

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

«Quality management in outgoing touroperating»

Student of the 2^d year, group 5am,
academic degree «Master»
specialty 073 «Management»
specialization «Tourism, Resort and
Recreation Management»

_____ Kurakina Anastasia

Scientific adviser
Doctor of Sciences (Geograhpy),
Associate Professor

_____ Gladkyi O.V.

Manager of the educational program,
Doctor of Sciences (Economics),
Professor

_____ Mykhailichenko G.I.

Kyiv 2019

Kyiv National University of Trade and Economics

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

Approved by
Head of the Department
Tkachenko T. I.

on « » _____ 2019

Task for the final qualifying paper (project) Kurakina Anastasia

1. Topic of the final qualifying paper (project)

«Quality management in outgoing touroperating»

Approved by the Rector's order from 30.10.2018 No. 3993

2. Term of submitting by a student his/her terminated paper (project): 01.09.2018

3. Initial data of the final qualifying paper (project)

The purpose of the research: increase of profitability and competitiveness of the enterprise due to improvement of quality of tourist products; consolidation of economic stability of the enterprise and cost reduction; ensuring systemic and targeted influence on the parameters of the quality of tourist services in the direction of its continuous increase; compliance with the requirements of the legislative acts in the field of protection of consumers.

The object is the process of Quality management in outgoing touroperating in tour operator "Interviaservis".

The subject is a set of theoretical, methodological and practical issues related to the development of the quality management strategies of tour operator "Interviaservis".

4. Illustrative material: *figures:* General requirements for the service process; Customer perception of quality of tourist service; The parameters of quality and value of integrated tourism services; The main quality criteria of the tourist product; The values of the tour operator "Interviaservis"; The organizational structure of the tour operator "Interviaservis"; *tables:* Analysis of the distribution of control functions inside the outgoing tour operator "Interviaservis"; Average figures for the number of human resources of the tour operator "Interviaservice" for 2016-2018; Analysis of customer satisfaction in the touroperator "Interviaservis" according to the survey in 2019.

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

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Gladkyi O.V	01.09.18	01.09.18
Part 2	Gladkyi O.V	01.09.18	01.09.18
Part 3	Gladkyi O.V	01.09.18	01.09.18

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

INTRODUCTION

PART 1

THEORETICAL AND METHODOLOGICAL BASIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING

1.1. The essence of tourism services quality management in outgoing tour operator

1.2. Criteria for assessing integrated tourist product quality of outbound tourism

1.3. Formation of a quality management system at tourist enterprise

Conclusions of part 1

PART 2

ANALYSIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING IN TOURISM COMPANY «INTERAVIASERVIS»

2.1. General characteristics of tour operator “Interviaservis”

2.2. Analysis of the quality management system in outgoing tour operator in tourism company “Interviaservis”

2.3. Assessment of the quality management in outgoing touroperating of the company “Interviaservis”

Conclusions of part 2

PART 3

IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM OF OUTGOING TOUROPERATING IN TOURISM COMPANY "INTERAVIASERVIS"

3.1. Measures to improve the quality management in outgoing touroperator for company “Interviaservis”

3.2. General recommendations for improving of the quality management system in outgoing touroperator for company “Interviaservis”

Conclusions of part 3

CONCLUSIONS

REFERENCES

APPENDIXE

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	01.09.2018-29.10.2018	29.10.2018
2.	Preparation and approval of task for the final qualifying paper	30.10.2018-02.12.2018	02.12.2018
3.	Writing and pre defense of the 1 st part of the final qualifying paper	03.12.2018 - 12.05.2019	12.05.2019
4.	Writing and pre defense of the 2 nd part of the final qualifying paper	till 01.06.2019	
5.	Writing and preparation of scientific article	13.05.2019-31.08.2019	31.08.2019
6.	Writing and pre defense of the 3 rd part of the final qualifying paper	01.09.2019-20.10.2019	20.10.2019
7.	Preparation of the final qualifying work (title, content, introduction, references, appendices), the presentation of the finished work to the department for preliminary defense in commissions	21.10.2019-03.11.2019	03.11.2019
8.	Preliminary defense of the final qualifying work in commissions of the department	04.11.2019-15.11.2019	15.11.2019
9.	Additional processing, printing, preparation of material to final qualifying paper defense	16.11.2019	
10.	Defense of the final qualifying paper in the Examination Board	According to the schedule	

8. Date of receiving the task 21. 12. 2018

9. Scientific adviser of the final qualifying paper (project)

Gladkyi O.V.

10. Manager of educational and professional program

Mykhailichenko H. I.

11. The task received by the student

Kurakina Anastasia

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

Scientific adviser of a final qualifying paper _____ Gladkyi O.V.

13. Resume about a final qualifying paper

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

The task received by the student _____ Kurakina Anastasia

Manager of educational and professional program _____ Mykhailichenko H. I.

Head of the Department _____ Tkachenko T.I.

_____, _____, 2019

CONTENTS

INTRODUCTION	7
PART 1	
THEORETICAL AND METHODOLOGICAL BASIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING	11
1.1. The essence of tourism services quality management in outgoing tour operator....	11
1.2. Criteria for assessing integrated tourist product quality of outbound tourism.....	18
1.3. Formation of a quality management system at tourist enterprise.....	23
Conclusions of part 1.....	26
PART 2	
ANALYSIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING IN TOURISM COMPANY «INTERAVIASERVIS»	29
2.1. General characteristics of tour operator “Interviaservis”.....	29
2.2. Analysis of the quality management system in outgoing touroperatating in tourism company “Interviaservis”.....	36
2.3. Assessment of the quality management in outgoing touroperating of the company “Interviaservis”.....	41
Conclusions of part 2.....	47
PART 3	
IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM OF OUTGOING TOUROPERATING IN TOURISM COMPANY "INTERAVIASERVIS"	50
3.1. Measures to improve the quality management in outgoing touroperator for company “Interviaservis”.....	50
3.2. General recommendations to improving of the quality management system in outgoing touroperator for company “Interviaservis”.....	56
Conclusions of part 3.....	62
CONCLUSIONS	65
REFERENCES	68
APPENDIXES	72

INTRODUCTION

Formulation of the problem. For many centuries, tourism has played a major role in human life, speaking primarily as a form of active recreation and a way of knowing a person of the world around him. According to the World Tourism Organization, the average rate of tourism development is 2-3 times higher than the average annual growth rate of the national economy as a whole. For many countries outgoing tourism has become the main or, at least, a significant source of income from exports [1].

The development of outbound tourism services depends on the development of information technologies, social and demographic factors. Quality management of travel services is a complex process that integrates the activities of various business entities whose purpose is to meet the needs of tourists. Application of modern information technologies in the activity of enterprises will enable to satisfy the needs of consumers of services and provide competitive advantages of enterprises in the domestic and international markets. Today, information technology provides opportunities for more efficient business development, so managers need to use them to promote business [12].

In this regard, the requirements to the level of quality of service provided by the subjects of this market are increasing. The problem of ensuring the competitiveness of tourism enterprises is closely linked to the implementation of research in the field of quality management, provision, support and improvement of the level of provision of outbound touring services. This industry has a pivotal feature where the provision of full service is provided by related market entities. Joint activity of tourist operators, firms with enterprises of direct tourist services, is an important condition for quality production of tourist services. It can be said that although there is a visible and even increasing interest in quality in tourism, there is a lack of global understanding of quality and links to new practices related to the environment and sustainable development. Increasing the involvement of the UNWTO, the EU commissions, and other regional coordination bodies in addressing quality and environment in tourism

resulted in the development of common rules, models, criteria, quality, and environment guides [38].

The complexity of outsourcing lies primarily in the need for a thorough study of the direction being sold. The operator must have comprehensive information not only about the hotels sold to them, excursion programs, organized transfers, and the procedure for entering the country, but also know the policies of local authorities, laws, customs, standards of conduct, security measures for the tourist and his property. Knowledge of the route, necessary to provide the most complete information both to agents and tourists themselves, is most often achieved only as a result of travel trips of employees of the tour operator to the resorts and tourist centers, careful study of secondary sources of information and available either from the tour operator itself or from competitors' experience with this area [18].

The issue of quality in outbound tourism has been analyzed in two directions:

- quality of service - by evaluating its parameters, shaping the needs of consumers of tourist services;
- quality of service - through the evaluation of the state of relations of the tourist company with the consumers of services, first of all the staff serving the clients.

Analysis of recent research and publications. The problem of the quality of tourist services has become the subject of active various studies of domestic and foreign scientists. The research of theoretical and practical problems of providing quality services to the tourist complex is devoted to the work of such scientists as: Tkachenko T.I., Brich V.Y., Panchuk A.P., Apilat O.V., Baumgarten L.V., Gamova V.G., Kudli N.E., Razuvanova V.M., Shvets I., Augustyn M., Haghkhah A., Koch K., Samuel M.A., Bedradina G., Bydgann M., Denisenko M., Kifiak V., Melnichenko S., Saukh I., Chornenkaya N., Shulgina L. So, Tkachenko T.I. analyzed modern approaches to quality management of tourist services [10, p. 322-348]. Baumgarten L.V. revealed from the position of a practical user the possibility of qualimetry methods and expert assessments for the analysis of tourist services [13, p. 29-47]. Shulgin L.M. carefully considered the technology of practical application of the method "Mystery shopper" to assess the quality of service in tourism and hotel enterprises [30, p.289-312]. However,

despite some progress in the development of this problem, a number of important quality issues have not been addressed, or have only been addressed without their sound scientific solution. Insufficient research on the problems outlined and the objective need to adapt the theoretical, methodological and practical bases of quality management of the tourist services components have made the relevance and choice of the topic of the graduate work.

So, the main purpose of the thesis work was to substantiate the theoretical essence and to develop methodological approaches and practical recommendations for improving the quality management of tourism on the example of the touroperator "Interviaservice". The purpose allowed us to formulate the tasks that were solved in this work:

- to reveal theoretical aspects of the problem of "quality" in touroperating;
- to determine specific features of the "quality" of the tourist product;
- increase of profitability and competitiveness of the enterprise due to improvement of quality of tourist products;
- consolidation of economic stability of the enterprise and cost reduction;
- ensuring systemic and targeted influence on the parameters of the quality of tourist services in the direction of its continuous increase;
- compliance with the requirements of the legislative acts in the field of protection of consumers;
- to carry out the analysis of quality management in the touroperator "Interviaservice";
- to develop a draft program of concrete measures for the construction of quality management systems for a travel company.

The object is the process of quality management in outgoing touroperating in travel agency "Interviaservis".

The subject is a set of theoretical, methodological and practical issues related to the development of the quality management strategies of tour operator "Interviaservis".

Research methods. The theoretical and methodological basis of the study is modern theories of management and market economy. In the course of the study used:

- structural-logical, system-structural, categorical, functional, comparative and factor analysis, systematization and generalizations - for elaboration of theoretical sources and development of research directions, systematization of approaches to quality management, tracking of the evolution of concepts of "quality", "quality management", "tourism product", "tourist service", research into the problem of quality management of tourism product at Interavioservice, development of ways of deepening analytical work for strategic management of we processes;

- construction of dynamic series, graphical images - for research of tourist flows, volumes of tourist services, identification of tendencies of development of tourist infrastructure, development of options for development of market opportunities of enterprises, visual presentation of results research;

The workpaper is based on the reports of World Tourism Organization and other tourism professional structures, as well as studies and researches published in specialized journals related to quality management in outgoing touroperating. Statistical methods, sociological researches were used to solve specific problems in the thesis. Information base of the thesis is statistics of the tour operator "Interaviaservice", as well as materials collected by the author in the course of specially organized observations and surveys, Internet resources.

The practical significance of the results obtained is to formulate recommendations that will improve of quality management process in the touroperator "Interaviaservice". Also, the results of this review are useful to the tourism coordination structures at national and regional level, and also to academics and researchers, to better understanding the trends in quality approach and optimizing their quality-related actions.

Publications on the topic of the thesis. According to the materials of the research, one scientific article was published in a scientific professional edition (Appendix A).

Structure and scope of the thesis. The thesis consists of an introduction, three sections, conclusions, a list of used sources and applications. The conclusions formulated illustrate the future directions to improve the quality approach in tourism.

PART 1

THEORETICAL AND METHODOLOGICAL BASIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING

1.1. The essence of tourism services quality management in outgoing touroperating

The quality of services in the current conditions of tourism development is one of the most important components of the efficiency and profitability of the tourism industry. The quality management system in the field of tourism should become a permanent process of activity aimed at increasing the level of services, improving the elements of production and implementing a quality system. All processes for designing, providing and maintaining the quality of the tourist product must be integrated into the quality management system [2]. The quality system is a set of organizational structure, responsibilities, techniques, processes and resources necessary for the implementation of overall quality management in the organization [13, p.115]. The main goal of the quality management system in the outgrowing tour is to ensure the quality of work and continuous monitoring of the service delivery process.

Outgoing touroperating specializes in the development, promotion and implementation of international outbound tours, that is, travels of citizens of their country beyond its borders. This is the most difficult, requiring the greatest efforts and capital investment type of tour operating. In modern conditions, the stable position of the tourist company in the market is determined by the degree of its competitiveness, which is mainly related to two indicators - the price of integrated tourist services and a high level of its quality and compliance with the requirements of consumers, interstate and state standards and other regulatory documents.

