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Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

« CROSS-MARKETING OF TOUR OPERATOR »

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Task for a final qualifying paper

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INTRODUCTION

PART 1. THEORETICAL BASE OF CROSS-MARKETING IN TOURISM

COMPANY ACTIVITY

1.1. The essence of cross-marketing conception

1.2. World practice of cross-marketing implementation in tourism company

Conclusions to the part 1

PART 2. ELEMENTS OF CROSS-MARKETING IN TOUR OPERATOR «STAR MICE» ACTIVITY

2.1. Characteristic of «STAR MICE» management system

2.2. Evaluation of marketing strategy effectiveness of «STAR MICE»

2.3. Analysis of partnerships of «STAR MICE» cross-marketing principles

Conclusions to the part 2

PART 3. CROSS-MARKETING STRATEGY IMPLEMENTATION FOR «STAR MICE» TOUR OPERATOR

3.1. Program of implementation of cross-marketing new strategy

3.2. Evaluation of implementation new strategy of interactions with partners

Conclusions to the part 2

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INTRODUCTION

Actuality of research. Cooperation between companies is becoming an increasingly common practice. Business owners find that they lack resources to achieve some goals, so they decide to team up with other companies. In tourism, partnership is one of the most important aspects of successful service delivery, as only the organization of the trip depends on the tour operator, but the provision of services depends on other companies.

That is why the relationship between the partner companies must be effectively organized so that each partner gets the most out of the cooperation. This is a main concept of cross-marketing. The principles of cross-marketing help to establish the process of establishing new partnerships and improve existing ones. Also, the use of cross-marketing tools helps to find the ideal partner with whom the company will match goals and values.

An important feature of the cross-marketing approach is that it explores not only service cooperation between companies, but also marketing, which is often not taken into account by enterprises. The two main approaches to cross-marketing, which include marketing interaction, are co-marketing and co-branding. Co-branding was taken as a basis for the tour operator, as it includes the promotion of not only company brands, but also the joint product of partners.

Companies that have partnerships later merge into clusters. The set of clusters tend to form into separate destinations. Tourist companies are interested in promoting destinations, because visiting destinations by tourists is the end goal of the tour operator. Therefore, destinations are a co-branded product of tour operator partnerships. Also using this concept, the tour operator can make competitors its partners, due to the identity of their goals.

Purpose of the paper is investigating the development of a strategy of tour operator based on building and improving of partnership according to cross-marketing principles. Also, the aim of the study is to establish the ratio of tourism cluster, destination and tourism product. It is important to determine the benefits of the tour operator's participation in the tourism cluster, the possibility of positioning the

company as a member of the cluster and explore the world experience of this partnership.

The objectives of research are:

- to describe cross-marketing as an object of scientific research;
- to identify the main principles of building a partnership in accordance with cross-marketing;
- to systematize the system of concepts to which belongs cross-marketing;
- to outline the concept of cross-marketing for a tour operator;
- to describe the system of implementation of new partnerships for the tour operator.

The object is the process of formation of relationships with stakeholders according to cross-marketing.

The subject is theoretical, methodological and practical principles of cross-marketing and possible ways to interact with partners of tour operator «STAR MICE».

Methods of research. In the process of writing a thesis to achieve the selected objectives of the study, a number of necessary research methods were used. The study of theoretical cross-marketing included research of scientific articles and other information resources on the principles of partnership in relation to the system of cross-marketing, the experience of tour operators in the development of tourism clusters and destinations, methods of choosing a profitable partnership in accordance with common goals and values. Methods of analysis and synthesis, generalization were used for the first section. For the second section, methods of comparison, calculation and methods of empirical level became useful. SWOT analysis was also used as a research tool. In the third section, a forecast was made of the implementation of the cross-marketing system on the basis of the enterprise.

Scientific innovation. Author determined the concept of cross-marketing in a system of similar definitions. A system of hierarchy of these concepts was created in the work, in accordance with the essence of these phenomena.

Practical value. The introduction of a cross-marketing system will lead to the successful implementation of new partnerships of any tour operator, improving

cooperation with existing partners and improving the financial and economic performance of the company. The tour operator «STAR MICE» can use this system in their work.

Publications. As the result of investigation of the final qualifying work the article «Cross-marketing of tour operator» was published in Articles of master programs students «Hotel, Restaurant and Tourism Business: focus on International Trends» (Appendix A).

Paper structure. Final qualifying paper consists of the Introduction, 3 parts: first and third part consists of two sections, the second part consists of three sections; and conclusions. The final qualifying paper also consists of the 11 figures, 26 tables, 63 references and 75 pages.

PART 1

THEORETICAL BASE OF CROSS-MARKETING IN TOURISM COMPANY ACTIVITY

1.1. The essence of cross-marketing conception

Cross marketing is a very broad concept, which in general terms Cross-marketing comes in various forms that pursue different goals, which is one of the reasons why there is no clear definition in the literature. A reasonable definition was provided by Hermann Ufer, Managing Director of Ufer&Compagnie Marketing Agency in Frankfurt, Germany, namely that «Cross-marketing is the best way to use all the Marketing-Mix factors and, accordingly, all the tools in cooperation with one or more cross-partners» [1].

The following definition more broadly describes the essence of this phenomenon:

Cross-marketing (cross marketing) is a technology for conducting promotional events, which can be a very effective method, because it combines many working technologies that include partnerships, which must be mutually beneficial [2]. Wieczorek&Lachmann identified that common cross-marketing tools are cross-promotion, cross-selling, cross-advertising, co-branding and co-sponsorship [1].

Cross marketing occurs when at least two companies work together to achieve specific goals that will benefit all parties. Cooperation can relate to advertising and communication activities, work on a specific project, creation of a joint product. The main goal of cooperation is to meet the demand of target groups, which one company cannot capture alone, or to attract new target groups [3]. The concept of cross-marketing is in a system of similar concepts.

The broadest of these concepts is partnership marketing, which includes all marketing concepts that occur when two or more companies or brands decide to collaborate in any form. Cross-marketing includes many types that help to maximize the opportunities of partners in their collaboration, so that is one of the most broad

phenomena in the system of partnership marketing. For better understanding of this system see table 1.1 and figure 1.1.

The concepts in the hierarchy are relative to the width of the selection of processes that they include. Affiliate marketing is not part of the cross-marketing processes, and is a completely separate type of marketing, because the mutual benefit is based on monetary reward for the promotion of the object.

Table 1.1

Definitions linked with cross-marketing

Name of the definition	Description
Partnership marketing	Collaboration of two or more companies (brands) to achieve their own goals, through marketing campaigns, while using each other's products (services) and target audiences [4].
Affiliate marketing	The process of promoting a company's product by an affiliate and getting a commission for it [5].
Product bundling	Sale of two products from different companies (or one) that are sold together (as one whole) at the same price [6].
Co-marketing	Consolidation of similar organizations that operate in the same industry to expand their target audiences [7].
Co-branding	Marketing method, which involves pooling the resources and marketing capabilities of two brands to create a product and promote it [8].
Cross-promotion	The process of joint marketing activities of at least two partner companies that will benefit all participants [9].
Cross selling	Method of using partner sales system [3].
Joint sponsorship (in marketing)	Participation of two (or more) partners in financing any marketing project.

Source: created by author

The concepts are in the hierarchy are relative to the width of the selection of processes that they include (see fig.1.1). Affiliate marketing is not part of the cross-marketing processes, and is a completely separate type of marketing, because the mutual benefit is based on monetary reward for the promotion of the object.

As seen in the figure 1.1, the main components of cross-marketing are co-marketing and co-branding. To understand which of these phenomena is more suitable for the concept of a tour operator, needed to be clear what exactly these phenomena mean.

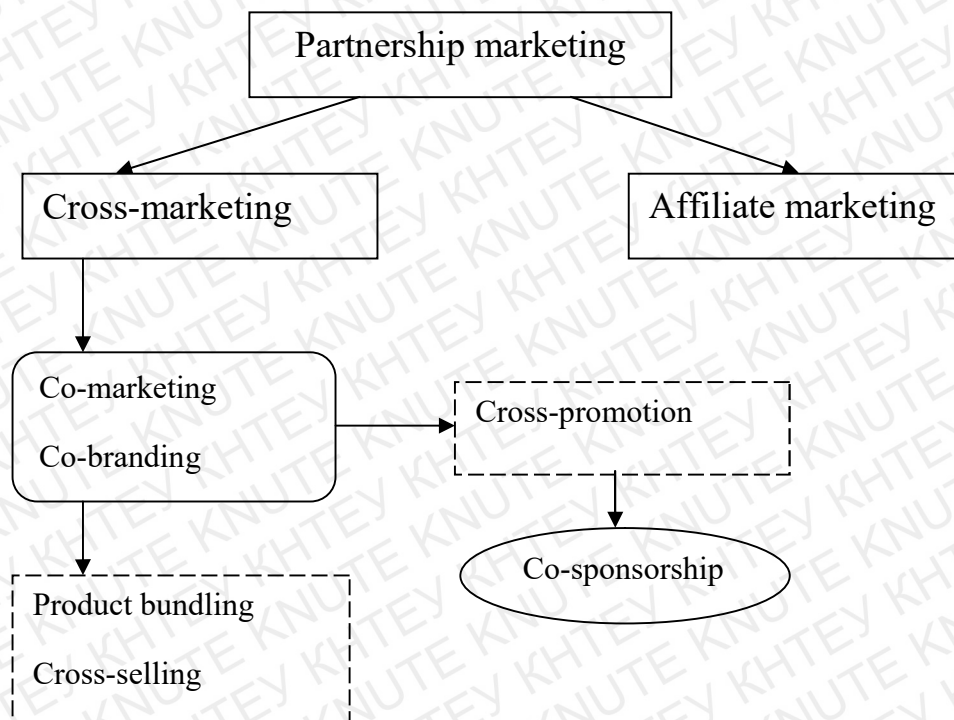


Fig.1.1. System of partnership marketing

Source: created by author

Co-marketing is the process of simultaneous development of several companies, where they work together to promote a product or content, and then share the results. This is mainly done by companies that want to attract new customers or present a new product to the audience [10].

Co-marketing creates less connection between partners, as the main goal of this partnership is a good advertising campaign. Therefore, during this interaction, there is basically an exchange of resources, which does not include any specific general activity. Another limitation of co-marketing is due to the fact that one of the conditions of the strategy is that the partner with whom the company can cooperate must belong to a similar, or better to the same, industry, but the company must not be competitors [11].

The main conclusion is that co-marketing processes doesn't involve creation of mutual product, that is not very suitable for tourism business, because almost all partnership's main goal in tourism is creating a join product. The next disadvantage is that co-marketing limits possible interesting partnerships, as it includes cooperation

with companies only with the same purpose and with a similar business area.

Co-branding is a long-term brand partnership that involves developing and promoting a joint product or brand [12]. A brand's usage of this type of strategy is becoming increasingly popular as a company can capitalize on existing brand equity, thereby lowering the cost of promotional activities and reducing risks [13].

Also, participation in co-branding events can generate even greater customer confidence in the company [14]. This is because consumers' perception of the partner's brand is automatically transferred to the company. An advertising campaign jointly of two or more brands is based on the target audiences of these companies. Accordingly, it helps to increase advertising reach and to introduce customers to new companies [15]. If consumers trust one already familiar company, then this trust will carry over to the brand of other partners.

Therefore co-branding can be called advertising partnership which key of success is to find a common value that will be of interesting to the target audiences of partners [16].

But there are some requirements for companies that want to cooperate, which are also the rules for creating effective co-branding collaboration:

1. Independence of partners who use the concept of co-branding before and after creating a product (brand)
2. Companies must purposefully implement a co-branding strategy.
3. Collaboration must be visible to customers.
4. The joint product must be combined with two (or more) partner companies simultaneously [12].

The concept of co-branding is based on improving brand performance, but this can happen in different ways. One of the ways is to improve the image and reputation by using the competencies of partner brands, which results in the transfer of reputation to the brand of the common product, and then to the brands of the partners themselves. A company alone often cannot achieve such results, since in this case there is a synergy effect from cooperation.

On the other hand, the main goal is precisely the expansion of the offer. Coming

out of this, Washburn and Leuthesser distinguished four types of co-branding forms: partnership to create a unique brand (product); uniting companies to create a joint brand; uniting brands for product integration; or the creation of a common brand that includes companies with existing products for the joint integration and additional use of these products [13].

The last type is the most suitable for tourism business, because this common brand can be a destination. United brands that decided to cooperate for creating or improving of brand of destination are companies that will be involved in tourism cluster. Also, on the other hand, if a travel company wants to promote itself, it can use the destination brand if its brand is strong (well known) [17].

Clear that companies that use the concept of cross-marketing often later merge into clusters. Yvone Koppen states that cross-marketing in tourism initially developed from marketing associations, which included state, regional and national organizations unions. As the impact of the tourism industry on other industries is constantly growing, today cross-marketing is a common tool between the tourism industry and consumer goods [1].

For better understanding a mechanism of cross-marketing, it should be understandable what the term cluster means. Porter has defined the term cluster as «Geographically interconnected companies that also include specialized suppliers, service providers, related industries, and associated institutions (standards and trade associations, universities) that compete in some industries, but at the same time cooperate» (fig.1.2). The classical approach to clusters in tourism is based on Porter's theory of clusters. Benny defines the phenomenon of tourism cluster based on cooperation between agents: «Tourism cluster - attractions that are grouped within a geographical area where there is high quality equipment, services and which is characterized by socio-political cohesion, the relationship between associative culture and a productive chain, good management in the company's networks, which provides competitive strategic advantages» [18].

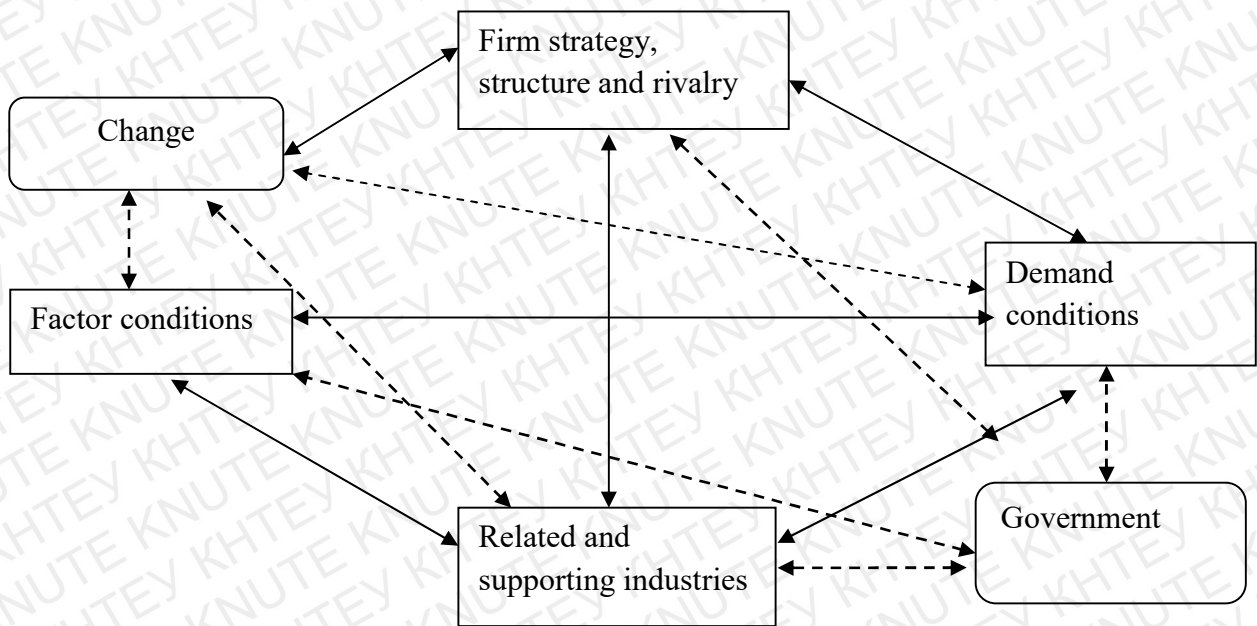


Fig.1.2. Porter Diamond Model

Source: created by author on the base [18]

As written in the work «Development of the tourism cluster» the tourist cluster consists of the following participants: the public sector (public organizations, state and local authorities), a production sector and sale sector of a tourism product, which includes subjects of tourist activity (tour operators, travel agents, excursions bureau, health resorts, hotels and restaurants, transport organizations etc.) providing sector that includes cluster and destination management systems; ancillary sector (research institutes, educational institutions, labor exchanges, financial, legal institutions, etc.). The scheme of cluster members is shown in the Figure 1.3 [19].

There are many organizations in the world that support the development of tourism clusters. Under the Competitiveness and Innovation Program of the European Cluster Skills Initiative (ECEI), the Commission began its work in 2009 as part of the EU's efforts to increase the number of world-class clusters as part of strengthening cluster excellence. The European Secretariat for Cluster Analysis (ESCA) was set up to provide practical advice to cluster management organizations, which helps to enhance the experience of cluster management by comparatively assessing and labeling the quality of clusters and cluster management organizations [20].

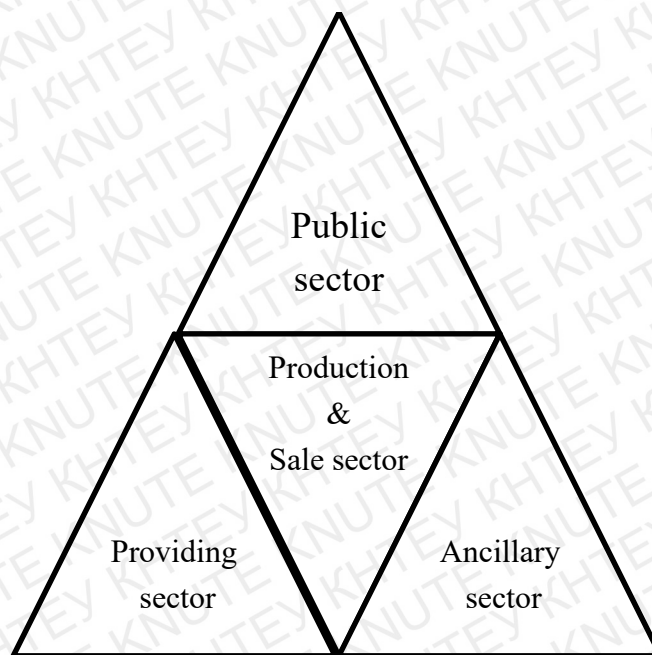


Fig.1.3. Participants of tourist cluster

Source: created by author on the base [19]

There is also «European observatory for clusters and industrial change» which includes «European cluster expert group» and «European cluster policy forum». The organization provides policy support to existing or emerging cluster initiatives at the regional and national level [21]. Jamala and Getza identified what is crucial for the successful development of cooperation in tourism, namely the understanding of stakeholders their dependence on each other, the cognizance that each will receive bonuses from cooperation, joint ownership of the strategic plan controlled by the reference group [22].

