

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

«Resort`s product policy formation»

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academic degree «Master»
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**Task
for the final qualifying paper**

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INTRODUCTION

SECTION 1. THEORETICAL PRINCIPLES OF THE FORMATION AND SELLING THE PRODUCT OF RECREATIONAL TOURISM

1.1. Recreational tourism as an object of scientific research

1.2. Worldwide management practice of formation on the product of recreational tourism

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SECTION 2. DIAGNOSIS OF THE MANAGEMENT SYSTEM OF THE CLINICAL SANATORIUM “AVANGARD”, PRIVATE JOINT-STOCK COMPANY “UKRPROFOZDOROVNITSIA” IN THE SEGMENT OF RECREATIONAL TOURISM

2.1. The management system`s characteristics of the clinical sanatorium “Avangard”

2.2. Analysis of tourism product policy formation and marketing processes

2.3. Effectiveness evaluation of business communications of the enterprise in the segment of recreational tourism

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SECTION 3. MANAGEMENT DECISIONS ON THE DEVELOPMENT OF RECREATIONAL TOURISM IN THE MANAGEMENT SYSTEM OF THE CLINICAL SANATORIUM “AVANGARD”

3.1. Strategic alternatives and program activities for the formation and selling the product of recreational tourism in the clinical sanatorium “Avangard”

3.2. Substantiation of the efficiency of the project of development of the product in recreational tourism in the clinical sanatorium “Avangard”

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INTRODUCTION

Nowadays, the tourism business occupies a considerable part of the world market. One of the major factors there is the quality of service and granting of services by the companies in the sphere of tourism during trips. And this factor depends on the rightness of forming a product policy.

Paper structure. Final qualifying paper consists of three parts, introduction and conclusions, references (59 titles), 1 appendix and also contains 11 tables and 2 figures.

Actuality of the research in the thesis is to improve the quality of resort`s product policy. Each of them survives and thrives due to the fact that more effectively, compared to competitors, meets the needs of certain consumers groups. To do this, managers of commercial enterprises have to make complex decisions regarding the strategies development, selection and formation of the trade range, pricing, goods presentation and its promotion in the store. These actions set taken by trade enterprises to meet the needs of buyers and influence their purchasing decisions, — is the trade range management subject.

In a market economy, assortment policy is an important part of the overall trading strategy. Assortment policy is a predetermined course of action or deliberate principles by which the product policy formation is carried out. The goods assortment is understood as a set of related goods, which combines during the sale can bring an additional effect to the enterprise. Entrepreneurs in the range formation are guided primarily by the desire to make a profit. On the one hand, the assortment expansion provides the enterprise with an increase in turnover and profits, on the other, it inevitably increases inventories and slows down the turnover of funds, and this increases distribution costs and reduces profits.

Product policy formation at the enterprise covers a wide area of activity, affecting strategic planning at all stages of the company's development, and involving many departments on the enterprise. When forming the assortment policy, the company not only has to optimize the value of the completeness and assortment`s stability,

but also implement a pricing policy, determine cost-effective nomenclature product groups, and look for profitable sales markets for them.

Thus, the product's policy formation main objectives are: ensuring the compliance of the company's services with the nature of demand; optimization of provided services based on demand; analysis of the service sales and profitability; optimal markup determination; accommodation and nutrition planning; events organization to promote the services provided; ensuring economic efficiency (profitability) of the resort.

The object is the process of design and development of the company's product policy.

The subject - theoretical, methodological and practical foundations for the formation of the product policy of the clinical sanatorium "Avangard" and possible ways to improve this process for the enterprise.

The purpose of the research is study of theoretical and practical aspects of the product policy formation in recreational tourism and proposals for its improvement on the example of clinical sanatorium "Avangard".

Scientific innovation. In modern economic conditions, product policy is an important part of the overall trading strategy, it allows a more flexible approach to meeting the needs of buyers.

Practical value of results. The practical value of the results lies in the development of proposals for improving the principles of shaping the trade policy of resort enterprises, using the example of the Avangard sanatorium.

The first part defined theoretical and methodological foundations of the resort's product policy formation.

In the second part analyzes and evaluates the business activities and range of the company.

In the third part provides recommendations to improve the efficiency of commercial activities to optimize the resort's product policy formation.

SECTION 1. THEORETICAL PRINCIPLES OF THE FORMATION AND SELLING THE PRODUCT OF RECREATIONAL TOURISM

1.1. Recreational tourism as an object of scientific research

Commodity policy covers a wide range in issues production and organizational direction. To ensure the competitiveness of manufactured products, it is necessary to carry out many business and marketing activities. The marketing aspect is the actions aimed at providing consumers with goods and services, and the commercial aspect - is to achieve economic efficiency of the enterprise in the procurement and product selling.

In the marketing activities of the enterprise attention is focused on addressing issues related to product, pricing, sales and communication policy.

The main directions and product principles policy development directly depend on a clearly defined general strategy of the enterprise. For the correct and effective formation for commodity policy it is necessary to ensure the following conditions: long-term general strategy; a clear idea of the production goals and marketing for the future; perfect knowledge about the competitive market and its needs; adequate assessment of their capabilities and resources [1, p.16]. Most problems connected with enterprise product policy are unstructured, uncertain and unpredictable. In addition, quite often they provide several solutions. Therefore, highly professional data analysis and prompt development of alternative solutions are important. Properly defined product policy not only allows you to optimize formation process and range renewal, but also serves as guide for the management in the general direction of action.

The product policy of the enterprise is the basis in marketing activities, around which measures are formed related to purchase conditions of products by its promotion methods to the final consumer.

Commodity policy is a marketing activity related to the planning and implementation in a set of measures and strategies for the formation of competitive advantages and the creation some product characteristics that make it useful for the consumer, while ensuring the company's profit.

For the marketer, product policy conduct is associated with participation in the formation of the necessary technical and product operational characteristics, taking into account its attractiveness factors (brand, shape, packaging, image, etc.).

Product policy in the marketing system covers:

- product formation range in accordance with the flood of consumers;
- ensuring goods competitiveness;
- product definition strategies in accordance with the product stage life cycle;
- innovation policy;
- trademark definition, packing and service;
- positioning of goods.

Product range - a set of goods in the enterprise, interconnected by functional purpose. Product range is characterized by:

breadth (a wide range allows you to focus on different consumer requirements and stimulate procurement in one place);

depth (number of positions in the knee assortment group). The deep range better satisfies the needs of many consumer groups in one product, prevents competitors emergence, improves sales organization;

comparability (in terms of needs, sales channels, prices, etc.). The comparative range allows the company to specialize in the production and products sale to ensure their stability, it is better to regulate. [38, 44, 47]

It is possible to allocate such basic problems of formation in commodity policy as: a proper level maintenance of quality; optimal product range formation; new goods and services creation and production; product positioning; product life cycle management; providing quality service.

Consider in more detail the essence of each problem. Quality has always been and remains an important market characteristic. Since the last decades of the XX century. There has been a significant increase in the importance in human life quality. For 80% of buyers, quality has become more important than price [1]. Another important aspect is the product price. Unfortunately, today the high price is not evidence of high product quality, but in the low-price segment, fierce competition also leads to a struggle for quantity rather than products quality, so the problem of price and quality is quite relevant.

Range formation of goods in the enterprises

The basis for the formation of the range is the assortment concept. The formation of the range can be carried out by different methods depending on the sales scale and the specifics of the manufactured products. The criterion for the product optimality range is the maximum customer needs satisfaction for the most efficient use of enterprise resources for goods manufacture at low cost. must organize constant monitoring of the product behavior on the market, its life cycle. One of the concepts that solves the problems about formation and optimization in the range is the organization and effective interaction in the manufacturer with wholesale and retail sales representatives, which will optimize goods flow from producer to consumer. This concept is called categorical management. According to this concept, when forming the product category, such indicators as sales volume, consumer surveys are taken into account.

An important problem for the company is product choice innovation strategy: to be a leader in the production of innovative products and new technologies using. Or, react quickly to changes and adapt to them.

By choosing the first strategy, the company can make much more profit, but the risk of failure increases significantly. Following the second strategy, the company can adjust its activities according to the success or failure of firms. Today, in product formation innovation policy is valued time, the ability to quickly apply new technologies in the enterprise.

Also, an important problem is to determine the degree of product novelty, as it affects the price. To date, there is no scale for assessing the market product novelty, which would assess the level of adaptation in a new product to market changes.

Examining the problem of positioning, we can say that in Ukraine the main points that need attention are: under-positioning (not the formation of a certain unique image in the minds of consumers); over-positioning (the brand is the only criterion for positioning); excessive enthusiasm for new products that are positioned on the same target category with the products that are produced. This situation often leads to the destruction of one product to another; brand problem positioning is generally a key point of its creation; brand system management [2]. It should be noted that most products have a tendency to significantly reduce the life cycle. Therefore, it is the analysis of the product life cycle allows you to make changes in the product formation, price, sales policy, which in turn affect the nature and durability of the product life cycle.

Another aspect is the service, which is a service system that allows the consumer to choose the best option for buying goods and consuming it economically and in a timely manner. Today, manufacturers offer a wide selection of the same products, as well as at the same prices, so they can compete through better or wider service. Constant control over the consumers needs, services offered by competitors,

the ratio of profits and cost of service will help to form a quality system and efficient service [3, p.111].

At the enterprises with each assortment group of the goods considerable work which is carried out by one or group of workers is conducted. They prepare appropriate proposals for deciding on the product range.

The breadth of the product range is determined primarily by the goal that the company sets for itself. Businesses that seek to win more market share care about the breadth of the product range. They do not attach much importance to the goods profitability that they produce themselves. Businesses that are interested in high profitability have mostly a profitable products narrower range.

Over time, the range of goods, of course, expands. The company can expand the goods range by increasing the range or saturating the goods range. The increase in the range occurs when the company goes beyond what it produces at the moment. Product saturation range is an expansion of the range due to new products.

Assortment planning is an ongoing process and one of the most important marketing functions.

The art of product range planning is the ability to embody traditional or reveal the technical and material capabilities of the manufacturer in the product. Thus, products that have a certain consumer value, satisfy the buyer and bring profit to the company.