It is not always possible for employees of even the largest tour operators to effectively plan their own working day, taking into account the above factors of the organization of outsourcing. According to Ukrainian and European tour operators, it is quite difficult to organize mass outgoings in the southern European (Italy, Spain and Portugal), Turkish, Egyptian, Tunisian destinations. In addition, the complexity of outgoing touroperating can be explained by the need for international calculations and a

greater dependence on factors of indirect impact on the tourism market (economic, political, environmental situation of both the recipient country and the donor country). However, despite the above factors, which complicate outsourcing in relation to other types of touring, it is in the field of outbound tourism that the fiercest competition between operators is unfolding, which only confirms the trend of international tourism growth worldwide [36].

The product of the tour operator is offered in the tourist market as a certain integrity rather than the usual set of separate services. It includes the competencies, capabilities of the tour operator, his experience (know how) in solving various problems that arise in the process of organizing and conducting a tourist trip. And this is an additional argument in favor of considering the production function as the main one in the tour operator activity. However, some authors call it organizational [37, p.35]. The consensus on this issue may be the term "organizational and production function of the tour operator".

In addition to the above function in the activities of the tour operator can be distinguished and trade and service function. It is very diverse and covers processes related to customer service in the office, providing them with information, selling travel cards, and more. Considering the two main functions of the tour operators, the concept of "quality" in this case cannot be interpreted unequivocally. It is quite legitimate to distinguish two types of quality, which can be called "quality of the tourist product" and "quality of customer service".

According to the above considerations, the indicators of quality of tourist product $K_{t.p.}$ and quality of service K_s can be presented in the following form:

$$K_{t.p.} = K_1 K_2 K_3 \dots K_p; \quad K_s = K_1 K_2 K_3 \dots K_p; \quad (1.1)$$

where K_i - accordingly, partial indicators that characterize the quality of the individual stages of the tourist journey and customer service when choosing their tourist product, or after returning from a tourist trip.

By quality tourist product we mean a set of properties and characteristics of a product that give it the ability to meet the predetermined or foreseeable needs of consumers. This interpretation is in full compliance with the definition of the International Organization for Standardization (ISO) [2]. The concept of quality of service is multifaceted and covers different aspects of the relationship between the company staff and clients. Quality of service is, first of all, a set of conditions that provide the customer with the services received maximum convenience at the minimum time. The concept of quality of service includes the mode of work of a tourist company, qualification and skills of staff, a form of customer service (a way to receive a tour booking and its provision to clients), the average time of service rendering, the environment of visitor services of the tourist company [35, p.121].

The prerequisite for the provision of services by tourist enterprises is the protection of the rights and interests of consumers, ensuring their safety. The legal basis for this is: Laws of Ukraine "On Tourism", "On Protection of Consumer Rights", interstate and state standards that define the guarantees and responsibilities of service providers, consumers' rights to receive quality tourist products that would meet all safety requirements.

World experience has formed not only common features of existing quality management systems, but also principles and methods that can be applied in each of them. There are three types of quality management systems that have conceptual differences:

- systems meeting the requirements of the ISO series 9000;
- general quality management systems (TQM - Total Quality Management - Total Quality Management);
- systems that meet the criteria for national or international (regional) awards, diplomas for quality [8].

A quality management system in outgoing touroperating that guides these tasks enables management at all levels to improve the overall characteristics of the organization (Fig. 1.1.)

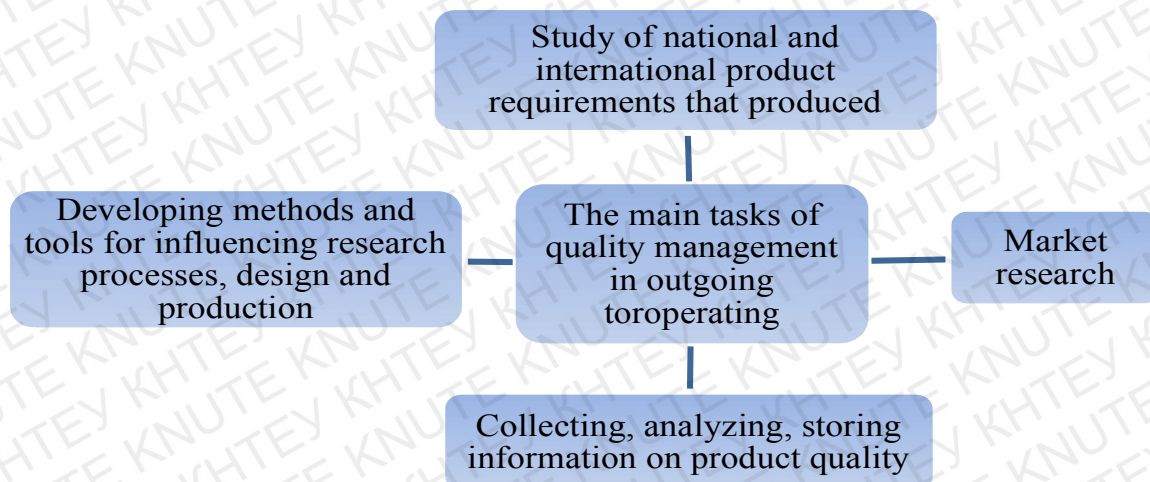


Fig. 1.1. The general tasks of quality management in outgoing toroperating. Source: [25].

The quality management process consists of the following operations:

- 1) development of the program of management, planning and quality improvement products;
- 2) collecting and analyzing information about any object that affects quality;
- 3) development of management decisions on quality management and preparation of impacts on the object;
- 4) issuing management decisions [25, p. 41-42].

A quality system is a broad organizational structure that not only performs quality management but also incorporates elements from other areas of activity that affect sales quality. It is a set of structures related to different spheres of activity of the enterprise and have a great impact on quality in the performance of their functions by established methods using the necessary resources of the enterprise. The central part of the quality system at this enterprise is the quality and control department. The department of quality and control organizes work at the enterprise, control is the quality of products, provides the production of measuring instruments, conducts internal audits of the quality system, coordinates, controls and carries out methodical management of the work of other structures [24, c. 61].

The targets for the quality management system you can see on the table 1.1.

Table 1.1.

Table 1.1. The targets for the quality management system

Quality management systems in outgoing touroperating include:	
1. Tasks of management (quality policy, organization of work to achieve the established level of quality).	2. Documentation system (regulatory, planning, rules and characteristics, etc.).
3. Documentation of requirements and their fulfillment.	4. Quality during product development (planning, instructions, qualification, control).
5. Quality during procurement (documentation, control).	6. Designation of products and the possibility of their control.
7. Production quality (planning, instructions, qualification, control).	8. Quality check (input control, interoperability control, final control, test documentation).
9. Control of test facilities.	10. Corrective actions.
11. Quality during storage, transportation, packaging, shipping.	12. Documentation of quality.
13. Control over the quality support system.	14. Staff training.
15. Application of statistical methods of quality control.	16. Analysis of quality and systems of measures taken.

Source: [25].

Organization of work on product quality management at the enterprise involves the creation of quality systems and the necessary measures to ensure their effective functioning. By the creation of quality systems we understand their development and implementation in the activity of the enterprise [26, p. 53-54].

In accordance with DSTU ISO 9000 «Quality management systems. Basic Terms and the Dictionary» the definition of quality is adopted: quality is the degree to which a set of own characteristics satisfies the requirements. Quality management is a coordinated activity consisting in directing and controlling the participant in quality relations or directions of activity, in order to increase the efficiency of production by introducing a quality management system at the tourism industry enterprise [2].

Hence, the quality of travel services should be interpreted as matching the service properties with the needs, expectations and expectations of the consumer, so this category is relative and very subjective. Each need is expressed through requirements

that allow us to assess the conformity of the service to its purpose and determine the boundary of its quality. (fig. 1.2)

Fig. 1.2. General requirements for the service process. Source: [9]

When evaluating the quality of a tourist service, the consumer compares the service received with what he expected to receive. Therefore, the expected tourist service must be in line with the expected quality and must be consistent with the wishes, subjective ideas and individual norms of the consumer and objective properties. There is a threefold notion of quality: (Fig. 1.3.)

- Basic quality is a set of tourist service properties that the customer considers to be mandatory. Basic quality indicators do not add value to the service for the consumer, and their lack can lead to a negative consumer reaction. Examples of basic qualities for tourist services can be the smooth and prompt provision of services included in the package.
- Expected (required) quality is the functional and technical properties and characteristics of the service that demonstrate how well the service meets what was planned, guaranteed and advertised by the manufacturer. Examples of the expected quality of service are: the availability of free services included in the package, excursions, bonuses and discounts on certain goods, additional amenities at the hotel and more.
- Desirable quality is an unexpected service provided to the consumer while traveling, which he never dreamed of having. Usually the client appreciates them.

These can be unexpected gifts from the administration for personal sights, internet access and comfortable Wi-Fi, and more.

Fig. 1.3. Customer perception of quality of tourist service. Source: [9].

Considering the peculiarity of the complex tourist product, it is necessary to approach the understanding of quality in a narrow and broad sense. In this context, the quality of the individual tourist service and the quality of the integrated tourist product are distinguished. In today's competitive conditions of tourism business, apart from the quality of tourist services, the problem of quality of complex tourist services is singled out.

The quality of integrated tourist service is a combination of properties of individual tourist services and conditions of service, which are aimed at satisfying the needs of tourists during travel and rest. Activities related to the maintenance of tourists reflect the interaction of the tourist company and tourist before the start of a tourist trip, during and after its completion [1].

The main objectives of quality management are to meet the needs of consumers by providing high-quality tourist services and professional services. In the activities of the tour operator quality management should be considered as an independent function of business processes management, whose purpose is:

- increase of profitability and competitiveness of the enterprise due to improvement of quality of tourist products;

- consolidation of economic stability of the enterprise and reduction of expenses;
- ensuring systematic and purposeful influence on the quality parameters of tourist services in the direction of its continuous improvement;
- compliance with the requirements of legislation in the field of consumer protection [15].

The strategic objectives of the quality management of integrated tourism services are:

- the establishment of regulatory requirements for quality, based on consumer requirements and state standards;
- ensuring maximum compliance of actual quality indicators with regulatory requirements;
- optimization of expenses for providing of the corresponding quality.

1.2. Criteria for assessing integrated tourist product quality of outbound tourism

The effectiveness of a tourism enterprise and its competitiveness depends on the quality of the tourist product that it offers on the market, an essential condition for effective tour operations is the ability of the tour organizer to evaluate the quality of service provided by specialized enterprises of the tourism industry and to select business partner suppliers providing travel services in line with the standards, requirements, expectations and preferences of consumers. Quality products – a set of product properties determining its suitability to meet certain needs in accordance with the purpose [9, 224].

When creating a tourist product, the tour operator concludes agreements with specialized enterprises that provide certain links in the integrated service of tourists. These include: transport companies, accommodation and catering establishments, excursion bureaux, animation agencies, companies involved in the marketing of tourist products, etc. Each participant in integrated tourism services operates independently of each other, so the tour operator should balance the quality level to create a competitive tourist product.

The mechanism of quality management of services is a way of organizing the activity of an enterprise with its characteristic relations between the participants in the process of providing services, as well as the producer of services and their consumers, the forms and methods of influencing the process of production and sale of services, the organizational structure of management and the conditions for stimulating people to work [14, 70].

Fig. 1.4. The parameters of quality and value of integrated tourism services.

Source: [12].

To maintain the quality of individual tourist services, at the appropriate level, service standards are developed, which are a combination of mandatory rules aimed at establishing a guaranteed level of quality of performance of certain operations included

in the service complex. Standards determine certain criteria that are evaluated level of service provision. For example, in accommodation establishments such criteria can be: the correspondence of the provided class room service, the condition of the hotel infrastructure, the time for receipt of confirmation of room reservation, the speed of settlement, the range of additional services, appearance, professionalism of personnel, quality of animation programs, comfort, sanitary condition and safety of stay, etc. [5,225].

The quality of transport services is evaluated according to the following criteria: speed and comfort of transportation, organization of food on the way, safety level and guarantee of property conservation, availability of additional amenities.

As regards nutrition, the main criteria for assessing the quality of their services are: assortment, taste and qualitative characteristics of dishes, culture of service and staff professionalism, sanitary condition of the institution, comfort and aesthetic appearance of the premises; working mode; degree of security [6].

Providing quality excursion services is one of the most important requirements that put consumers of tourist services to tour operators. The criteria for the quality of excursion services are: optimality of the route and thoughtfulness of the excursion program, satisfaction of the interests of tourists; reliability and completeness of coverage of materials, qualification of a guide, availability of additional excursion services, security during excursion, transportation of excursion programs. The tour should realize the cognitive function of tourism and satisfy informational, spiritual, aesthetic needs of the tourist.

With the aim of maximizing the needs of tourists, tourist companies provide additional travel services, in particular: visa support, individual, group and VIP transfer, individual excursion programs, services of guides-translators; insurance services, medical care, etc [9].

Formation of a quality tourist product is impossible without a properly organized marketing and distribution network of the tour operator. Since the tour operator sells tourist products mainly through intermediaries, the quality of customer service by travel agencies (partners of the tour operator) affects the overall degree of consumer

satisfaction. The main tasks of the business partners of the tour operator that sell their products are the ability to recognize and evaluate the customer's requirements and wishes for service and to make his satisfaction in the choice of the tour [19].