Consideration of tourism as an integrated system within a particular geographical area the first thing that comes to mind is the concept of destinations [23]. The destination is considered by scientists as a touristplace, as well as a tourist product. According to Keller, the service package is very hard to separate from the geographical location, so the destination and travel package are integral concepts [1].

Therefore, it is beneficial for the tour operator to cooperate not only with a strong brand of the destination in order to transfer its brand associations to the company's brand, but also it is profitably for tour operator to cooperate using a cross-

marketing strategy with other members of cluster in order to develop and promote the destination with which the tourism product is associated. It is also important to understand that any partnership in the tourism business leads to the unification of enterprises into a tourism cluster, and then to the emergence of a destination.

It is also obvious that the concept of cross-marketing is impossible without effective partnerships.

In the work "Cooperation patterns in the tourism business: the case of Poland" is claimed that cooperation has a very strong impact on the tourism business, as this area is dominated by small and medium-sized enterprises [24]. These companies often do not have large financial resources, so marketing campaigns are often too expensive for them. Therefore, the overall marketing strategy often becomes a solution for tourism enterprises.

Therefore, the company must know how to find a suitable partner and how to form a strategy for their cooperation. There are specific features for implementing the cross-marketing concept for a tour operator. The partner with whom the tour operator plans to cooperate must be a company that is associated with a tourism product provided by the travel company. Most often, these are members of the tourist destination cluster with which the tour operator is associated. In order not to be mistaken when choosing a partner for a travel company, it is worth looking at the requirements for a partner given in the table 1.2.

Table 1.2

Requirements for a partner in cross-marketing conception

Partner requirements	Description
Committed to the idea	The partners have the same vision of their cooperation, and the goals they want to achieve. The goals do not have to be the same, the main thing is that cooperation will benefit all partners.
Autonomy	Partners should be independent both before the creation of partnerships and during cooperation. Everyone has their own unique resources that they share during the implementation of the project.
Swap	Partners are interested in helping each other, because only with this condition it will be possible to achieve synergy. They share information, experience, resources, everything that is necessary to achieve their goal.

Partner requirements	Description
Integration	Companies build strong bonds and contract them.
Honesty	Honesty in establishing partnerships is the most important thing, because often companies that belong to the same cluster remain competitors. Therefore, cooperation should be based on honest motives.

Source: created by author on the base [25]

If the company is ready to fulfill these requirements, cooperation with it should bring maximum benefit. But, before starting cooperation, the company must answer three questions:

- For what purpose do we need this cooperation?
- How will we benefit from this?
- What are the benefits of a partner in cooperation with us? [26]

Further, the tour operator must know the sequence of establishing partnerships with the company. The company's way towards establishing tourism partnerships is illustrated in the figure 1.4.

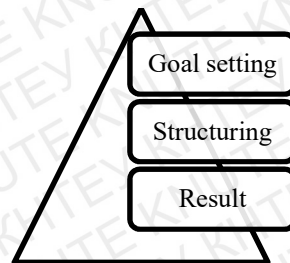


Fig.1.4. Way of tour operator to establish a partnership

Source: created by author on the base [25]

Goals setting involves partner search and selection, negotiating the context of collaboration and determining interdependencies, setting goals and rules. Structuring consists of the processes of implementing changes in the regulatory framework of partner enterprises, such as signing a cooperation contract, formal approval of common goals and rules [25].

Also, the agreement must include all the details of marketing cooperation, for example, the conditions for placing the logo, details of the ownership rights to the

general product, the topic of the marketing campaign, and more. Sometimes businesses do not consider it necessary to sign a contract, but this must be done to avoid risk. But despite this, it is worth entering into a partnership only with a reliable company [27].

During the stage of obtaining results, a certain project is completed, a product is provided to customers, the results of cooperation are evaluated. In this stage companies also decide on their further cooperation [25].

How it works in practice is well illustrated by the process of signing a cooperation agreement between a tour operator and a hotel (hostel, etc.) After all the conditions are approved, the companies make a decision and sign a contract. Before concluding a partnership contract, you need to clarify some points, for example: the number of rooms (beds) that the tour operator will book; at what price per room, and how the price will change in relation to external factors; payment terms and so on [28]. Then the companies analyze the results of cooperation, pay attention to the partner's compliance with the terms of the contract and make decisions about cooperation in the future.

Also, an interesting advice for a travel company in search of effective cooperation is to leave the comfort zone. Atypical partnerships can bring unexpected results and help a company achieve the desired results [29]. Cooperation with a hotel for a tour operator is nothing new, but cooperation with companies from other business areas can lead to very interesting results.

To summarize, the main building blocks of cross-marketing concepts for a tour operator are co-branding and partnerships. An important discovery is that co-branding includes the part visible to customers, and the partnership invisible to them.

1.2. World practice of cross-marketing implementation in tourism company

As previously analyzed, the use of a cross-marketing concept by a tour operator always leads to the unification of partner companies into a tourist cluster, which, in

turn, is located in one or several destinations. The participation of tourism enterprises in clusters is a common practice for European countries. In 2014, a study of tourism clusters was conducted by using the Amadeus database. During this research, scientists examined the countries belonging to the EU-15, the results can be seen in the table 1.3 [30].

Table 1.3

Degree of clustering by country

Country	Tourist enterprises	Number of tourist clusters	Tourist enterprises in clusters	% of tourist enterprises in clusters
United Kingdom	46,147	177	42,428	91,9
Spain	28,814	107	22,207	78,5
Germany	20,663	86	13,125	63,5
Austria	13,894	63	8,771	63,1
Italy	39,272	152	24,069	61,3
France	27,884	111	16,967	60,8
Sweden	9,975	36	6,015	60,3
Greece	4,162	15	2,441	58,6
Netherlands	15,308	67	8,625	56,3
Belgium	8,278	30	4,143	50,0
Portugal	5,326	14	2,631	49,4
Finland	4,937	18	2,290	46,4
Ireland	1,220	2	542	44,4
Denmark	3,172	5	969	30,5
Luxembourg	335	0	0	0,0
EU-15 (total sum)	229,387	883*	155,623*	67,8*

*Some clusters are counted twice, because part of them is shared between countries.

Source: created by author on the base [30]

According to the data which are specified in the work «Tourist Clusters, Destinations and Competitiveness: Theoretical issues and empirical evidences» (table 1.4), there were 863 tourist clusters in EU-15. During the study, only objects belonging to the tourism industry, such as accommodation and travel companies, were analyzed. Also, according to the results, tourism enterprises occupied more than half of all enterprises in the cluster, namely – 67,8% [30].

There are an extraordinary number of tourist destinations in the world that have formed successful and efficient tourist clusters. Good examples are North

Queensland and The Napa Valley located in the north San Francisco. Factors that led to these destinations' success are listed in the table below.

Table 1.4

Examples of clusters

Location of a cluster	Factors of success
North Queensland	<ul style="list-style-type: none"> - In the first years of development, due to the small number of participants, trust-based relationships were formed between the companies - Frequent informal contacts, formation of strategic alliances. - The vision of the destination, the strategy of tourism development were formed, which was supported by all participants - The motive of unification due to crisis conditions. - Relationships based on both cooperation and competition.
San Francisco	<ul style="list-style-type: none"> - Awareness that it is necessary to strive for all participants to work at approximately the same level - A common vision of development, which was supported by many operators - High degree of specialization, strong regional brand - Introduction of the newest technologies - Cooperation with universities and schools, interest in research and education - Formation of relationships with complementary industries

Source: created by author on the base [23]

It is important to add that regional promotion agencies have strongly influenced the formation of the cluster in North Queensland. The first step was that The Far North Queensland Promotion Bureau, which then operated as the region's general economic development council, became a tourism-oriented organization due to the rapid development of the tourism industry. It now operates as the Tropical North Queensland Tourist Board and is 95 percent made up of tour operators [23].

As mentioned earlier, the cross-marketing concept for a tour operator includes two phenomena: co-branding and partnership. The use of co-branding techniques is widespread throughout the world, with branding leaders demonstrating inventive ways to use them. Brands such as Louis Vuitton, BMW, Airbnb and others set an example of how by using the resources of several companies, you can create a completely unique product that will become a marketing campaign profitable for all participants (see table 1.5).

Table 1.5

Examples of co-branding cooperation in travel industry

Name of the companies	Joint product	Description
Louis Vuitton& BMW	Louis Vuitton has created an exclusive set of suitcases and bags that fit perfectly into the luggage compartment of the new BMW i8.	Outwardly, this is cooperation of completely different companies, but they have common values. Louis Vuitton makes a line of luggage bags, BMW produce cars that make them part of the travel industry, companies focus on upper-middle-income customers and both brands are well known. Also, the Louis Vuitton product itself was suitable not only for the size of the car, but also for the design under the image of the BMW brand.
Airbnb&Flipboard	Trips service, which allows the tourist to contact the owner of the apartment regarding their common interests	Airbnb is the creator of an application for booking accommodation for tourists from real people (owners), and Flipboard is a news aggregator that selects themed content for users. Their joint product allows them to book experiences while traveling, helping them find hosts with the same interests.
Spotify&Uber	«Soundtrack for your trip»	A music listening app and a car calling service have created a common offer for users. While waiting for the car, the client can use Spotify to choose the music for the future trip. This partnership of the company brings more value to customers and drives application usage.

Source: created by author on the base [31]

One of the keys to the success of cooperation described higher is to increase the value of your product expense supplement his partner product. Companies can also supplement the cooperation with the provision of discounts on partner services or access to them for a while [32].

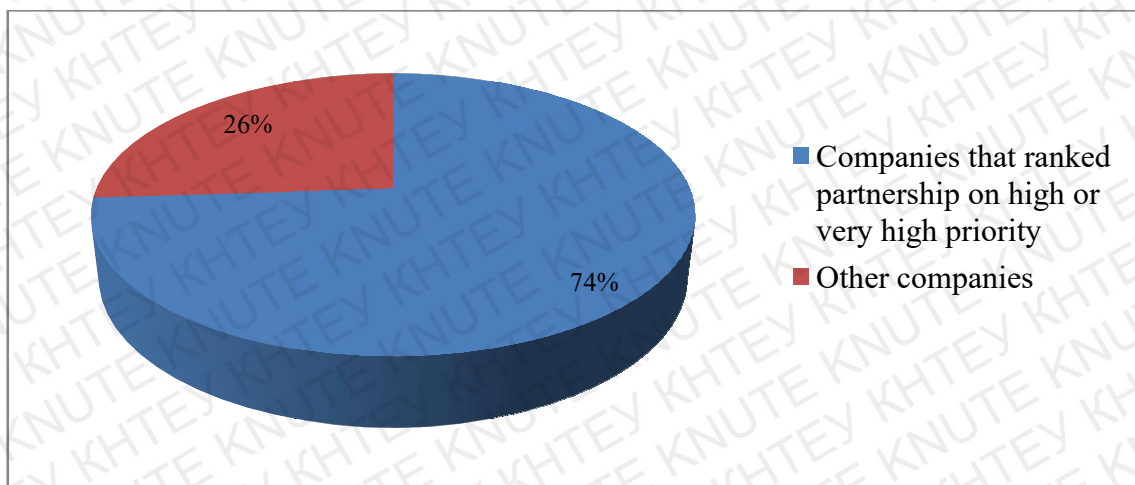
The Flipboard collaboration for Airbnb has led to amazing results. This marketing campaign brought about 440,000 Flipboard viewers to Airbnb, generating 38,000 visits to the company's website (9% CTR of the total). The basis for further cooperation between the companies also became the increase in the number of Airbnb subscribers on the Flipboard platform from zero to 29 thousand [33].

Airbnb was also involved in another interesting collaboration. This time it was Sweden, which included promoting the country as a destination. This was done with the help of the company's community [34].

The fact that partnership in the sphere of marketing campaigns are popular can

be proved by the data provided by modern research. Partnerize (a platform for companies that are planning partnerships) [35] conducted research in 2018 to obtain data on companies' usage of partner strategies. The vast majority of the surveyed enterprises at that time have been already involved in affiliate programs (including affiliate Internet marketing), and a small number of those who has not involved yet planned to introduce these concepts in the coming year.

The data they received: 54% of enterprises showed that 20% of the company's revenue was the result of cooperation with partners; also, more than half stated that the number of acquired customers and the profit from the partnership was increased comparing to last year (2017). The highest percentage of companies indicated that partnerships and joint marketing campaigns rank high or very high in the priority of their activities, see figure 1.5 [36].



*Fig.1.5. Results of Partnerize survey
Source: created by author on the base [36]*

It was also investigated that about 34% of leading companies have more than 50 partner brands (maximum number of brands is 99). The priority of 27% of these companies was to find new brands for cooperation, 23% planned to improve and strengthen partnerships that they already have. HubSpot also claims that brand partnership content in 2020 attracts customers the most in social media [36].

Tourism partnerships are also common practice. Basically, the main goal of partnerships in the tourism business is to promote and develop certain destinations. Such cooperation brings great profit to destinations, attracts a large number of new

tourists, which positively affects the activities of the companies that belong to these clusters (table 1.6).

Table 1.6

World examples of tourism partnership

Name of a project	Partners	Type of partnership	Objectives	Results
Sustaining a mature partnership, Denmark	MeetingPlace Wonderful Copenhagen; Wonderful Copenhagen; 65-70 of largest private-sector stakeholders in MICE network	Organization network	Product development and improvement; Improving the image of the destination; Improving marketing efficiency; Improving market coverage;	MeetingPlace Wonderful Copenhagen gathered 65 to 70 of the most important MICE stakeholders in Copenhagen and create a viable, vibrant partnership.
Repositioning a destination through a themed marketing campaign: Amazing Thailand	Tourism Authority of Thailand; Various government departments; Private sector	Co-branding	Improving marketing reach; Usage of marketing programs; Coordinated planning	16.5 million international visitors over a two-year campaign period with a steady increase visit after that
Expanding an established partnership: Wine and cultural tourism in the Thompson Okanagan, Canada	Thompson Okanagan Tourism Association; British Columbia Wine Institute; Private sector participants including wineries, hotels, and tour operators, and sponsors.	Strategic Alliance	Product development, enhancement and preservation of resources; Setting quality standards; Improving market coverage and reach	The Autumn Festival has increased the number of visitors by 97,000 in 7 years. Event revenues and wine sales increased by \$ 1.3 million.

Source: created by author on the base [37]

Other partnership ideas for a tour operator include cooperation with: an influencer (journalist, blogger, photographer), local DMOs (Destination marketing organizations), local businesses that can participate in the formation of a tourism product (restaurants, museums) and also with other tour operators [38].

For example, a partnership with an online travel agency can bring great profit, since these companies are experts in digital marketing, have a lot of information resources, which makes them leaders in search rankings. Partnership with another tour operator allows you to exchange information about common travel products (destinations), as well as use each other's distribution systems [39]. The cross-marketing system allows the tour operator to expand partnerships not only in the tourism industry, but also in other areas of business. It can also turn a company's competitors into partners. The main requirement of cooperation is the common goals and values of partners and compliance with the rules of the cross-marketing system.

Conclusions to the part 1

Cross-marketing is a very broad concept that includes many phenomena and tools. To implement the concept of this type of marketing, an enterprise definitely needs a partner, cooperation with whom will bring the enterprise maximum benefit. During cooperation, companies share their resources and make efforts to promote each other's products, or one common product.

Cross marketing is in a system of similar definitions, the broadest of which is partnership marketing. The main parts of cross-marketing are co-marketing and co-branding. Co-branding is more suitable for introduction into the tour operator's system, as it leads to the promotion of a common product, which is a tourist destination. Also, if the destination brand is strong, then the tour operator can use it to promote its company. There are certain requirements and rules that must be followed to achieve a successful co-branding strategy implementation.

It is important to understand that any partnership in tourism leads to the creation of a cluster, which then forms a destination. All companies within the cluster are interconnected, so it is beneficial for companies to cooperate in order to achieve synergy. It is very beneficial for a tour operator to participate in the development of a destination, because the tourist product is directly related to the destination, where the company directs tourists.

In addition to co-branding, the main component of cross-marketing is partnership. A travel company that plans to implement it in their enterprise must know how to find the right partner, cooperation with which will bring maximum benefit. The most important thing is that the partner is even with you, because often members of the tourism cluster are competitors. When the company has found a partner, it has to agree with this enterprise their common goals and other aspects of future cooperation. After the implementation of a common project, it is important to analyze the results and decide whether the companies should cooperate further.

For Europe, the participation of tourism enterprises in destination clusters is a common practice. Tourism enterprises occupied more than half of all enterprises in the cluster. Well-established relationships between cluster partners lead to a common benefit and successful promotion of the destination, an example of which can be North Queensland, San Francisco and others. A successful example of cooperation using the concept of co-branding can be companies such as Louis Vuitton and BMW, Airbnb and Flipboard and others. By using their resources they created a completely unique product that became a marketing campaign profitable for all participants. Therefore, we can conclude that the introduction of the concept of cross-marketing will create a positive effect on the tourism operator activity.

PART 2

ELEMENTS OF CROSS-MARKETING IN TOUR OPERATOR «STAR MICE» ACTIVITY

2.1. Characteristic of «STAR MICE» management system

The tour operator of business tourism (MICE tourism) «STAR MICE» was founded on July 2, 2012. In August of the same year, the first order was placed. The order was a travel package. From September 2012 (ie 2 months after registration) the company was already break-even and went to operating income. From 2013 began the first successes of the company, but the political and economic crisis in the country has suspended growth. The company began to make a steady profit, without growth. In 2015, cooperation was started with International Programs and Charitable Organizations, Donors, Embassies, and the Government, which caused the company's growth. The organizational and legal form of the enterprise is a limited liability company.

Mission of «STAR MICE» is to make a profit by providing high-quality, highly professional services, thereby satisfying the various needs of its customers and selling the company's tourism product.

The main tasks of the tour operator were determined as follows:

- provision of quality services and their constant improvement through the constant development of the tour operator and the improvement of the qualifications and competence of employees
- qualified support and advice to clients on organizational issues, transport issues, visa services, security and insurance issues
- expanding the client base, entering new markets
- maintaining the company's image
- increase customer loyalty, turn customers into regular
- constant increase in sales

The company provides services to two types of clients: corporate and individual.

The number of corporate clients far exceeds the number of individual clients. Tour operator services for individual clients include:

- Organization of tours in Ukraine and abroad, including sea, mountain, ski holidays, cruises;
- Organization of transport services and support;
- Hotel booking services;
- Visa support services;
- Organization of excursion services;

For corporate clients the company organizes:

- Organization of business meetings,
- Conferences,
- Events
- Incentive tours [40].