Buyers are not looking for the products themselves, but primarily the benefits they can get from owning them. In the process of planning goods range management is guided by the capabilities in the enterprise. This takes into account production resources, financial capabilities, product sales system, staff qualifications, etc. The needs of the market also deserve special attention. We are talking about the needs of the product, products consumer properties, potential consumers needs, the motivation to choose the product and so on. As a result of comparing information about production opportunities and market needs, the range is adapted to individual

market segments, new products are developed, products are modified, profitability and cost of production are determined. [1]

Summarizing the above, we can say that the main directions in the formation of product policy are: product quality, range, product innovation strategies, positioning, product life cycle and service. In these aspects, it is necessary to take into account current trends that characterize the development of the commodity market.

As an object of scientific research, tourism established itself in the middle of the twentieth century, which was associated with the growth of mass tourism, its transformation into countries number in one of the most important sectors in the economy. According to Jafar Jafari, a prominent expert in the field of hospitality and tourism, Professor in the University of Wisconsin-Stout (USA), the growing number of thematic-literature, bibliography, publications related to tourism, the growing tourism popularity and tourist activity in the subject of scientific dissertations [5, p.10].

It is obvious that thorough scientific research is possible in a coordinated team of scientists presence - a scientific school, which ensures the continuity of the process in development and scientific knowledge transfer.

Well-known researchers in the field of tourism Igor Zoryn and Valery Kvartalnov state that there is no comprehensive tourism theory, because tourism, like any other area of human interest, is a study area to which various theoretical approaches can be applied [6, p.286]. To form a detailed understanding of tourism as a scientific discipline, it is necessary to involve more and more related sciences.

In the Ukrainian scientific school of tourism — it is proposed to call the tourism science — tourismology. In particular, the monographic study "Tourismology: conceptual principles of tourism theory" [7] presents a generalized tourism theoretical image as a social institution, socio-economic and cultural factor of public life, explored tourism essence theory as an innovative socio-economic and

humanitarian discipline, traced the genesis, the content of key concepts and terms, structure and functions of tourism are defined.

According to the authors of the monograph, the tourism main principal approach is to understand tourism essence as a form of social being and nomadic person livelihoods. Tourism is an interdisciplinary science that consolidates:

- tourism philosophy, which explores the "lifeworld" of the traveler, axiological, moral and aesthetic-value tourist events aspects, and tourism praxeology provides an understanding of tourist practices;
- tourism geography, focused on the Spatio-temporal tourism patterns;
- tourism sociological research;
- tourism culturology, which analyzes the humanizing, "human" mission of tourism;
- tourism pedagogy, which solves the problems professional training of tourism professionals;
- Tourism psychology, which explores the individual characteristics of the traveler and is closely related to the ethical and tourists aesthetic values, as well as the greening of the minds of travelers.

The subject of research in tourismology is legal, political science, conflict and other scientific understanding aspects of tourism.

Philosophy, geography, sociology, ecology, cultural studies, ethics, pedagogy, psychology, as well as tourism conflictology, the authors consider as theoretical and methodological components of tourism, the tourism institutional foundations, tourism include hospitality, tourism technology, recreation, animation in tourism, economy tourism, sightseeing, museum studies, tourism law, political science and tourism informatization.

According to Olga Lyubitseva, the successful development of tourism as a modern social phenomenon involves the mandatory scientific support of tourism,

tourism development practices. Forecasting the development of tourism at all levels should be based on a comprehensive analysis of the current factors state that determine both development positive aspects and negative manifestations in order to prevent the latter, on the situational modeling of the tourism process. Have tourism as the study object. This scientific direction is also seen in tourism. Today it is a sciences system that combines theoretical and methodological achievements of scientific areas, mainly socio-humanitarian sciences, which study tourism in historical, geographical, economic, social, psychological and other aspects [8, p.218].

At the present historical stage of development, tourismology has not yet sufficiently developed its own research methodology and uses methods of various scientific disciplines. However, tourism as an reality object has really become the scientific study object. As tourism comes into the field of view of different sciences, there is a need to identify specific of each the science object aspects of scientific study in accordance with the defined tasks. At the same time, each sciences allocates its subject of study, making its own contribution to the formation of a comprehensive tourism science on the basis of an interdisciplinary approach.

This paper will consider recreational tourism, namely analyze its management and the formation of product policy.

Recreational tourism itself is a set of several tourism types aimed at human recovery body and spirit.

Recreation, physical and intellectual people rejuvenation is one of the main tourism goals. Recreational tourism has become a mass phenomenon. Its driving force - to relieve civilizational stress - is active rest, well-being creation, working capacity restoration, health preservation and improvement. It included a variety of tourism activities, from exploring distant and exotic places or enjoying a seaside holiday, participating in cultural programs and various forms of entertainment.

Recreational tourism shares many characteristics with both health and medical tourism and health tourism.

The health effects of tourism contribute to its widespread use in the complex of spa treatment. Recently, in the scientific and methodological literature, the media has been promoting such a type of tourism as medical or health-improving. Medical tourism occupies a special place in the global resort system and tourist relations. According to the man-day's indicator of stay, the share in the world tourist turnover of medical tourism is less than 1%, and in the income structure - about 5%, i.e. it is the most money-intensive tourism branch.

In fashion are a healthy lifestyle, active middle-aged people recreation. According to experts, consumers of this type will be the main health customers resorts and will guarantee health and wellness tourism prosperity in the XXI century. Recently, the health tourism market is undergoing changes. Traditional sanatoriums cease to be a treatment place and recreation for the elderly and become multifunctional wellness centers for a wide range of consumers.

The chosen research topic is important and timely and relevant in connection with the practical conducting feasibility a large-scale study of the recreation and treatment market, development and implementation of resort services standards.

The issue of the health tourism organization and its place in the tourism industry is revealed in the works of foreign and domestic scientists I.S. Barchukov, V.S. Bovkun, K.D. Bokov, M.O. Bokova, O.M. Vetitnev, M.V. Vachevsky, A.A. Gega, B.I. Aksentiychuk, S.V. Ivasivka, P.V. Gudza, O.R. Zavyalova, L.B. Zhuravlyova, O.M. Nikelova, S.V. Leonova, O.G. Matroshilina, O.M. Zhdanova, A.M. Tuchak, V.I. Polyakovsky, I.V. Kotov, Yu. M. Fedotova, I.V. Vostokova, V. D. Dekhtyar, V.I. Dubovsky, Yu. Ya. Rogal, M.V. Odrekhivsky, R.P. Shologon, M.I. Alekseev, O.I. Chebanenko and others.

Tourism studies experts have shown that health tourism has a special place in the global system relations [1; 3; 4; 6; 7; 10; 13, 37]. Today, the market for travel

services is most valued for the opportunity to regain health during exciting tourist trips.

The medical tourism industry has been emerging since the 1980s, but the history of its development goes back centuries. The healing properties of natural factors still attract patients to the resort area. The flows of tourists who travel for medical purposes, at the moment are not as numerous as for recreation and entertainment, but they are growing rapidly and their geography is expanding [6; 7].

Brief description of the modern health market tourism in Europe. The main health tourism areas in the Old World are in Central and Eastern and Western Europe. Former socialist countries have a rich tradition of resort business, have a wide range of healing natural and climatic resources, use modern highly effective disease prevention methods, treatment and rehabilitation of patients. By setting relatively low prices for spa services with a high therapeutic effect, they have gained a competitive advantage and control a larger share of the European market for health tourism.

The following resorts of world importance are located in the countries of Western Europe: Baden-Baden and Wiesbaden (Germany); Nice (France); Bath (Great Britain); Spa (Belgium) and others. Most resorts in Western Europe are concentrated in Germany, Austria and Switzerland. In Southern Europe, health tourism is poorly developed [7, 12, 33, 34, 45].

In the Ukrainian health market tourism in terms of the sanatoriums number and boarding houses with treatment, the championship belongs to the Autonomous Republic of Crimea, Lviv and Odessa regions, which account for 45.7% of their total number nationwide.

According to statistical materials, sanatoriums geography of Ukraine largely corresponds to the recreational resources territorial-component structure and recreational needs. It is necessary to focus on two groups of areas:

— leaders - the Autonomous Republic of Crimea (16.7% of sanatoriums of Ukraine), Donetsk (14.6%), Odessa (11.6%), Dnipropetrovsk (7.1%), Mykolaiv (5.0%), Zaporizhia (5.3%) areas;

— outsiders - Kirovohrad, Vinnytsia, Zhytomyr, Khmelnytsky, Ternopil, Chernivtsi regions and Sevastopol (less than 1%).

The concept of "health tourism" has no unambiguous interpretation. The simplest definition can be formulated as follows: health tourism - is a trip to the resort area for health and treatment.

The health tourism purpose - the integrated use of natural healing factors and physical activity for therapeutic and prophylactic purposes. It is clear that medical and health tourism is often combined through a related travel purpose and the realization of this goal through the single base use.

Health tourism is divided into therapeutic tourism, which aims at self-treatment, therapy, rehabilitation after illness, and preventive (wellness tourism), aimed at maintaining a healthy body and maintaining a balance between physical and psychological health. Wellness tourism, in turn, can be active (sports and fitness) and passive (beauty programs). The term "wellness" in the scientific literature appeared relatively recently and means a wonderful state of both body and soul, relaxation, body revitalization through active health activities.

Based on the classification of trips, medical tourism can be conditionally attributed to tourism special types, namely tourism for medical purposes. This definition includes not only trips to the resort, but also other trips for treatment, for example, for surgery in a foreign clinic (outbound tourism). Recently, more and more foreign tourists (inbound tourism) come to Ukrainian resorts for treatment. Trips to certain category resorts of Ukrainian citizens are paid by the state.