To maintain the quality of individual tourist services for the proper levels are developed standards of service, which are a combination of mandatory rules aimed at establishing a guaranteed level of quality of performance of certain operations that are included in the service. The standards define certain criteria by which the level of service is assessed. For example, accommodations may include the following criteria: service class compliance, hotel infrastructure status, time to receive room reservation confirmation, check-in rate, range of extras, appearance, staff professionalism, animation quality, comfort, sanitary status, and security of stay and more.

Also in the activities of the tour operator is extremely important assessment of the quality of its activities by travel agents, implemented by the following main criteria:

- accuracy and efficiency in working with partner agents;
- professionalism of staff and individual approach to partners;
- benevolent attitude towards partners;
- optimal price / quality ratio;
- high quality of offered tourist services;
- assortment of offers and additional tourist services;
- constant work on expansion of assortment of services;
- thoughtful advertising measures;
- high quality of advertising materials, catalogs, brochures;
- convenience in using the site of the tour operator;
- information openness;
- favorable price policy (low prices, bonus system, high commissions);
- stability of activity for a long time;
- respectability of the office and convenient location [17].

The main quality criteria of the complex tourist product are presented in Fig. 1.5. with all quality components: quality of transport services; quality hotel services; quality of food services and etc..

Fig. 1.5. The main quality criteria of the tourist product. Source: [16].

Thus, the established quality management system in the tourism enterprise will increase its status and competitiveness in the market, increase profitability and profitability. The quality management system of tourist services should aim at continuous improvement of quality in order to maximize satisfaction of the consumer's needs for rest.

1.3. Formation of a quality management system at tourist enterprise

Quality management system is a component of the general tour operator management system, which is closely related to the strategic development of the enterprise, personnel and resource planning, marketing and marketing strategy, the security of the enterprises is to protect the rights and interests of consumers, ensuring their safety. The quality management system for tourists is composed of a set of subsystems that operate independently of one another and require the tour operator to use special mechanisms related to the evaluation, analysis and selection of suppliers and those business partners who directly provide tourism services to end consumers [12].

Although many different quality management concepts exist today, they are all based on ISO 9000 standards. Therefore, in order to build an enterprise quality system, the most optimal and effective solution is to apply these standards, because of their versatility, they are used in all areas of production and provision of services.

Therefore, an effective quality management system means a set of processes and resources, organizational structure, responsibility, the necessary tools for the implementation of management tasks aimed at improving the quality of tourism product and service processes.

The management of the company must be extremely careful in building a quality management system, since its image depends on it. In its formation, the following principles that ensure the effectiveness of this system must be taken into account:

1. Responsibility of the company management. This element implies not only the legal responsibility of the management in case of non-fulfillment or improper fulfillment of its obligations, but also assuming responsibility for ensuring the proper quality of the tourist product and the process of providing services. Management must:

- Initiate, develop, implement and maintain an enterprise-wide quality system;
- promote quality policy at all organizational levels of the company in order to increase motivation, awareness and involvement of employees;
- clearly establish quality assurance functions within the organizational structure;
- provide the resources needed to implement the quality policy and achieve the objectives;

- the quality system must be constantly analyzed and evaluated by management;
- all elements of the quality system must be subject to regular internal audit;
- the quality system must be designed in such a way as to ensure continuous improvement of the quality of all components of the integrated tourism product.

2. Consumer orientation. As the activity of the tour operator depends on the consumers, it is necessary to evaluate their current and future needs, to satisfy the requirements to the maximum and exceed their expectations.

3. Quality assurance in the design and development of tourist services. This is achieved by setting requirements for each of the stages of creating a tourism product, designating responsible persons, providing the necessary resources, organizing effective cooperation of participants and evaluating the project at all stages of its creation.

4. Process approach to quality management. In order to effectively manage an organization, it is necessary to identify interrelated and complementary processes and develop a methodology for managing them. In this case, each process must be considered as a system.

5. A systematic approach to managing an organization.

6. Employee engagement. This will maximize their ability and maximize the value of the organization. The quality management system should encourage employees to take the lead in improving the company's operations and take responsibility for resolving quality issues [9].

A process approach should be used to shape, approve and improve the performance of the enterprise quality management system. In the ISO 9001 standards, the "process approach" refers to the application within the organization of a system of processes, along with their identification and interaction, as well as their management to obtain the desired result.

In Fig. 1.6. the quality management system of the tourist product, which underlies the processes, is reflected. The management of the company must define the documentation necessary for the effective planning, operation and control of the quality management system processes, which should cover the documented quality policy and

goals, quality protocols, meet the profile of the activity and meet the needs of consumers, contractual, legal and regulatory requirements.



Fig. 1.6. Quality management system for creating a complex tourist product.

Source: [9].

In order to ensure an effective quality management system at the enterprise, management should clearly identify and provide the resources needed to implement the company's strategies and goals. Resources include: employees, suppliers, and business partners, information, finance, and more. As the most important resource of any company is its staff, it is necessary to:

- determine the appropriate level of competence of staff;
- to provide the desired level of competence to provide training;
- create favorable conditions for professional growth of employees;
- determine the authority and responsibility of each employee;

- inform the staff about the organization's quality strategies and objectives and their contribution to achieving this;
- involve employees in defining the individual and collective goals of the organization;
- develop a system of rewards and incentives for the team;
- analyze the needs of employees and measure the degree of job satisfaction;
- keep records of data on education, qualifications, skills and experience of staff;
- provide a comfortable workplace.

The organization's management must identify, provide and maintain the infrastructure needed to provide high quality services and create competitive tourism products, including:

- provide the enterprise and the process of providing the necessary infrastructure in accordance with the activity profile and goals;
- ensure that the infrastructure is serviced and that its functioning is checked on an ongoing basis;
- to evaluate the quality of infrastructure and its compliance with current trends of innovative development;
- to ensure safety and environmental protection [9].

Any type of business activity involves monitoring performance, as it is a regulator of the factors that affect quality at all stages of the production process and the stages of the life cycle of products or services. Therefore, an effective system of quality control of the provision of tourist services must be established at the tour operator's company. Control tasks should be set at the same time as setting goals and strategy for the activity.

Conclusions of part 1

1. We have determined that quality management in outgoing touroperating is a coordinated activity that involves directing and controlling a participant in quality relations, or areas of activity, to improve production efficiency by implementing a quality management system in the tourism industry. Therefore, the quality management system is a coherent working structure operating at the tourist enterprise and should

include effective technical and management methods that provide the best and most practical ways of interaction between the staff of the tourist enterprise, its agents, contractors and consumers of tourist services.

2. In order to maintain the quality of individual tourist services, standards of service are being developed at the proper level, which are a combination of mandatory rules aimed at establishing a guaranteed level of quality of performance of certain operations included in the service complex. The standards define certain criteria by which the level of service is assessed. The formation of a quality tourism product is impossible without a properly organized marketing and marketing network of the tour operator. As the tour operator sells tourism products mostly through intermediaries, the quality of customer service by travel agencies (tour operator partners) affects the overall level of consumer satisfaction.

3. The main tasks facing the business partners of the tour operator that sells its products are the ability to recognize and evaluate the customer's requirements and wishes for service and to achieve his satisfaction in the choice of the tour. Also, in the activity of the tour operator is extremely important assessment of the quality of its activity by travel agents, which is implemented by the main criteria.

4. The formation of a quality management system in a tourism enterprise involves a set of measures, or a system of such components as the creation of its value system, which should find its embodiment in the overall culture of the enterprise; providing the highest level of service and full satisfaction of the client's needs, attention to internal advertising, feedback analysis and implementation of the system of incentive payments of staff, perfect knowledge of the consumer market segment of tourist services, effective management of expectations and attracting regular customers on a long-term basis. The implementation of such measures will allow tourism enterprises to gain serious competitive advantages and succeed. Therefore, an effective quality management system means a set of processes and resources, organizational structure, responsibility, necessary tools for the implementation of management tasks aimed at improving the quality of tourism product and service processes.

5. The management of the company must be extremely careful in building a quality management system, since its image depends on it. In its formation, the principles that ensure the effectiveness of this system must be taken into account. A process approach should be used to shape, validate and improve the performance of the enterprise quality management system. In the ISO 9001 standards, the "process approach" refers to the application within the organization of the process system, together with their identification and interaction, as well as managing them to obtain the desired result. To provide an effective quality management system of the outbound tour operator at the enterprise management should clearly identify and provide resources needed to implement the company's strategies and goals. Resources include: employees, suppliers, and business partners, information, finance, and more.

6. Thus, the established quality management system at the tourist enterprise will allow to increase its status and competitiveness in the market, increase the profitability and profitability indicators. The quality management system of tourist services should aim at continuous improvement of quality in order to maximize satisfaction of consumer needs for rest.

PART 2

ANALYSIS OF THE QUALITY MANAGEMENT IN OUTGOING TOUROPERATING IN TOURISM COMPANY «INTERAVIASERVIS»

2.1. General characteristics of tour operator “Interviaservis”

The tourism business in Ukraine still has many problems. One of the important problems is the low competitiveness of tourist services, which is formed by the price and quality of services. The main problem for any tourist enterprise is the stability of customers, the loss of consumers adversely affects the income of the enterprise and its position. A major factor in the success of outgoing touroperating is the policy of improving the quality of tourism services. For domestic tourist enterprises, the formula "price and quality" is an important factor in achieving a positive level of profitability.

“Interviaservis” is a company that specializes in air transportation and travel services, aimed at meeting the needs of tourists. The certificate for the right to sell air transportation was issued by the State Aviation Service of Ukraine dated 28.03.2018 No. AP1009 (see appendices B). The company is engaged in the opening scheduled and charter flights for their own flights and for airlines.

As for tourism, company “Interviaservis” specializes only in outgoing touroperating - is a type of specialized tourism business, focused on the development, promotion and realization of outbound international tours. This is the most complex type of touroperating, which requires the greatest effort and investment. The difficulty of outgoing touroperating is the need for a thorough study of sales directly. The tour operator must have comprehensive information on the organization of transfers, hotels, excursions, the procedure for registration of entry into the country, but also know the policies of local authorities, laws, customs, rules of conduct, security measures of tourists and his property, features of local cuisine, entertainment [36].

According to the organizational and legal form of organization of activity, the tour operator “Interviaservis” is a business company. Namely, the tour operator “Interviaservis” is a limited liability company, which has authorized capital, divided into shares, the size of which is determined by the constituent documents, and is

responsible for its obligations only with its property. The company was incorporated by Mizin Pavel Vladimirovich. The date of registration on 24 May 2017. The work of the company allows to increase the passenger traffic of the airports, to open new destinations for Ukraine, to satisfy the needs of tourists and to provide them with the highest quality level of service.

According to the form of cooperation with foreign resorts, the company "Interavioservice" can be classified as a representative form of outgoing touroperating, which is the highest stage of development of touroperating, characterized by the presence of a representative office at the resort. In 2019, the company continues to operate in the Spanish area. The representative in Spain is A&V LUX COMPANY, located in Alicante. The company "Interviaservis" provides high quality services and the employees of the company know how to find an individual approach to each client!

Types of activities provided by the tour operator:

- 79.90 Provision of other reservation services and related activities
- 46.19 Agents involved in the sale of a wide variety of goods
- 79.11 Travel agency activities
- 79.12 Activities of tour operators (outgoing tours in Spain)
- 82.30 Organization of congresses and trade fairs

The services of the high quality enterprise, all routes are thought out to the smallest detail and repeatedly worked out. The consultants of the enterprise develop an individual program taking into account the most up-to-date information and considerable experience in the field of tourist services. Helps to realize this program the most powerful infrastructure of the modern tour operator: skilled staff, the most modern equipment, communications and information support, dozens of proven partners, strong working relationships with domestic and foreign consular institutions.

The most important value of the tour operator "Interviaservis" are its employees and their potential. The tour operator "Interviaservis" values professionalism, knowledge, skills and experience, constantly develops and improves the quality of services provided. The tour operator "Interviaservis" is a team of active and purposeful like-minded people who feel the stability and reliability of their company have the

possibility of a fast career growth. Vocational training, international internships, trainings, seminars help to improve, to achieve high results and income.

Fig. 2.1. The values of the tour operator “Interaviaservis”

Source: prepared by author

Thanks to the values shown in (Fig. 2.1), the company was able to gain a significant place in the modern tourist market, to accumulate great potential for further development, and to expand the sales geography of competitive products.

Tour operator “Interaviaservis” is a monopofile. The monopofile tour operator practice activities in a certain geographical direction and offer tours of one kind. The tour operator Interavioservice specializes only in the sale of tours to the resorts of Spain. Analyzing the work of the tour operator, we found the benefits of monopofile activity:

- achievement of high professionalism in working with a certain direction or type of tours;
- maximum awareness of tour operators and high quality of their work;
- the ability to identify the tour operator on the market, as the organizer of this type of tours or how it works in this direction;
- the possibility of obtaining accreditation in the embassies of the countries with which the tour operator specializes (which is especially true in the specialization of the tour operator in dealing with visa states)
- lower investment compared to multidisciplinary operators.

On the other hand, the disadvantages of monoprofile tour operator include the increase in the dependence of the tour operator on the tourist service providers, the low flexibility of the proposed tours, the need to constantly modify the proposed tours (as they may become obsolete in the market and stop demanding) [14].

The tour operator “Interviaservis” is a legal entity, maintains an independent balance, has a current account at a bank institution, seal with its name. The company is managed by a meeting of participants. They consist of members of the company and their representatives.