The company currently has 5 employees. If necessary, the tour operator uses the involvement of freelance employees. For example, when organizing large-scale events, etc. The administration of the enterprise includes two positions, namely the director and the accountant. The sales department consists of two tourism service managers and a marketer. The staff list is given in Appendix B. According to the information hierarchy can be represented in the form of enterprise organizational structure (fig.2.1).

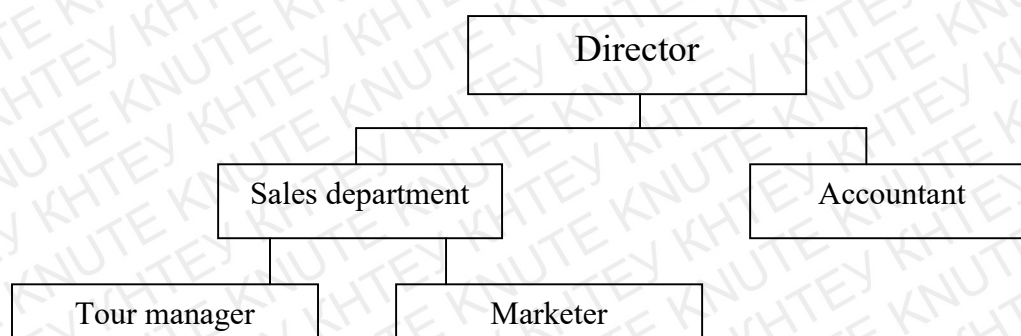


Fig.2.1. Organization structure of «STAR MICE»

Source: created by author

The director of the company is responsible for the distribution of requests from customers among managers, delegation of tenders, development and maintenance of contracts with customers / suppliers, analysis of activities, etc. The responsibilities of an accountant include bookkeeping, reporting, payment of bills, monitoring the availability of documentation, etc.

Tourist service manager – submission and winning of tenders, execution of direct orders from clients, attraction of new clients. Timely closing of events, transfer of documents to customers and timely receipt of documents from suppliers, etc. The marketer is responsible for maintaining social networks (Facebook, tick-tock, Instagram), planning and compliance with marketing goals. Responsibilities also include work with the team – the organization of leisure for the cohesion of employees, etc.

The main freelance workers for holding events are the event manager and event manager assistant. Their role and responsibilities can be seen in the table 2.1. The rest of the event workers are part of a group called «executers». This group includes technical staff, interpreter and support staff.

Technical staff should provide setup and maintenance of technical part of the event (provision, installation and handling of the equipment for the event, fixing any issue related to the equipment that may come up during event and others). An interpreter's function is to translate and facilitate communication in the context with quality interpretation in anti-corruption topics. Support staff role is supporting and assisting in all supplementary services.

The relationship between the manager and employees of «STAR MICE» is based on absolute trust and mutual assistance. «STAR MICE» has a well-developed corporate culture. Every employee is salient for enterprise. Every opinion, statement about the improvement of work or working conditions is always heard by the manager and taken into account in the further work of the company. Each manager acts as a separate unit and is responsible for the decisions made. If an employee has questions or problems, he / she can turn to management to resolve them.

Table 2.1

Responsibilities of event manager and event manager assistant

Job title	Role	Responsibilities
Event manager	The full cycle event management.	<ul style="list-style-type: none"> • cooperation and contact with the Client and the anti-corruption institutions • event planning and arrangement according to the client's requirements and expectations • assigning tasks to project team members • budgeting the event • booking event services; arranging all supplementary services (by request) • supporting during the event • schedule services with partners and briefing • event team before the event • controlling event execution • event reporting and compliances • providing regular updates to upper management
Event manager assistant	Administrative and logistic support to the event manager	<ul style="list-style-type: none"> • cooperation and contact with the Partners and support staff • communication with participants concerning the registration and logistic questions (if necessary) • operating with expenses documentation for accountant • supporting the event manager in all supplementary services; select locations • according to the request; a menu formation with catering service, the participants registration, i.e. • documents and materials delivery • providing regular updates to upper management

Source: created by author

The situation (issues) will be always discussed, after which conclusions and corrections will be made for the future. «STAR MICE» always encourages employees to attend various trainings / conferences / lectures for professional growth.

«Each of the employees is its «creator» and plays an important role, which in turn forms a living, multifunctional and harmonious organism», – said the company's director.

The company's values include:

1. Excellent event service (the main slogan of the company).
2. Decency and honesty (which directly affects the company's reputation).
3. Development (both the company as a whole and each employee personally).
4. To be passionate and dedicated to the work.
5. Teamwork.

The main slogan of «STAR MICE» is achieved through the competence and professionalism of each employee. Each of the employees does everything possible to ensure that the customer is satisfied and feels a great service. Also important is the ability of employees that help them in their work is understanding the needs of the client and the ability to forecaste them in advance.

For their activity «STAR MICE» uses the 1C program for financial accounting of the order (income and expense part, document circulation), the Trello site for time management and the remote virtual server of the company for simultaneous access of users to all materials of the company. The company does not use special computer programs and equipment for marketing activities.

The creation and implementation of a tourist product (event) consists of four stages. These are the classic stages of projects: Plan, Do, Check and Act (see fig.2.2). Planning stage consist of creating a plan with schedules, tasks, resources and budget. «Do» means start implementing the event project plan.

In the stage of «check» employees must be sure that the execution is in line with the event project plan. The final stage is «Act», that is mean that the event project goal must be reached and all the documents and reports have to be compiled. The last stage is mostly done by administration department.

The cost of services is formed from the cost of the event budget. Tour a wide range of services, as workers carry out all the organizational aspects of the event. The cost of each service is added to the total estimate, from which the tour operator's commission is deducted. The company's profit percentage ranges from 7% to 12% of the total budget of the event.

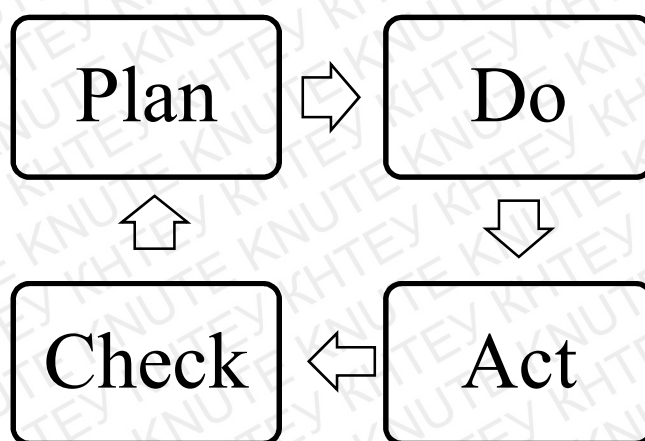


Fig.2.2. The full cycle of tourism product

Source: created by author

As you know earlier, the tour operator «STAR MICE» organizes trips to Ukraine and abroad. In total, the number of foreign destinations for the three analyzed years is 24 countries. Most countries are not mass travel destinations. The countries to which tourists most often go are in the top destinations of tour operator (fig.2.3).

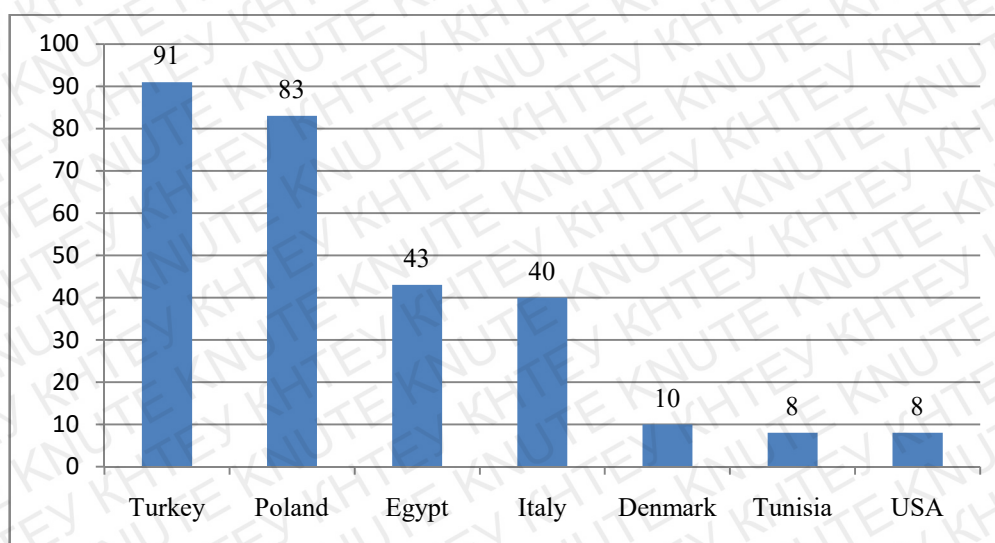


Fig.2.3. Top destinations of tour operator «STAR MICE»

Source: created by author

The clearest reflection of the company's activities are financial performance indicators. Their analysis will help to understand how profitable the company is, what it spends the most money on, and etc.. The table 2.2 shows the dynamics of financial

indicators and economic activity within tour operator «STAR MICE» for 2017-2019 years (Appendix C).

Table 2.2

Dynamics of financial indicators and economic activity within tour operator «STAR MICE» for 2017-2019, thousand UAH

Indexes	Year			Growth rates, %	
	2017	2018	2019	2017to 2018	2018to 2019
Net income from sales of products (goods, works, services)	3 929,3	4 180,5	4 496,1	6,4	7,5
Other operating income	63,2	136,6	145,8	116,1	6,7
Total income	3 992,5	4 317,1	4 648,2	8,1	7,6
Other income	-	-	6,3	-	100,0
Other operating expenses	1 066,0	1 778,4	2 646,2	66,8	48,8
Other expenses	42,2	65,7	-	55,7	-
Total costs	1 108,2	1 844,1	2 646,2	66,4	43,5
Financial result before tax	2 884,3	2 473,0	2 002,0	-14,2	-19,0
Income tax	-	-	-	-	-
Net profit (loss)	2 884,3	2 473,0	2 002,0	-14,2	-19,0

Source: created by author

As can be seen from the table, net income from sales of products has a positive trend. From 2017 to 2018, net income increased by 6.4%, and from 2018 to 2019 by 7.5%, namely by 315 thousand hryvnias. Other operating income on the contrary, has a negative trend, as it first increased by 116.1%, and then the figure decreased to 6.7%. It also affected the fact that the total income decreased over three years by 655.7 thousand hryvnias, the growth rates from 2017 to 2018 is 8.1%, and from 2018 to 2019 is 7.6%. On the plus side, there is appearance of other income that came in 2019.

There is a clear increase in other operating expenses in the dynamics over three years, which increased from 2017 to 2018 by 66.8%, and from 2018 to 2019 by

48.8%. It is because of the increase in costs that net income decreased. From 2017 to 2018, net profit decreased by 14.2%, and from 2018 to 2019 by 19%.

Table 2.3

Number of sold tourist vouchers for 2017-2019 of «STAR MICE»

Indexes	Year			Growth rates, %	
	2017	2018	2019	2017to 2018	2018to 2019
Realized tourist vouchers - total	40	465	18	1062,5	-96,1
Including:					
• directly to the population	40	465	18	1062,5	-96,1
• citizens of Ukraine to travel within Ukraine	-	411	1	100	-99,8
• citizens of Ukraine for travel abroad	40	54	17	35	-68,5

Source: created by author

It is also important to analyze the change of sold tourist vouchers (table 2.3) (Appendix D). Interesting is the sharp increase from 2017 to 2018 by 1062.5%, which is then replaced by a negative trend, namely a decrease of 96.1%. In 2017, all tourists chose to travel abroad. In 2018, the number of foreign tourists was only 13% of all travelers. In 2019, the vast majority of tourists traveled abroad again. It can be concluded that the sharp increase in tourist vouchers sold in 2018 was caused by an increase in demand for domestic tourism.

The situation is slightly different with the number of tourists served (table 2.4) (Appendix D). From 2017 to 2018, the number of tourists increased by 145.3%, and from 2018 to 2019 decreased by 84.7%. In 2017, about half of all tourists were traveling to Ukraine. In 2018, a little more than half of tourists traveled abroad, and in 2019 their number was the vast majority.

Table 2.4

Number of sold tourists served for 2017-2019 of «STAR MICE»

Indexes	Year			Growth rates, %	
	2017	2018	2019	2017to 2018	2018to 2019
Number of tourists served, total number	128	314	48	145,3	-84,7
Including:					
• citizens of Ukraine to travel within Ukraine	45	119	2	164,4	-98,3
• citizens of Ukraine for travel abroad	83	195	46	134,9	-76,4

Source: created by author

It can be concluded that «STAR MICE» is profitable, but due to excessive costs, the net profit is gradually declining. This means that the company should reconsider the rationality of its own costs, or take measures to increase the possibility of obtaining more income. That measure could be for the enterprise implementation of cross-marketing on the base tour operator.

Also, it was found that the tour operator does not serve foreign nationals. Although in 2017 and 2019 the number of tourists traveling abroad is the absolute majority, but in 2018 the largest number of sold vouchers was found, which was caused by the sharp increase in domestic tourists. Therefore, the tour operator has prospects for the development of domestic tourism.

According to the balance sheet, the company's assets have a negative trend (table 2.5) (Appendix C). From 2017 to 2018, equity increased by 110.1%, and from 2018 to 2019 by 20.8%.

Table 2.5

**The dynamics of assets in tour operator «STAR MICE» for 2017-2019,
thousand UAH**

Indexes	Year			Growth rates, %	
	2017	2018	2019	2017to 2018	2018to 2019
Equity	2205,2	4632,4	5596,2	110,1	20,8
Non-current assets	359,9	680,4	606,7	89,1	-10,7
Current assets	2451,9	4621,7	5464,9	88,5	18,2

Source: created by author

Non-current assets from 2018 to 2019 decreased by 10.7%. Current assets as well as equity are growing at a slower pace. A deeper analysis can be made based on the results of changes in the indexes, namely Returns of assets and Return on sales.

Table 2.6

The dynamics of indexes Returns of assets and Return on sales

Indexes	Year			Growth rates, %	
	2017	2018	2019	2017to 2018	2018to 2019
Returns of assets (ROA)	57,4	24,8	17,1	-56,8	-31,0
Return on sales	73,4	59,2	44,5	-19,3	-24,8

Source: created by author

*Formula for ROA index calculation [41]:

$$ROA = \frac{\text{Net profit (loss)}}{\text{Average assets}} * 100\% \quad (2.1)$$

*Formula for Return on sales index calculation [42]:

$$ROS = \frac{\text{Net profit(loss)}}{\text{Revenue}} * 100\% \quad (2.2)$$

As can be seen from the table 2.6, the change in indices is negative. From 2017 to 2018, the ROA index decreased by 56.8%, and from 2018 to 2019 by 31%. Rate of this index indicates the effectiveness of the resources used, ie the percentage of profit received from company`s used assets [41].

As can be seen from the table, the change in indices is negative. From 2017 to 2018, the ROA index decreased by 56.8%, and from 2018 to 2019 by 31%. Rate of this index indicates the effectiveness of the resources used, ie the percentage of profit received from company`s used assets [41].

The fact that the indicator tends to decrease (albeit to a lesser extent) indicates that resource efficiency is declining and resource costs are not profitable enough. That is, the costs incurred for the acquisition of resources are not sufficiently recouped by the enterprise.

This is also confirmed by the negative growth rate of Profitability of sales (decreases occur to a greater extent than the ROA index). From 2017 to 2018, the rate of Return on sales decreased by 19.3%, and from 2018 to 2019 by 24.7%. This indicator shows what percentage of profit is generated by each hryvnia received from the sale, taking into account all costs. Decreased Return on sales indicates inefficient cost management, insufficient market position or insufficient value of services, which does not cover all costs [42]. Thus, it can be concluded that the assets of the enterprise do not bring sufficient profit, the cost of their acquisition is inefficient, and the income is insufficient to cover the costs of the enterprise.

One of the effective measures to increase the rate of Return on sales is to optimize the cost of marketing activities, because they will increase demand for products (which will increase revenue) [42]. The best solution to this problem, we consider the introduction of a cross-marketing system on the basis of the enterprise, as it means the exchange of resources between partner companies and the distribution of

costs between them for marketing activities. Therefore, for further analysis and selection of measures to increase demand, it is necessary to analyze the marketing strategy of the company «STAR MICE».

2.2. Evaluation of marketing strategy effectiveness of «STAR MICE»

Marketing strategy of «STAR MICE» is mainly about promotion of the company through social networks. The tour operator has profiles in three social networks: Facebook, Instagram and TikTok. The tour operator tries to develop and promote all profiles in a stable way. The company does not use network marketing methods and does not use special software to introduce marketing activities. Mailing is rarely used. The last time a questionnaire was created on the attitude of customers and partners to changes in the industry during the pandemic.

Also, the company does not track conversions. Rebranding of the tour operator's website is planned in the near future. At the moment, «STAR MICE» does not place its advertising banners on the websites of other companies, but partner companies advertise each other through mentions on social networks. Most often, these are catering companies and locations (hotels).

Each year, the tour operator «STAR MICE» takes part in the exhibition «Event Industry Forum» as a member [43]. The company considers it appropriate to participate in such events to create a culture of industry, share experiences and develop partnerships within its country and to improve team building. The company also takes part in the Frankfurt exhibition to develop partnerships abroad [44].

The tour operator «STAR MICE» has a profile on the website linkin This profile is followed by 42 users. The profile contains basic information about the company, including a description of services, employees, location and so on. The profile was last updated 5 years ago [45].

Activity in social networks has changed under the influence of quarantine, due to the pandemic. In the pre-quarantine period, the company added at least three posts per week to the profile, now the company adds at least one post per week. The

establishment of quarantine restrictions also affected the subject of the posts. «STAR MICE» also has its own hashtags: #заівентимо #starmice #starmicerекомендує #starmiceінформує #starmiceекоформат #starmiceорганізовує #starmice_team.

The Facebook page is developing the fastest and is the most informative. Recent posts are dedicated to the creative evening of Tatiana Formenko's poetry, the peculiarities of holding events in the realities of quarantine and reposts from a new profile in TikTok. The company's marketer posts on this social network at least once a week, but often several times a week.

The text below the photos is interesting, informative and easy to read. The photos themselves are of good quality, most often they depict photos from events. It is clear that the company values its own employees, this can be seen from a selection of quarantine photos of employees. It is also shown on this social network that «STAR MICE» has adapted to quarantine restrictions, as an International Online Conference with an audience of many thousands was held on September 18.

In this post is also marked a partner of the company @2es_online, who helped with the technical support of the event. It was also reported that the tour operator «STAR MICE» is gradually getting used to online events of any format, and can fulfill orders on various topics.