Based on this, the health tourism structure can be schematically represented as follows (Fig. 1)

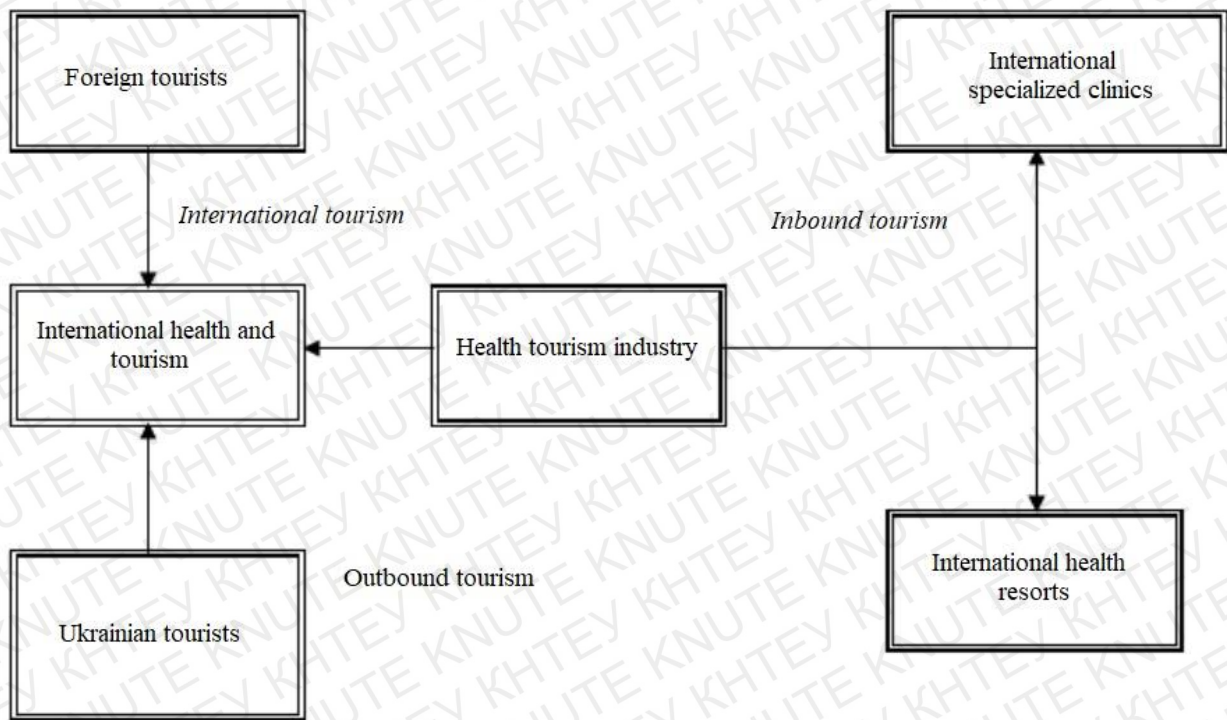


Fig. 1.1. The structure of international health tourism in the age of globalization [10]

Health tourism has a number of defining features:

- 1) stay at any resort, disease regardless, must be long enough (at least three weeks), otherwise the desired health result (effect) will not be achieved;
- 2) treatment at resorts is expensive. This tourism type is designed mainly for wealthy clients, usually focused not on a standard set of medical services, but on an individual treatment program;
- 3) people of the older age group go to resorts when chronic diseases are exacerbated or the weakened organism cannot cope with daily stresses at work and in everyday life. Accordingly, these tourists choose between resorts that specialize in the treatment of a particular disease, mixed type resorts, which have a tonic effect on the body and help to restore strength.

1.2. Worldwide management practice of formation on the product of recreational tourism

To carry out successful activities in the market of international tourist services, enterprises need a detailed and well-thought-out product policy, the task of which is the formation and implementation of the tourist offer services depending on the strategy and enterprise goals.

Recently, the market of medical and health services is changing. Traditional sanatoriums and resorts cease to be treatment place for the elderly and become multi-functional wellness centers for a wide range of consumers [10].

Modern transformations of resort centers, such as Truskavets, are due to two circumstances. This is primarily due to the changing nature of the demand for health care services. It is becoming fashionable to lead a healthy lifestyle, the people number who want to maintain good physical shape and need restorative anti-stress programs is growing. These are mostly middle-aged people who prefer active recreation and are often limited in time. According to many experts [1; 3; 4; 6; 7; 10; 13], consumers of this type will be sanatoriums main customers in the XXI century.

The second reason for the resorts reorientation is the reduction of traditional support, including financial, from local authorities and the state. Health resorts are forced to diversify their product to enter new segments of the consumer market and attract additional customers [12]. The stay programs at the resorts are becoming more diverse and include all cultural kinds and sporting events, offer health wide range and recreation services.

The International Congress on Health Tourism, held in 1999 in Italy, noted the developing importance of this tourism type for modern society and the need in

this regard for large-scale research of the recreation and treatment market, spa standards development and implementation [7, c. 27-28].

The modern market of medical tourism includes accommodation companies that provide medical services (sanatoriums, spa clinics, spa hotels), travel companies (intermediary companies that sell these services) and the tourists themselves (vacationers).

Depending on the purpose of the resort can perform the following functions:

- sanatorium treatment;
- medical rehabilitation of patients;
- health recreation and disease prevention;
- cultural, medical and leisure recreation [7; 11; 12, 46].

Medical and health service in sanatoriums as a specialized process aimed at organizing recreation and improving the healthy lifestyle of the consumer (vacationer) by paying for specific services.

Due to the peculiarities of the service, certain medical forms and health services have been formed: medical and health-improving procedures, health-improving exercise, therapeutic physical training under the guidance of an instructor and independently, tourist activities (walking, short-distance tourism, travel, etc.), sun, water and air baths, moving games, etc.

On the example of Truskavets resort, it was researched and found that medical and health programs for vacationers (tourists) provide activities that can be divided into the following groups:

- 1) excursion and information activities: excursions (different in subject, means of transportation and venue);
- 2) cultural and entertainment events: attending concerts, theaters, art festivals, folklore programs, etc.;

3) entertainment events: various competitions, animation programs, attractions, games, quizzes, auctions and holidays, visits to entertainment venues (aqua and theme parks), etc.;

4) sports and health activities: classes in various sports and training in various sports; health-improving physical education classes; massage and acupuncture; various physiotherapy; visiting the sauna, bath or pool, fitness center; organization of sports competitions, mobile competitions and games; river and sea walks; one- and multi-day hikes; rafting, yachting, dart, diving, kayaking, paragliding, horseback riding, etc.;

5) social events: evenings and meetings, forums and rallies, visits to special facilities - industrial enterprises, agricultural, educational and children's institutions and other institutions; visiting families, participating in labor actions.

Concluding medical and health programs for sanatoriums in Ukraine provides the following seven stages of medical development and health products (Fig. 2).

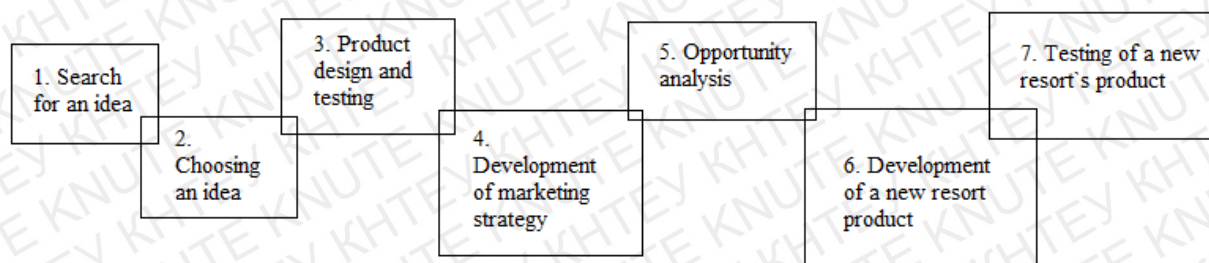


Fig. 1.2. The main stages of development of medical and health product

Such a complex multi-stage process as the development of a medical and health product includes:

- marketing research;
- analysis of market segments and competitors;
- proposed consumer demand;

- resort location;
- tourist services market conditions;
- assessment of the real development costs, services advertising and promotion.

The works list on medical creation and improving product (program) includes:

- market research of potential demand;
- search for partners - goods suppliers and services;
- checking the services availability and establishing the adequacy of previously received information;
- agreements preparation (contracts) on cooperation with suppliers and sellers of tourism products and negotiations;
- information and methodological support (stay programs preparation, information letters, calculations, passports of the tourist route, etc.);
- medical and improving rounds to consumers realization;
- registration of documents for travel;
- tourists direct service and control over the provision of a certain quantity and services quality;
- other work types.

Tourist records play an important role in creating the stay program, as the type of clients it uses influences the structure of the health-improving tour, goal setting and choice of resort on the world map.

To attract foreign tourists, Ukrainian resorts need to address a number of funding, management and modernization issues. The basis for the formation (design) of a tourist product in Ukrainian resorts should be the latest spa technologies that improve life quality [12]. To do this, we recommend:

- to develop fundamentally new approaches to the sanatoriums activities on the basis of borrowing market management experience of international resort hotels;
- most fully meet the consumers' needs (vacationers, guests, tourists, vacationers) in rest and relaxation service during their stay at a resort. [42]

One of the important medical tasks and health tourism is the development of tourism specialists' skills and abilities to design medical and health programs in sanatoriums, in accordance with established international standards. Medical construction and health programs is carried out in accordance with the principles of imperativeness and completeness, which provide for scientifically sound and specialists practice-oriented training in the activities types in sanatoriums.

The medical and health-improving model program is purposeful preparation of experts for a concrete kind activity. The design of the medical complex and health-improving program is based on block-modular technology. The module is created for service consumers.[36, 42, 47]

Creation and introduction of modules in domestic resorts practice will allow, in our opinion, to reveal advantages, formation efficiency of medical and improving programs for each vacationer separately. [39, 40]

Based on the study of the international experienced spa resorts, in order for sanatoriums in Ukraine to more actively implement progressive international principles and health tourism standards, we have developed the following generalized recommendations for the domestic sanatoriums management:

- to develop variable season tickets for complex medical and health services (with the number of classes from 1-2 to 3-4 times a week);
- to pay attention to drawing up (formation) individual programs of employment with the subsequent instructor control;
- in the gym to conduct strength and aerobic training, personal training;

- to offer various types of aerobics for different preparation levels of vacationers (clients), as well as combined training for men and women, aimed at developing flexibility and other qualities;
- to introduce aqua aerobics in the pool for different age groups (at different depth levels);
- to improve the system of medical and health services with new programs for a specific material and technical base;
- to intensify the short-distance tourism organization in the conditions of sanatorium treatment;
- to systematically improve the network and develop new tour routes for hiking, cycling, equestrian tourism, routes, health tourism, Nordic walking;
- when developing and building a new sanatorium medical and health structure to take into account the interests and popularity rating of each service;
- to develop walking medical tourism, hippotherapy;
- pay special attention to the use of material, sanatorium technical base and health complex during the "dead season".