The enterprise has a functional-linear type of organizational structure management (Fig.2.2.), which provides flexible efficiency in decision making, consistency of actions of executors, unity and clarity of regulation.

Fig. 2.2. The organizational structure of the tour operator “Interviaservis”

Source: prepared by author

Almost all departments (except accounting, HR and marketing) are directly related to external economic activities. The firm has a clear principle of one chief, a high degree of centralization in management. Linear lower-level executives are not

administratively subordinate to functional executives of senior management levels, but work closely with them. The highest management body of the company is the general director of the firm (Mizin Pavel) and the director of the department of outgoing tourism, which is subordinated to his deputy, heads of departments.

The specific list of job responsibilities is determined by the job descriptions of managers, professionals, specialists, technical employees, which are developed and approved by employers on the basis of the Handbook of qualifications of professions of workers (taking into account specific tasks and responsibilities, functions, rights, responsibilities of employees of these groups and features company staffing list). The job description also sets out the employee's rights and responsibilities. The instructions should reflect the complete list of tasks and responsibilities, responsibilities and responsibilities, if necessary, provide the necessary explanations, and all terms should be clearly defined.

Table 2.1

Analysis of the distribution of control functions inside the outgoing tour operator
“Interviaservis”

№	The name of the official, the division of the enterprise	Functions of the official, division of the enterprise	The task to solve
1.	Director	Performs the functions of managing the external and internal environment of the enterprise	Engages in relations with the external environment and internationally, supervises the work of heads of departments and chief accountant
2	Chief Accountant	The chief accountant manages the accounting department and the treasury.	Reports to the director. prepares job descriptions and staffing of employees of the enterprise and coordinates them with the director.
3	Sales and advertising manager	Functions of the official, division of the enterprise	Studies the tourist market abroad, prepares proposals for the development of relations with foreign partners, conducts analysis of customer complaints; constantly conducts marketing research, develops new routes and tours.
			Continuation of table 2.1

4	Outing tourism manager	The chief manager supervises and coordinates the work of the managers in the destinations and the reception department of foreign tourists, observes and resolves issues and misunderstandings that arise in dealing with clients.	Bears personal responsibility for cooperation with the country assigned to it; develops draft agreements on cooperation, provides control over the fulfillment of contractual obligations, participates in negotiations, prepares materials for negotiations on cooperation; monthly prepares data on the volume of tourist services provided, is responsible for organizing the departure of tourist groups in accordance with the approved timetable, controls and organizes the implementation of agreed transportation programs, controls the implementation of contractual relations
5	Head of booking and ticket sales		Controls and organizes the execution of specified transportation programs

Source: prepared by author

Personnel assessment is part of the overall quality management of the tour operator "Interviaservis", aimed at ensuring the proportional and dynamic development of staff in a highly competitive environment. Average indicators of the number of labor resources of the tour operator "Interviaservis" for 2016-2018 are given in Table. 2.2

Table. 2.2

Average figures for the number of human resources of the tour operator "Interviaservice" for 2016-2018

Indicators	Values for the period, persons			Growth rate,%	
	2016	2017	2018	2017	2018
Average numbers	77	83	85	7,79	2,41
Average attendance	75	80	82	6,67	2,50
The average number of people actually working	76	82	83	7,89	1,22
Average employment in full-time equivalent	77	83	84	7,79	1,20

Source: prepared by author

Thus, in 2018 compared to 2017, there is an increase in the average number of employees of the tour operator "Interviaservis" by 2 persons, or 2.41%, the average attendance by 2 persons or by 2.5%, the average number of persons in employment - by

1 person, or by 1.22%, of the average number of full-time equivalent workers - by 1 person, or by 1.2%.

The dynamics of the average number of employees of the tour operator "Interviaservis" is illustrated in Fig. 2.3.

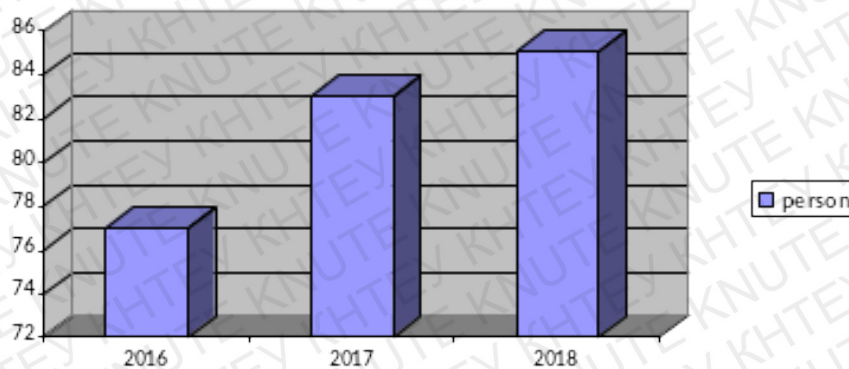


Fig. 2.3. Dynamics of average number of employees of the tour operator "Interviaservis". Source: prepared by author

The management of the tour operator "Interviaservis" has defined the responsibility of each employee for the performance of activities in the field of quality and has given the necessary powers for the performance of the assigned activity. Responsibilities and powers of the employees of the tour operator "Interviaservis" are set out in the job descriptions and in the documented standards of the enterprise governing the performance of certain activities. The granting of new powers and responsibilities to the employees of the tour operator "Interviaservis" is carried out by issuing orders for the enterprise. On the basis of the instructions of the management of the tour operator "Interviaservis" changes are made in the job descriptions of employees, as well as in the sections of the documentation of the quality system, which establishes the responsibility and authority to perform certain activities. The system of relations between the employees of the tour operator "Interviaservis" is established in the organizational structure of the enterprise.

The management of the tour operator "Interoviaservice" has appointed a representative in the field of quality, which, in addition to its basic duties, is responsible and has the authority to:

- a) Establishing, implementing and maintaining processes necessary for the functioning of the quality management system;
- b) Reporting to the management of the tour operator "Interaviaservis" on the functioning of the quality management system and the need for its improvement;
- c) Ensuring the awareness of the requirements of consumers by all employees of the tour operator "Interaviaservis".

Appointment of a representative of the management in the field of quality is carried out by order of the tour operator "Interaviaservis", which establishes its responsibility and powers. The quality management representative is accountable to the management of the "Interaviaservis" tour operator and liaises with consumers and other stakeholders on quality management system issues.

The tour operator "Interaviaservis" has implemented a process of informing employees on quality policy issues, quality objectives and their achievement, the effectiveness of the quality management system.

Therefore, the company is rapidly developing and thanks to the professionalism of its employees, an active marketing strategy, the expansion of the assortment brands are constantly increasing their share in the Ukrainian market. The company pays special attention to customer service improvement programs. In its activities, it focuses on the interests of consumers, employees of the company, partners, founders and society.

2.2. Analysis of the quality management system in outgoing tour operator in tourism company "Interaviaservis"

In order to successfully lead the organization and ensure its functioning, its management must be systematic and transparent. Success can be achieved by implementing and updating a management system designed to continuously improve the effectiveness and efficiency of the organization's operations, taking into account the

needs of stakeholders. Organization management covers quality management, among other aspects of management.

The travel company “Interviaservis” has fully licensed, certified and standardized activities (see appendices C). Today, the International ISO Standards (MC ISO) of the 9000 Series are the main policy guides aimed at establishing identical standards and requirements for similar products or services in the international tourism market [2].

The application of ISO 9001 approaches in the enterprise management system helps to solve many internal and external questions:

- to improve the quality of products and services, thereby increasing the satisfaction of their customers;
- become competitive in the domestic and foreign markets;
- sell products at world prices;
- to establish cooperation with foreign partners
- gain advantages over competitors when participating in tenders;
- ensure transparency and ease of management of the organization;
- introduce a mechanism for continuous improvement of the management system and increase the efficiency of employees at all levels.

The internal results that an organization receives from implementing a quality management system are directly dependent on the efforts it is making to improve its operations. The organization obtains external benefits by certifying its quality management system with an independent competent certification body.

Also, the activity of the enterprise is guided by the following documents:

- Certificate of the State Department of Aviation Transport for the right of sale of air transportation No. AA0116;
- Certificate for the right to sell air transportation AA №007414
- Interstate standard GOST 28681.1-95 "Designing of tourist services", which establishes the procedure for the development of documentation for the design of tourist services. It is intended for enterprises, organizations of various

organizational and legal forms and citizens-entrepreneurs who provide tourist services [19; p.36].

- Interstate standard GOST 28681.2-95 "General requirements for tourist excursion service." It establishes mandatory and advisory requirements for the quality of tourist services provided by tourist enterprises, regardless of their departmental affiliation and organizational and legal form [19; p.36].
- Interstate standard GOST 28681.3-95 "Requirements for ensuring the safety of tourists and sightseers." This standard sets requirements for tourist and sightseeing services that ensure the safety and health of tourists and sightseers, their control methods and required for the purposes of mandatory certification It is intended for enterprises of all legal forms and citizens-entrepreneurs who provide tourist services to the population [19; p.37].
- Interstate standard GOST 28681.4-95 "Classification of hotels." This standard establishes a classification of hotels (motels) of different legal forms with the number of rooms at least 10. The classification does not apply to houses and premises that are rented for accommodation. use for the purpose of certification of hotels (motels) [19; p.38].
- Interstate standard GOST 28681.1-95 "Designing of tourist services". The standard concerning the design of tourist services provides the opportunity to design and complete tourist trips for both individuals and legal entities [19; p.153].

The effectiveness of a quality management system depends on the quality of its documentation. The company "Interviaservis" uses the requirements of ISO 9001: 2000, so it uses the following quality management system documentation:

- a) documented policies and goals in the field of quality;
- b) quality guidelines;
- c) documented techniques required by the standard;
- d) documents (procedures and instructions) needed by the organization to ensure the effective planning, operation and control of processes;
- e) quality protocols.

The quality policy of the “Interviaservis” tour operator determines the responsibility of the top management for the quality of products and is an integral part of the overall policy and strategy of the organization. It provides the basis for setting and reviewing quality goals. The quality policy is formulated in the form of a brief statement by the head of the enterprise and is communicated to the workers as an independent document. (Fig. 2.4.)

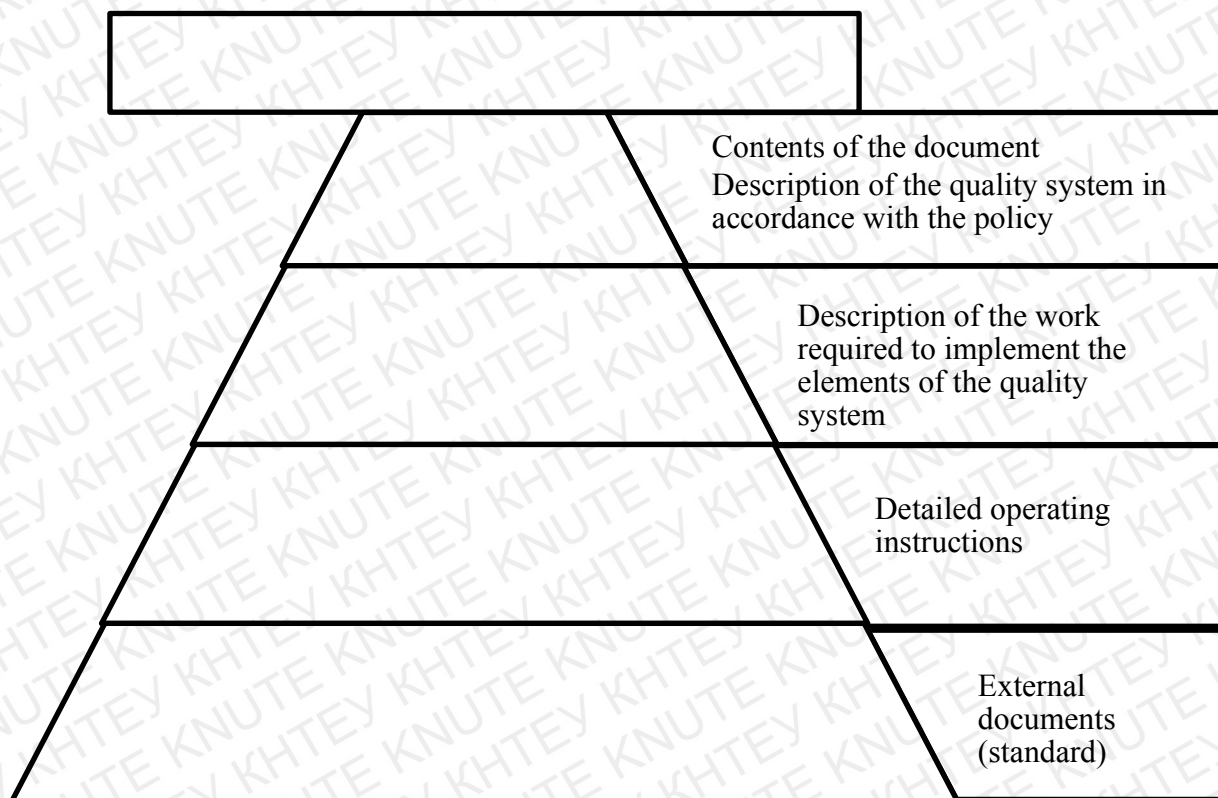


Fig. 2.4. The hierarchy of documentation of the quality management in outgoing tour operator “Interviaservis”. Source: [4].