A great advantage of the company is the availability of publications during quarantine, which are related to interesting advice to subscribers on how to organize leisure and other useful information during quarantine restrictions [46]. 496 people have subscribed to this profile (Appendix E).

The Tik Tok profile has only recently appeared since September 16, 2020 (Appendix F). TikTok is one of the fastest growing social networks, which is becoming increasingly popular. In June 2020, the number of users in this social network was 689 million, which allowed TikTok to take 6th place among the most popular social networks in the world (5th place went to Instagram - 1.158 million users) [47].

In its profile of this network, the company «STAR MICE» publishes edited and decorated with music accompanied videos filmed by their employees. The last video shows a partner of the company «PM Hub», where shown the halls of the event

location, and at the end of the video name of the institution. So far, TikTok has only 5 subscribers and 36 likes on the tour operator's profile (Appendix F).

Instagram profile of «STAR MICE» appeared on November 5, 2018. During this time, the company added 110 photos to the tape and received 314 subscribers (Appendix G). Instagram is extremely promising for business development and brand promotion. Among people registered in this social network, 80% make decisions about buying goods or services through the Instagram network. It is also known that about 50% of Instagram users follow at least one business account [48].

Instagram profile of the company is decorated in a restrained style, in several basic colors, all photos have good image quality and are compatible with each other. The text below the photos provides interesting information about work in the field of business tourism, about events, ecology and so on. Photographs of office interiors also meet regularly. There are also frequent references to the partners of the tour operator, such as hotels, catering services, event locations and so on. To better assess the marketing strategy of the company «STAR MICE», was conducted an analysis of the dynamics of the average effectiveness of posts on Instagram, compared with competitors [49].

Table 2.7

Dynamics of average efficiency of Instagram posts of tour operator «STAR MICE» and competitors 2019-2020 years

Name of the company	Services	Year		Growth rate
		2019	2020	
«STAR MICE»	<ul style="list-style-type: none"> • Organization of tours in Ukraine and abroad • Organization of transport services and support; • Hotel booking services; • Visa support services; • Organization of excursion services; • Organization of business meetings, conferences, events, incentive tours [40]. 	17,2	24,1	40,1

Continuation of Table 2.7

Name of the company	Services	Year		Growth rate
		2019	2020	
Shalenyi (event agency)	<ul style="list-style-type: none"> • Business events • Private events • Corporate events • Calendar events • Political events • Sports activities [50] 	323,5	80,1	-75,2
(tour operator)	<ul style="list-style-type: none"> • Organization of tours in Ukraine and abroad • Hotel booking services; • Organization of business trips • Corporate tours • MICE events • Air tickets [51] 	29,3	17,9	-38,9

Source: created by author

* Formula for calculating the Overall publication efficiency of Instagram posts [52]:

$$OPE = \frac{\text{Number of post likes}}{\text{Number of posts}} \quad (2.3)$$

As can be seen from the table, in general, «STAR MICE» has the lowest performance indicators on Instagram (table 2.7). Event agency «Shalenyi» has the highest rates, namely 323.5 likes in 2019, and 80.1 likes in 2020. The company also has the largest number of subscribers, namely 8174. High efficiency of publications indicates that the profile is signed by an active audience that supports the agency «Shalenyi», despite the fact that the company has the lowest number of publications among selected competitors (8 publications in 2019, 7 in 2020). The negative point is the negative trend of decreasing activity compared to 2019, namely a decrease of 75.2% [53].

The «Avialiga» tour operator has slightly higher figures than «STAR MICE». This company has the largest number of publications for the analyzed period, namely 94 publications in 2019 and 77 in 2020. The number of subscribers is exactly 1000. But there is also a decrease in the indicator, namely by 38.9% [54].

Despite the fact that most of the indicators of the tour operator «STAR MICE»

are less than competitors, only this company has a positive dynamics of efficiency of the public on Instagram. During the analyzed period, 111 new publications appeared in the profile of «STAR MICE», and the growth rate of their efficiency increased by 40.1% [49].

Therefore, conclusion is that the consequences of quarantine for this profile of the company have brought positive results, and the popularity of the account is gradually growing. Further analysis of the activity of the audience of the tour operator «STAR MICE» will help to calculate the Engagement Rate (table 2.8).

Table 2.8

Engagement rate indexes analysis in the STAR MICE profile in October

Indexes	Post 1	Post 2	Post 3	Post 4	Average
Engagement rate by reach (ERR)	19,3	14,8	18,5	12,5	16,3
Engagement rate by posts (ER post)	8,2	5,7	7,6	3,5	6,3

Source: created by author

*Formula for Engagement rate by reach (ERR) and Engagement rate by posts (ER post) index calculation [55]:

$$ERR = \frac{\text{Total engagements per post}}{\text{Reach per post}} * 100\% \quad (2.4)$$

$$ER \text{ post} = \frac{\text{Total engagements on a post}}{\text{Total followers}} * 100\% \quad (2.5)$$

Engagement rate helps determine how many people have interacted with profile posts. Engagement rate by reach (ERR) calculates the percentage of coverage of the publication, and Engagement rate by posts from the total number of subscribers. ER by posts is always less than ERR, because not all subscribers are active [55]. During the analyzed period, the average value of ERR was 16.3%, and ER by posts 6.3%. This result is valid for a profile followed by 314 subscribers, but in the future the company should take marketing measures to promote the profile on Instagram and thus increase brand awareness [49].

Thus, it can be concluded that STAR MICE marketing strategies are mainly based on promotion through social networks. The company also participates in exhibitions and plans to develop the company's website. We believe that the tour operator «STAR MICE» should expand the range of marketing activities, using additional opportunities provided by the concept of cross-marketing.

2.3. Analysis of partnerships of «STAR MICE» cross-marketing principles.

Tour operator «STAR MICE» has a large partnership system. The company provides an extremely wide range of services, so the tour operator must have permanent partners to support their provision. The specificity of the company is that it only organizes trips and events, directly provide services just partner companies. This means that «STAR MICE» has close ties with its partners. Since the beginning of the «STAR MICE» tour operator's activity, the main partners of the company have been hotels with conference venues. The director of the company provided information that the company «STAR MICE» cooperates with almost all hotels in Kyiv where the price is equal to quality. In 2017, the company began working with hubs, which has since become mainstream. About a year ago, the company discovered for themselves a new version of locations for events, namely open space.

During the execution of the order the company not only provides high quality services, but also shows the cultural heritage of Ukraine. For example, during a buffet (especially for foreign customers) tour operator orders an original serving of Ukrainian dishes from a catering company. Another example of attracting visitors to Ukrainian culture is holding events in museums and galleries. One such location is the M17 Contemporary Art Center. The main message of the location is to inspire Ukrainian society and promote Ukrainian culture abroad [56]. The main message of the tour operator is a combination of culture and business. This is an important basis for the development of cross-marketing, because one of the concepts of this system is the development and promotion of the destination, which in this case is Ukraine.

Also the company's steps that can be attributed to the concepts of cross-marketing is to take part in the project «Urban Space 500». The main purpose of creating the first public restaurant in Kiev was the development of the city. Therefore, 80% of the restaurant's profit will be allocated to the development of the capital [57].

From time to time the company organizes promotional events for its own customers. «STAR MICE» partners provide their own services free of charge to promote their partnerships to customers. This type of event can also be attributed to the cross-marketing system. Among the marketing interactions, we can highlight the mention of partners in social networks (Appendix H). The description of posts in which the tour operator advertises its partners is given in the table 2.9. But the partners hardly mention the company in return.

Table 2.9

Description of posts on the Instagram profile of «STAR MICE», in which mentioned the tour operator's partners

Post date	Name of the partner organization	Topics of the post
24.07.2019	Hotel Park Inn	Report of STAR MICE on the Successful Meeting of the Steering Committee of the Project «Support to Migration and Asylum Management in Ukraine» in the Conference Hall of the Park Inn Hotel
25.07.2019	Hotel Aloft Kiev	Opening of a new conference hall of «Aloft Kiev Hotel»
26.07.2019	Spa hotel ShishkINN	Positive feedback about the hotel service.
13.09.2019	Hall for networking	Appearance of «Catwork in Kyiv».
18.09.2019	Novotel Krakow City West	Planning a foreign event at the hotel «Novotel Krakow City West».
24.09.2019	Hotel Ibis	Appearance of a new conference hall at the hotel «Ibis».
2.10.2019	Globus Hotel	Positive feedback about the hotel's catering.
17.10.2019	Hotel Premier Palace	Description of the most expensive hotel room in Ukraine, located in the hotel «Premier Palace»
1.11.2019	Catering company Box Catering	Positive feedback about the service of the catering company.
2.12.2019	Event hall Mayachok	Feedback on attending the event «Event Decor Christmas Market 2019»
29.01.2020	Hotel Equides Club	Conference Report conducted in «Equides Club»

Source: created by author

Therefore, it is for the tour operator «STAR MICE» this type of event is not particularly profitable, but it is the basis for the development of the concept of cross-marketing. As can be seen from the table 2.9, the company's main partners are hotels, event venues and catering companies. The tour operator specifies only a part of its own partners on social networks.

The company cooperates with other partners to provide effective services. In addition to the main partners, «STAR MICE» also has secondary ones, which include ticket sales services, furniture rental and equipment, insurance and international organizations.

Partners can also be called regular customers of the company, because they are interested in the activities of the tour operator to be effective (ie the company's stakeholders), but the company does not cooperate with them yet.

Therefore, before implementing a system of cross-marketing on the basis of the enterprise should first analyze the existing partners for their compliance with the concepts of this system. The table 2.10 provides an analysis of the company's main partners.

Table 2.10

Analysis of the main partners of «STAR MICE» for their compliance with the concepts of cross-marketing

Category	Name of organizations	*Degree of CVC	**Degree of PBCMC	Total
Hotels& Restaurants	Kyiv Hotels: InterContinental, Hotel Bratislava, Redisson Blu, Ukraine Hotel, Ibis, Alfavito, Redisson Blu, Aloft Kiev, ShishkINN, Restaurant: Havana Odessa Hotel:«MARISTELLA MARINE RESIDENCE» Restaurant:M1 Lviv: Bank Hotel, hotel Edem Kharkiv: Kharkiv Hotel	3	3	6
Technical support(TS)	Magic Innovations Zoom	2	2	4

Continuation of the table

Category	Name of organizations	*Degree of CVC	**Degree of PBCMC	Total
Event locations (EL)	Kyiv: Kyiv International Convention Center Parkovy, Perfect Place, VDNG, Sobi Club, Event Park; #Bolshoy inlight, PM hub; «EQUIDES CLUB», IQ business center Lviv - Arena Lviv stadium; Dnipro - Goodzone Kharkiv - Metallurg Stadium	2	3	5
Catering	Figaro catering VIP catering Box catering La Famiglia catering	2	3	5

Source: created by author

***The degree of common values of companies**

**** The degree of Potential Benefit of Cross-marketing Cooperation**

The value of indicators: 3 – High, 2 – Medium, 1 – Low

In order to evaluate and select from all the company's partners those with whom the cross-marketing system will be implemented, a degree of common values of companies was used, which shows how much the values (the basic principle of operation) coincide. For example, the main value of the hotel and restaurants is the service of tourists, as well as the tour operator, so the hotel gets the maximum score and so on. Degree of Potential Benefit of Cross-marketing Cooperation shows an assessment of the potential effectiveness of implementing cross-marketing concepts in this system of partnerships. For example, joint participation in marketing activities, deeper integration of services and so on.

The leader in terms of results are hotels and restaurants, due to the greatest kinship in common values with the company «STAR MICE». In second place are event locations and catering companies, cooperation with which will also bring the maximum result to the company. Next in terms of results are technical support companies, cooperation with which on the basis of cross-marketing will also be appropriate. The analysis of secondary partners is given in the table 2.11. It is also advisable to introduce a cross-marketing system in partnerships with international

organizations. Despite the low Degree of common values of companies, cross-marketing measures will bring the company a high result.

Table 2.11

Analysis of secondary partners for their compliance with the concepts of cross-marketing

Category	Name of companies	Degree of CVC	Degree of PBCMC	Total
Ticket sales services	Air tickets: «Delta Travel» Railway tickets: Ctn.tickets.ua/	2	1	3
Rental of event equipment and furniture	Rentall.in.ua Meblevorot Kordelia.kiev.ua	1	1	2
Insurance	Eurotravelins	2	1	3
International organizations	International Organization For Migration, International Renaissance Foundation, Danish Ministry of Foreign Affairs, IREX Europe, NORC	1	3	4

Source: created by author

This type of cooperation with ticket sales and insurance services is unlikely to bring high results. The introduction of the concept of cross-marketing with the rental of event equipment and furniture is not recommended. For a clearer visualization of the position of partners according to the cross-marketing system, see the figure 2.4.

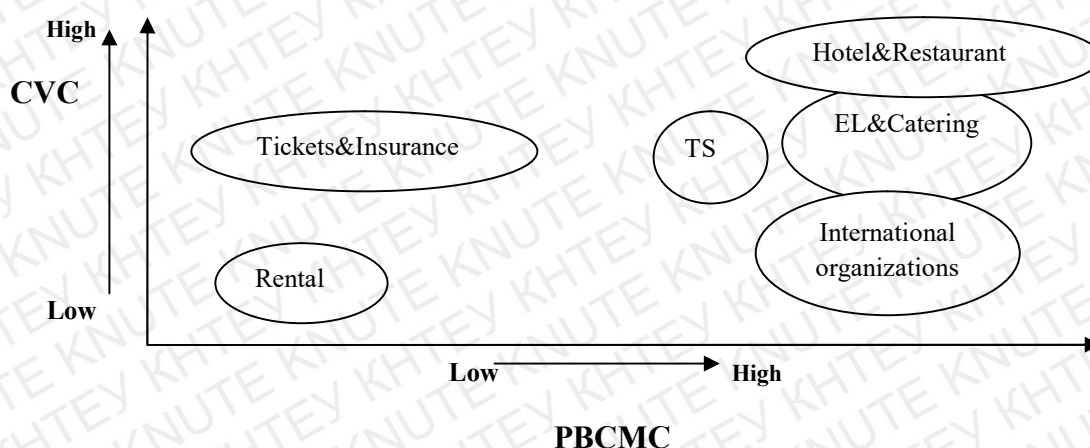


Fig.2.4. Visualization of the position of partners according to the cross-marketing system

Source: created by author

Before the introduction of the cross-marketing system on the basis of the enterprise «STAR MICE» it is necessary to carry out SWOT analysis, which will summarize the feasibility of its implementation. SWOT analysis of the tour operator «STAR MICE» is given in the table 2.12.

Table 2.12

SWOT analysis of the tour operator «STAR MICE»

Strengths	Weaknesses
High quality services Good relations in the team, developed corporate culture Convenient location Great experience High quality services Good working conditions A large number of regular customers	High level of costs Narrow marketing strategy Weak marketing interaction with partners Partner only with companies that provide customer service Negative profit growth rate Limited marketing budget
Opportunities	Threats
Promotion of domestic tourism The growing popularity of business tourism Possibility to diversify services Availability of foreign partners Extensive partnership system	Restrictions due to the Corona virus pandemic The presence of strong competitors Economic and political crisis in the country

Source: created by author

Thus, the company can use its strengths to develop a system of partnerships with existing partners through a system of cross-marketing. Foreign partners give «STAR MICE» the opportunity to enter foreign markets. Also, the introduction of a cross-marketing system will reduce costs, expand marketing strategy, increase interaction with partners. Successful implementation of the system as a result will help increase the level of profits. Also, there is a possibility that some competitors of «STAR MICE» will eventually become partners as well. Therefore, the introduction of a cross-marketing system will benefit the company.

Conclusions to the part 2

Tour operator «STAR MICE» has been in the business tourism market for 8 years. During this time, the company has achieved many successes, creating a network

of regular customers and partners. The main goal of the company is to provide high quality services. The main customers of the company are corporate and individual clients. The tour operator provides event organization services (the main type of services) and the organization of tourist vouchers.

The main team consists of a director, an accountant, a travel manager and a marketer. If necessary, the tour operator hires outsourcing workers. STAR MICE has a developed corporate culture, the main value of the company is its employees.

From 2017-2019 year the company net profit decrease. This is considered a high level of costs, insufficient Returns of assets and Return on sales. The best solution to this problem, is the introduction of a cross-marketing system on the basis of the enterprise, as it means the exchange of resources between partner companies and the distribution of costs between them for marketing activities.

The marketing activities of the tour operator are mainly based on the development of social networks. «STAR MICE» has three profiles on three social networks, namely Facebook, Instagram and TikTok. The tour operator's marketer is actively developing all profiles and actively trying to add new posts to all social networks.

Compared to competitors, the tour operator «STAR MICE» has the lowest number of subscribers, but only this company has a positive trend of increasing average efficiency of Instagram posts. Indicators Engagement rate by reach and Engagement rate by posts are within the norm, by taking into account the number of subscribers.

The tour operator has a wide system of partnerships with which it provides services to customers. In addition to providing high quality services, the tour operator participates in various events with partners to promote Ukrainian culture. This is the basis for further development of cross-marketing of the enterprise.

The company communicates most with partners through social networks. The Instagram profile mentions the profiles of hotels, event locations and catering companies the most. Partner companies rarely mention «STAR MICE» on social media.

According to the analysis of the compliance of partners with the requirements of cross-marketing, the best result was obtained by hotels and restaurants, followed by event locations and catering. Cooperation with technical support companies and international organizations will also be successful. This type of cooperation with ticket sales and insurance services is unlikely to bring high results. The introduction of the concept of cross-marketing with the rental of event equipment and furniture is not recommended.

Also, according to the results of the SWOT analysis of the implementation of a cross-marketing system on the basis of the company «STAR MICE» will help strengthen weaknesses and use the company's capabilities. Therefore, it is recommended to implement the concept of cross-marketing.

PART 3

CROSS-MARKETING STRATEGY IMPLEMENTATION FOR «STAR MICE» TOUR OPERATOR

3.1. Program of implementation of cross-marketing new strategy

«STAR MICE» has a well-established brand and carries out marketing activities on social networks. But the results of the financial analysis showed that the current demand for services is not enough to cover costs and increase net income. Therefore, the company is recommended to implement a system of cross-marketing on the basis of the enterprise.

The basis of cross-marketing is partnerships. The best and most effective way is to attract new partners for the company. An important point is that before signing the contract should be discussed not only the terms of service cooperation, but also marketing. It is easier to establish the rules of cooperation at once than to change them in the already established relations.

Due to quarantine restrictions, tour operators are forced on the adaption to the modern realities of the tourism business. Businesses are trying to reformat their own services online so as not to lose, and possibly attract new customers. «STAR MICE» has found a way out of the situation, namely holding online events. From August to November this year, the tour operator held hybrid events for its customers.