The introduction social consequences of new approaches to health tourism in the sanatoriums practice are as follows:

- 1) formation of innovative functional subsystems "relaxation" and "active recreation" within the national health care system;
- 2) increasing the domestic sanatorium's profitability and resort industry by introducing into its work the international tourism business laws and individual service processes quality management technologies.

This requires the development of new organizing ways the service in order to fully meet not only the narrow medical, but also in general relaxation and recreation needs of consumers during their stay at the resort. [32, 33, 45]

Conclusions to the section 1

In modern economic conditions, any company independently reveals the formation directions and implementation of marketing product policy. Taking into account the peculiarities of each individual product type, it is impossible to develop a single approach to the formation of strategy, product policy tactics and structure. As a rule, its main components include: new products planning and development; product life cycle management; products determination of the optimal range; strategies formation and implementation for packaging and goods design; service; creating and maintaining a sustainable products positive image.

Today, in conditions of fierce competition, it is the properties and product characteristics that determine the market direction and the entire production policy of the enterprise. All activities related to the product, i.e., its creation, production and improvement, sales in the markets, service and pre-sales service, development of promotional activities, as well as goods withdrawal from production, occupy a central place in all manufacture activities and are part of its product policy.

The issue of effective formation in product policy is the basis of the enterprise, its profits source, further operation and development prospect.

SECTION 2. DIAGNOSIS OF THE MANAGEMENT SYSTEM OF THE CLINICAL SANATORIUM “AVANGARD”, PRIVATE JOINT-STOCK COMPANY “UKRPROFOZDOROVNITSIA” IN THE SEGMENT OF RECREATIONAL TOURISM

2.1. The management system`s characteristics of the clinical sanatorium “Avangard”

Sanatorium «Avangard» is a multidisciplinary medical and rehabilitation institution that has its own deposit of radon mineral water with healing properties. It is located in a luxurious arboretum (a monument of landscape art of the XIX century) in Nemiriv, Vinnytsia Oblast (region), where there are about 120 species of trees and shrubs. The ratio of deciduous and coniferous trees and the soothing singing of birds create a unique healing microclimate. In the park area of the sanatorium with an area of 80 hectares there is a cascade of picturesque lakes. In the ancient palace of Princess M.G. Shcherbatova there is a medical-diagnostic department and an art gallery with the largest fund of works of modern Ukrainian artists in the country.

Address: 22800, Ukraine, Vinnytsia region, Nemyriv, street Shevchenko, 16
[25]

The main activity of the subsidiary enterprise Clinical Sanatorium “Avangard” private joint-stock company of medical and improving establishments of trade unions of Ukraine “Ukrprofodzodorovnytsia”:

86.10 Activities of hospitals

86.21 General medical practice

86.90 Other health care activities

71.12 Activities in the field of engineering, geology and geodesy, providing technical consulting services in these areas [26]

Private joint-stock company (PJSC) - a joint-stock company that has the authorized (composed) capital, divided into a certain number of shares equal nominal value, and is liable for obligations only with the company's property. [27]

Private Joint-stock company characteristics:

- maximum number of shareholders is 100 persons;
- only a private share offering allowed;
- the preferential shareholder's right to purchase shares (which are offered for sale by another) of the company can be determined by articles of association (or charter);
- shareholders always have a preferential right to purchase additional shares;
- shares cannot be acquired and/or sold on the stock exchange;
- securities depository service is a must;
- no require to disclose financial statements in the stock market [28, 29]

There is a significant disadvantage in a Private Joint-Stock Company: there is such a thing as a "MINORITY SHAREHOLDER" - a shareholder who owns a block of shares that is insufficient to make a decision in the Company. Therefore, because he does not participate in corporate governance, he will not be able to resist the shareholders who own a controlling stake.

The ability of an enterprise to adapt to changes in the external environment is influenced by how the enterprise is organized, how the management structure is built.

The organizational structure of an enterprise is a set of links (structural units) and connections between them.

Different organizations have different types of governance structures. However, several universal types of organizational management structures are usually distinguished, such as linear, linear-staff, functional, linear-functional, matrix. Sometimes within a single company (as a rule, this is a large business), there is a separation of separate divisions, the so-called departmentization. Then the structure being created will be divisional. It should be remembered that the choice of the management structure depends on the strategic plans of the organization.

Organizational structure of the clinical sanatorium “Avangard” is *linear*.

The simplest type, so it can be found in small and medium-sized organizations. Such a structure is built from mutually subordinate units according to the type of a hierarchical ladder. The head of each of the divisions has all the authority to manage his subordinates, but he reports to the top management of the company by himself.

In such conditions, the principle of one-man management is observed as much as possible, but this has its drawbacks. On the one hand, strict requirements are imposed on managers (high qualifications are important), on the other hand, due to the lack of interconnection between departments, their work becomes more complicated. In addition, the responsibility lies with the management, and over time it can become overwhelmed.

Advantages: maximum control by the management; Ease of Management; a clear system of connections between functions and departments.

Disadvantages: high requirements for the qualifications of managers and high workload of the manager. The linear structure is used and effective in small businesses with uncomplicated technology and minimal specialization. [30, 34]

Organizational structure in the clinical sanatorium “Avangard” is linear, since at the Top of each subdivision is a leader, endowed with full powers and exercising the sole leadership of the employees subordinate to him, focusing all management functions in his hands. The manager is directly subordinate to the highest level.

The highest level of management in this organizational structure include: Chief physician, Chief accountant and chief economist, HR inspector, legal adviser.

In the middle management level: Chief accountant's assistant, deputy Chief physician, Head of labor protection department, Chief Engineer, Chief nurse, Head of security, Head of marketing

The lowest management level includes: boiler room manager, warehouse manager, delivery agent, Agronomist, Quality Systems Manager

All specialized doctors are subordinated to the chief doctor and his deputy.

Other main staff includes: instructor for physical culture, cleaners, nurse, security guard, driver, storekeeper, gardener, technical staff, drivers

The health resort has a wide range of modern diagnostic and treatment equipment using computer technology. Including a therapeutic pool with innovative methods of spinal traction, a wide selection of balneotherapy, mineral water pump room, a unique method of treatment of ultra-low temperatures - cryosauna, infrared thermal chamber, speleological chamber, plasmapheresis (detoxification, stimulation, biopressure therapy) singlet oxygen therapy and many others. You can satisfy the needs of your body not only in the gym and exercise room, but also under the sensitive hands of massage masters. Along with traditional methods we use hirudotherapy, apitherapy, art or aesthetic therapy (art treatment), acupuncture, homeopathy.

2.2. Analysis of tourism product policy formation and marketing processes in the clinical sanatorium "Avangard"

In the current conditions of fierce competition in the tourism market of Ukraine, strategic planning of marketing activities has become one of the most important aspects for every business entity. Today in the activities of tourism enterprises there is a tendency to formally form a marketing policy without defining specific tools, methods, strategies, promising business opportunities, ways to implement the planned measures, levers of influence and control. The formed measures of marketing policy are usually generalized, based on theses from theoretical textbooks on marketing planning, not tested for tourism and do not take into account the specific objectives of a particular enterprise. Due to the spread in scientific publications, the press, Internet sources of a large number of different author's interpretations of the marketing planning system, marketing and sociological research, strategies, distribution channels and other strategic marketing

tools, the management of tourism enterprises cannot independently systematize data, determine for itself the most effective process of planning marketing policy, so it uses outdated, ready-made theoretical models. However, these models are more focused on entrants, students, teachers - people who need to form a common understanding of the planning process. In this regard, there is a need to form an effective strategic plan for the formation of a marketing policy, which would be adapted to the practical activities of the tourism industry of Ukraine.

To carry out effective and efficient activities in the market of tourist services, businesses need a well-thought-out and detailed product policy, the main task of which is the formation and implementation of tourist products (services) depending on the goals and strategies of the tourism enterprise. It should be emphasized that the tourist-consumer tourist product is perceived as a package (set) of services that combines several elements (transport services, accommodation services, meals, excursions and other additional services) offered by business entities of the tourism industry at a certain price. Therefore, often the subjects of the tourism sector are united in a "chain" in order to create a single tourism product, so in the formation of product policy, a particular tourism company must coordinate its internal production tasks and strategies with other participants in the chain. The larger the number of links, the more factors will influence the product policy [17, p.205]

Indications for referral of patients to the sanatorium are: diseases of the musculoskeletal system, nervous system, circulatory system, respiratory, digestive, visual organs, skin, endocrine system, diseases of the reproductive sphere.

Table 2.2.1

In the sanatorium there are rehabilitation departments from January 1, 2018:

For adult	For kids
musculoskeletal rehabilitation: subacute period after operations on the musculoskeletal	musculoskeletal rehabilitation: subacute period after operations on the musculoskeletal

system (orthopedic, traumatological), rheumatic diseases for 20 beds	system (orthopedic, traumatological), rheumatic diseases for 20 beds
musculoskeletal rehabilitation: subacute period of burns on 20 beds	musculoskeletal rehabilitation: subacute period of burns on 20 beds
cardio-pulmonary rehabilitation: subacute period of lung diseases, subacute period after lung operations, including about purulent processes of non-tuberculous nature on 10 beds	cardio-pulmonary rehabilitation: subacute period of lung diseases, subacute period after lung operations, including about purulent processes of non-tuberculous nature on 10 beds
cardio-pulmonary rehabilitation: diabetes for 10 beds	cardio-pulmonary rehabilitation: diabetes for 10 beds
medical and psychological rehabilitation of anti-terrorist operation participants: adaptation disorders; eating disorders; inorganic sleep disorders; somatoform disorders; neurasthenia for 20 beds	rehabilitation after eye surgery: subacute period after eye surgery on 10 beds
rehabilitation after eye surgery: subacute period after eye surgery on 10 beds	
rehabilitation in case of pregnancy: complicated pregnancy with 20 beds	
other (somatic) rehabilitation: subacute period after surgery on the digestive system for 10 beds	
other (somatic) rehabilitation: subacute period after surgical interventions on the genitourinary system (surgical and instrumental removal of stones from the kidneys and urinary tract, shock wave lithotripsy) for 10 beds.	
other (somatic) rehabilitation: subacute period after surgery on female genitals for 10 beds.	