After analyzing the formation of quality policy in the company, we found that the quality of the policies affecting the following factors:

- the situation on the market of sales;
- competitiveness of products;
- scientific and technological progress and competition with competitors;
- current state of the enterprise;
- volume of investments in the development of the enterprise.

The policy of the tour operator “Interviaservis” in the field of quality is in the following directions:

1. The organization views the customer as our business partner;
2. If the requirements of the partners of the tour operator “Interviaservis” are higher than the requirements of the standards, then the requirements of the partner for us;
3. The products and services of the tour operator “Interviaservis” should be an order of magnitude better than other travel companies;
4. A reasonable and affordable price is also an indicator of quality;
5. The company “Interviaservis” will participate in those projects and orders that it can fulfill with a high degree of reliability and quality;
6. The principle of work of the tour operator “Interviaservis”: modern technologies create high quality products;
7. The tour operator “Interviaservis” is responsible for its products and services throughout the warranty period of use of products and the final moment of rendering of services;
8. The company "Interoviservice" strives to provide employees with good working conditions. Provide all opportunities for the development and growth of professional potentials to ensure the future success of employees, the company as a whole and partners;
9. The tour operator “Interviaservis” should provide current and future employees, while remaining an effective and financially sustainable company;
10. The tour operator “Interviaservis” is a supporter of new and advanced, stimulating employees to develop and implement new ideas;
11. The society will receive continuous contributions from the company “Interviaservis” to the successful economic development of the region and Ukraine as a whole.

All these standards reproduce the structure of ISO 9000 and are aimed at enhancing the capabilities of international documents, taking into account the specifics of tour operator activity [8, p. 132-134].

Carrying out a quality management policy for a tour operator "Interoviservice" means that all functions and all levels, from director to manager, are involved in quality work. The basic principle of this work is to extend the quality policy from the company director down to the subordinates. Similarly, when it comes to quality control, we mean not only control at the specific level, but also control over improvement at the enterprise. The task of the director is to disseminate quality management work, and it is necessary to review and visit each department to verify that the goals, principles, and plans have been properly understood and verified. Thus, it is a type of quality audit performed by a director and often in line with a presidential audit.

2.3. Assessment of the quality management in outgoing touroperating of the company "Interaviaservis"

According to international standards, the quality of service is a set of characteristics of services that determine their ability to meet the identified and foreseeable needs of the consumer [27, p. 290]. Quality assessment methodology is required in the activities of a touristic firm to analyze and forecast its further development, to identify competitive advantages in the market. In modern conditions it is necessary to evaluate not only the final result, but also the whole process of creation and distribution of tourist products. The travel agency should measure the characteristics of the services offered in order to verify compliance with these requirements.

Determining the quality level of a tourism enterprise is a complex and ambiguous task considering the features of a tourism product, which is different:

- the complexity of complementary services (eg accommodation, food, transport, insurance, excursion services, etc.);
- intangible (lack of feeling, shape, color, transportation);
- continuity of production and consumption (presence of the consumer during the provision of the service);
- close connection of the service with its contractor (social importance in the economy of the product - understanding of needs, hospitality, sense of security);

- subjectivity of the product evaluation (complexity of objectification);
- seasonality of tourist services needs;
- time difference between purchase and consumption;
- influences of external factors (political, social, economic, etc.).

Measuring the quality of service is in many cases the biggest challenge facing tourism service providers. The complexity of the concept of quality of the tourism product justifies the need to analyze many of the constituent elements that affect quality, their choice is a significant problem in the study and evaluation of quality.

The company “Interviaservis” uses the following quality features that the tourist will be able to recognize and evaluate, namely:

- compliance - the implementation of the service offered to the tourist (according to the program and terms) and any deviations from which require consent with the tourist;
- professionalism - courtesy, communication, skills and experience in providing services;
- impressions and feelings related to the standard of equipment of the object and the aesthetics of the location, including the surroundings;
- responsibility - quick response to rejections and mistakes, comprehensive service from the moment of conclusion of the agreement due to control of its implementation and possible claims;
- customer orientation - individual approach to the tourist and his needs, desire to provide any help.

The methodology for evaluating the quality of tourism products in the company “Interviaservis” involves the implementation of the following stages:

- 1) collecting initial information through questionnaires of clients;
- 2) processing of the results of the questionnaires;

Let us consider in more detail the procedure for determining the level of customer service on the example of the travel company "Intervioservice".

First of all, it is necessary to establish the composition of indicators that characterize the quality of customer service. For this purpose it is necessary to pay

attention to our given in fig. 2.5. scheme of visiting a client of a travel company. You can also use the recommendations of Baumgarten, Nezdominova , Shulgina - specialists who have already conducted similar studies [13,30,31]. In any case, the metrics selected should be consistent with the main factors that affect customers when they visit tourism businesses.

Fig. 2.5. Scheme of visit by a client of a tourist company. Source: [31].

In our study, expertly established the following composition of indicators characterizing the quality of service: availability of a comfortable office and facilities for quality service (furniture, office equipment, etc.), sales methods, staff qualification, possibility of forming programs of tourist service according to individual requirements, compliance with established standards of sales, the degree of use corporate advertising, etc. All these indicators are shown in Table 2.3.

Table 2.3.

Analysis of customer satisfaction in the touroperator "Interviaservis" according to the survey in 2019

Name	Evaluation (1-5 points)	Evaluation index
Availability of comfortable office and facilities for quality service (furniture, office equipment, etc.)	5	100
Methods of sale	5	100
Staff qualification	5	100
Possibility of forming programs of tourist service according to individual requirements	4	75
Compliance with established sales standards	5	100
The degree of use of in-house advertising and information	5	100
People's appearance, kindness and politeness in communication	5	100
Increase in the number of sales of tourist products, increase in profitability	4	75
Expanding the product line to meet more customer needs	3	50

Source: prepared by author

One hundred visitors to the firm were interviewed during the study and each was asked to rate the weight (significance) of each selected indicator using a 5-point scale. Each score from 1 to 5 corresponded to a qualitative grade. They are listed in Table 2.3.

According to the questionnaires in the table. 2.3., we can conclude that the tour operator "Interviaservis" should pay more attention to the development of tourism products. The main activity of the company is the development of aviation service and then tourism. If the "Interviaservis" tour operator changes its type of activity from mono-profile to multi-profile, then demand for tourism products will increase, there will be greater opportunities to reach the market, the dependence of the tour operator on a particular destination or tourist service provider will decrease (for example, with a sharp decrease in demand for one type of tours, the operator can switch to a different direction or to other tours). However, multi-profile activity can lead to lower quality

and tours, as it requires more staff, greater investment and costs. Travel firm "Interviaservis" has a sufficiently high level of customer service, which makes it highly competitive in the tourist market of services.

During the research phase, company visitors evaluated the quality of service for each indicator using the five-point scale shown in Table 2.4.

Table 2.4

Customer Satisfaction Rating Scale.

Evaluation of satisfaction		
Quality assessment	Points	Evaluation index
Sufficient	1	0
Satisfactory	2	25
Good	3	50
Very good	4	75
Excellent	5	100

Source: prepared by author

The most important determinant of the quality of tourist traffic service is the qualification of the persons who provide the services and directly serve the clients. Research on the culture of customer service is a problem that, in practice, the tour operator "Interviaservis" identifies with the help of special methods of marketing research (consumer opinion research) - SMART. This method allows you to detail and evaluate the importance of quality attributes that are associated with customer service. The method is based on a survey of customers who answer the following questions:

1. What are the features of the services provided that the client considers significant?
2. To what extent is the customer satisfied with the services provided?
3. Which features of the service are more important and which are less important?
4. What is the client's opinion about the services provided by market entities?

Based on the research conducted, they identify the main attributes associated with the provision of services during direct interviews and during discussions in so-called consumer groups.

The signs of quality of customer service of the tour operator "Interviaservis" were defined: minimum waiting time for the service, time of service, number of staff, courtesy of staff, providing information to the staff, qualification of staff, ease of reaching the place of temporary stay, aesthetics of the place of rest, possibility of direct contact with staff, variety of assortment, leaflets and promotional materials, convenient working time, organization of work, appearance of staff, scenery. On the basis of the client's comments and wishes, the level of providing services and customer service is improved by identifying the features of the tour operator "Interviaservis".

In addition to the criteria for assessing the quality of services that are managed by clients, the tour operator "Interviaservis" uses the criteria and indicators presented, which have long been used in the field of material production. They include:

- number of complaints and suggestions;
- customer loyalty;
- term of services;
- quality costs;
- typical economic indicators (turnover, profits, etc.)

Therefore, to evaluate and predict the further development of the tourism company, to identify its competitive advantages, requires a methodology for quality assessment. Not only the end result, but also the whole process of creating and distributing tourism products must be evaluated. The production and sale of tourism products is a combination of processes such as transfer, accommodation, restaurant services and so on. The output of the transfer process is the input of the next placement process, the output of the placement process is the input of the restaurant service process and so on. Thus, often the object of study is not a single process, but a system of interrelated processes.

Conclusions of part 2

1. The touroperator "Interviaservis" is a company, which specialized in the field of air transportation and tourist services, aimed at meeting the needs of tourists. The company operates scheduled and charter flights for both its own flights and airlines. Tour operator Interavioservice is a mono-profile (monoprofile tour operators practice activities in a certain geographical direction and offer tours of one kind). The tour operator Interavioservice specializes only in the sale of tours to the resorts of Spain. The company "Interviaservis" is a legal entity, maintains its own balance sheet, has a current account at the bank's institution, seal with its name. The company is managed by a meeting of participants. They consist of members of the company and their representatives. The enterprise has a functional-linear type of organizational structure of management that provides flexible efficiency in decision making, consistency of actions of executors, unity and clarity of regulation.

2. The management of the tour operator "Interviaservis" has determined the responsibility of each employee for the performance of activities in the field of quality and has given the necessary powers to perform the assigned activities. Responsibilities and powers of the employees of the tour operator "Interviaservis" are set out in the job descriptions and in the documented standards of the enterprise governing the performance of certain activities. The tour operator "Interviaservis" has implemented the process of informing employees on quality policy issues, quality objectives and their achievement, the effectiveness of the quality management system. Therefore, a company is rapidly developing and thanks to the professionalism of its employees, active marketing strategy, expansion of the range of brands are constantly increasing their share in the Ukrainian market. The touroperator "Interviaservis" pays special attention to customer service improvement programs. In its activities, it focuses on the interests of consumers, employees of the company, partners, founders and society.

3. The travel company Interavioservice is fully licensed, certified and standardized. The tour operator Interavservice uses the 9000 International ISO standards in its work. The effectiveness of a quality management system depends

on the quality of its documentation. The company uses the requirements of ISO 9001: 2000, so it uses the following quality management system documentation: documented quality policies and objectives; quality guidelines; documented methodologies required by the standard; documents (procedures and instructions) required by the organization to ensure effective planning, operation and control of processes; quality protocols.

4. The quality policy of the tour operator "Interoviaservice" determines the responsibility of the top management for the quality of products and is an integral part of the overall policy and strategy of the organization. It provides the basis for setting and reviewing quality goals. The quality policy is formulated in the form of a brief statement by the head of the enterprise and is communicated to the workers as an independent document. Carrying out a quality management policy for a tour operator "Interoviaservice" means that all functions and all levels, from director to manager, are involved in quality work. The basic principle of this work is to extend the quality policy from the company director down to the subordinates. Similarly, when it comes to quality control, we mean not only control at the specific level, but also control over improvement at the enterprise.

5. The methodology of quality assessment is required in the activities of a travel company to analyze and predict its further development, identify competitive advantages in the market. Measuring the quality of service is in many cases the biggest challenge facing tourism service providers. The complexity of the concept of quality of the tourism product justifies the need to analyze many of the constituent elements that affect quality, their choice is a significant problem in the study and evaluation of quality. To improve the quality of work in the enterprise tour operator uses various methods of analysis, one of which is questioning. The signs of quality of customer service of the tour operator "Interoviaservice" were defined: minimum waiting time for the service, time of service, number of staff, courtesy of staff, providing information to the staff, qualification of staff, ease of reaching the place of temporary stay, aesthetics of the place of rest, possibility of direct contact with staff, variety of assortment, leaflets and promotional materials,

convenient working time, organization of work, appearance of staff, scenery. On the basis of the client's comments and wishes, the level of providing services and customer service is improved by identifying the features of the "Interviaservis" tour operator.

6. Therefore, determining the quality of tourism services involves analyzing many aspects of the interconnected elements of a tourism product. The degree of satisfaction experienced depends, on the one hand, on the properties of the features of the purchased service and, on the other, on the expectations of the customers. Care should be taken to minimize the difference between the expected and received service. Knowledge of needs and requirements as well as customer suggestions and opinions should be taken into account in the quality research process. Only in such circumstances can one speak of the characteristics of the product created by the service provider and the quality identifiers that the customer perceives. Product features can be formed before, during, and after the provisioning process, allowing you to manage this process. Identifiers determine the quality evaluation of products to customers in providing or after its completion. This means that the more accurate the process of providing the service is, the greater the likelihood of forming and streamlining the preconditions for ensuring their high quality. Therefore, the service seller will be able to meet the needs according to the expectations of the customer, which will achieve some benefit through satisfaction.

