painting and literature is Veliko Tarnovo.

"Park Mini Bulgaria" (€ 8 / € 6 + ticket). The park contains the most famous objects that are worth seeing in Bulgaria: the memorial church of Sv. Alexander Nevsky, National Theater. Ivan Vazov Monastery of St. John Rila, Bachkovo Monastery, temples and castles in Bulgaria in miniature.

Lunch. Moving forward to Varna. The road takes approximately two hours. Check in in host's place. Free time and overnight at the host's place.

Day 4. Breakfast. Check out from the apartment. Walking tour around Aladzha Monastery. Just beyond Varna's northeastern suburbs is an astounding Orthodox cave monastery complex that is part of a protected natural area just in from the coast. These caves are man-made and have been purposely carved from the face of a 25-metre-high karst cliff. It's one for the sure-footed, as some of the terrain can be tough. Inside the monastery tourists can see boasting mosaics that have survived very well, and medieval frescoes that have been partly lost.

The next stop is a strange natural phenomenon at what is the only desert in Bulgaria.

The Stone Forest is a field of stone columns, some seven meters high covering an area of about 13 square kilometers. From there people can walk the short trail through the forest to get to two catacombs.

Moving from Varna to Nessebar. The transfer will take less than 2 hours. Checking in in AirBnB host's apartment in Nessebar.

Day 5 Breakfast. Check out from the apartment. Walking tour around the city. Nessebar is a favorite tourists spot when it comes to culture on the Bulgarian Black Sea coast. With its UNESCO listed Old Town and some of the best coastline in the country Nessebar win hearts at first glance. Strolls along the old houses of Nessebar. Excursion around remains of different era fortifications scattered through the town. Free time. Transfer to Burgas that will take less than hour. Checking in in AirBnB host's apartment for two nights in Burgas.

Day 6. Sixth day of the tour will be spent in Burgas. The program is depending on the weather conditions. On a clear sunny day tourists will be offered to visit Atanasovsko Lake. Atanasovsko Lake is a local favorite for its curative mud and lye. Then to attend Aquae Calida which is a walk through the history of mineral water and SPA for the last 2,000 years. One of the symbols of Burgas, the Pier stretches almost 300 meters into the sea, offering a relaxing walk with occasional salty splashes of water. The walk is pleasurable on both sunny and cloudy days. Tourists will be provided with list of the most famous places of the city and they will choose what to visit themselves. Overnight at host's place in Burgas.

Day 7. Breakfast. Check out from the apartment. Transfer to Skobeleva. The city is less popular among the tourist, therefore is less crowded and cozy. Tourists will visit the Damascena Ethnographic Complex. The first part of the complex is the rose distillery. There tourists are able to witness first-hand the production of rose oil. Then, there is a rose garden with water features including a wishing waterfall. Lunch in outdoor restaurant. Transfer to Plovdiv. Checking in in AirBnB host's apartment in Plovdiv for two nights.

Day 8. Breakfast. Excursion around Ancient theatre. After the excursion tourists will be provided with free time as the city's hillside Old Town is a kind of

outdoor museum littered with ancient churches and mansions built by wealthy merchants from the city's past. Excursion around Ancient Philippopolis. Tourists can choose whether to have more free time in the city or to visit local wineries with wine tasting. Overnight in host's place.

Day 9. Breakfast. Check out from the apartment. The final day includes transfer to Rila Monastery (three hours) that is famous for its picturesque location. Tourists will have 2 hours to walk around the monastery. Lunch in the city. Transfer to Sofia.

Day 10. Transfer from Sofia to Kyiv by Blabla car driver that will take approximately 16 hours.

The tour is designed for ten days, two of which are taken for transfer from Kyiv to Sofia and from Sofia to Kyiv. The tour includes major touristic destinations of the country as well as secluded places that provides unique experience for travelers. The program is designed for active tourists who is looking for informative filling of excursions rather than beach leisure.

The tour is designed for summer season as it requires warm and sunny weather so tourists can comfortably spend time outdoors. In can also be made in autumn or spring, however, places like Atanasovsko Lake should be excluded from the route.

3.3 Evaluation of the effectiveness of the proposed strategy

The tour will be calculated using methods which are most often used not only in domestic practice, but also on the international level.

The price of a typical tour at the planning stage includes the following main components:

1. "Net" price including: the cost of certain types of services developed by specific service providers; indirect taxes on certain types of services.
2. Income (margin) of a travel company, which is divided into:
 - Current expenses of travel companies for the development of tourist routes, excursion programs, programs of tourist services in the process of realization of the tour;

- Profit of the tour operator taking into account tax payments from profit;
- Commission fee in favor of the travel agent and other intermediaries who take part in the tour;
- Seasonal and other commercial discounts for individual tourists and tourist groups.