Source: data taken from the official web site of the sanatorium

Additionally, from December 1, 2018, a rehabilitation department was opened on the basis of the sanatorium in the following profile: cardio-pulmonary rehabilitation: subacute period of myocardial infarction (after or without cardiac vascular surgery); condition after treated unstable angina (after surgery on the vessels of the heart or without them); subacute period after heart surgery (for adults) for 20 beds. In this area of rehabilitation, the sanatorium is included in the List of sanatoriums for reimbursement of expenses for rehabilitation services provided to insured persons at the expense of the FSIU.

The cost of sanatorium and resort vouchers by category of accommodation

Table 2.2.2

PRICES FROM 01.06.2020

Types of vouchers	Price of bed-days for persons under 18 years of age and the disabled (excluding VAT), UAH	Sales price for 1 bed-day with VAT UAH	For patients who have been to the sanatorium at least 3 times for cash, for tour companies for the off-season, including VAT, UAH
Economy Double Room (Building № 4th Floor 4; Building №1.2)	552	610	580
Accompanying Double Room Economy	—	450	—
Double room "Standard" (building №4 floors 1,2,3,5)	650	720	684
Accompanying double room "Standard" (building №4, floors 1,2,3,5)	—	560	—
Rehabilitation after pneumonia, including COVID-19 / category number "Standard"		799	

Double 1-Room Suite (Building № 3.5)	725	800	760
Double 1-Room Suite (Building №5) Single 1-room; Double 2- room suite (building 3.5); Double 2-room (building №1)	804	890	846
Single 2-room suite (building №3); Double 1-room (building №4)	857	950	903
Single 1-room; Double 2- room suite (building №5); Single 2-room (building №1)	892	990	941
Single 2-room suite (building №3.5); Single 1-room (building №4)	997	1110	1055
Single 2-room suite (building №5)	1239	1380	1311
Course "Treatment"	—	—	—
Rehabilitation departments for an adults Double room "Standard"	747	830	789
Social Insurance Fund:			
Rehabilitation of insured persons	527.50	633	
Sanatorium treatment of victims of accidents at work and occupational diseases	591	—	
Rapid test for the diagnosis of COVID19	280		

The health resort voucher can be purchased for any number of days!

Recommendations for vouchers:

The full course of treatment is 18-21 days, for rehabilitation vouchers – 24 days.

Source: data taken from the official web site of the sanatorium

The price of the sanatorium-and-spa permit includes:

- ✓ **Accommodation** in the sanatorium according to the category (price) of the permit.
- ✓ **Meals** (4 meals a day for adults and 5 meals a day for children in the dining rooms or in the restaurant dining room (according to the room category and tour price).
- ✓ **Treatment** (a set of medical procedures, the type and number of which are determined by the doctor on the basis of the main diagnosis, age of the holidaymaker, standards of sanatorium treatment, taking into account concomitant pathology, within the funds allocated for treatment from the total cost of the trip).

List of medical procedures that are not included in the ticket price:

1. Ultrasound
2. Diagnosis by Voll
3. Therapeutic pool
4. Infrared sauna
5. Cryosauna
6. Solarium
7. Pneumopressing therapy
8. Underwater spinal traction
9. Individual lessons on Evminov's prophylaxis
10. Classes in the gym
11. Plasmapheresis
12. Acupuncture
13. Bioresonance stimulation
14. Hirudotherapy
15. Underwater shower massage

Note: the procedures of paragraphs. 3, 7, 8, 9, 10, 13, 15 can be included in the cost of rehabilitation vouchers (according to the disease profile)

Table 2.2.3

Price list for medical services

№ s/p	Name services	For free sale
	Medical services	
1	General blood test	40 UAH
2	General analysis of urine	30 UAH
3	Analysis of urine for acetone	20 UAH
4	Analysis of urine for sugar	20 UAH
5	Urine analysis by Nechiporenko	50 UAH
6	C-reactive protein	50 UAH
7	Glycemic and glucosuric profile	50 UAH
8	Hepatic complex	50 UAH
9	Determination of blood serum glucose	40 UAH
10	Determination of blood serum protein	50 UAH
11	Determination of blood serum creatinine	50 UAH
12	Determination of urea in blood serum	50 UAH
13	Determination of blood serum cholesterol	50 UAH
14	Determination of urea in blood serum	50 UAH
15	Determination of total bilirubin in blood serum	50 UAH
16	Determination of bilirubin in blood serum fractionally (direct and indirect)	90 UAH
17	Prothrombin index	30 UAH
18	Blood sampling for biochemical analysis	30 UAH
19	Analysis of vaginal discharge for microflora	30 UAH
20	Computer rheoencephalography	50 UAH
21	Computer transthoracic rheography	50 UAH
22	Computer spirometry	50 UAH
23	Electrocardiogram	50 UAH

24	Pneumopressing therapy	50 UAH
25	Bioresonance stimulation	70 UAH
26	Exercise therapy (in groups) hall №1	25 UAH
27	Exercise therapy (individually), mechanotherapy.	50 UAH
28	Exercise room №2	—
29	Doctor's consultation	100 UAH
30	Inhalation, CT	35 UAH
31	Halochamber, aromatherapy, phytotherapy, aeroionotherapy.	30 UAH
32	Medical injections (customer's medicine)	20 UAH
33	Dropper (medicines, medicines of the customer)	50 UAH
34	Physical therapy (hardware physiotherapy)	35 UAH
35	Physical procedures with pelodex	45 UAH
36	Physiotherapy with lidase	110 UAH
37	Physical therapy with novocaine, magnesium	40 UAH
38	Physiotherapy with aloe	50 UAH
39	Physical procedures with hydrocortisone ointment	85 UAH
40	Physiotherapy with diclofenac gel	55 UAH
41	Physical therapy with analgin	40 UAH
42	Psychotherapy	30 UAH
43	Heat treatment (ozokerite, paraffin, liquid mud)	40 UAH
44	Therapeutic baths: pearl, radon, coniferous, sea, with medicinal herbs hydrogen sulfide turpentine	40 UAH 45 UAH 115 UAH 50 UAH
45	Therapeutic shower: circular, ascending "Sharko"	30 UAH 50 UAH

46	Singlet-oxygen phytotherapy (foam)	10 UAH
47	Infrared camera	60 UAH
48	Underwater spinal traction	60 UAH
49	Cryotherapy	1.5 UAH per sec 90 UAH per min
50	Massage	30 UAH
51	Extract of sanatorium-resort cards	140 UAH
52	Complex of procedures in the pool: adults	60 UAH
	children	30 UAH
53	Mineral Water	14 UAH

Source: data taken from the official web site of the sanatorium

Table 2.2.4

Price list for accommodation

Additional bed	1 day	135 UAH
Double rooms (Economy category)	1 day	190 UAH
Double rooms (Standard category)	1 day	275 UAH
Single rooms (Standard category)	1 day	305 UAH
Single 1-room (Luxury category), accommodates 2 people	1 day	295 UAH
1-bed 1-room; Double 2-room (Luxury category) building №3.5	1 day	385 UAH
Single 2-room (Luxury category) building №1,3,5	1 day	605 UAH
Single 2-room (category Luxury) building №5, rooms 18,28)	1 day	755 UAH
Single 1-room (category "Luxury" building №5, rooms 1,4,12,19)	1 day	485 UAH

Source: data taken from the official web site of the sanatorium

Table 2.2.5

Price list for food

Meals: 3 meals a day	275 UAH
Breakfast	80 UAH
Lunch	115 UAH
Supper	80 UAH
Surcharge for commercial meals: 3 times	60 UAH
Supplement for commercial food: breakfast	17 UAH
Supplement for commercial food: lunch	26 UAH
Supplement for commercial food: dinner	17 UAH

Source: data taken from the official web site of the sanatorium

Judging by these data, the sanatorium also provides services of usual stay, not for the purpose of medical and improving activity.

To determine the therapeutic capabilities of the provided services, the company needs to familiarize itself with the material and technical equipment that is available on the territory of the sanatorium. Thus, it will be possible to assess the level of competitiveness of the health resort enterprise.

Table 2.2.6

Information on the equipment, consumables and material and technical base used for the provision of sanatorium treatment services in SE Clinical Sanatorium "Avangard"

№	Name of the procedure of sanatorium treatment	Material and technical equipment (facilities, technical accessories, special furniture and devices, platforms, etc.) and / or consumables used to perform the procedure	Place of procedure (on the territory of the sanatorium or in another place)

1.	Diagnosis at the sanatorium stage		
1.1.	Laboratory tests		
1	General blood test (detailed)	AK-11 blood analyzer	On the territory of the sanatorium
16	General analysis of urine	Microscope, urinometer	On the territory of the sanatorium
22	Blood test for uric acid	Biochemical analyzer Reflotron+	On the territory of the sanatorium
1.2.	Instrumental research		
1	Electrocardiography	Heart Screen electrocardiograph, «Cardio+» diagnostic complex	On the territory of the sanatorium
7	Ultrasound of the urinary system	Ultrasonic diagnostic scanner MY Sono 201 with sensors	On the territory of the sanatorium
8	Radiography (Rδ)	RUM-20M	On the territory of the sanatorium
9	Stanometry	Condition dynamometer	On the territory of the sanatorium
10	Dynamometry	Dynamometer	On the territory of the sanatorium
11	Determination of the volume of spinal movements	Visually, a combined protractor	On the territory of the sanatorium
23	Blood pressure measurement	Tonometers	On the territory of the sanatorium
24	Densitometry	Densitometer	On the territory of the sanatorium
25	Verification of the isomorphic stimulus response	Needles, pipettes, scarifiers, test tubes with warm and cold water	On the territory of the sanatorium
26	Dermographism	Spatula, neurological hammer	On the territory of the sanatorium
2.0	Spa treatment		
2.1.	Consumption of mineral waters	Pump room, mineral waters: Zbruchanskaya, Mirgorodskaya,	On the territory of the sanatorium
2.2.	Hydrotherapy procedures (balneotherapy)	own radon	On the territory of the sanatorium
1	Mineral baths with sea salt (salt)		On the territory of the sanatorium
2	Oxygen baths	Baths for medical procedures	On the territory of the sanatorium
3	Hydrogen sulfide baths	Bath for medical procedures	On the territory of the sanatorium

