

**Kyiv National University of Trade and Economics**  
**Tourism and Recreation Department**

**FINAL QUALIFYING PAPER**

on the topic:

**« PRODUCT PORTFOLIO DIVERSIFICATION FOR RESORT »**

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academic degree «Master»  
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specialization «Tourism, Resort and Recreation  
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**Kyiv National University of Trade and Economics**

Faculty of Restaurant, Hotel and Tourism Business

Tourism and Recreation Department

Educational Degree «Master»

Specialty 073 «Management»

Specialization «Tourism, Resort and Recreation Management»

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« \_\_\_\_\_ » \_\_\_\_\_ 20 \_\_\_\_ .

**Task  
for a final qualifying paper**

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*(student`s first and last name)***1. Topic of a final qualifying paper: “Product portfolio diversification for resort”**

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

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
1	Hladkyi O. V.	22.01.2020	22.01.2020
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**INTRODUCTION**

**SECTION 1. THEORETICAL FUNDAMENTALS OF PRODUCT PORTFOLIO DIVERSIFICATION IN THE FRAMES OF RECREATIONAL TOURISM**

1.1. Recreational tourism as an object of scientific research and its product portfolio diversification

1.2. Worldwide management practice of product portfolio diversification in the frames of recreational tourism

1.3. Methodology and methods of product portfolio diversification for resorts as an objects of recreational tourism

Conclusions to the section 1

**SECTION 2. DIAGNOSIS OF THE MANAGEMENT SYSTEM AND PRODUCT PORTFOLIO DIVERSIFICATION OF THE CLINICAL SANATORIUM “KUYALNIK” AND THE RESORT ASSOCIATION “PERLYNA CHORNOMORYA” IN THE FRAMES OF RECREATIONAL TOURISM**

2.1. Characteristics of the management system of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

2.2. Analysis of product portfolio diversification and marketing processes of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

2.3. Evaluation of the effectiveness of business communications of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” in the frames of recreational tourism

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**SECTION 3. MANAGEMENT DECISIONS OF PRODUCT PORTFOLIO DIVERSIFICATION FOR THE CLINICAL SANATORIUM “KUYALNIK” AND THE RESORT ASSOCIATION “PERLYNA CHORNOMORYA”**

3.1. Strategic alternatives and program activities of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

3.2. Substantiation of the efficiency of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

3.3. Forecasting of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

Conclusions to the section 3

**CONCLUSIONS**

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		de jure	de facto
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2.	Preparation and approval of task for the final qualifying paper	05.11.2019-03.02.2020	05.11.2019-03.02.2020
3.	Writing and pre defense of the 1 <sup>st</sup> part of the final qualifying paper	04.02.2019-21.06.2020	04.02.2019-21.06.2020
4.	Writing and preparation of scientific article	till 01.07.2020	
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6.	Writing and pre defense of the 3 <sup>rd</sup> part of the final qualifying paper	21.09.2020-18.10.2020	21.09.2020-18.10.2020
7.	Preparation of the final qualifying paper (title, content, introduction, references, appendences), presentation of master diploma paper on the department and pre defense in the committee, additional processing, getting a review from a teacher in a related department	19.10.2020-10.11.2020	19.10.2020-10.11.2020
8.	Additional processing, printing, preparation of material to final qualifying paper defense	11.11.2020-19.11.2020	11.11.2020-19.11.2020
9.	Presentation of the final qualifying paper on the department and on the deanery, receiving of referrals for external peer review	till 20.11.2020	
10.	Defensing of the final qualifying paper in the Examination Board	According to the schedule	

**7. Date of receiving the task** « 22 » January \_\_\_\_\_ 2020\_\_ .

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## **11. Response of scientific adviser of final qualifying paper**

This paper deals with investigations of Product portfolio diversification for resort. There theoretical fundamentals of product portfolio diversification in the frames of recreational tourism are disclosed in section 1. The essence of recreational tourism as an object of scientific research and its product portfolio diversification is explored. The worldwide management practice of product portfolio diversification in the frames of recreational tourism is defined. The methodology and methods of product portfolio diversification for resorts as objects of recreational tourism are substantiated.

The diagnosis of the management system and product portfolio diversification of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” in the frames of recreational tourism is discussed in section 2. The wide characteristics of the management system of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” are given. The analysis of product portfolio diversification and marketing processes of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” are explored. The evaluation of the effectiveness of business communications of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” in the frames of recreational tourism is proposed.

The management decisions of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” are explored in section 3. The strategic alternatives and program activities of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” are proposed. The substantiation of the efficiency of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” is highlighted. The forecasting of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” is provided.

This work has a high level of qualification and can be admitted to defense in the Examination Board.

Scientific adviser of a final qualifying paper

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**Pre-protection mark**

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**12. Resume about a final qualifying paper**

A final qualifying paper (project) of the student can be admitted to defense in the Examination Board

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\_\_\_\_\_, \_\_\_\_\_, 2020

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## INTRODUCTION

**Actuality of the research.** The relevance of the research of tourism product diversification is undeniable. First of all, this is due to the need to constantly maintain the interest of the consumer, and this is a priority for the sustainable development of the tourist destination and to maintain its existence in the market.

Tourism is among those economic activities that apart from realizing direct economic profits, it directly or indirectly impacts on the development of many other industries. Tourism through the tourist movements has a major impact on the geographical space, this effect is manifested on all the elements that make up the space, and these effects can be economic, social, public and environmental. Recreational tourism resources are the main initiators for tourist travel and a very important tourist motive which animates the tourist movement. Obviously, recreational resources are one of the main initiators of tourist travel and a very important motive that animates tourist traffic. It is logical that if the recreational and tourism resources are characterized by more attractiveness, better environment and more curiosity, this will cause more massive tourist traffic and more tourist consumption. Therefore defining, explaining, analyzing, sharing and diversification recreational tourism resources will be the key factors and subjects of analysis.