PART 3

IMPROVEMENT OF THE QUALITY MANAGEMENT SYSTEM OF OUTGOING TOUROPERATING IN TOURISM COMPANY "INTERAVIASERVIS"

3.1. Measures to improve the quality management in outgoing touroperator for company "Interviaservis"

The scope of quality management is not only limited to the quality of products or services, but also to the means of achieving and maintaining quality standards. Quality management can thus be defined as the act of completing all the activities and tasks necessary to maintain the desired level of excellence. This includes the creation and implementation of quality planning and quality assurance as well as quality control and quality improvement.

Continuous and consistent quality improvement is a must pre-requisite for all the Quality Management Systems in the tourism company "Interviaservis". Quality improvement is a recurring process and should be repeated at regular intervals. In this paper, we present quality indicators in management services, a study case in the touroperator "Interviaservis" and some direction to improve Quality Management in outgoing touroperating using SWOT analyze using survey questionnaire. It is an ongoing process, not a one-time effort and lasts with the life of an enterprise.

Different examples across industries have proved that any negligence on product quality and process improvements end up in serious catastrophic results for the company and its products. Let's take a few of the environment factors which have significant impact on the organization.

The term environment have refuse to the totality of all factors while influence both organization and personal subsystem [39], [44]. All this factors individually or in combination pose challenges to total quality management practice and philosophy [41], [40].

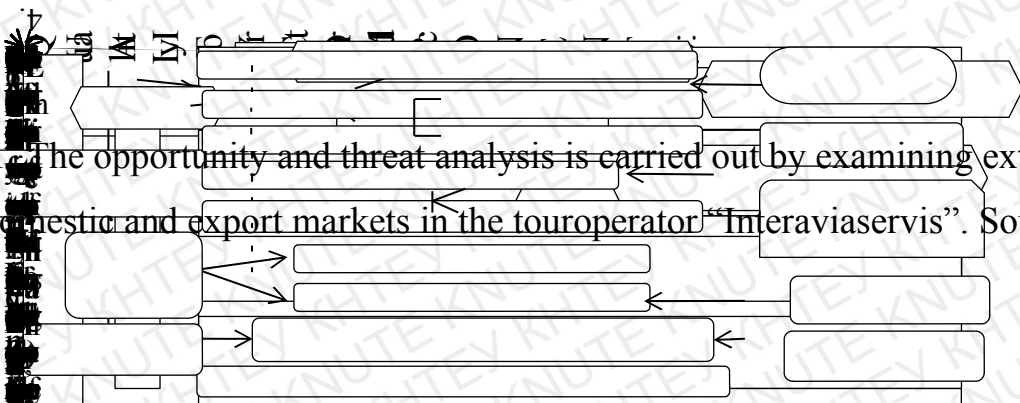


Fig. 3.1 The opportunity and threat analysis is carried out by examining external factors in domestic and export markets in the touroperator "Interviaservis". Source: [43].

This is usually broken down into environmental factors and competitors, including technological factors, economic challenges, political factors, local issues, governmental issues, employees demands, workplace diversity [43].

The principal quality characteristics for services are presented in table 3.1.

Table 3.1

Table 3.1. The indicators for service of the quality management in outgoing touroperating are:

Dimension	Examples
Tangibility	Where the facilities clean, personnel neat?
Convenience	Where the service centre conveniently located?
Reliability	Was the problem fixed?
Responsiveness	Were customer service personnel willing and able to answer questions?
Time	How long did the customer wait?
Assurance	Did the customer service personnel seem knowledgeable about the repair?
Courtesy	Were customer service personnel and the cashier friendly and courteous?

Source: [42]

The questions proposed by authors [41], [44] for the organization diagnostic are presented as a tool to identify the organization points:

- a) the strengths and weaknesses problems which reflects the present situation in organization;
- b) the opportunities changes and the threats environment and the impact upon organization activity.

After identifying the strengths, weaknesses, opportunities and threats can be concluded the following for organization: Is a profitable company; has a modern management; has an optimal organizational structure; has good quality and diversified products; has a cost price of competitive products; has a market is stable and its possible expansion; has consistently profitable;

After analyzing the findings by senior management of the tourism company “Interavservis” can be achieved:

- a) redefining the mission, strategic directions and development goals;

- b) prioritizing development objectives;
- c) to establish measures for development and establishment of indicators to achieve.

The investigation results SWOT are presented in table 3.2.

Table 3.2

SWOT Analyze

Strengths - strong points	Weaknesses
<ul style="list-style-type: none"> -competitive products; -good condition of payment to delivers; -professional employers; -competitive prices; -local and regional development; -organization implemented a modern management -organization image is realize with the products help,attractive prices, it is on top list of organizations activity on the market place - availability of travel agency website - the work of the company allows to increase the passenger flow of airports - the company provides a charter 	<ul style="list-style-type: none"> -monoprofile activity - strong competition; -the dependence of sales on the season -multiple taxes -low innovation and lack of regular and high quality statistics -inflexibility to cope with changes in tourism demand -low labour productivity
Opportunities	Threats
<ul style="list-style-type: none"> - cooperation with the Spanish direction - entering new market segments, developing new lines of business - improving customer service - modernization of technical processes 	<ul style="list-style-type: none"> -the effects of visa restrictions on touristic mobility -adverse Exchange Rate Change -recession in the economy -a decrease in the standard of living of the population, therefore, a decrease in effective demand -activation of existing competitors -political Factors (Protests and Rallies in Spain)

Source: prepared by author

Based on the SWOT analysis, it can be said that the activities carried out by the tour operator can be generally evaluated positively. The tour operator has both strengths and weaknesses. This means that the guide of the tour operator has something to work on in order to improve the quality, using the available opportunities and avoiding probable and real threats. In general, this is a normal situation for a travel agency as a market entity. In the conditions of fierce competition, in the presence of stronger rivals, it is necessary to improve the quality management of the tour operator, gain experience, constantly analyze their own and competitors' activities, and if possible increase marketing costs.

The touroperator “Interviaservis” need to implemente a customer feedback process, and the documents necessary to support it, are classified into two groups: feedback on the quality level and claims. These include:

- Complaint and claim;
- comments and suggestions;
- consumer feedback on product quality.

Therefore, the tour operator “Interviaservis” has implemented an international quality management standard (ISO 9001:2008). But the quality management of outgoing tourism at the enterprise does not work perfectly, so we propose to implement the following management principles that help organizations to improve their activities (table 3.3)

Table 3.3.

Measures to improve the quality management in outgoing touroperator

1. Customer-Centric	Customer’s satisfaction is of the utmost importance for the overall growth of an organization. All the members of an organization should know about the requirements of the external as well as the internal customers and also resolve ways to meet those requirements.
2. Involvement of employees in decision making	This brings a sense of loyalty among the employees towards the organization and they become more responsible.
3. Leadership Qualities	An organization needs to inculcate leadership qualities among its people so that they establish unity of purpose
4. Process Approach	This approach helps in attaining the desired result when activities and available resources are managed efficiently.
Continuation of table 3.3	
5. System Approach to Management	This approach implies identifying, understanding and managing all systems which are interrelated as a process. Quality control involves checking transformed and transforming resources in all stages of the production process.
6. Continual Improvement	It is one of the most important quality improvement functions and helps in gaining insights about the overall performance, leveraging clear and concise Process Performance Measures.
7. Factual Approach to Decision Making	Decisions made on a data basis and analyses are always effective and efficient.
8. Win-Win Situation for both the organization and its suppliers	Both organizations and their suppliers are inter-dependent on each other. Therefore, a mutually beneficial relationship is a must for growth

Source: prepared by author

A necessary requirement to improve the quality of outgoing touroperating services in the company “Interviaservis” is to observe the following principles:

The first is adherence to the basic and most important for tourism sphere principles of modern service:

- maximum conformity of services to the requirements of consumers and the nature of consumption;
- inseparable connection of the service with marketing, its basic principles and tasks;
- flexibility of the service, its focus on accounting for changing market demands, preferences of consumers of tourist services.

The second is to create the necessary conditions for staff to provide quality service. These include: ergonomics of workplaces; clear wording of the rules required by each employee; a clear system for assessing the quality of work of each employee, which allows to measure objectively quantitatively and qualitatively the effectiveness of the service, especially those that are poorly accounted for elements such as kindness and courtesy; motivation of staff, his sincere interest in prosperity of the whole enterprise, desire and ability to do all work as effectively as possible; personnel training system.

The third is optimization of the organizational structure of the management of the enterprise, which provides travel services. Optimal is the organizational structure of management, where the number of elements is extremely small (but without compromising the quality of service), ie, the more stages of the order, the greater the likelihood of error. A necessary condition for ensuring the continuity of the technological process with the same level of quality of service is also the effectiveness of interaction of all elements of the structure, which allows you to immediately correct the errors and eliminate the possibility of their recurrence.

The fourth, comprehensive, complete, objective and continuous quality control of the service, which involves: guest participation in quality assessment and control; the creation of methodologies and criteria that allow to reconcile the requirements of the standards with the actual state of affairs; creation of personnel self-control systems; constant work with quality groups; the application of clearly defined quantitative criteria for assessing the quality of services provided; staff involvement in the creation of quality systems and criteria; the use of technical means of quality control; creation of

control services, including representatives of different services: directorate, financial department, security department, personnel service, heads or employees of all functional services [28, p. 287-288].

An integral part of achieving high quality services is the presence of a control system. When creating a control system, you must follow the principle of continuity. The quality control system must provide literally every second control at all stages of the technological cycle and across all parameters. In addition, the monitoring function should directly provide flexibility and adjustment to all other quality assurance actions.

With regard to realities, in practice, the quality of service of the tour operator “Interviaservis” is determined primarily by:

- the efficiency of work on the selection and organization of tours according to clients' requests
- the speed of service in the complex determines the degree of satisfaction of each client; the timing of obtaining the background information;
- the courtesy of the service, which is expressed in the friendliness of the employees of the tourist company, their attention to the requests of each client, patience when discussing the route;
- the relevance of the proposed tour to the actual content; availability of coordination of all components of complex service [29, p. 255].

An important responsible task for the touroperator “Interviaservis” is to create a reputation of high quality of service of guests, which is ensured by the collective efforts of employees of all services of the enterprise, constant and effective control by the administration, carrying out work on improvement of forms and methods of service, studying and introduction of advanced, technology and technology, expanding the range and improving the quality of services provided.

Provided tourist services must meet the expectations and physical capabilities of the consumers to whom the service is addressed, as well as requirements that provide additional convenience for consumers, attractiveness and prestige of services. The recommended requirements for tourist services and conditions of service include: compliance with the purpose; accuracy and timeliness of execution; comprehensiveness;

ethics of service personnel; comfort; aesthetics; ergonomics. It is necessary that the provision of tourist services provides an opportunity to receive not only the basic but also additional services that create real comfortable living conditions for consumers [28, p. 118]. Therefore, we propose to conduct a survey every six months, conducting a survey among tourists, to identify the strengths and weaknesses of the company.

3.2. General recommendations to improving of the quality management system in outgoing touroperator for company “Interviaservis”

By definition, quality improvement is a component of quality management that focuses on increasing the ability to meet quality requirements. And continuous improvement in quality management is a recurring activity to increase this ability to meet requirements. In our opinion, the main way to improve the quality management in outgoing touroperator “Interviaservis” is a thorough analysis of all the discrepancies, especially in the area of rendering services (reasonable customer complaints about non-compliance or inactivity of the self-government body), in order to identify the reasons for the non-compliance, and identify and implement corrective actions to eliminate inconsistencies and prevent them from recurring in the future.

In our opinion, together with the existing quality management system of the tour operator “Interviaservis” it is advisable to create a quality analysis system by the company management. This system is an effective management tool in the enterprise, which allows to eliminate inconsistencies in the actions of departments, to establish communications, to improve interaction with external organizations. [33, p. 147].

The management of the tour operator “Interviaservis” must monitor and evaluate the processes, including those concerning the services, for compliance. Therefore, it is necessary to periodically collect data and information on which to draw conclusions and decide on the necessary improvement actions. It is necessary to determine beforehand: amount of information and frequency of its provision; level, frequency and methods of analysis; scheme for making and monitoring the implementation of improvement decisions.

The tour operator “Interviaservis” must use appropriate means to monitor and measure its quality management processes in outgoing touroperating to analyze the results and to implement improvements. Monitoring and measurement should enable him to demonstrate that the services provided must invariably meet the needs of customers and that the quality management system meets all relevant requirements. Monitoring refers to the entire list of identified processes and, above all, those that establish the order of service provision, as well as the policies and objectives that reflect the priorities of the organisation's activities.

Also, the tour operator “Interviaservis” must create a Quality Council, which would be formed from the top management of the enterprise. The main purpose of the meetings of the Quality Council is to ensure the continuing suitability, adequacy and effectiveness of the quality management system of the company, to take timely measures to improve its functioning, as well as to decide on the need for changes in the performance of the quality management system, including quality policies and goals. Middle-level managers, together with leading unit specialists, perform quality management system performance assessments within a specified timeframe, fill out a quality management system performance evaluation sheet and send it to the Quality Assurance Service, which analyzes this information and uses it to prepare a quality management system performance reference.