4	Radon baths	Bath for medical procedures	On the territory of the sanatorium
5	Turpentine baths	Bath for medical procedures	On the territory of the sanatorium
6	Brine baths	Bath for medical procedures	On the territory of the sanatorium
7	Sodium chloride baths	Bath for medical procedures	On the territory of the sanatorium
8	Hydrokinesiotherapy	Therapeutic pool	On the territory of the sanatorium
9	Underwater and gravity of the spine	Therapeutic pool, bath for underwater traction of the spine	On the territory of the sanatorium
10	Baths of sage	Bath for medical procedures	On the territory of the sanatorium
11	Bischofite baths	Bath for medical procedures	On the territory of the sanatorium
12	Soda baths	Bath for medical procedures	On the territory of the sanatorium
13	Baths are starch	Bath for medical procedures	On the territory of the sanatorium
14	Baths are iodobromine	Bath for medical procedures	On the territory of the sanatorium
2.3.	Heat treatment procedures		
1	Mud applications	Pelodex, therapeutic mud, couches for medical procedures	On the territory of the sanatorium
2	Paraffin applications	Couches for medical procedures, paraffin	On the territory of the sanatorium
3	Ozokerite applications	Couches for medical procedures, ozokerite	On the territory of the sanatorium
4	Galvanic mud treatment	"Potok-1"	On the territory of the sanatorium
2.4.	Hardware physiotherapy procedures		
1	Electrophoresis	"Potok-1", BTL-5000, Nyon	On the territory of the sanatorium
2	Phonophoresis	UZI-101, Periwinkle	On the territory of the sanatorium
3	Low-frequency magnetic therapy	Ampimus, Olympus, Pole-101,	On the territory of the sanatorium
4	EHF therapy	MAG-30	On the territory of the sanatorium

5	Sinusoidal-modulated therapy	Threshold-1	On the territory of the sanatorium
6	Inductothermy	Amplipulse-4, Amplipulse-5, BTL-5000	On the territory of the sanatorium
7	Magnetic laser therapy	IKV-4	On the territory of the sanatorium
8	Laser therapy	MIT-MT	On the territory of the sanatorium
13	Decimeter wave therapy	Medic-1, MIT, AFL-1,	On the territory of the sanatorium
14	Shortwave ultraviolet radiation	Ray-3	On the territory of the sanatorium
17	Bioresonance therapy	OKUF-ZhG, ORK-21, BOP-4	On the territory of the sanatorium
23	Ultrasonic therapy	BRS-2M	On the territory of the sanatorium
24	Phytotherapy	CAFF	On the territory of the sanatorium
25	Electrical stimulation	Myostimulus	On the territory of the sanatorium
26	Hirudotherapy	Leeches are medical	On the territory of the sanatorium
2.5.	Exercise procedures		
1	Therapeutic physical training, mechanotherapy,	Swedish walls, Evminov's prophylaxis, balls, gymnastic sticks, exercise machines, mechanotherapy devices, exercise bikes	On the territory of the sanatorium
2	rehabilitation	Playgrounds	On the territory of the sanatorium
3	Morning hygienic gymnastics	Dry and underwater stretching of the spine and limbs	On the territory of the sanatorium
2.6.	Massage treatments		
1	General hygienic massage	Couches, rollers	On the territory of the sanatorium
2	Segmental massage	Couches, rollers, chairs	On the territory of the sanatorium
3	Underwater shower massage	WATER-52	On the territory of the sanatorium
4	Massage with electric massagers	Electromassagers	On the territory of the sanatorium

Source: information provided by the sanatorium

Table 2.2.7

Report on the implementation of the main indicators of the financial and economic plan of the Sanatorium "Avangard" for 2018.

Name	№ row	Reporting period of the current year (excluding VAT)		In fact for the reporting period last year
		according to plan	in fact for the reporting period last year	
1	2	3	4	5
II. Implementation of the income plan (excluding VAT)	200	32015,70	44483,80	37945,30
<i>Implementation of the income plan (including VAT)</i>	200a	36102,90	49390,50	41896,70
including by types of services.				
1) spa services (excluding VAT)	210	30111,10	41581,10	35207,40
<i>sanatorium and resort services (including VAT)</i>	210a	33899,10	46150,70	38764,00
2) services of auxiliary subdivisions of health resorts	220	1796,00	2077,50	2487,00
3) services of auxiliary enterprises	230			
- rural household	231			
- industrial support	232			
- RSU and BMU	233			
- other enterprises	234			
4) other income	240	108,60	825,20	250,90
III. Execution of the main annual plan of cap. investments	300	691,30	1615,90	1293,40
IV. Execution of the repair plan (relative to the cost)	400	817,90	4269,60	2946,30

V. Execution of the accumulation plan from ordinary activities (before tax)	500	316,50	466,20	894,30
including by types of services.				
1) sanatorium and resort services	510	2534,50	3446,50	4192,50
2) services of auxiliary subdivisions of health resorts	520	265,90	871,50	964,00
3) services of auxiliary enterprises	530			
- rural household	531			
- industrial support	532			
- RSU and BMU	533			
- other enterprises	534			
4) profits / losses from other activities	540	-2483,90	-3851,80	-4262,20
CERTIFICATE:				
Income tax	600	X	71,20	148,40
Net profit	700	X	395,00	745,90

Information provided by the accounting department of the clinical sanatorium "Avangard".

Table 2.2.8

	2015	2016	2017
Net profit	-261,60	510,80	745,90

Source: author

According to the indicators, it can be concluded that the sanatorium's product policy was the right, which affected profitability. However, the latest events related to the pandemic crippled the finances of the sanatorium, and had to adjust, because of which it was closed for half a year. [31]

After considering the external as well as the internal environment of the firm, it is necessary to draw up a SWOT analysis that will help determine both the

strengths and weaknesses of the firm. It is presented in the table 2.2.9

Table 2.2.9

SWOT analysis of the clinical sanatorium “Avangard”

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	T THREATS
<ol style="list-style-type: none"> 1. A wide range of medical and health services. 2. The presence of a unique radon water deposit. 3. Location and the presence of a park area. 4. Highly qualified staff. 5. Availability of a good medical base. 6. Affordable price. 7. A wide range of services 8. Large territory. 	<ol style="list-style-type: none"> 1. Underdeveloped infrastructure of leisure and entertainment. 2. Poor resort image. 3. Poor transport accessibility (private transport, or bus station) 4. Weak advertising campaign. 5. Living conditions (complaints about heating and condition of rooms). 6. Nutrition. 	<ol style="list-style-type: none"> 1. Providing quality nutrition and accommodation services. 2. Creation of a modern resort. 3. The area allows to build additional buildings in the future and increase the number of places or expand the range of services. 4. Expanding the range of cooperation with various travel agencies and tour operators. 5. Achieving competitiveness and taking a leading position among health resorts in Ukraine. 	<ol style="list-style-type: none"> 1. Instability of the socio-economic and political situation; 2. Low incomes of the majority of the population; 3. Intensification of competition through the use of new methods of selling services; 4. Change in prices for raw materials, medical equipment and services used by the sanatorium; 5. Changes in legislation (especially in taxation).

Source: author

The SWOT-analysis is based on the feedback of visitors to the sanatorium and basic information collected online and from indexes [14, 15, 16].

2.3. Effectiveness evaluation of business communications on the enterprise in the segment of recreational tourism

The successful operation of the organization, the timely provision of goods and services directly depends on business relations with foreign markets. Therefore, the process of business communication is an integral part of any enterprise. The tables

show the lists of business partners of the Subsidiary "Clinical Sanatorium "Avangard" of the private joint-stock company of medical and health-improving establishments of trade unions of Ukraine" Ukrprofzodorovnytsia "and their interaction.

Table 2.3.1

Business communications of the clinical sanatorium "Avangard"

The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Company name	Address, contacts	Activities
#39752881	Charitable Foundation "Renaissance" Charitable Organization	03124, Kyiv region, Mykola Vasylenko Street, house 7-A +38 (067) 731-70-38	88.99 Provision of other social assistance without accommodation, not included in other groups [19]
#34287617	SHTERN-AUTO Limited Liability Company	03127, Kyiv region, 40th anniversary of October Avenue, building 100/2 +38 (044) 578-13-21	43.99 Other specialized construction activities, not included in other groups 23.63 Manufacture of ready-mixed concrete 46.63 Wholesale of machinery and equipment for mining, quarrying and construction 46.73 Wholesale of wood, construction materials and sanitary equipment [20]
#31891899	Soyuz Limited Liability Company	86200, Donetsk region, Shakhtarsk, Cosmonauts Lane, bldg. 1 A	28.21 Manufacture of ovens and furnace burners 47.52 Retail sale of hardware, plumbing and sanitary equipment in specialized stores [21]

#41065623	Nuts of Pribuzhye Limited Liability Company	26334, Kirovohrad region, Haivoron district, township Zavallya, street Ivan Mazepa, bldg. 20 +38 (096) 248-99-05	01.25 Growing of berries, nuts, other fruit trees and shrubs 08.11 Extraction of decorative and building stone, limestone, gypsum, chalk and shale 08.12 Extraction of sand, gravel, clay and kaolin 08.99 Extraction of other minerals and quarrying, not included in other groups 09.90 Provision of ancillary services in the field of mining and quarrying 43.12 Preparatory work on the construction site 49.41 Freight road transport [22]
#25511351	Vinnitsia region, Vinnitsia, street Soborna, 58, apt. 5	21050, Vinnitsia region, Vinnitsia city, Soborna street, house 58, apartment 5	94.92 Activities of political organizations [23]

Source: author

According to the analysis of business communications it can be concluded that the clinical sanatorium "Avangard" has a sufficient number of business partners to meet all the needs of existence. But there is a lack of medical-oriented connections, although this does not prevent him from overfulfilling the financial and economic plan. The sanatorium is not very well known in Ukraine and in the world and the relationship between medical institutions and health and sanatorium is a necessary link to consolidate the market of recreational tourism. This inevitably encourages the expansion of the customer base, the growth of awareness of potential tourists, as well as the growth of competitiveness.