3. Value-added tax from marginal revenue.

The tour price includes: transfers from and to the airport; comfortable transport; Ukrainian speaking companion to the excursion program; accommodation in host places of the selected category with breakfast. Extra charge: air ticket, entrance tickets at the museum, unless indicated that included.

The evaluation of total price of proposed tour is revealed in table 3.1

Table 3.1

Calculation of the tour and comparison with cost of traditional resources

Day	Point	Sharing economy (Bla bla car/Aibnb), UAH	Traditional resources (hotels/ buses), UAH
#1	Transfer Kyiv – Sofia	1800	4000
#2	Host in Sofia	800	2300
#3	Transfer to Veliko Tarnovo	150	300
#3	Transfer to Varna	150	300
#3	Host in Varna	700	1000
#4	Transfer to Nessebar	200	350
#4	Host in Nessebar	450	950
#5	Transfer to Burgas	80	150
#5	Host in Burdas for 2 nights	1300	1800
#7	Transfer to Skobeleva	200	350
#7	Transfer to Plovdiv	140	250
#7	Two nights in Plovdiv	850	2200
#9	Transfer from Plovdiv to Rila Monastery	200	450
#9	Transfer from Rila Monastery to Sofia	250	450
#9	Transfer Sofia – Kyiv	1000	4000
Total		8270	18850

Planned profit - 10% of the net price = 827 UAH; Tax rate - 20% = 1654 UAH. Therefore, the total price of the tour will be 10751 UAH.

Tour with accommodation in hotels and transfer by bus will cost 18850 UAH which is almost 10000 UAH more expensive.

Conclusion to Part 3

Tourism has proven to be one of the most influenced sectors of the sharing economy, for many reasons. Travelers of today are demanding always more unique experiences that traditional providers are not able to offer. With the same mentality, modern travelers are inclined to use sharing platforms to experience local guides and tours. Tourism and the sharing economy are complementary since travelers are always more inclined to the convenience of renting from other users, and technology is the enabler of the exchange activity.

There are numerous reasons why tour operators should pay attention to sharing economy sources and actively use them while creating a unique itinerary. Hotels are proved to be way more expensive than the apartments offered by Airbnb hosts. The same situation is with transfer across the country. Traditional means of transportation are less convenient than sharing economy cars like Blabla car. These sources allow tourist to get exceptional experience for a lower price.

In part 3.3 there was a conducted a research which aimed to prove that tours which include sharing economy are cheaper than traditional tours. However, despite lower prices the quality remains high. In some places using Airbnb apartments is the only option as in small towns hotels and hostels are unjustified expensive while having poor quality of service. Offered tour is laying through the major touristic cities of Bulgaria. As an accommodation there were chosen Airbnb places with average pricing but with high quality of places (including location, rating, interior, additional services like laundry, kitchen etc.) Instead of buses and trains tourist will move across the country using Blabla car service. It allows to choose a driver based on reviews of previous travelers and the class of the car.

CONCLUSIONS

According to the results of the study of the usage of sharing economy sources in tourism the following conclusions can be draw:

1. The Sharing economy describes economic and social activities, involving; online transactions in an open-source community. It usually refers to peer-to-peer sharing via an online market place. Sharing economies allow individuals and groups to make money from underused assets. In this way, physical assets are shared as services.

2. The sharing economy is changing the tourism marketplace, giving people new options for where to stay, what to do and how to get around. In the sharing economy, anyone can start a tourism business. Online platforms provide easy access to a wide range of services, some of them of higher quality and more affordable than their traditional business equivalents. Sharing economy allows more flexibility. Some tourists appreciate these platforms for their personalized approach, authenticity and contacts with local citizens.

3. Some activities or aspects of sharing economy have been regulated at national, regional or local level. Existing legislations in the tourism industry were made to protect and limit commercial subjects. Now with the sharing economy and uncontrolled collaborative service providers, restrictive barriers were introduced instead of protective ones, forcing new entrants in the market to skirt them or go against them.

4. “Albena Travel” company is an experienced player on the tourism market as it was established in 2000. The travel agency is located in Kyiv and operated under delimitation partnership conditions. The enterprise operates under the functional organizational structure of management. Even though staff consist only of 5 persons, all the processes are well managed and are done on a high level.