The reference is issued on the basis of: the results of the implementation of the measures scheduled at previous meetings of the Quality Council; the results of the implementation of the quality improvement plan; the results of internal and external audits; the analysis of deviation reports; the consumer feedback; the costs of losses from poor quality; the results of the analysis of corrective and preventive actions; the analysis of the functioning of processes; the results of the analysis of the quality management system by the middle management

The reference is sent to all members of the quality council no later than two days; all council members study the materials contained in the certificate, prepare questions and suggestions for the future meeting. The date and place of the quality council is determined by the director of the tour operator “Interviaservis”. If necessary, at the

suggestion of the quality director, the head of any department may be invited to a meeting of the quality council. In addition, unit managers prepare brief reports on the functioning of criteria processes. The director of the tour operator “Interviaservis” or his replacement shall open the meeting of the quality council and establish its rules of procedure. The quality director or the person assigned to them reviews the functioning of the quality management system [30, p. 153-154].

At the meeting of the Quality Council:

- report is discussed and a certificate on the functioning of the quality management system is presented;
- materials on the functioning of the main processes are discussed;
- appropriate decisions are made on the basis of the facts provided;
- measures are proposed to improve quality;
- adjusts company quality policy and aligns with corporate strategy;
- adjusts company quality goals;
- the decision is made to allocate the necessary resources;
- evaluates the effectiveness of the quality management system ("satisfactory" / "unsatisfactory");
- final protocol on the results of the analysis of the quality management system by management is issued.

According to the results of the meeting of the Quality Council, a protocol shall be drawn up, which shall be sent to the members of the Quality Council and the responsible persons indicated in this protocol. What the protocol should contain, show in the fig.3.2.

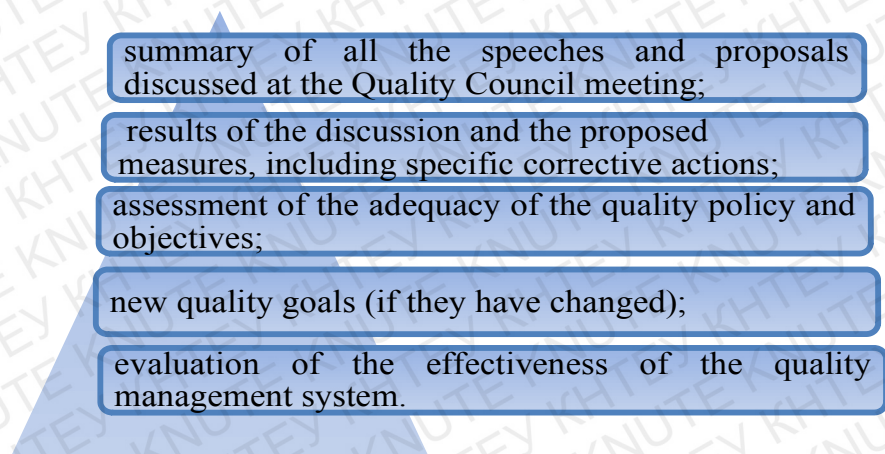


Fig. 3.2. The contents of the protocol. Source: [47].

The implementation of the measures included in the protocol is monitored within the terms adopted at the meeting of the Quality Council. The results of the actions taken are considered at the next meeting of the Quality Council [32, p. 155].

Also, we recommend implementing an internal audit for the tour operator “Interviaservis”. Internal audit is an essential element of the internal control system or a mechanism of self-control of the organization. Internal audit's mission is to assist the organization in the effective fulfillment of its responsibilities and appointments, identify weaknesses, problems of interaction between different areas of work, opportunities to improve processes, training needs of personnel and more. It should be clearly understood that the purpose of internal audits is not to look for guilt or discrepancies, but to look for compliance in the activities of bodies or departments. Only if a detailed examination of the issue determines the existence of a discrepancy on the basis of the facts, then a thorough analysis is necessary to eliminate it and the cause of its occurrence, as well as to prevent the possibility of recurrence.

Compliance with the audit criteria means checking whether the requirements are met: Quality policy, legislative or regulatory documents, quality system documentation, ISO 9001 standard, etc.

In accordance with the requirements of ISO 9001 (8.2.2 Internal Audit), an organization must develop and approve a documented internal audit procedure and conduct it at scheduled intervals to establish:

- whether the quality management system meets the planned measures, requirements of the standard and requirements of the quality management system established by the organization;
- whether it was effectively implemented and supported [3].

We propose to introduce for the tour operator “Interviaservis” processes for identifying and managing inconsistencies. By definition, non-compliance is a “failure to meet requirements” that is, formulated needs or expectations that are commonly understood or binding.

Requirements can be set by legislative and regulatory documents, quality system documentation, ISO 9001 standard, as well as customers. ISO 9001 (8.3. Nonconforming Product Management) specifies that an organization must develop and approve a documented procedure for managing nonconforming products (services), that is, provide identification and management of a service that does not meet its requirements in order to prevent it from being provided unintended. The procedure should identify the management tools, responsibilities, and responsibilities associated with managing the inappropriate service. For an inappropriate service, an organization must do one or more of the following:

- take measures to eliminate the discrepancy found;
- give permission for the use of the inappropriate service, provision or acceptance in the presence of a positive decision made by the respective authorized person or customer;
- take measures to prevent the originally intended use or use of the inappropriate service;
- take action in accordance with the consequences (or potential consequences) of non-compliance, if the non-compliant service is discovered after its delivery or after its use.

The main sources for identifying information about non-compliant services are: customers' complaints or complaints; information from the officials; results of internal and external audits; results of analysis by the management of the quality system.

Nonconformities must be confirmed by the competent persons of the enterprise. Any discrepancy information received from any source is only recorded if there is evidence. Responsible officials should be identified to manage identified non-compliant services, which should record non-compliant services, analyze the causes of non-compliance, make appropriate decisions, and take corrective and / or preventive actions that must also be recorded. The analysis of the cause of inconsistencies should be brought to the attention of all involved by discussing at meetings at different levels or by other means to avoid recurrence of their occurrence. It is important to anticipate inconsistencies to prevent them in the future.

Also, the tour operator “Interviaservis” must define and collect data and information regarding the effectiveness of the quality management system and the defined processes, as well as the services it provides. They should, where possible, be obtained from the following information sources: management analysis data; information from staff and customer; analysis of service requirements; evaluation of suppliers; results of customer satisfaction survey; audit results; results of process monitoring; service identification and information on non-compliant services.

The data and information collected should be analyzed on a regular basis. All local government heads are involved in this process through individual review by the responsible leader and consideration at meetings at all levels. ISO 9001 (8.4. Data Analysis) specifies that an organization must identify, collect and analyze relevant data to demonstrate the suitability and effectiveness of a quality management system and to evaluate where it is possible to continuously improve the quality management system. This data should cover the results of the monitoring as well as data from other relevant sources.

Finally, we suggest installing such a tool for the tour operator “Interviaservis” as corrective and precautionary measures that should be used to manage inconsistencies in its operations. If corrective action is taken to identify a discrepancy in order to eliminate the cause of the discrepancy, the preventive action is intended to prevent that discrepancy. The tour operator “Interviaservis” must use a corrective action mechanism to prevent or reduce the possibility of recurrence. These actions should be

implemented if the analysis of activity data revealed a fact of non-compliance (service mismatch, system mismatch, failure to achieve goals, confirmed customer complaints, etc.) and confirmed the possibility of recurrence of such situation.

ISO 9001 (Clause 8.5.2. Corrective Action) specifies that an organization must develop and approve a documented procedure for corrective action and eliminate it for non-compliance to prevent recurrence. Corrective actions should be determined according to the consequences of the discrepancies detected. A documented procedure should be developed to establish requirements for:

- 1) analysis of discrepancies (in particular customer complaints);
- 2) identification of causes of inconsistencies;
- 3) assessing the need for action to ensure that inconsistencies will not recur;
- 4) determination and implementation of necessary actions;
- 5) recording the results of actions taken;
- 6) analyzing the effectiveness of corrective actions performed.

Before any corrective action is identified, officials identified by the appropriate procedure should carry out a thorough analysis of the causes of the inconsistency.

Conclusions of part 3

1. In the third part, we have proposed measures to improve the outsourcing of touring at the enterprise, such as: customer orientation; employee involvement in decision making; leadership quality; process approach; systematic approach to management; continuous improvement; factual approach to decision making; win-win situation for both the organization and its suppliers.

2. Regarding the wishes of the company to improve the quality management system, the management of the enterprise can be offered to create a quality control service, as well as in the future to introduce a comprehensive quality system at the enterprise, part of which will be the quality analysis system by the management of the enterprise. This needs to be done (and sooner or later it will most likely be done) because the output of products is constantly increasing and this requires more careful control of its quality and, accordingly, more employees engaged in quality control at the

enterprise. We have proposed to introduce directions for improving the level of service and provision of services in the tour operator “Interviaservis”.

3. An important responsible task for the tour operator “Interviaservis” is to create a reputation of high quality of service of guests, which is ensured by the collective efforts of employees of all services of the enterprise, constant and effective control by the administration, carrying out work on improvement of forms and methods of service, studying and introduction of advanced, technology and technology, expanding the range and improving the quality of services provided.

4. Also, a quality council should be created in the tour operator “Interviaservis”, which would be formed from the top management of the enterprise. The main purpose of the meetings of the Quality Council is to ensure the continuing suitability, adequacy and effectiveness of the quality management system of the company, to take timely measures to improve its functioning, as well as to decide on the need for changes in the performance of the quality management system, including quality policies and goals.

5. The tour operator “Interviaservis” must use appropriate means to monitor and measure its quality management processes to analyze the results and to implement improvements. Monitoring and measurement should enable him to demonstrate that the services provided must invariably meet the needs of customers and that the quality management system meets all relevant requirements.

6. Also, we recommend implementing an internal audit for the tour operator. Internal audit is an essential element of the internal control system or a mechanism of self-control of the organization. Internal audit's mission is to assist the organization in the effective fulfillment of its responsibilities and appointments, identify weaknesses, problems of interaction between different areas of work, opportunities to improve processes, training needs of personnel and more.

7. A general recommendation is to introduce processes for identifying and managing discrepancies. By definition, non-compliance is a “failure to meet requirements,” that is, formulated needs or expectations that are commonly understood or binding. We have come to the conclusion that tour operator “Interviaservis” must determine and collect data and information regarding the effectiveness of the quality

management system and the defined processes, as well as the services it provides. Finally, they proposed to install such a tool at the tour operator “Interviaservis” as corrective and preventive actions that should be used to manage inconsistencies in its activities.

8. The activities of the managers of tourism enterprises should be directed to the constant search for new methods of providing and improving the quality of tourist services, increasing the attention to research, strategic planning and forecasting, analyzing the impact of human and various socio-cultural factors on the quality problem.

CONCLUSIONS

1. The final qualifying paper discusses such an important concept as the quality management in outgoing touroperating. Insufficient research on the problems outlined and the objective need to adapt the theoretical, methodological and practical foundations of quality management of the tourist services components have made the relevance and choice of the topic of the diploma work.

2. During the work, the following goals were achieved: theoretical aspects of the problem of "quality" were revealed, the specific features of the "quality" of the tourist product were determined; ways of increasing the profitability and competitiveness of the enterprise by improving the quality of tourism products; ensuring systematic and purposeful influence on the quality parameters of tourist services in the direction of its constant improvement; compliance with the requirements of legislation in the field of consumer protection; analysis of quality management in the tour operator "Interviaservis"; a draft program of specific measures for the construction of quality management systems for the tourism company was developed.

3. We have determined that quality management in outgoing touroperating is a coordinated activity that involves directing and controlling a participant in quality relations, or areas of activity, to improve production efficiency by implementing a quality management system in the tourism industry. Therefore, the quality management system is a coherent working structure operating at the tourist enterprise and should include effective technical and management methods that provide the best and most practical ways of interaction between the staff of the tourist enterprise, its agents, contractors and consumers of tourist services.

4. A process approach should be used to shape, validate and improve the performance of the enterprise quality management system. In the ISO 9001 standards, the "process approach" refers to the application within the organization of the process system, together with their identification and interaction, as well as managing them to obtain the desired result. To provide an effective quality management system of the outbound tour operator at the enterprise management should clearly identify and provide resources needed to implement the company's strategies and goals. Resources

include: employees, suppliers, and business partners, information, finance, and more. Thus, the established quality management system at the tourist enterprise will allow to increase its status and competitiveness in the market, increase the profitability and profitability indicators. The quality management system of tourist services should aim at continuous improvement of quality in order to maximize satisfaction of consumer needs for rest.

5. The touroperator "Interviaservis" is a company, which specialized in the field of air transportation and tourist services, aimed at meeting the needs of tourists. The company operates scheduled and charter flights for both its own flights and airlines. Tour operator Interviaservice is a mono-profile (monoprofile tour operators practice activities in a certain geographical direction and offer tours of one kind). The tour operator Interviaservice specializes only in the sale of tours to the resorts of Spain. The company "Interviaservis" is a legal entity, maintains its own balance sheet, has a current account at the bank's institution, seal with its name.

6. The management of the tour operator "Interviaservis" has determined the responsibility of each employee for the performance of activities in the field of quality and has given the necessary powers to perform the assigned activities. Therefore, a company is rapidly developing and thanks to the professionalism of its employees, active marketing strategy, expansion of the range of brands are constantly increasing their share in the Ukrainian market. The touroperator "Interviaservis" pays special attention to customer service improvement programs. In its activities, it focuses on the interests of consumers, employees of the company, partners, founders and society.