The increase in the number of business communications is primarily influenced by the company's image. The formation of product policy and activities in the market of services - this is the basis of the attitude to the enterprise.

One of the important business communications is participation in public procurement (tenders). Any company can participate in tenders, regardless of its legal form. Moreover, it must have certain documentation and meet the established requirements. Participation in tenders allows your company to: enter into agreements with large public and private companies; enter new markets; expand the base of proposals in areas of interest to you; increase the competitiveness and reputation of the company by creating a history of successful execution of large orders.

Clinical sanatorium "Avangard" (with the general director - Tsven Petro Vasilyevich) is the winner in 166 public procurements for the sum of 12 086 548.00 UAH (twelve million eighty six thousand five hundred forty eight). [24]

Table 2.3.2

Public procurement (tenders) of clinical sanatorium "Avangard"

The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Company name	Amount of lots	Total sum, UAH
#25885944	Executive Directorate of the Social Insurance Fund for Temporary Disability	2	8 053 632.00
#04325621	LADYZHYN CITY COUNCIL	10	1 074 316.00
#40159685	Department of Social and Youth Policy of the Regional State Administration	3	533 716.00
#39736147	Department of Family, Youth and Sports of Nemyriv Regional State Administration	3	293 202.00
#04327376	RAYHOROD'S VILLAGE COUNCIL	2	175 630.00
#41277780	Education Department of Nemyriv City Council	2	174 060.00

#03191733	Department of social protection of the population of Yampil RSA	20	148 302.00
#03191791	Department of Labor and Social Protection of Chechelnytsia District State Administration	2	140 868.00
#37470057	Department of Labor and Social Protection of the Shevchenkivska District State Administration in Kyiv	3	128 160.00
#23055972	Nemyriv educational complex "Secondary school of I-III degrees № 2 - lyceum" of Nemyriv city council of Vinnytsia region	1	118 440.00
#03198416	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF DUNAYEVSK DISTRICT STATE ADMINISTRATION OF KHMELNYTSK REGION	14	114 840.00
#03084227	Zhmeryn Regional State Administration	1	98 280.00
#03191816	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF MOGILS-PODILSK DISTRICT STATE ADMINISTRATION	11	83 583.00
#03191911	Department of Social Protection of Lityn District State Administration	9	77 832.00
#03197894	Department of Social Protection of the Population of Bilopil District State Administration of Sumy Region	12	77 157.00
#26056848	Sykhiv Department of Social Protection of the Department of Social Protection of the Department of Humanitarian Policy of the Lviv City Council	2	68 688.00
#03191934	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF HAYSIN DISTRICT STATE ADMINISTRATION	8	65 790.00
#03193755	Department of Social Protection of Bila Tserkva District State Administration	6	61 398.00

#13310311	Nemyriv educational complex "General school of I-III degrees №1 named after M.D. Leontovych - Gymnasium" of Nemyriv City Council of Vinnytsia Region	1	59 220.00
#0003196127	Department of Social Protection of the Population of Ripky District State Administration	2	57 474.00
#37393782	Department of Labor and Social Protection of Podilsk District in Kyiv City State Administration	1	56 970.00
#26440890	Department of Social Protection of Sumy City Council /	1	42 336.00
#25953617	Department of Labor and Social Protection of Kramatorsk City Council /	7	39 222.00
#37498541	Department of Social Protection of the Population of Sviatoshynska District State Administration in Kyiv /	1	38 160.00
#42016510	Department of Social Protection of the Population and Labor of the Executive Committee of the Berezan City Council /	4	30 744.00
#03192141	Department of Social Protection of the Population of the Apostolov District State Administration of the Dnipropetrovsk Region /	3	27 414.00
#03194789	DEPARTMENT OF SOCIAL POLICY OF BELGOROD-DNISTROVSK CITY COUNCIL /	4	27 288.00
#03193666	Department of Social Protection of the Population of Tetiiv District State Administration /	5	26 944.00
#03197902	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF THE BURYN DISTRICT STATE ADMINISTRATION OF THE SUMY REGION /	1	26 730.00
#03195333	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF THE	3	20 934.00

	VELIKOBAGACHAN DISTRICT STATE ADMINISTRATION /		
#08588791	EMERGENCY RESCUE DEPARTMENT OF SPECIAL PURPOSE OF THE CIVIL SERVICE DEPARTMENT OF UKRAINE ON EMERGENCY SITUATIONS IN KIROVOHRAD OBRAD /	1	17 760.00
#33962437	Communication and Management Center of the State Emergency Service of Ukraine /	2	17 280.00
#03194654	Department of Social Protection of the Population of the Novoodeska District State Administration /	2	14 580.00
#03192218	Department of Social Protection of the Population of the Pokrovsky District State Administration /	2	14 112.00
#25000366	Department of Labor and Social Protection of Synelnykiv City Council /	1	11 988.00
#03192253	Department of Social Protection of the Population of Vasylkiv District State Administration /	1	11 772.00
#21725664	Department of Labor and Social Protection of the Population of Orativ District State Administration /	1	10 440.00
#25953557	Department of Social Protection of the Lyman City Council /	1	9 234.00
#03193436	DEPARTMENT OF SOCIAL PROTECTION OF THE POPULATION OF KALUS DISTRICT STATE ADMINISTRATION /	1	8 748.00
#43142454	MAIN DEPARTMENT OF THE STATE TAX SERVICE IN VINNITSA REGION /	1	8 700.00
#41490026	Department of Social Policy of Kamyanka City Council /	1	7 740.00
#03193821	Department of Social Protection of the Volodarsk District State Administration /	1	7 686.00

#23310482	Department of Social Protection of the Population of Korets District State Administration of Rivne Region /	1	6 822.00
#03197824	DEPARTMENT OF LABOR AND SOCIAL PROTECTION OF THE POPULATION OF ONUFRIYIV DISTRICT STATE ADMINISTRATION /	1	6 300.00
#03191897	Department of Social Protection of the Population of Kryzhopil Regional State Administration /	1	5 247.00
#03198089	Department of Social Protection of the Population of Shostka District State Administration /	1	5 247.00
#03198155	Department of Social Protection of the Population of Velykooleksandrivka District State Administration of Kherson Oblast (Region) /	1	5 247.00
#03192610	Department of Labor and Social Protection of Olevska District State Administration /	1	4 788.00
#41345614	MUNICIPAL INSTITUTION "NEMIRIVSK CITY CENTER FOR MAINTENANCE OF EDUCATIONAL INSTITUTIONS" OF NEMIRIVSK CITY COUNCIL OF VINNITSA REGION /	1	4 641.00
#39402165	MAIN DEPARTMENT OF THE STATE FISCAL SERVICE IN THE VINNITSA REGION /	1	3 850.00
#02909909	Vinnytsia Regional Prosecutor's Office /	2	3 100.00
#36585931	Municipal institution "Center of material and technical and financial support of educational institutions" /	1	1 570.00

Source: author

Conclusions to the section 2

In this section the following topics were considered and researched:

- characteristics of the management system of the clinical sanatorium “Avangard”
- analysis of product portfolio diversification and marketing processes of the clinical sanatorium “Avangard”
- effectiveness evaluation of business communications in the clinical sanatorium “Avangard” in the frames of recreational tourism

Clinical sanatorium "Avangard" is focused mainly on people with diseases who are undergoing health rehabilitation. Judging by the profiles and the information provided, the target audience is predominantly elderly people.

The sanatorium has a number of advantages that make it possible to conduct profitable activities, but there are disadvantages that need to be corrected. These indicators are available in the SWOT analysis.

The communication process has an integral part of any enterprise operating on the market. Business communications directly affect to the successful operation of the organization, timely provision of goods and services. Due to the analysis of business communications (and their interactions) of the clinical sanatorium “Avangard” we can conclude that this organizations have enough quantity of business partners to satisfy all needs for existence. However, it isn't enough to move on the new level of incomes, because there is a need to expand the list of their types of services in order to remain a competitive advantage on the market.

One of the important business communications is participation in public procurement (tenders). Participation in tenders allows your company to: enter into agreements with large public and private companies; enter new markets; expand the database of proposals in areas of interest to you; increase the competitiveness and reputation of the company by creating a history of successful execution of large orders.

SECTION 3. MANAGEMENT DECISIONS ON THE DEVELOPMENT OF RECREATIONAL TOURISM IN THE MANAGEMENT SYSTEM OF THE CLINICAL SANATORIUM “AVANGARD”

3.1. Strategic alternatives and program activities for the formation and selling the product of recreational tourism in the clinical sanatorium “Avangard”

An enterprise's strategy is a system of measures that it chooses to conduct business and compete. As a business model developed by the company's management and focused on achieving high productivity and planned long-term results of profitability from permanent activities, it enables the company, on the one hand, to adapt to dynamic conditions of aggressive market environment, and on the other - to focus on making a profit in the future. Without a strategy, an enterprise cannot become competitive.

However, the multifaceted nature and versatility of the strategy complicate the procedure of its formation in terms of resource efficiency and ensuring permanent profitability in the future. In order for the company's management to be able to generate and select the best options for strategic behavior in markets and industries, it needs to have a clear idea of the entire system of strategic alternatives (CA). To do this, it is necessary to find out what is the system of enterprise strategies, carrying out a full-scale and comprehensive typology, structuring and decomposition of this multifaceted category.

The product policy formation is not something divorced from the strategy, it follows from it, is determined by the general development and goals of the organization. Therefore, the company must have a document that defines its product policy. The general provision on product policy will serve as the basis for further work with the assortment. This document should regulate all the points related to services: who is responsible for the formation of the service matrix, on what basis the goods are entered and removed from the list of procedures, what is considered illiquid, how long certain services may not be provided, what reports and to whom are drawn up, submitted, etc.

When forming a product strategy, not only the properties of the product are important, but, above all, the relationship between it and the needs of the client. These relationships can change due to the dynamics of the product itself, as well as changes in the needs and preferences of consumers. The phenomenon of gradual acquisition and loss of the ability of a product to meet consumer needs is associated with its life cycle.

In addition to such defining factors as the type of product, technical and technological progress in production or the product's susceptibility to trends, its life cycle decreases with socio-economic development, increasing social welfare and intensifying innovation processes. Regardless of the duration of this cycle, four phases can be distinguished in it: implementation, growth, maturity and decline (or decline), which differ both in the category of buyers, the achievable level of sales and profit, and in the specifics of operations within the framework of individual marketing tools.