Hybrid activities in this case mean that some of the event guests are online and some are offline. Taking into account the limited number of people in one room, these measures can be considered as a solution. Therefore, almost all companies that deal with events direct their search for online activities .

The company needs new partners to successfully conduct online events. First of all, these are programs with the function of holding online conferences. But the director of the company emphasized that the company «STAR MICE» plans to implement online event activities using VR-technologies. This requires the involvement of a VR equipment rental company.

Also an important component of any event is the organization of catering. Therefore, within these institutions, a selection of companies with address food delivery is needed. This will allow to deliver a box with food to each participant, which will bring the online event closer to the format of offline events.

The first step in establishing a new partnership is goal setting. The main goal of this partnership will be to create a joint product of online event events, which will include a set of all necessary services. This product will be a joint product of co-branding for these companies.

This stage also includes finding and selecting partners and choosing the context of the relationship between them. Under the concept of cross-marketing, a simple exchange of services is not enough to establish a successful partnership, so there must also be marketing cooperation between the partners. Since this type of service, namely online events, is a co-branded product, companies must also carry out promotional activities aimed at promoting the joint product.

This partnership will also be beneficial for future «STAR MICE» partners (see table 3.1). This cooperation will allow them to get a new permanent partner and to expand their target audience. For musicians, it will also be a chance to increase their popularity and the opportunity to perform even during quarantine restrictions.

An important clarification will be that the partnership with online communication programs makes it possible to hold events without interruption and on a large scale. The free version can often have communication problems, and there are strong limits on the number of participants. Also, under partnership conditions, most online communication programs provide a technical support worker to resolve questions and problems during communication [58].

It is important that the partners also will help «STAR MICE» to fulfill one of its goals, namely to promote Ukrainian culture. That is why Tarasbulba catering, which provides delivery services for Ukrainian cuisine, was chosen (Appendix I). Musicians were also chosen who carry the culture of Ukraine in their work.

Table 3.1

Potential «STAR MICE» partners for online events

Category	Name of companies	Service cooperation	Marketing cooperation	Benefit from cooperation
Online communication programs (OCP)	Proficonf (250 partakers) Clickmeeting (5000 partakers) [58]	Use OCP for uninterrupted online event events Technical support from the program during the event Correction of technical failures	Advertising on the site about online event services	Ability to conduct online events without interruption and for a large number of people at once
VR technical equipment	Viaria Vr-store Multvr	VR equipment rental	Advertising banner on the site about the event online	Introduction of a new format of events
Catering	Casualcatering Tarasbulba	Address delivery to participants of online events	Mention of the company on social networks	Expansion of catering partner companies, the ability to at once establish terms of cooperation
Online games	Pubquiz Monopoly-one	Organization of leisure for participants of the online event during the break	Advertising banner on the site about the event online	New permanent partner Expanding the target audience
Event host	Mamahohotala (event agency)	Organization of leisure for participants of the online event during the break	Shooting videos and photos during the event, posting material with the company's designation on social networks	New permanent partner Expanding the target audience
Musicians	Cover band Uzvar Marina Krut Music band KAZKA	Organization of leisure for participants of the online event during the break	Shooting videos and photos during the event, posting material with the company's designation on social networks	Opportunity to increase popularity New permanent partner

Source: created by author

The next direction in the search for the expansion of the company's services is the search for new locations for events. One of such areas is locations that have a

history and will help show the culture of Ukraine. The company is most interested in the restoration of castles that have a rich history and are promising for events.

The closest to this goal is Svirzh Castle. The earliest mention of him dates back to 1416. The castle needs minimal restoration, compared to most castles in Ukraine. A significant advantage of the castle is also that the Cabinet of Ministers in 2009 decided to allow the transfer of the castle on concession terms. So, a private enterprise can enter into an agreement with the state on a long-term lease of the castle and receive a profit from it [59].

The director of the enterprise plans to start cooperation with other enterprises based on the past experience of participation in the Urban Space 500 project. That is, companies interested in the restoration of the castle will provide \$ 1,000 for the restoration of the castle, and then be able to use it for their own tourist purposes.

This type of partnership is most in line with the concepts of cross-marketing. Participation in these projects allows you to add to the company's partners its competitors and achieve goals that the company would not be able to do without attracting additional resources. Restoration of the castle requires large costs, but if you divide this amount by the number of companies that will be involved in the project, it will not be too expensive for the company, but will bring an additional resource to increase profitability.

The merger of the enterprises before the restoration of the castle will become a new cluster, which will form a partnership between the enterprises belonging to this cluster or whose services are related to the location of the castle. This will help to develop the Lviv region as a destination and attract tourists to the area near the castle. That is, it is also a prospect of development for the emergence of new enterprises and jobs.

Among those who will benefit from taking part in the restoration of the castle are: tour operators, whose tours include Svirzh Castle or Lviv region; event and MICE tour operators; event agencies that provide their services in the Lviv region; owners of hotels and restaurants of Lviv region; successful businessmen of Lviv.

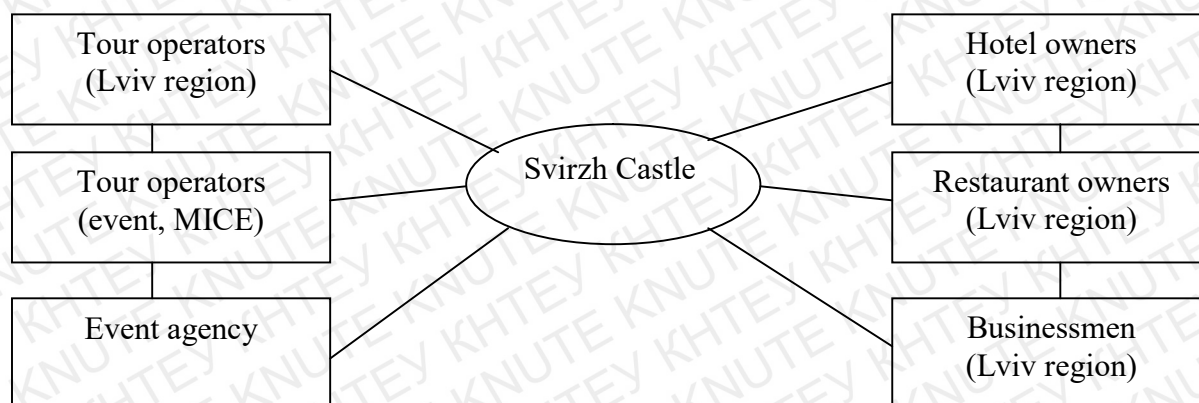


Fig.3.1. Potential members of the destination cluster of Svirzh Castle

Source: created by author

The lines in the figure 3.1 indicate that Svirzh Castle unites all members of the cluster and also indicate the interdependence between potential partners. An example of a tour operator providing tourist services in the Lviv region is the tour operator «Vidviday» (Appendix J). Tour operators of event (MICE) tourism and event agency are competitors of the tour operator «STAR MICE», namely event agency «Shalenyi» and tour operator «Avialiga».

The next partners may be Vardkes Arzumanyan, the famous restaurateur founder of «Taron», «Centaur», «Mons Pius» [60] and Alexander Sklyar, owner of a five-star hotel in Truskavets Mirotel Resort & SPA [61]. Businessmen of the city of Lviv who may be interested in the restoration of the castle may be Bohdan Kozak, who owns «Lvivhlod», and Mykola Kmyt, owner of «IDS Borjomi» [62].

Therefore, to introduce new tourism products, the company needs to take a number of measures. In order to add events to online services, you need to establish new partnerships with service providers. The plan of measures for their implementation is given in table 3.2.

The cost of signing contracts includes payment for paid contracts for the provision of services by online communication programs, namely UAH 8,505 per year for each program and paid subscription for online games (UAH 423 each). Initially,

the company is recommended to sign contracts with new partners for only 1 year, and then decide whether to continue it.

Table 3.2

Plan for the implementation of online events on the basis of the «STAR MICE» enterprise

<i>Main stages</i>	<i>Time for implementation:</i>	<i>Costs</i>	<i>Responsible employees:</i>
Stage I. Search for new «STAR MICE» partners who provide the necessary services	2 weeks	0 UAH	Tour manager
Stage II. Discussion conditions of cooperation contracts with selected partners	2 weeks	0 UAH	Director
Stage III. Signing contracts	2 weeks	17867 UAH	Director
Stage IV. Purchase of VR glasses	2 weeks	332180 UAH	Tour manager
Stage V. Providing services to tourists, promoting partners and co-branding product	1 year	0 UAH	All employees
Stage VI. Calculating the effectiveness of new partnerships	2 weeks	0 UAH	Accountant
Stage VII. Decision-making on further cooperation (or its termination)	2 weeks	0 UAH	Director

Source: created by author

A number of measures are also needed to implement the castle restoration project. The basis for this will be past experience with renting halls in castles that have been restored and equipped as a hotel. «STAR MICE» collaborated with Castello di Pavone in Italy and Palac Siemczyno in Poland.

Thus, it can be concluded that the introduction of new types of services and new partnerships requires the implementation of the outlined actions and requires costs

(table 3.3). On the plus side, measures to improve the company's existing partnerships will not require additional financial investment.

Table 3.3

Plan for the implementation of events in Svirzh Castle on the basis of the company «STAR MICE»

<i>Main stages</i>	<i>Time for implementation:</i>	<i>Costs</i>	<i>Responsible employees:</i>
Stage I. Search for potential partners who will take part in the castle restoration project	1 week	0 UAH	Tour manager
Stage II. Discussion conditions of cooperation contracts and conditions of usage the castle	1 weeks	0 UAH	Director
Stage III. Signing contracts on partnership, conclusion of a contract on long-term lease of the castle and payment of cash contribution	2 weeks	28240	Director
Stage IV. Restoration of the castle	1 months	0 UAH	Director (Control)
Stage V. Repair and furnishing of the castle hall	1 months	443510 UAH	Director (Control)
Stage VI. Providing services to tourists with using the castle hall	1 year and further	0 UAH	All employees

Source: created by author

The biggest disadvantage of «STAR MICE» partnerships is the almost no marketing cooperation from the partners. In the social network Instagram, only in one post partner of «STAR MICE» marked the profile of the company. For its part, the tour operator often publishes posts in which it leaves links to the profiles of partners.

Therefore, the company is recommended to sign with its partners an Annex to the agreement, which will specify the terms of marketing cooperation (Appendix K). Therefore, additional costs for the company will be the cost of concluding contracts with online communication programs (OCP) and online games; purchase of VR glasses; payment of a monetary contribution for the restoration of Svirzh Castle and

repair and arrangement of the hall. Next, the effectiveness of these costs will be analyzed.

3.2. Evaluation of implementation new strategy of interactions with partners

The proposed projects for «STAR MICE» include the introduction of a new type of services, namely conducting events online on an ongoing basis, with the possibility of using a new VR format and creating a new cluster of Svirzh Castle. With the successful introduction of the concept of cross-marketing, the company will be able to attract new permanent partners immediately on the terms of co-branding.

The basis of co-branding cooperation will be tourism products, which unite the partners. Thus, it can be concluded that future «STAR MICE» cooperatives carry three co-branding products: online event events,

VR events, event events in Svirzh Castle, Lviv region and Ukraine (as a destination). The Lviv region will also benefit from this cooperation, as the appearance of the restored castle and the possibility of holding events in it will attract the attention of tourists.

There will also be an effect of popularization of online event events, VR events, event events in the castle. One of the conditions for cooperation with new partners is the advertising of these types of events. Therefore, these approaches are the prospect of promoting these kinds of events.

Ukraine is also a co-branding product, as the tour operator tries to promote Ukrainian culture. Also, the restoration of Svirzh Castle will have a positive impact on the development of tourism in Ukraine. The appearance of a new destination will attract foreign tourists and Ukrainians to travel in the Lviv region. Therefore, the cross-marketing activities of the tour operator can be depicted as the promotion of these four products (fig.3.2).



Fig.3.2. Visualization of co-branding products of the tour operator «STAR MICE»

Source: created by author

As the new partnership expands the list of «STAR MICE» partners, it is necessary to re-evaluate the partnership and add new partners to the list. An important advantage will be the transformation of competitors into partners. Of course, companies will continue to compete, but at the same time they will be able to exchange resources and participate in joint activities.

Table 3.4

Potential partners of «STAR MICE» for the restoration of the castle

Category	Name of companies	Degree of CVC	Degree of PBCMC	Total
Tour operators (Lviv region)	Vidviday	3	3	6
Tour operators (event, MICE)	Avialiga	3	3	6
Event agency (EA)	Shalenyi, Mamahohotala	3	3	6
Businessmen (Lviv region)	Hotel owners, Restaurant owners	1	3	4
Musicians	Cover band Uzvar Marina Krut Music band KAZKA	1	3	4

Source: created by author

It can be concluded that participation in the proposed projects will help attract for «STAR MICE» profitable partners (table 3.4). Almost all new partners have the highest score (figure 3.3). In last place are businessmen and musicians, because of the distant kinship of values.

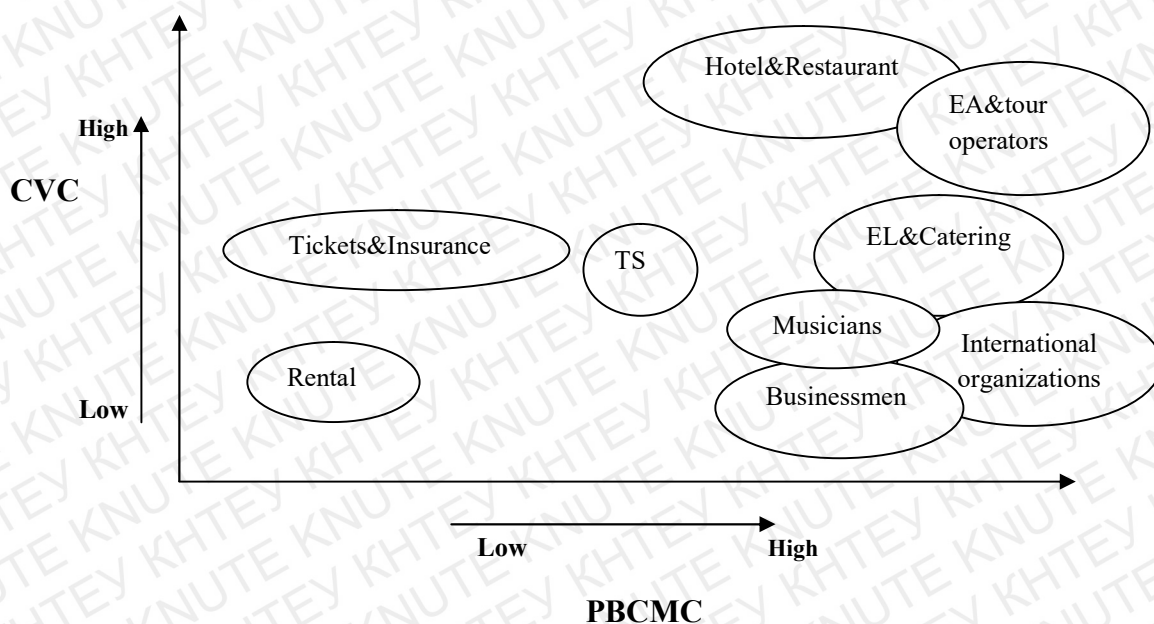


Fig.3.3. Visualization of the position of partners according to the cross-marketing system

Source: created by author

To fully assess the impact of these measures on the results of the enterprise it is necessary to assess their economic efficiency. The first step will be to deduct project implementation costs. Then, taking into account the costs of these activities, we will be able to calculate the commission that the tour operator will receive from their implementation.

The new format of online events (OE) will include catering with address delivery, group online games and performances by musicians and presenters. But these services are additional, so for analysis it was decided to take only basic services. These services include technical support using online communication programs, organization of live broadcast and registration of the registration page.

It is important to note that the live broadcast includes a communication testing

process that takes place about a month before the event. Also, if necessary, an interpreter service can be added. The use of VR technology is also an additional option and a separate type of service.

This service includes a standard set of online events but with the involvement of VR equipment. In the future, a virtual reality room simulation service will be available to bring the event as close as possible to real-life events.

Table 3.5

The cost of of conducting online events

Cost category of OE	For 10 participants	For 20 participants	For 100 participants
Technical support	2000 UAH	2000 UAH	2000 UAH
Organization of live broadcast (including testing of communication and equipment)	7000 UAH	12000 UAH	28000 UAH
Setting of page registration	2000 UAH	2000 UAH	2000 UAH
Using VR technology	27000 UAH	54000 UAH	-
Total amount without the use of VR	11000 UAH	16000 UAH	32000 UAH
Total amount using VR	38000 UAH	70000 UAH	-

Source: created by author

The biggest costs for online events of the new format require the rental of VR glasses (table 3.5). That is why activities using VR technology are the most expensive. It can be concluded that the tour operator will benefit from the introduction of these types of events, because the price for the purchase of VR equipment will pay off quickly, as the tour operator's commission depends on the cost of the event. In order to confirm this, it is necessary to calculate the investment efficiency of these types of measures.

The company's past experience was used to calculate the potential number of events per year. The average number of events for three years, namely for 2016-2018, was calculated (Appendix L). Then, according to the cost of the event, the possible number of these events was selected. The number of participants was chosen in such way to predict the potential income from different price categories. Therefore, groups

of 10, 20 and 100 participants were selected. The Return on investment took into account investments in signing contracts and purchasing VR glasses and a tour operator's commission, which is the income from the investment.

Table 3.6

Calculating the profitability of online events

Event type	The average number of events for 2016-2018	Estimated cost of events for the year (UAH)	Estimated tour operator commission for the year (UAH)
Events without the use of VR			
For 10 participants	42	462000	55440
For 20 participants	42	672000	80640
For 100 participants	60	1920000	230400
Events with the use of VR			
For 10 participants	60	2280000	273600
For 20 participants	40	2800000	336000
Total	-	-	976080
ROI	-	-	178,8

Source: created by author

***Return on investment calculated by the formula [63]:**

$$ROI = \frac{\text{Investment income} - \text{Investments}}{\text{Investments}} \quad (3.1)$$

The value of Return on investment of online events is 178.8%, which means that each invested hryvnia will bring 1,78 hryvnia income (table 3.6). This indicator is positive, so the company may be recommended to implement these types of services.

Next, the efficiency of investments in the arrangement of Svirzh Castle as an event location was calculated (table 3.7). Investing in the repair and equipment of the castle is also profitable. Within a year, the company will fully recoup these costs. ROI is 185%, which means that each hryvnia will bring an additional 1,85 hryvnia additional income. The implementation of this measure is also recommended.