5. Financial analysis of enterprise activity the tourist sphere was carried out on the basis of the form number 1 "Balance", the form number 2 "Statement of financial results" and revealed that the enterprise is profitable. The profitability of total capital in 2017 has decreased compared with in 2016 by 33%. This enterprise

works in unfavorable macro environment conditions. The internal environment of the tourist enterprise is more favorable, due to the presence of skilled personnel and level of service.

6. The study of trends in the sharing economy development showed a high proportion of tourist services, which are realized through sharing services. The share of travelers who use the sharing economy services and organize their travels on their own is increasing. However, these activities are still not regulated in Ukraine. It creates some problems for the tourism company, which can use the sharing resources. The project of usage sharing economy resources can be positioned as an organization for individual travel at a lower price, or cheaper individual travel.

7. Sharing economy for Ukrainian travel market and society at all is an phenomenon and that in Ukraine sharing economy will definitely be to become more widespread, as in the whole world. Sources like Airbnb or Blabla Car have numerous advantages over traditional means of transportation or accommodation. These are lower cost, flexibility and unique experience of the tour.

8. As “Albena Travel” is specialized on tours to Bulgaria, there was completed a tour around this country with continuation of 10 days. The tour includes accommodation in comfortable Airbnb hosts’ apartments and the transfer between the cities are done by using Blabla Car service. Target audience for such tours is active tourists who are looking for informative filling of excursions rather than beach leisure.

9. The tour was calculated using methods which are most often used not only in domestic practice, but also on the international level. The tour price includes: transfers from and to the airport; comfortable transport; Ukrainian speaking companion to the excursion program; accommodation in host places of the selected category with breakfast. There was made a comparison between prices of tours with different suppliers and tour with sharing economy was way cheaper but with higher quality of service. The analysis of the socio-economic effectiveness of the proposed measures in general has revealed that usage of sharing economy resources is quite promising.

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APPENDIXES

Appendix A

(стаття)

Appendix B

(фін звіт)

Додаток 1
до Національного положення
(стандарту) бухгалтерського обліку 1
"Загальні вимоги до фінансової
звітності"

Дата (рік, місяць,
число)
за ЄДРПОУ

Коди		
2018	01	01

Підприємство

(найменування)

Звіт про фінансові результати (Звіт про сукупний дохід)

за 2017 р.

Форма №2

Код за
ДКУД 1801003

I. ФІНАНСОВІ РЕЗУЛЬТАТИ

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	126443	193004
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	32481	39757
Валовий : прибуток	2090	126443	193004
збиток	2095	-	-
Інші операційні доходи	2120	11759	11836
Адміністративні витрати	2130	16506	12363
Витрати на збут	2150	3319	5089
Інші операційні витрати	2180	5962	4790
Фінансовий результат від операційної діяльності: прибуток	2190	79934	142839
збиток	2195	-	-
Доход від участі в капіталі	2200	-	-
Інші фінансові доходи	2220	1510	3146
Інші доходи	2240	112422	209832
Фінансові витрати	2250	-	-296
Втрати від участі в капіталі	2255	-	-
Інші витрати	2270	-112289	-209810
Фінансовий результат до оподаткування: прибуток	2290	81577	145711
збиток	2295	-	-
Витрати (дохід) з податку на прибуток	2300	3102	5946
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	-
Чистий фінансовий результат: прибуток	2350	78475	139765
збиток	2355	-	-

II. СУКУПНИЙ ДОХІД

Найменування показника	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4

Дооцінка (уцінка) необоротних активів	2400	-	-
Дооцінка (уцінка) фінансових інструментів	2405	-	-
Накопичені курсові різниці	2410	-	-
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	-	-
Інший сукупний дохід	2445	-	-
Інший сукупний дохід до оподаткування	2450	-	-
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	-	-
Інший сукупний дохід після оподаткування	2460	-	-
Сукупний дохід (сума рядків 2350, 2355 та 2460)	2465	-	-

III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ

Найменування показника	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Матеріальні затрати	2500	1061	800
Витрати на оплату праці	2505	12872	102118
Відрахування на соціальні заходи	2510	3863	3693
Амортизація	2515	289	382
Інші операційні витрати	2520	40183	46908
Разом	2550	58268	62001

IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ

Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Середньорічна кількість простих акцій	2600	-	-
Скоригована середньорічна кількість простих акцій	2605	-	-
Чистий прибуток (збиток) на одну просту акцію	2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	-	-
Дивіденди на одну просту акцію	2650	-	-

Керівник

Головний бухгалтер