On the basis of the conducted research, it was possible to determine that the Avangard sanatorium is not a narrow profile, but is mainly focused on health-improving activities, on a rehabilitation regime after illnesses. That is, the resort is not for the usual holiday of tourists. The image of the sanatorium is based on medical and recreational activities.

This is what influences its popularity.

The territory of the dendrological park, where the sanatorium is located, allows expanding the complex orientation of the enterprise. Build a new or re-equip an existing building for the usual recreation of tourists who do not want to use the full range of health services or generally want to relax in their own mode without any procedures.

For such an expansion, it is necessary to attract investors who will be financially interested. And to be interested, you need to show that the company is worth its investment. And for a start it is worth eliminating the main shortcomings in the internal environment. The most commonplace that emerges from the SWOT

analysis is the quality of food and accommodation conditions for arriving tourists. With the first, everything is very simple - attracting new chefs and redesigning the menu. The culinary business continues to evolve and adapt to the characteristics of the human body. New healthy eating programs for patients, children, athletes. Proper nutrition, diet, balanced nutrition, diets due to the characteristics of organisms. All this has already been invented and is not kept secret. You can even use molecular cuisine.

The kitchen of the Clinical sanatorium "Avangard" is conservative and needs updating.

The second is to update the interior of the buildings. Hire a designer, consult with him. Presentable presentation is the first thing a potential client pays attention to.

The sanatorium has a huge advantage: its location.

The tourist attractiveness of clinical sanatorium "Avangard" on the international market is determined by its features: location, wide range of treatment and prevention services, developed tourist infrastructure, availability of qualified staff, good material and technical condition of equipment, etc.

There are drawbacks, though. Due to the lack of direct air and rail flights to the city of Nemyriv, clinical sanatorium "Avangard" is losing some of its attractiveness already at the stage of consideration. Investments are needed to eliminate all these shortcomings.

Now is the time for information technology. Internet trends change every day. All of this needs to be monitored and taken part. The sanatorium has a Facebook page, but it is almost never updated. [14]

Use the opportunities of the Internet, develop the site of the sanatorium in English, take care of creating pages of the sanatorium in English in popular social networks, use the opportunities of SEO-promotion of advertising sites and pages of the sanatorium "Avangard".

The implementation of the proposed proposals will help to form the attractiveness of the sanatorium "Vanguard" in the international market, will increase the tourist flow from foreign countries, will lead to the formation of a positive image of the institution in the eyes of the state and investors. Thus, the sanatorium "Vanguard" will have the following competitive advantages:

- A wide range of services provided.
- Highly qualified and professional, modern staff.
- High-quality material and technical support that corresponds to the profile of the sanatorium and the range of services provided.
- Modern tourist infrastructure.
- Combination of rest with leisure, entertainment, recovery; Competitive pricing policy.

For the service of foreign tourists, the entertainment component is also important, so we propose to introduce animation services in the activities of the sanatorium. To organize animation services in the sanatorium "Avangard" it is necessary to create a division of animation at the enterprise.

Disseminate information about the sanatorium "Avangard" in foreign languages on foreign tourist sites.

Even this type of activity can become a catalyst for growth in popularity, which will attract the attention of large investors.

3.2. Substantiation of the efficiency of the project of development of the product in recreational tourism in the clinical sanatorium "Avangard"

As a result of the measures taken to improve the tourist attractiveness of the "Avangard" sanatorium, one can imagine that in the potential development of the enterprise in the future, it may take a leading position in the world tourism market.

Nemyriv Dendrological Park is a park-monument of landscape art of national importance, located in the city of Nemyriv, Vinnytsia region. Nemyriv Dendrological Park is a powerful factor in the formation of tourist flows in the city. The park is recognized as the pearl of the Vinnytsia region and not for nothing, because its territory has an impressive collection of flora. The arboretum is annually visited by thousands of tourists from all over Ukraine. The development of tourism in the arboretum is facilitated by the location of the sanatorium on its territory. Sanatorium "Avangard", which is located on the territory of Nemyriv Dendrological Park is a modern resort business enterprise operating on the market of tourist services in the city of Nemyriv. The sanatorium provides a wide range of tourist and medical services, according to its medical profile.

Having studied the features of Nemyriv as a tourist location, we came to the conclusion that it has all the prospects to become a tourist attraction. In general, the basis for the formation of the tourist attraction of the city of Nemyriv are three main objects - the sanatorium Avangard, Nemyriv arboretum and Nemyriv settlement. In order to form the tourist attraction of the historical sites of Nemyriv, we have developed a comprehensive plan for the development of important tourist elements. To form the tourist attraction of Nemyriv, it was proposed to develop:

Modern food menu.

Redesign of buildings and their re-equipment.

Conclusion 3

The implementation of the proposed proposals will help to form the attractiveness of the sanatorium "Vanguard" in the international market, will increase the tourist flow from foreign countries, will lead to the formation of a positive image of the institution in the eyes of the state and investors. Thus, the sanatorium "Vanguard" will have the following competitive advantages: - a wide range of services provided; - highly qualified and professional, modern staff; - high-quality material and technical support that corresponds to the profile of the sanatorium and the

range of services provided; - modern tourist infrastructure; - combination of rest with leisure, entertainment, recovery; - competitive pricing policy.

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APPENDIXES

Appendix A

A.1 – Menu for children

№ дієт	Назва страв	Вихід готових страв,г
СНІДАНОК, 8.30		
I страв: 5, 9, 10, 15	Закуска	
9, 10, 15	Яловичина тушкована	50
5, 9, 10, 15	Шніцель паровий (запечений)	100
5, 9, 10, 15	Запіканка сирна з медом	150/15
10, 15	Шніцель рибний	100
5, 9, 10, 15	Гарнір: картопляне пюре	200
5, 9, 10, 15	Каша гречана	150
10, 15	Макарони відварні	150
II страв: 10, 15	Битки манні	230
5, 9, 10, 15	Каша рисова (вівсяна) молочна	200/5
5, 9, 10, 15	Ряжанка	200
7, 9, 11, 15	Котлети бурякові	150
II – й СНІДАНОК	Фрукти	200
ОБІД, 14.00		
I страв 5, 9, 10, 15	Борщ вегетаріанський	250
5, 9, 10, 15	Суп овочевий з зеленим горошком	250
10, 15	Суп молочний гречаний	250
5, 9, 10, 15	Розсольник по-ленінградськи	250
II-страв:		
5, 9, 10, 15	Беф-строганов в сметанному соусі	50
5, 9, 10, 15	Зрази з птиці парові	100
5, 9, 10, 15	Голубці з м'ясом	215/75
10, 15	Курка відварена в смет. соусі	100
5, 9, 10, 15 <u>Гарніри</u>	Каша вівсяна	200
5, 9, 10, 15	Каша пшоняна	150
10, 15	Рис відварений	150
	Компот, св.фрукти	200/200
ПІДВЕЧІРОК, 17.00	Сік, булочка ванільна	200/75
ВЕЧЕРЯ, 19.00. I страв		
15	Закуска	
9, 10, 15	Риба смажена	100
5, 9, 10, 15	Яловичина тушкована з чорносливом	50
10, 15	Тефтелі з яловичини парові	100
5, 9, 10, 15	Сосиски молочні	80
5, 9, 10, 15	Гарніри: картопляне пюре	200
5, 9, 10, 15	Каша вівсяна	200
5, 9, 10, 15	Каша ячмінна	150
II страв:		
5, 10, 15	Пиріжки з повидлом	75
5, 9, 10, 15	Яблука фаршировані сиром	200
9, 10, 15	Сирники смажені з медом	150/15
5, 10, 15	Каша манна молочна	200/5
II ВЕЧЕРЯ, 21.00	Фрукти або сік	

A.2 – menu for an adult

№ дієт	Назва страв	Вихід готових страв,г
СНІДАНОК, 8.30		
I страва: 5, 9, 10, 15	Закуска	
9, 10, 15	Яловичина тушкована	50
5, 9, 10, 15	Шніцель паровий (запечений)	100
5, 9, 10, 15	Запіканка сирна з медом	150/15
10, 15	Омлет по-немирівськи	100
5, 9, 10, 15	Гарнір: картопляне пюре	200
5, 9, 10, 15	Каша гречана	150
10, 15	Макарони відварні	150
II страва: 10, 15	Йогурт	120
5, 9, 10, 15	Каша рисова (вівсяна) молочна	300/5
5, 9, 10, 15	Ряжанка	200
7, 9, 11, 15	Котлети бурякові	150
II – й СНІДАНОК, 11.00	Фрукти	200
ОБІД, 13.30		
I страва 5, 9, 10, 15	Закуска	
5, 9, 10, 15	Борщ вегетаріанський	300
5, 9, 10, 15	Суп овочевий з зеленим горошком	300
10, 15	Суп молочний гречаний	300
5, 9, 10, 15	Розсольник по-ленінградськи	300
II-страва:		
5, 9, 10, 15	Бефстроганов	50
5, 9, 10, 15	Зрази з птиці парові	100
5, 9, 10, 15	Голубці з м'ясом	215/75
10, 15	Курка тушкована	100
5, 9, 10, 15 <u>Гарніри</u>	Каша вівсяна	200
5, 9, 10, 15	Каша пшоняна	150
10, 15	Рис відварений	150
	Компот, свіжі фрукти	200/200
ПІДВЕЧІРОК, 17.00		
	Сік, булочка ванільна	200/75
ВЕЧЕРЯ, 19.00. I страва		
15	Закуска	
9, 10, 15	Риба смажена	100
5, 9, 10, 15	Яловичина тушкована з чорносливом	50
5, 9, 10, 15	Тефтели з яловичини парові	100
10, 15	Сосиски молочні	80
5, 9, 10, 15	Гарніри: картопляне пюре	200
5, 9, 10, 15	Каша вівсяна	200
5, 9, 10, 15	Каша ячмінна	150
II страва:		
5, 10, 15	Пиріжки з повидлом	75
5, 9, 10, 15	Яблука фаршировані сиром	200
9, 10, 15	Сирники смажені з медом	150/15
5, 10, 15	Каша манна молочна	300/5
II ВЕЧЕРЯ, 21.00	Фрукти або сік	200