Table 3.7

Calculating the profitability of events in the castle

Cost category	Price for 1 piece / 1 person (UAH)	Cost for 20 people (UAH)	Cost for 50 people (UAH)	Cost for 100 people (UAH)	Total per year
Office equipment	4895	97900	244750	489500	-
Catering	231	4620	11550	23100	-
Hall rental	-	10500	10500	10500	-
Total	-	113020	266800	523100	-
Tour operator commission	-	13562	32016	62772	1266115
ROI					185,4%

Source: created by author

Next, it is necessary to calculate how the implementation of these measures will affect the results of the enterprise. The implementation of these measures will increase the costs and revenues of the enterprise. What exactly will be the quantitative changes are shown in the table 3.8.

Table 3.8

Potential dynamics of financial indicators and economic activity within tour operator «STAR MICE» for 2020-2022, thousand UAH

Indexes	Year			Growth rates, %	
	2020	2021	2022	2020 to 2021	2021 to 2022
Total income	5001,5	7623,7	8203,1	52,4	7,6
Total costs	3797,3	6270,7	5466,9	65,1	-12,8
Financial result before tax	1204,2	1353,0	2736,2	12,3	102,2
Income tax	-	-	-	-	-
Net profit (loss)	1204,2	1353,0	2736,2	12,3	102,2

Source: created by author

The forecast was made on the basis of past indicators of economic activity of the «STAR MICE» enterprise (table 3.8). The growth rate was added to the indicators for 2019, so we were able to forecast the indicators for 2020. As the measures require a lot of time to prepare, so the company will not have time to implement them in 2020. In 2021, the growth rate was taken as a basis and additional costs and revenues of the

enterprise were added. In 2022, revenue was projected by adding to 2021 the growth rate, and to the costs were added the costs that the company will need to make each year.

It can be concluded that projects for the implementation of online events and the restoration of Svirzh Castle will be cost-effective. Initially, costs will increase, namely by 65.1% from 2020 to 2021, but then fall by 12.8%. Net profit from 2020 to 2021 will increase by 12.3%, but from 2021 to 2022 will increase by 102.2%, which will be caused by a decrease in costs, because the largest costs for these activities are one-time.

Conclusions to the part 3

Thus, the company «STAR MICE» is gradually implementing online measures on the base of the company, due to quarantine restrictions. Therefore, the company was recommended measures to implement these measures on the basis of the company. The company also plans to implement online activities using VR. Therefore, a new partnership system was selected for the «STAR MICE» tour operator to bring online events as close as possible to offline events.

The management is also looking for new event locations. The best option was, based on the past experience of the company in the participation of «Urban Space 500», the restoration of Svirzh Castle. Each participant will pay a \$ 1,000 fee for the restoration of the castle, and then the castle will be taken on a long-term lease. Accordingly, a list of partners that would potentially participate in this event was selected. Also, a company «STAR MICE» has experience of holding events in the castle, which is attractive for tourists.

An Implementation Plan with the cost of measures and responsible employees was drawn up for the implemented measures. An Annex to the agreement with the company's existing partners was also created, which does not require additional costs. Next, the cost-effectiveness of new project implementation measures was assessed.

The biggest costs are required to repair the hall in the castle (443510 UAH) and

purchase VR equipment (332180 UAH). Next, the commission of the tour operator «STAR MICE» was calculated from holding these events, namely 976080 hryvnias from holding events online, and 1266115 hryvnias from holding events in the castle. The results of Return on investment are positive, so these projects are recommended for implementation.

A forecast was made to evaluate how the implementation of these measures will affect the economic activity of the enterprise. The results showed that net profit will initially increase by 12.3% and then by 102.2%, which is positive. Prior to the introduction of these measures, the growth rate of net profit was negative and amounted to 19%. Thus, the introduction of new types of measures on the base of the enterprise had a positive impact on the economic activity of the enterprise.

In addition to improving financial results, «STAR MICE» will also get new partners. This allows for the exchange of resources, joint marketing activities and joint participation in projects. Also, the introduction of a cross-marketing system will turn competitors into partners. Companies will continue to compete, but will also be able to share market information.

CONCLUSIONS

In this work was studied the phenomenon of cross-marketing activities within the tour operator. Cross-marketing is a very broad term that includes many types of cooperation between partners. Also, this phenomenon is in a system of very similar concepts, the relationship between which has not yet been studied.

The broadest is the concept of partnership marketing, which further includes cross-marketing and affiliate marketing. Cross-marketing in turn includes two basic concepts, namely co-marketing and co-branding. It was determined that co-branding is most in line with the specifics of the tour operator, because it includes not only mutual advertising of partners, but also of a joint product. For a tour operator, this common product is a destination or type of service.

Also, the formation of partnerships between companies belonging to the tourism business leads to the formation of clusters. Clusters later form a destination. Therefore, for the tour operator, the brand of the destination with which his travel product is associated is very important.

Also, the basic principles of forming successful partnerships and choosing the right partner with whom cooperation will be of maximum benefit were explored. The main thing is that partner companies must be honest in their cooperation, because they can also remain competitors.

In the world, the formation of co-branding partnerships is already a common practice. World-famous companies come together to create a product that is also a marketing company, as it allows to present own company to the target audience of the partner. Such cooperatives often have a very positive effect on the brand.

In addition to this type of cooperation, there is also an exchange of resources between the partners. Therefore, often merging partner companies allows to achieve results that the company could not achieve alone. For a tour operator, this is very important for marketing activities, because they often require large expenditures. Therefore, we can conclude that the concept of cross-marketing for a tour operator is a combination of partnership (resource exchanging) and co-branding (promotion of joint product).

For a tour operator, partnership is one of the most important parts of doing business. After all, the tour operator often only organizes the trip, the main services are provided by partner companies. Therefore, for a tour operator, the introduction of a cross-marketing system is a great prospect for improving performance.

Tour operator «STAR MICE» has experience in the tourism market for 8 years. Most tour operators focus on event and business (MICE) tourism. For 2019, the tour operator has a tendency net income reduction, which is a negative phenomenon.

Marketing activities include promoting the tour operator through social networks. «STAR MICE» was compared to its competitors in terms of the effectiveness of Instagram posts. Currently, the profile of the tour operator has the lowest indicators, but only this company has a positive trend, which indicates the promising of the profile.

«STAR MICE» also has a wide partnership system. The company often mentions partners on social networks, but the partners mostly doesn't do this in return. Therefore, it was proposed to sign an Annex to the agreement, which will specify all aspects of marketing cooperation.

After the SWOT analysis, it was determined that the main weaknesses of the company can be solved by implementing a cross-marketing system. Under the conditions of quarantine restrictions, the company decided to implement online events on the company's base and expand the scope of services with the usage VR technologies.

For the successful implementation of these types of services, have been selected partners cooperation with whom can bring maximum profit. In addition to service cooperation, marketing interaction between partners was also noted.

Another promising project that will bring maximum benefit to «STAR MICE» is the restoration of Svirzh Castle. The tour operator has experience in holding events in restored castles used as a hotel.

The implementation of these services on the basis of the tour operator includes four co-branded products, namely Svirzh Castle, Lviv region, online event events and online events with using VR. These types of activities will require additional costs.

In this paper was calculated the profitability of costs, the value of which is positive. Each hryvnia invested in the online event will bring an additional 178.8 hryvnias, and the restoration of the castle will bring 1.85 hryvnias. It was also predicted how the implementation of these measures will affect performance.

Initially, costs will increase by 65.1%, but next year after implementation will fall by 12.8%. Net profit from 2020 to 2021 will increase by 12.3%, and then from 2021 to 2022 will increase by 102.2%. An important point is that from 2018 to 2019 the company's net profit decreased by 19%, so the implementation of these measures can be considered effective. Due to the duration of the measures, the main activity on the projects can be started only from next year.

Thus, the implementation of cross-marketing concepts will allow the company to expand the range of partnerships, expand the range of services and promote the company. This will expand the target audience, allow the exchange of resources between partners and enable partnerships with competitors.

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The staff list of tour operator «STAR MICE»



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Додаток до

Наказу №ШР2606-2020 від 26.06.2020 р.
«Затверджую»

Штат у кількості 5-ти одиниць.
***** (***** грн. ** коп.)

Директор _____ Ковалок Н.Р.

ШТАТНИЙ РОЗПИС

Товариства з обмеженою відповідальністю «Стармайс»

Вводиться з «26» червня 2020 року

Код підрозділу	Найменування структурного підрозділу	Найменування посади (професії)	Код за Класифікатором професій	Кількість штатних одиниць	Посадовий оклад (місячна тарифна ставка), грн	Доплати, грн		Місячний фонд заробітної плати, грн
						За норм. роб. день	За роз'їзний характер праці	
1	2	3	4	5	6	7	8	9
1	Адміністрація	Директор	1210.1	1	****	-	-	****
		Бухгалтер	3433	1	****	-	-	****
2	Відділ продажів	Менеджер з туристичного обслуговування	3414	1	****	-	-	****
		Менеджер з туристичного обслуговування	3414	1	****	-	-	****
		Маркетолог	2419.2	1	****	-	-	****
	Разом	x	x	5	****			****

Директор _____

Ковалок Н.Р.

Financial reporting № 1 “Balance of the enterprise” and № 2 “Report on financial results” of tour operator “STAR MICE” for 2017-2019

C.1 - Balance sheet and financial results for 2017

Додаток 1
до положення (стандарту) бухгалтерського обліку 25
“Фінансовий звіт суб'єкта малого підприємництва”

ФІНАНСОВИЙ ЗВІТ суб'єкта малого підприємництва

Підприємство ТОВ “СТАРМАЙС”	Дата(рік, місяць, число) за ЄДРПОУ	2018	01	01
Територія <u>м. Київ</u>	за КОАТУУ	38282738		
Організаційно-правова форма господарювання <u>Товариство з обмеженою відповідальністю</u>	за КОПФГ	8038900000		
Вид економічної діяльності <u>Діяльність туристичних операторів</u>	за КВЕД	240		
Середня кількість працівників, осіб <u>6</u>		79.12		
Одиниця виміру: <u>тис. грн. з одним десятковим знаком</u>				
Адреса, телефон <u>ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049</u>		0442484648		

1.Баланс на 31 грудня 2017 р.

Актив	Код рядка	Форма № 1-м Код за ДКУД 1801006	
		На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Незавершені капітальні інвестиції	1005	-	-
Основні засоби	1010	2,4	717,3
первісна вартість	1011	13,9	749,2
знос	1012	(11,5)	(31,9)
Довгострокові біологічні активи	1020	-	-
Довгострокові фінансові інвестиції	1030	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	2,4	717,3
II. Оборотні активи			
Запаси	1100	-	-
у тому числі готова продукція	1103	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	43,4	1 471,1
Дебіторська заборгованість за розрахунками з бюджетом	1135	-	-
у тому числі з податку на прибуток	1136	-	-
Інша поточна дебіторська заборгованість	1155	448,8	641,4
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	517,0	1 782,0
Витрати майбутніх періодів	1170	-	-
Інші оборотні активи	1190	-	-
Усього за розділом II	1195	1 009,2	3 894,5
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	1 011,6	4 611,8



Continuation of Appendix C.1

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	5,0	5,0
Додатковий капітал	1410	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	841,8	3 558,5
Неоплачений капітал	1425	(-)	(-)
Усього за розділом I	1495	846,8	3 563,5
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	-	107,2
товари, роботи, послуги	1615	-	-
розрахунками з бюджетом	1620	34,5	53,0
у тому числі з податку на прибуток	1621	-	-
розрахунками зі страхування	1625	-	0,4
розрахунками з оплати праці	1630	3,4	4,9
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	126,9	699,0
Усього за розділом III	1695	164,8	864,5
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття			
Баланс	1900	1 011,6	4 611,8

2. Звіт про фінансові результати за Рік 2017

Стаття	Код рядка	Форма № 2-м Код за ДКУД 1801007	
		За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	3 929,3	1 182,4
Інші операційні доходи	2120	63,2	18,1
Інші доходи	2240	-	-
Разом доходи (2000 + 2120 + 2240)	2280	3 992,5	1 200,5
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(-)
Інші операційні витрати	2180	(1 066,0)	(508,4)
Інші витрати	2270	(42,2)	(-)
Разом витрати (2050 + 2180 + 2270)	2285	(1 108,2)	(508,4)
Фінансовий результат до оподаткування (2280 – 2285)	2290	2 884,3	692,1
Податок на прибуток	2300	(-)	(-)
Чистий прибуток (збиток) (2290 – 2300)	2350	2 884,3	692,1

Керівник

Головний бухгалтер



(підпис)

(підпис)

ЕЦП КОВАЛОК
Н.Р.

КОВАЛОК НАТАЛІЯ РОМАНІВНА

(ініціали, прізвище)

(ініціали, прізвище)

C.2 - Balance sheet and financial results for 2018

Додаток 1
до положення (стандарту) бухгалтерського обліку 26
"Фінансовий звіт суб'єкта малого підприємництва"



ФІНАНСОВИЙ ЗВІТ суб'єкта малого підприємництва

Підприємство ТОВ "СТАРМАЙС"	Дата(рік,місяць,число) за ЄДРПОУ	Коди 2019 01 01 38282738
Територія Київ	за КОАТУУ	803890000
Організаційно-правова форма господарювання Товариство з обмеженою відповідальністю	за КОПФГ	240
Вид економічної діяльності Діяльність туристичних операторів	за КВЕД	79.12
Середня кількість працівників, осіб 7		
Одиниця виміру: тис. грн. з одним десятковим знаком		
Адреса, телефон ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049		0442484648

1.Баланс на 31 грудня 2018 р.

Актив	Код рядка	На початок звітнього року	На кінець звітнього періоду
1	2	3	4
I. Необоротні активи			
Незавершені капітальні інвестиції	1005	-	-
Основні засоби	1010	717,3	643,4
первісна вартість	1011	749,2	749,2
знос	1012	(31,9)	(105,8)
Довгострокові біологічні активи	1020	-	-
Довгострокові фінансові інвестиції	1030	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	717,3	643,4
II. Оборотні активи			
Запаси	1100	-	-
у тому числі готова продукція	1103	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	1 471,1	913,2
Дебіторська заборгованість за розрахунками з бюджетом	1135	-	-
у тому числі з податку на прибуток	1136	-	-
Інша поточна дебіторська заборгованість	1155	641,4	2 286,5
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	1 782,0	2 149,2
Витрати майбутніх періодів	1170	-	-
Інші оборотні активи	1190	-	-
Усього за розділом II	1195	3 894,5	5 348,9
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	4 611,8	5 992,3



Continuation of Appendix C.2

Пасив	Код рядка	На початок звітнього року	На кінець звітнього періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	5,0	5,0
Додатковий капітал	1410	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	3 558,5	5 696,3
Неоплачений капітал	1425	(-)	(-)
Усього за розділом I	1495	3 563,5	5 701,3
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	-	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	107,2	107,2
товари, роботи, послуги	1615	-	3,3
розрахунками з бюджетом	1620	53,0	77,5
у тому числі з податку на прибуток	1621	-	-
розрахунками зі страхування	1625	0,4	1,8
розрахунками з оплати праці	1630	4,9	15,3
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	699,0	85,9
Усього за розділом III	1695	864,5	291,0
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття			
Баланс	1900	4 611,8	5 992,3

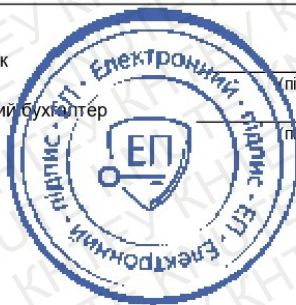
2. Звіт про фінансові результати за Рік 2018

Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	4 180,5	3 929,3
Інші операційні доходи	2120	136,6	63,2
Інші доходи	2240	-	-
Разом доходи (2000 + 2120 + 2240)	2280	4 317,1	3 992,5
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(-)
Інші операційні витрати	2180	(1 778,4)	(1 066,0)
Інші витрати	2270	(65,7)	(42,2)
Разом витрати (2050 + 2180 + 2270)	2285	(1 844,1)	(1 108,2)
Фінансовий результат до оподаткування (2280 – 2285)	2290	2 473,0	2 884,3
Податок на прибуток	2300	(-)	(-)
Чистий прибуток (збиток) (2290 – 2300)	2350	2 473,0	2 884,3

Форма № 2-м Код за ДКУД 1801007

Керівник

Головний бухгалтер



**ЕП КОВАЛОК
Н.Р.**

КОВАЛОК НАТАЛІЯ РОМАНІВНА

(ініціали, прізвище)

(ініціали, прізвище)

C.3 - Balance sheet and financial results for 2019

Додаток 1
до Національного положення (стандарту)
бухгалтерського обліку 25 "Спрощена фінансова
звітність"
(пункт 5 розділу I)

Фінансова звітність малого підприємства

Підприємство	Дата(рік,місяць,число)	Коди		
ТОВ "СТАРМАЙС"	за ЄДРПОУ	2020	01	01
Територія <u>Київ</u>	за КОАТУУ	38282738		
Організаційно-правова форма господарювання <u>Товариство з обмеженою відповідальністю</u>	за КОПФГ	8038900000		
Вид економічної діяльності <u>Діяльність туристичних агентств</u>	за КВЕД	240		
Середня кількість працівників, осіб <u>6</u>		79.11		
Одиниця виміру: <u>тис. грн. з одним десятковим знаком</u>				
Адреса, телефон <u>ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049</u>				

1.Баланс на 31 грудня 2019 р.