7. Quality management in outgoing touroperating is an agreed working structure that operates at the tourist enterprise and should include effective technical and management methods that provide the best and most practical ways of interacting with the staff of the tourism enterprise, its agents, contractors and consumers of tourist services. Thus, it can be concluded that, firstly, the production and sale of tourist services requires particular attention to the aspects of the relationship between the service provider and the consumer who receives them; secondly, the tourism service as a specific marketable product is rather difficult to quantify and evaluate the end result. It

should be noted that methodological approaches to quality management in the material production system cannot be fully applied to the quality management system of tourist services. For most of these services, the processes of providing and consuming them are virtually inseparable. These processes are developed as a result of concerted actions of different components of the quality management system, where the tourism enterprise and its consumers are the key.

8. An important responsible task for tourism enterprises is to create a reputation for high quality of guest service, which is ensured by the collective efforts of employees of all services of the enterprise, constant and effective control by the administration, carrying out work on improving the forms and methods of service, learning and implementation of best practices, new technology, expanding our range and improving the quality of our services.

9. Provided tourist services must meet the expectations and physical capabilities of the consumers to whom the service is addressed, as well as requirements that provide additional convenience for consumers, attractiveness and prestige of services. The recommended requirements for tourist services and conditions of service include: compliance with the purpose; accuracy and timeliness of execution; comprehensiveness; ethics of service personnel; comfort; aesthetics; ergonomics. It is necessary that the provision of tourist services provides an opportunity to receive not only the basic but also additional services that create real comfortable living conditions for consumers.

REFERENCES

1. Закон України "Про туризм" від 09.09.95 // Верховна Рада України. – 1995. – №31. (із змінами, внесеними згідно із Законом № 2608-VI (2608-1) від 19 жовтня 2010 р.).
2. ДСТУ 9000–2007 "Системи управління якістю. Основні терміни та словниковий запас".
3. ДСТУ ISO 9001–2001 "Системи управління якістю. Вимоги" (ISO 9001:2000, IDT)
4. ДСТУ ISO 9004–2001 "Системи управління якістю. Настанови щодо поліпшення діяльності" (ISO 9004:2000, IDT)
5. ДСТУ 1.1:2001 "Національна стандартизація. Стандартизація та суміжні види діяльності. Терміни та визначення основних понять" (ISO/IEC Guide 2:1996, NEQ)
6. ДСТУ ISO/IEC 17000:2007 "Оцінювання відповідності. Словник термінів і загальні принципи" (ISO/IEC 17000:2004, IDT).
7. ДСТУ ISO/TR 10013:2003 "Настанови з розроблення документації системи управління якістю" (ISO/TR 10013:2001, IDT)
8. Законодавство України про стандартизацію, метрологію і сертифікацію: закони і законодавчі акти / Редкол.: В. С. Ковальський (гол.), В. Г. Гончаренко та ін.. - К.: Юрінком Інтер, 2003. - 446 с.
9. Брич. В. Я. Т 86. Туроперейтинг: підруч. / за заг. ред. д.е.н., проф. В. Я. Брича. – Тернопіль : Екон. думка ТНЕУ, 2017. – 440 с.
10. Управління якістю послуг готелів: методологія та практика : монографія/ Т.І. Ткаченко, С.В. Мельниченко, М.В. Босовська, О.В. Полтавська. – К.: Київ. нац. торг–екон. ун-т, 2012. – 728 с.
11. Кабушкин Н.І. менеджмент туризму: підручник. – Мн.: Нове знання, 2009. – 409 с.
12. Панчук А.П. Українська туристична галузь / А.П. Панчук, І.В. Панчук // Інновації в освіті. 2017. Вип. 5. С. 154 – 161.

13. Баумгартен Л.В. Управління якістю в туризмі / Л.В. Баумгартен – М .: Видавничий центр Академії, 2010. – 304 с.
14. Квартальнов В.А. «Іноземний туризм» М.: Фінанси і статистика, 2006 р.
15. Богдан Н.М. Лекційні записки з курсу "Управління якістю туристичних послуг" (для студентів усіх форм спеціальності 7.14010301, 8.14010301 – Туризм (за видами)/Н.М. Богдан; Харків. Фізичний університет міста. О.М. Бекетова; Харків: ХНУМГ ім. О.М. Бекетова, 2016. – 68 с.
16. Оливко О.А. Управління якістю комплексного туристичного обслуговування (Тема 8). – Навчальний посібник. – Туроперейтинг: Навч. посібник / За заг. ред. д.е.н., проф. В. Я. Брича, О. Є. Гарбера, О.Я. Гугул, С.І. Гунько, В.А. Даниленко–Кульчицька та ін. – К.: Кондор Видавництво, 2014. –276 с. –С. 137–153.
17. Апілат О.В. Підвищення якості послуг у туризмі: реферат. дис. для наук. ступінь канд. економ. наук / Апілат Олена Віталіївна.– Харків, 2001.– 22 с.
18. Жукова М.А. «Індустрія туризму: менеджмент організації». М .: Фінанси і статистика, 2002 г.
19. Туристична діяльність: Нормативна база/ Упор. О.М. Роїна. - К.: КНТ, 2005. - 448 с.
20. Агафонова Л. Туризм, готельний та ресторанний бізнес: ціноутворення, конкуренція, державне регулювання: Навч. посібник для студ. вищ. навч. закладів/ Людмила Агафонова, Ольга Агафонова,; Київський ун-т туризму, економіки і права. - К.: Знання України, 2002. - 351 с.
21. Гуткевич С. О. Ефективність функціонування системи менеджменту якості на підприємстві з позицій попроцесного підходу / С.О. Гуткевич, О.В. Кравченко // Актуальні проблеми економіки. – 2015.– № 3. – С. 75–84
22. Плотников М. TQM 14 базових положень менеджмента на основі якості [Електронний ресурс] / М. Плотников // Менеджмент і менеджер. –72.2014.– №11–12.–С.66-68.

23. Кабаков Ю. Системи менеджменту якості: з чого розпочати : (вісім принципів, що лягли в основу міжнародних стандартів ISO) [Електронний ресурс] / Ю. Кабаков // Синергія. – 2015. – № 1. – С. 40-45.
24. Астахов А. Система управління якістю - інструмент удосконалення загальної системи управління організацією (підприємством)/ А. Астахов, Л. Хриплива // Стандартизація, сертифікація, якість. – 2014. – № 4. – С. 60-64.
25. Орлов П. Економічні аспекти впровадження систем менеджменту якості на промислових підприємствах / П. Орлов // Економіка України. – 2012. – № 2. – С. 17-26.
26. Друзюк В. Система управління якістю - інвестиція в майбутнє / В. Друзюк, О. Федак // Стандартизація, сертифікація, якість. – 2014. – № 1. – С. 51-54.
27. Скрипко Т.О. Туристичний продукт як об'єкт управління // Науковий вісник. — Львів, 2007. — Вип. 17.3. — С. 289—292.
28. Захожай В. Б., Салухіна Н. Г., Юзовська О. Н., Чорна А.Ю. Управління якістю: Підп. - К.: МАУП, 2009.
29. Кибанов А.Й. Управління персоналом організації: підручник / За ред. А. Й. Кибанов; 2-е видання, доп. і переробка. – М.: ИНФРА-М., 2002. – 638 с.
30. Шульгін Л. М. Маркетинг підприємств туристичного бізнесу: монографія./ Л.М. Шульгін – К.: Національний торговельно-економічний центр, 2005. – 579 с.
31. Нездоминов С. Г. Туризм як фактор регіонального розвитку: методологічний аспект та практичний досвід. / С. Г. Нездоминов. – Одеса: Астропринт, 2009. – - 304 с.
32. Харченко Т.Б. Методи впровадження системи управління якістю на підприємстві /Т.Б. Харченко// Актуальні проблеми економіки.–2015.–№12. – С.152–156.
33. Герасименко В.Г. Основи туристичного бізнесу: підручник. посібник / В.Г. Герасименко. – Одеса: Чорне море, 2007. –160 с.

34. Маленюк, В. А. Визначення ефективності управління якістю продукції на промислових підприємствах / В.О. Маленюк, // Держава та регіони. Серія: Економіка та підприємництво. – 2014. – № 5. – С. 146–151
35. Гаврилюк С. П. Конкурентоспроможність підприємств туристичного бізнесу: навч. інструмент. / С. П. Гаврилюк - К .: Київ. Національна торгівля - Економічний союз, 2006. - 180-ті роки.
36. Баєв В.В. Методичні рекомендації до самостійної роботи з дисципліни Туроперейтинг. - К .: МАУП, 2015. - 48 с.
37. Neshkov M. Travel Agencies and Transport in Tourism / M. Neshkov - Varna: Publishing House of Science and Economy, 2007. - 240p.
38. UNWTO—Annual Report 2015. Madrid: UNWTO; 2016
39. Dogan, M., Pellasy, D., (2005), *Economia mixta*, Editura Alternative, Bucuresti
40. Rusu, B., (2001), *Total quality management in small and mid-sized companies*, Economic Education, Bucharest
41. Juran, J.M., (2002), *Calitatea produselor*, Editura Teora, Bucuresti
42. Olaru, M., (2006), *Quality Management. Machinery and Tools*, ASE Publishing House, Bucharest
43. Klepper, S. Kenneth, L. Simons (2005), *Industry Shakeouts and technological Change*, *International Journal of Industrial, Organization* 23(1-2), February. pp.23-43
44. *Procedia - Social and Behavioral Sciences* 62 (2012) 319 – 324
45. *Tourism Highlights*. World Tourism Organization. [Електронний ресурс]. – Режим доступу: <http://www.world-tourism.org>. – 2011.
46. *Tourism and the world economy* [Електронний ресурс]. – Режим доступу: <http://www.unwto.org/facts/eng/economy.htm>.
47. Офіційний сайт державної служби туризму та курортів України. [Електронний ресурс]. – Режим доступу: www.tourism.gov.ua.
48. Офіційний сайт компанії "Інтеравіасервіс". [Електронний ресурс]. – Режим доступу: <https://ias-avia.com.ua/>

Certificate for the right to sell air transportation issued by the State Aviation
Service of Ukraine dated 28.03.2018 № AP1009

<p>УКРАЇНА ДЕРЖАВНА АВІАЦІЙНА СЛУЖБА УКРАЇНИ</p>		<p>UKRAINE STATE AVIATION ADMINISTRATION OF UKRAINE</p>
<p>СЕРТИФІКАТ НА ПРАВО ПРОДАЖУ АВІАЦІЙНИХ ПЕРЕВЕЗЕНЬ AIR SERVICES SALE CERTIFICATE</p>		
<p>Цим свідчитьсся, що This certifies that</p>		
<p>Товариство з обмеженою відповідальністю «Інтеравіасервіс» «INTERAVIASERVICE» LLC</p>		
<p>01033, Україна, м. Київ, вул. Шота Руставелі, 33А, оф. 4 of. 4, 33A, Shota Rustaveli str., Kyiv, Ukraine, 01033</p>		
<p>відповідає вимогам чинного законодавства України про цивільну авіацію та Положення про сертифікацію суб'єктів, що надають агентські послуги з продажу авіаційних перевезень на території України, і здатне здійснювати продаж авіаційних пасажирських перевезень на території України через вказаний офіс.</p>		
<p>Цей Сертифікат не підлягає передаванню і буде чинним протягом зазначеного терміну, якщо не буде анульований.</p>		
<p>meets the requirements of the Ukrainian Laws and Enactment for certification of Agencies, and this Agency can sale air passenger services in Ukraine.</p>		
<p>This Certificate is non-transferable and, unless sooner cancelled, shall continue in effect until otherwise terminated.</p>		
<p>Т.в.о. Голови Acting Chairman</p>		<p>С. Коршук S. Korshuk</p>
<p>Сертифікат № АП1009 Certificate №</p>		
<p>Дата введення в дію 28.03.2018 Effective date</p>		
<p>Сертифікат дієвий 28.03.2020 Certificate is valid till</p>		
<p>AA №018614</p>		


Excerpt from the register of licenses

ВИТЯГ

з Ліцензійного реєстру суб'єктів туризаторської діяльності Міністерства економічного розвитку та торгівлі України

ДАТА ТА НОМЕР РІШЕННЯ	ВИД ДІЯЛЬНОСТІ	Ідентифікаційний номер	ЛІЦЕНЗІАТ	ФІНАНСОВЕ ЗАБЕЗПЕЧЕННЯ ТУРОПЕРАТОРА	Статистичний звіт	Область
Наказ Мінекономічного розвитку від 19.04.2018 № 552	Туризаторська діяльність	41351963	ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ІНТЕРАВІАСЕРВІС" вулиця Шота Руставелі, будинок 33А, офіс 4, м. Київ, 01033 Керівник: Мізін Павло Володимирович, тел. (044)2874132 E-mail: administrator@ias- avia.com.ua; interaviaservis@ukr.net; МІСЦЕ ПРОВАДЖЕННЯ ДІЯЛЬНОСТІ: (вулиця Шота Руставелі, будинок 33А, офіс 4, м. Київ, 01033)	ПАТ "Комерційний банк "Глобус" сумма гарантії еквівалент 20000 євро, термін дії гарантії 22.03.2018- 21.03.2019	Звітвання з 2019 року	М. КИЇВ

Достовірність даних можливо перевірити на сайті Міністерства Економіки України за посиланням
<http://www.me.gov.ua/Documents/List?lang=uk-UA&id=95d9dfc1-a594-4c28-b3c4-949eb58d3562&tag=LitsenziiiiiRestrSub-ktivTuroperatorskoiDijalnosti>


директор _____ **П.В. Мізін**