Актив	Код рядка	Форма № 1-м Код за ДКУД 1801006	
		На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Необоротні активи			
Нематеріальні активи	1000	-	-
первісна вартість	1001	-	-
накопичена амортизація	1002	(-)	(-)
Незавершені капітальні інвестиції	1005	-	-
Основні засоби :	1010	643,4	569,9
первісна вартість	1011	749,2	772,7
знос	1012	(105,8)	(202,8)
Довгострокові біологічні активи	1020	-	-
Довгострокові фінансові інвестиції	1030	-	-
Інші необоротні активи	1090	-	-
Усього за розділом I	1095	643,4	569,9
II. Оборотні активи			
Запаси :	1100	-	2,2
у тому числі готова продукція	1103	-	-
Поточні біологічні активи	1110	-	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	913,2	1 088,5
Дебіторська заборгованість за розрахунками з бюджетом	1135	-	-
у тому числі з податку на прибуток	1136	-	-
Інша поточна дебіторська заборгованість	1155	2 286,5	2 250,1
Поточні фінансові інвестиції	1160	-	-
Гроші та їх еквіваленти	1165	2 149,2	2 240,0
Витрати майбутніх періодів	1170	-	-
Інші оборотні активи	1190	-	-
Усього за розділом II	1195	5 348,9	5 580,8
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	-	-
Баланс	1300	5 992,3	6 150,7

Continuation of Appendix C.3

Пасив	Код рядка	На початок звітного року	На кінець звітного періоду
1	2	3	4
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	5,0	5,0
Додатковий капітал	1410	-	-
Резервний капітал	1415	-	-
Нерозподілений прибуток (непокритий збиток)	1420	5 696,3	5 486,0
Неоплачений капітал	1425	(-)	(-)
Усього за розділом I	1495	5 701,3	5 491,0
II. Довгострокові зобов'язання, цільове фінансування та забезпечення			
III. Поточні зобов'язання			
Короткострокові кредити банків	1600	107,2	-
Поточна кредиторська заборгованість за:			
довгостроковими зобов'язаннями	1610	-	-
товари, роботи, послуги	1615	3,3	11,0
розрахунками з бюджетом	1620	77,5	65,4
у тому числі з податку на прибуток	1621	-	-
розрахунками зі страхування	1625	1,8	3,9
розрахунками з оплати праці	1630	15,3	18,4
Доходи майбутніх періодів	1665	-	-
Інші поточні зобов'язання	1690	85,9	561,0
Усього за розділом III	1695	291,0	659,7
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	-	-
Баланс	1900	5 992,3	6 150,7

2. Звіт про фінансові результати за Рік 2019 р.

Стаття	Код рядка	Форма № 2-м Код за ДКУД 1801007	
		За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	4 496,1	4 180,5
Інші операційні доходи	2120	145,8	136,6
Інші доходи	2240	6,3	-
Разом доходи (2000 + 2120 + 2240)	2280	4 648,2	4 317,1
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	(-)	(-)
Інші операційні витрати	2180	(2 646,2)	(1 778,4)
Інші витрати	2270	(-)	(65,7)
Разом витрати (2050 + 2180 + 2270)	2285	(2 646,2)	(1 844,1)
Фінансовий результат до оподаткування (2280 – 2285)	2290	2 002,0	2 473,0
Податок на прибуток	2300	(-)	(-)
Чистий прибуток (збиток) (2290 – 2300)	2350	2 002,0	2 473,0

Керівник

Головний бухгалтер



(підпис)

(підпис)

ЕП КОВАЛОК
НАТАЛІЯ
РОМАНІВНА

КОВАЛОК НАТАЛІЯ РОМАНІВНА

(ініціали, прізвище)

(ініціали, прізвище)

Statistical reporting №1-TOUR Report on the activity of the tourist organization of tour operator «STAR MICE» for 2017-2019

D.1 – Report on the activity of the tourist organization for 2017

Ідентифікаційний код ЄДРПОУ 3 8 2 8 2 7 3 8

Державне статистичне спостереження

Конфіденційність статистичної інформації забезпечується статтею 21 Закону України "Про державну статистику"

Порушення порядку подання або використання даних державних статистичних спостережень тягне за собою відповідальність, яка встановлена статтею 186³ Кодексу України про адміністративні правопорушення

ЗВІТ ПРО ТУРИСТИЧНУ ДІЯЛЬНІСТЬ ЗА 2017 РІК

Подать:	Термін подання
юридичні особи - суб'єкти туристичної діяльності	
- територіальному органу Держстату	не пізніше 28 лютого

№ 1-туризм
(річна)
ЗАТВЕРДЖЕНО
Наказ Держстату України
30.11.2012р. № 498 (зі змінами)

Респондент:

Найменування: **ТОВ "СТАРМАЙС"**

Місцезнаходження (юридична адреса): **ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто Київ, 03049**

(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,

№ будинку /корпусу, № квартири /офісу)

Адреса здійснення діяльності, щодо якої подається форма звітності (фактична адреса):

ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто Київ, 03049

(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,

№ будинку /корпусу, № квартири /офісу)

Розділ А. Вид туристичної діяльності суб'єкта (обведіть колом номер відповіді)

01	X	02	03
організація та забезпечення створення туристичного продукту, реалізація та надання туристичних послуг, а також посередницька діяльність із надання характерних та супутніх послуг (туроператор)		посередницька діяльність з реалізації туристичного продукту туроператорів та туристичних послуг інших суб'єктів туристичної діяльності, а також посередницька діяльність щодо реалізації характерних та супутніх послуг (турагент)	тільки екскурсійна діяльність

Розділ І. Загальні економічні показники

Назви показників	№ рядка	Одиниці виміру*	За звітний період
1	2	3	4
Середньооблікова кількість штатних працівників	04	осіб	6
З рядка 04 мають вищу або середню спеціальну освіту в галузі туризму	05	осіб	3
Жінки	06	осіб	5
особи до 30 років	07	осіб	5
Доход від надання туристичних послуг (без ПДВ, акцизного податку й аналогічних обов'язкових платежів)	08	тис. грн	2 826,9
у тому числі від екскурсійної діяльності	09	тис. грн	-
Сума комісійних, агентських і інших винагород	10	тис. грн	-
Операційні витрати, зроблені суб'єктом туристичної діяльності на надання туристичних послуг (сума рядків з 12 по 16) - усього	11	тис. грн	1 501,8
у тому числі:			
матеріальні витрати	12	тис. грн	1 046,5
витрати на оплату праці	13	тис. грн	323,3
вдрагування на соціальні заходи	14	тис. грн	67,4
суми нарахованої амортизації	15	тис. грн	20,4
інші операційні витрати	16	тис. грн	44,2
Витрати на утримання власних турагентів (з рядка 11)	17	тис. грн	-
Обов'язкові платежі в бюджет і позабюджетні фонди	18	тис. грн	201,9

* Рядки 08-18 заповнюються з одним десятковим знаком

Continuation of Appendix D.1

Розділ II. Витрати на послуги сторонніх організацій, що використовуються при виробництві туристичного продукту*

Назви показників	№ рядка	Усього	у тому числі послуги	
			резидентів	нерезидентів
1	2	3	4	5
Усього (сума рядків 20, 23, 30-35), тис. грн.	19	19 732,0	19 732,0	-
у тому числі				
на розміщення і проживання	20	4 400,0	4 400,0	-
готелі та аналогічні засоби розміщення	21	4 400,0	4 400,0	-
приватний сектор	22	-	-	-
на транспортне обслуговування	23	1 598,8	1 598,8	-
залізничний транспорт	24	278,4	278,4	-
повітряний транспорт	25	1 320,4	1 320,4	-
водний транспорт	26	-	-	-
міський транспорт	27	-	-	-
екскурсійні автобуси	28	-	-	-
оренда автомобілів	29	-	-	-
на харчування	30	2 286,0	2 286,0	-
на медичне обслуговування	31	7,0	7,0	-
на екскурсійне обслуговування (без транспортних послуг)	32	29,4	29,4	-
на візове обслуговування (включаючи витрати на оформлення поїздки)	33	2,9	2,9	-
на послуги культурно-освітнього, культурно-дозвольного характеру, організаціям культури	34	-	-	-
на інші послуги, що використовуються при виробництві туристичного продукту	35	11 407,9	11 407,9	-

* Рядки 19-35 по всіх графах заповнюються з одним десятковим знаком.

Розділ III. Кількість і вартість проданих туристичних путівок (ваучерів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Кількість туристичних путівок, одинокі	Вартість туристичних путівок*, тис. грн.	Кількість туроднів за реалізованими туристичними путівками
Реалізовано туристичних путівок - усього	36	40	1 117,0	245
у тому числі				
іншим організаціям	37	-	-	-
безпосередньо населенню	38	40	1 117,0	245
з них				
громадянам України для подорожі в межах України	39	-	-	-
громадянам України для подорожі за кордон	40	40	1 117,0	245
з них по країнах СНД	41	-	-	-
іноземцям для подорожі в межах України	42	-	-	-
з них громадянам країн СНД	43	-	-	-

* Графа 4 по рядках 36-43 заповнюється з одним десятковим знаком.

Розділ IV. Кількість обслугованих туристів (без екскурсантів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	У тому числі	
		громадяни України (вибуття)	громадяни інших країн (прибуття)
1	2	3	4
Кількість обслугованих туристів, усього осіб	44	128	-
у тому числі			
подорожуючих у межах території України	45	45	X
подорожуючих за кордоном	46	83	X

Додаток до розділу IV

3 рядка 46 - розподіл громадян України по країнах відправлення та з рядка 44 іноземців по країнах світу, з яких вони прибули (згідно з Класифікацією країн світу)

Назва країни	Код країни*	Громадяни України (вибуття), осіб	Громадяни інших країн (прибуття), осіб	Назва країни	Код країни*	Громадяни України (вибуття), осіб	Громадяни інших країн (прибуття), осіб
1	2	3	4	1	2	3	4
ТУРЕЧЧИНА	792	32	-	-	-	-	-
ОБ'ЄДНАНІ АРАБСЬКІ ЕМІРАТИ	784	3	-	-	-	-	-
ШРИ-ЛАНКА	144	4	-	-	-	-	-
ЕГІПЕТ	818	17	-	-	-	-	-
ЕСТОНІЯ	233	2	-	-	-	-	-
ІСПАНІЯ	724	2	-	-	-	-	-
ІТАЛІЯ	380	1	-	-	-	-	-
ВЕЛИКА БРИТАНІЯ	826	1	-	-	-	-	-
США	840	6	-	-	-	-	-
ПОЛЬЩА	616	15	-	-	-	-	-

* Заповнюють органи державної статистики.

Довідково:

Число обслугованих екскурсантів (47) _____ осіб

Розділ V. Розподіл туристів за метою поїздки (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Усього туристів, осіб (сума гр.4-9)	У тому числі за метою відвідування						Із гр. 3 - діти віком 0-17 років
			службова, ділова, навчання	дозвілля, відпочинок	лікування	спортивний туризм	спеціалізований туризм	інші	
1	2	3	4	5	6	7	8	9	10
Кількість туристів, усього (сума рядків 50 - 52)	49	128	60	68	-	-	-	-	-
у тому числі візних (іноземних) туристів	50	-	-	-	-	-	-	-	-
візних туристів	51	83	15	68	-	-	-	-	-
внутрішніх туристів	52	45	45	-	-	-	-	-	-

ЕЦП КВАЛОК
Н.Р.

Місце підпису керівника (адресанта) та/або особи, відповідальної за достовірність наданої інформації

(ПІБ)

(ПІБ)

телефон: -

факс: -

електронна пошта: -



D.2 – Report on the activity of the tourist organization for 2018

Ідентифікаційний код діяльності: **27131313**

Державне статистичне спостереження

Конфідентційність статистичної інформації забезпечується статтею 21 Закону України "Про державну статистику"

Порушення порядку подання або використання даних державних статистичних спостережень тягне за собою відповідальність, яка встановлена статтею 186³ Кодексу України про адміністративні правопорушення

ЗВІТ ПРО ТУРИСТИЧНУ ДІЯЛЬНІСТЬ ЗА 2018 РІК

Подають:	Термін подання
юридичні особи - суб'єкти туристичної діяльності	не пізніше 28 лютого
- територіальному органу Держстату	

№ 1- туризм
(річна)
ЗАТВЕРДЖЕНО
Наказ Держстату України
30.11.2012р. № 498 (зі змінами)

Респондент:

Найменування: **ТОВ "СТАРМАЙС"**

Місцезнаходження (юридична адреса): **ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049**

(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,

№ будинку /корпусу, № квартири /офісу)

Адреса здійснення діяльності, щодо якої подається форма звітності (фактична адреса):

ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049

(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,

№ будинку /корпусу, № квартири /офісу)

Розділ А. Вид туристичної діяльності суб'єкта (обведіть колом номер відповіді)

01	X	02	-	03	-
організація та забезпечення створення туристичного продукту, реалізація та надання туристичних послуг, а також посередницька діяльність із надання характерних та супутніх послуг (туроператор)		посередницька діяльність з реалізації туристичного продукту туроператорів та туристичних послуг інших суб'єктів туристичної діяльності, а також посередницька діяльність щодо реалізації характерних та супутніх послуг (турагент)		тільки екскурсійна діяльність	

Розділ І. Загальні економічні показники

Назви показників	№ рядка	Одиниці виміру*	За звітний період
1	2	3	4
Середньооблікова кількість штатних працівників	04	осіб	7
З рядка 04 мають вищу або середню спеціальну освіту в галузі туризму	05	осіб	3
Жінки	06	осіб	7
особи до 30 років	07	осіб	6
Доход від надання туристичних послуг (без ПДВ, акцизного податку й аналогічних обов'язкових платежів)	08	тис. грн	4 180,5
у тому числі від екскурсійної діяльності	09	тис. грн	-
Сума комісійних, агентських і інших винагород	10	тис. грн	-
Операційні витрати, зроблені суб'єктом туристичної діяльності на надання туристичних послуг (сума рядків з 12 по 16) - усього	11	тис. грн	1 778,4
у тому числі:			
матеріальні витрати	12	тис. грн	748,0
витрати на оплату праці	13	тис. грн	573,3
відрахування на соціальні заходи	14	тис. грн	134,8
суми нарахованої амортизації	15	тис. грн	73,9
інші операційні витрати	16	тис. грн	248,4
Витрати на утримання власних турагентів (з рядка 11)	17	тис. грн	-
Обов'язкові платежі в бюджет і позабюджетні фонди	18	тис. грн	284,1

* Рядки 08-18 заповнюються з одним десятковим знаком

Continuation of Appendix D.2

Розділ II. Витрати на послуги сторонніх організацій, що використовуються при виробництві туристичного продукту*

Назви показників	№ рядка	Усього	у тому числі послуги	
			резидентів	нерезидентів
1	2	3	4	5
Усього (сума рядків 20, 23, 30-35), тис. грн.	19	22 180,0	22 180,0	-
у тому числі				
на розміщення і проживання	20	10 847,2	10 847,2	-
готелі та аналогічні засоби розміщення	21	-	-	-
приватний сектор	22	-	-	-
на транспортне обслуговування	23	1 409,5	1 409,5	-
залізничний транспорт	24	340,5	340,5	-
повітряний транспорт	25	1 069,0	1 069,0	-
водний транспорт	26	-	-	-
міський транспорт	27	-	-	-
екскурсійні автобуси	28	-	-	-
оренда автомобілів	29	-	-	-
на харчування	30	2 440,3	2 440,3	-
на медичне обслуговування	31	16,8	16,8	-
на екскурсійне обслуговування (без транспортних послуг)	32	-	-	-
на ввізове обслуговування (включаючи витрати на оформлення поїздки)	33	-	-	-
на послуги культурно-освітнього, культурно-дозвільного характеру, організацій культури	34	-	-	-
на інші послуги, що використовуються при виробництві туристичного продукту	35	7 466,2	7 466,2	-

* Рядки 19-35 по всіх графах заповнюються з одним десятковим знаком.

Розділ III. Кількість і вартість проданих туристичних путівок (ваучерів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Кількість туристичних путівок, одиниць	Вартість туристичних путівок*, тис. грн.	Кількість туроднів за реалізованими туристичними путівками
Реалізовано туристичних путівок - усього	36	465	6 398,1	3040
у тому числі				
іншим організаціям	37	-	-	-
безпосередньо населенню	38	465	6 398,1	3040
з них				
громадянам України для подорожі в межах України	39	411	1 852,7	1616
громадянам України для подорожі за кордон	40	54	4 545,4	1424
з них по країнах СНД	41	4	83,0	78
іноземцям для подорожі в межах України	42	-	-	-
з них громадянам країн СНД	43	-	-	-

* Графа 4 по рядках 36-43 заповнюється з одним десятковим знаком.

Розділ IV. Кількість обслугованих туристів (без екскурсантів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	У тому числі	
		громадяни України (вибуття)	громадяни інших країн (прибуття)
1	2	3	4
Кількість обслугованих туристів, усього осіб	44	314	-
у тому числі			
подорожуючих у межах території України	45	119	X
подорожуючих за кордоном	46	195	X

Додаток до розділу IV
З рядка 46 - розподіл громадян України по країнах відправлення та з рядка 44 іноземців по країнах свѣту, з яких вони прибули (згідно з класифікацією країн свѣту)

Назва країни	Код країни*	Громадяни України		Громадяни інших країн	
		(вибуття), осіб	(прибуття), осіб	(вибуття), осіб	(прибуття), осіб
1	2	3	4	5	6
ЄГИПЕТ	818	18	-	-	-
НОРВЕГІЯ	578	1	-	-	-
ТУРЕЧЧИНА	792	39	-	-	-
ФРАНЦІЯ	260	4	-	-	-
США	840	1	-	-	-
ПОРТУГАЛІЯ	620	2	-	-	-
ДАНІЯ	208	10	-	-	-
БОЛГАРІЯ	100	1	-	-	-
ПОЛЬЩА	616	68	-	-	-
ЛИТВА	440	1	-	-	-
ІСПАНІЯ	724	2	-	-	-
ІТАЛІЯ	380	36	-	-	-
РОСИЙСЬКА ФЕДЕРАЦІЯ	643	3	-	-	-
ГРУЗІЯ	268	4	-	-	-
ЯПОНІЯ	392	1	-	-	-
АВСТРІЯ	040	4	-	-	-

* Заповнюють органи державної статистики.

Довідково:

Число обслугованих екскурсантів (47) - осіб
з них іноземні громадяни (48) - осіб

Розділ V. Розподіл туристів за метою поїздки (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Усього туристів, осіб (сума гр. 4-9)	У тому числі за метою відвідування						Із гр. 3 - діти віком 0-17 років
			службова, ділова, навчання	дозвілля, відпочинок	лікування	спортивний туризм	спеціалізований туризм	інші	
1	2	3	4	5	6	7	8	9	10
Кількість туристів, усього (сума рядків 50 - 52)	49	314	281	33	-	-	-	-	-
у тому числі в'їзних (іноземних) туристів	50	-	-	-	-	-	-	-	-
виїзних туристів	51	195	164	31	-	-	-	-	-
внутрішніх туристів	52	119	117	2	-	-	-	-	-

Місце підпису керівника (адресанта) та/або особи, відповідальної за достовірність наданої інформації

ЕП КОВАЛОК Н.Р. (ПІБ)

телефон: - факс: - електронна пошта: - (ПІБ)



D.3 – Report on the activity of the tourist organization for 2019

Ідентифікаційний код ЄДРПОУ 3 8 2 8 2 7 3 8

Державне статистичне спостереження

Конфіденційність статистичної інформації забезпечується
статтею 21 Закону України "Про державну статистику"

Порушення порядку подання або використання даних державних статистичних спостережень тягне за собою
відповідальність, яка встановлена статтею 186³ Кодексу України про адміністративні правопорушення

ЗВІТ ПРО ТУРИСТИЧНУ ДІЯЛЬНІСТЬ ЗА 2019 РІК

Подають:	Термін подання
юридичні особи - суб'єкти туристичної діяльності - територіальному органу Держстату	не пізніше 28 лютого

№ 1- туризм
(річна)
ЗАТВЕРДЖЕНО
Наказ Держстату України
30.11.2019р. № 498 (зі змінами)

Респондент:

Найменування: **ТОВ "СТАРМАЙС"**

Місцезнаходження (юридична адреса): **ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049**
(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,
№ будинку /корпусу, № квартири /офісу)

Адреса здійснення діяльності, щодо якої подається форма звітності (фактична адреса):
ВУЛИЦЯ Фурманова, буд. 1/7, Солом'янський р-н, місто КИЇВ, 03049
(поштовий індекс, область /АР Крим, район, населений пункт, вулиця /провулок, площа тощо,
№ будинку /корпусу, № квартири /офісу)

Розділ А. Вид туристичної діяльності суб'єкта (обведіть колом номер відповіді)

01	X	02	-	03	-
організація та забезпечення створення туристичного продукту, реалізація та надання туристичних послуг, а також посередницька діяльність із надання характерних та супутніх послуг (туроператор)		посередницька діяльність з реалізації туристичного продукту туроператорів та туристичних послуг інших суб'єктів туристичної діяльності, а також посередницька діяльність щодо реалізації характерних та супутніх послуг (турагент)		тільки екскурсійна діяльність	

Розділ І. Загальні економічні показники

Назви показників	№ рядка	Одиниці виміру*	За звітний період
1	2	3	4
Середньооблікова кількість штатних працівників	04	осіб	6
З рядка 04 мають вищу або середню спеціальну освіту в галузі туризму	05	осіб	4
Жінки	06	осіб	6
особи до 30 років	07	осіб	5
Доход від надання туристичних послуг (без ПДВ, акцизного податку й аналогічних обов'язкових платежів)	08	тис. грн	4 496,1
у тому числі від екскурсійної діяльності	09	тис. грн	-
Сума комісійних, агентських і інших винагород	10	тис. грн	4 496,1
Операційні витрати, зроблені суб'єктом туристичної діяльності на надання туристичних послуг (сума рядків з 12 по 16) - усього	11	тис. грн	2 800,0
у тому числі:			
матеріальні витрати	12	тис. грн	994,3
витрати на оплату праці	13	тис. грн	799,1
відрахування на соціальні заходи	14	тис. грн	167,9
суми нарахованої амортизації	15	тис. грн	97,1
інші операційні витрати	16	тис. грн	741,6
Витрати на утримання власних турагентів (з рядка 11)	17	тис. грн	-
Обов'язкові платежі в бюджет і позабюджетні фонди	18	тис. грн	634,9

* Рядки 08-18 заповнюються з одним десятковим знаком

Continuation of Appendix D.3

Розділ II. Витрати на послуги сторонніх організацій, що використовуються при виробництві туристичного продукту*

Назви показників	№ рядка	Усього	у тому числі послуги	
			резидентів	нерезидентів
1	2	3	4	5
Усього (сума рядків 20, 23, 30-35), тис. грн.	19	26 101,7	23 968,4	2 133,3
у тому числі:				
на розміщення і проживання	20	14 096,5	12 557,1	1 538,4
готелі та аналогічні засоби розміщення	21	14 096,5	12 557,1	1 538,4
приватний сектор	22	-	-	-
на транспортне обслуговування	23	2 717,1	2 607,8	109,3
зализничний транспорт	24	339,9	339,9	-
повітряний транспорт	25	1 635,1	1 635,1	-
водний транспорт	26	-	-	-
міський транспорт	27	-	-	-
екскурсійні автобуси	28	742,1	632,8	109,3
оренда автомобіля	29	-	-	-
на харчування	30	2 490,1	2 259,1	231,0
на медичне обслуговування	31	17,3	17,3	-
на екскурсійне обслуговування (без транспортних послуг)	32	-	-	-
на ввозне обслуговування (включаючи витрати на оформлення поїздки)	33	-	-	-
на послуги культурно-освітнього, культурно-дозвільного характеру, організацій культури	34	-	-	-
на інші послуги, що використовуються при виробництві туристичного продукту	35	6 781,7	6 527,1	254,6

* Рядки 19-35 по всіх графах заповнюються з одним десятковим знаком.

Розділ III. Кількість і вартість проданих туристичних путівок (ваучерів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Кількість туристичних путівок, одиниць	Вартість туристичних путівок*, тис. грн.	Кількість турорнів за реалізованими туристичними путівками
Реалізовано туристичних путівок - усього	36	18	893,8	464
у тому числі:				
іншим організаціям	37	-	-	-
безпосередньо населенню	38	18	893,8	464
з них:				
громадянам України для поїздки в межах України	39	1	19,7	16
громадянам України для поїздки за кордон	40	17	874,1	448
з них по країнах СНД	41	-	-	-
іноземцям для поїздки в межах України	42	-	-	-
з них громадянам країн СНД	43	-	-	-

* Графа 4 по рядках 36-43 заповнюється з одним десятковим знаком.

Розділ IV. Кількість обслугованих туристів (без екскурсантів) (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	У тому числі	
		громадяни України (вибуття)	громадяни інших країн (прибуття)
1	2	3	4
Кількість обслугованих туристів, усього осіб	44	314	-
у тому числі:			
подорожуючих у межах території України	45	119	X
подорожуючих за кордоном	46	195	X

Додаток до розділу IV

3 рядка 46 - розподіл громадян України по країнах відправлення та з рядка 44 іноземців по країнах світу, з яких вони прибули (згідно з Класифікацією країн світу)

Назва країни	Код країни*	Громадяни України (вибуття), осіб	Громадяни інших країн (прибуття), осіб	Назва країни	Код країни*	Громадяни України (вибуття), осіб	Громадяни інших країн (прибуття), осіб
ЄГИПЕТ	818	18	-	-	-	-	-
НОРВЕГІЯ	578	1	-	-	-	-	-
ТУРЕЧЧИНА	792	39	-	-	-	-	-
ФРАНЦІЯ	250	4	-	-	-	-	-
США	840	1	-	-	-	-	-
ПОРТУГАЛІЯ	620	2	-	-	-	-	-
ДАНІЯ	208	10	-	-	-	-	-
БОЛГАРІЯ	100	1	-	-	-	-	-
ПОЛЬЩА	616	68	-	-	-	-	-
ЛИТВА	440	1	-	-	-	-	-
ІСПАНІЯ	724	2	-	-	-	-	-
ІТАЛІЯ	380	36	-	-	-	-	-
РОСИЙСЬКА ФЕДЕРАЦІЯ	843	3	-	-	-	-	-
ГРУЗІЯ	288	4	-	-	-	-	-
ЯПОНІЯ	392	1	-	-	-	-	-
АВСТРІЯ	040	4	-	-	-	-	-

* Заповнюють органи державної статистики.

Довідково:

Число обслугованих екскурсантів (47) - осіб
з них іноземні громадяни (48) - осіб

Розділ V. Розподіл туристів за метою поїздки (заповнюють суб'єкти туристичної діяльності, що обвели код 01, 02)

Назви показників	№ рядка	Усього туристів, осіб (сума гр.4-9)	У тому числі за метою відвідування						Із гр. 3 - діти віком 0-17 років
			службова, ділова, навчання	дозвілля, відпочинок	лікування	спортивний туризм	спеціалізований туризм	інші	
1	2	3	4	5	6	7	8	9	10
Кількість туристів, усього (сума рядків 50 - 52)	49	48	-	48	-	-	-	-	9
у тому числі в'їзних (іноземних) туристів	50	-	-	-	-	-	-	-	-
в'їзних туристів	51	46	-	46	-	-	-	-	9
внутрішніх туристів	52	2	-	2	-	-	-	-	-

Місце підпису керівника (або іншої уповноваженої особи, відповідальної за достовірність наведеної інформації)

ЕП КОВАЛОК
НАТАЛІЯ
РОМАНІВНА

(ПІБ)

(ПІБ)

телефон: -

факс: -

електронна пошта: natali.kovalok@starmice.com.ua



Profile of the tour operator «STAR MICE» in the social network Facebook

STAR MICE
@starmice.agency

Главная
Услуги
Отзывы
Фото
Видео
Публикации
Мероприятия
Информация
Сообщество
TRAVEL WITH US
Создать Страницу

Нравится Подписки Поделиться

Сообщение

Создать публикацию

Создайте публикацию...

Фото/видео Отметить др... Получать со...

Услуги
Транспорт

Туристическое агентство в Киев
Круглосуточно

Сообщество Подробнее

Пригласите друзей поставить "Нравится" этой Странице

Нравится 481 человеку
Подписаны 499 человек
15 посещений

Profile of the tour operator «STAR MICE» in the social network Tik Tok



star.m.i.c.e

STAR M.I.C.E.



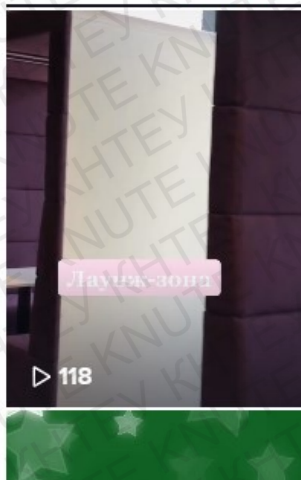
Подписаться

0 Подписки 5 Подписчики 36 Лайки

Твое івент-агенство у TikTok 🌟

Клипы

Лайки




Profile of the tour operator «STAR MICE» in the social network Instagram

Instagram

Поиск

Войти Зарегистрироваться



star.m.i.c.e [Подписаться](#)


110 публикаций 317 подписчиков 821 подписок

Event agency STAR M.I.C.E.

- сучасні івенти в онлайн-просторі
- стильні та креативні заходи офлайн

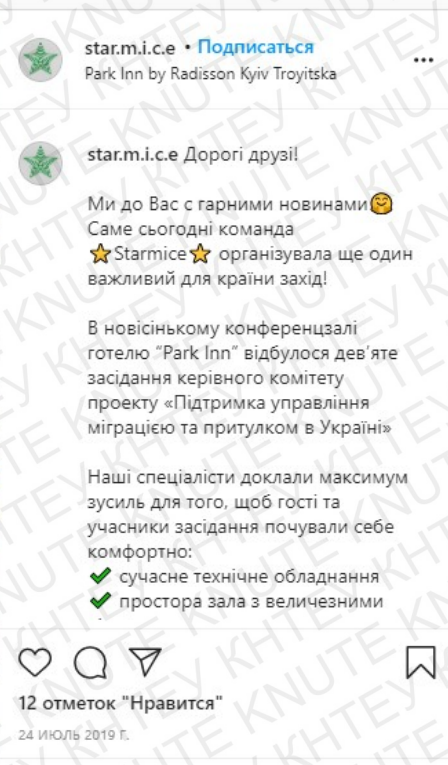
TikTok Team Incentive Event Conference

ПУБЛИКАЦИИ IGTV ОТМЕТКИ

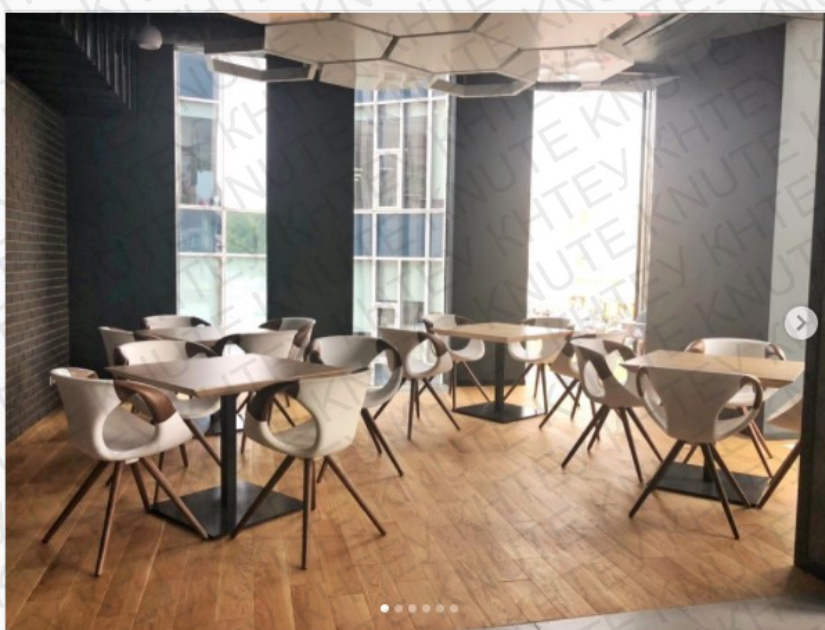


Examples of posts on the Instagram profile of «STAR MICE», in which mentioned the tour operator's partners

H.1 – Meeting of the Steering Committee of the Project «Support to Migration and Asylum Management in Ukraine»




H.2 – Opening of a new conference hall of «Aloft Kiev Hotel»



Tarasbulba catering site



Особистий кабінет

Корзина
всього 

[МЕНЮ](#) [РЕСТОРАН](#) [НАПИСАТИ ДИРЕКТОРУ](#) [КОНТАКТИ](#)

[ЛІНСЬКІ СНИДАНКИ](#) [НАПОЇ](#) [АЛКОГОЛЬ](#) [НАПІВФАБРИКАТИ ВЛАСНОГО ВИРОБНИЦТВА](#)

Наше меню



Холодні закуски



Салати



Гарячі закуски



Борщі і супи

Site of tour operator «Vidviday»



БЛОГ о турах по Украине

Выбрать тур



Свиржский замок – бриллиант без оправы

<https://vidviday.ua/blog/ru/>

Ка

Annex to the partner agreement
ДОДАТОК

До договору про взаємну співпрацю між підприємством ТОВ «СТАР
МАЙС» та _____

*Інформаційний лист щодо здійснення взаємних
маркетингових заходів*

1. Перелік заходів, що має здійснювати партнер:
 - 1.1. Спільне позначення партнера в публікаціях в соціальних мережах після проведення спільного заходу
 - 1.2. Додання фотозвіту в соціальні мережі з відміткою місцезнаходження та позначенням профілю партнера після відвідування організованого ним заходу
 - 1.3. Додання на сайті компанії інформації та фотозвіту після проведення спільного заходу з позначенням та посиланням на сайт партнера
2. Додані умови є обов'язковими для двох сторін та є безоплатними.
3. Виконання зобов'язань починається з моменту підпису додатку.

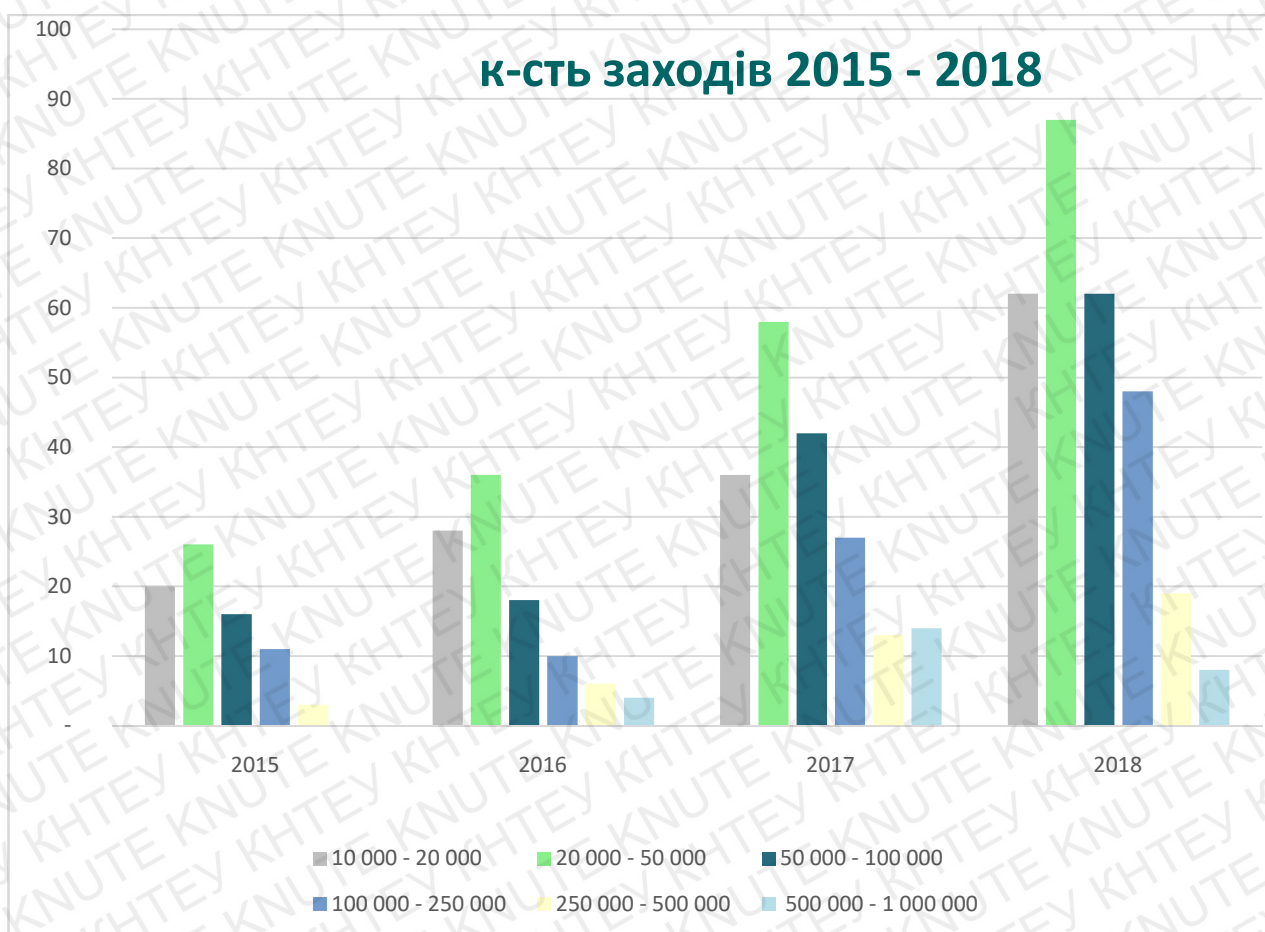
Підпис директора ТОВ «СТАР МАЙС»

Підпис директора _____

Дата підпису додатку:

_____ року

The average number of events for three years for 2016-2018 of tour operator
«STAR MICE»



UAH	2015	2016	2017	2018
10 000 - 20 000	20	28	36	62
20 000 - 50 000	26	36	58	87
50 000 - 100 000	16	18	42	62
100 000 - 250 000	11	10	27	48
250 000 - 500 000	3	6	13	19
500 000 - 1 000 000	4	4	14	8

Приріст у %

12,12%

19,51%

43,67%

24,71%