Diversifying tourism products can help tourism destinations develop partnerships between tourism products that can help increase the flexibility and competitiveness of destinations. For this, it is necessary to combine new and existing recreational facilities and tourist attractions; capitalize on local history and cultural heritage and develop them as unique tourism experiences tailored to the needs of the local community.

Tourism product diversification can help destinations to develop synergies and partnership linkages between tourism products that can help in improving destination flexibility and competitiveness. Diversification of tourism products is also a useful strategy to overcome seasonality effects, either through substituting domestic with international tourists or by substituting low season, low value markets by higher potential and higher value markets.

To sum up, diversification of tourism products is one of the most important and

complex strategies that affects the development of the economic activity of the destination. Consequently, maintaining consumer interest is the key to the tourist flow that sustains the destination's lifecycle.

**Purpose of the paper.** Determination the directions of the product portfolio diversification in resort on the basis of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" activity analysis and differences between them.

**The objectives of the research are:**

- to describe the essence of product portfolio diversification and the main principles of its implementation;
- to explore what the product portfolio diversification is and determine its significance for modern business in the frames of recreational tourism;
- to make the research of world practice of product portfolio diversification implementation;
- to investigate the current state, experience and conditions for the implementation of product portfolio diversification on the basis of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" activity analysis and differences between them;
- to develop a plan for the product portfolio diversification campaign and explore the potential effectiveness of its implementation within the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya".

**The object** is investigation of theoretical and methodological aspects of product portfolio diversification in the frames of recreational tourism, the process of developing the product diversification activities of clinical sanatorium and children camps.

**The subject** is theoretical, methodological and practical principles of implementation of product diversification to the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" and possible ways to improve this process for the enterprise.

**Methods of research.** For the purpose of meeting previously mentioned objectives we have used the number of different methods. The process of the scientific research implemented for the writing of qualifying paper comprised the review of the existed



literature on this topic, analysis of current state of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomor'ya" business communications, related of product diversification. In the process of writing of the qualifying paper, next research methods were used: analysis, comparative analysis between companies, classification, general evaluation and forecasting.

**Scientific innovation.** In this scientific work the new product diversification to the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomor'ya" were developed, as well as options for future communications were proposed.

**Practical value.** Implementation of proposed measures will lead to the improvement of financial state of the clinical sanatorium and children camps, promotion of the company's services and attracting new customers.

**Publications.** As the result of investigation of the final qualifying work the article "Product portfolio diversification for resort" was published in Articles of master programs students "Hotel, Restaurant and Tourism Business: focus on International Trends" (Appendix A).

**Paper structure.** Final qualifying paper consists of the Introduction, 3 parts: first, second and third part consists of three sections; and conclusions. The final qualifying paper also consists of the 3 figures, 15 tables, 50 references and 73 pages.

## **SECTION 1.**

### **THEORETICAL FUNDAMENTALS OF PRODUCT PORTFOLIO DIVERSIFICATION IN THE FRAMES OF RECREATIONAL TOURISM**

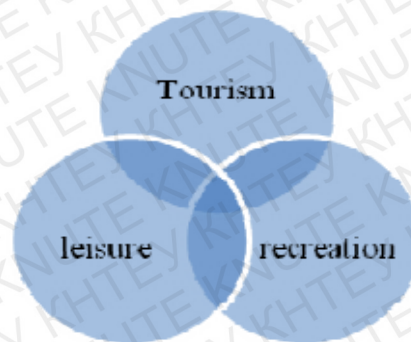
#### **1.1. Recreational tourism as an object of scientific research and its product portfolio diversification**

Tourism or the hospitality industry is among those economic activities that apart from realizing direct economic profits, it directly or indirectly impacts on the development of many other industries. Tourism through the tourist movements has a major impact on the geographical space, this effect is manifested on all the elements that make up the space, and these effects can be economic, social, public and environmental. Tourism consists of two basic components: tourist movement and consumption. Tourist movement is a basic spatial element while tourism consumption is the basic element of the tourism industry expressing the economic impact of tourism. Tourist movement necessarily initiates tourism consumption. In this context the question arises: what initiates tourist movement? The answer is: recreational-tourism resources are the main initiators for tourist travel and a very important tourist motive which animates the tourist movement. If the recreational-tourist resources are characterized by greater attractiveness better ambient and greater curiosity value, etc. This will initiate more massive tourist movement and greater tourist consumption. Therefore the necessity of defining, explaining, analyzing, and sharing recreational - tourism resources will be the key factors and subjects of analysis.

In the modern world recreational tourism become a mass phenomenon. Its driving force – to relieve civilizational stress – is active recreation, the creation of well-being, the restoration of one's working capacity, the preservation and improvement of one's health. It included a variety of tourism activities from getting acquainted with faraway and exotic places or enjoying seaside holidays and participating in cultural programs and different forms of entertainment. Recreational tourism shares many characteristics with wellness and medical tourism as well as with health tourism. Spending quality time during travel is important for sport tourists today. The main aims of recreational tourism include active

participation in some kind of recreational activity or participating in a sport or cultural event as spectator.

To be able to make systematization, division, analysis and determination of tourism concepts, including recreational and tourist resources, I think that it is necessary at the beginning to define and determine the term tourism and define tourism as a phenomenon, as it is a basic starting axiom which imposes other terms related to tourism, as is the case with the term recreational-tourism resources.



*Figure 1.1 Schematic representation of the relationship between leisure, recreation and tourism.*

*Source: [1]*

Many scientists considers recreation as a very important part in defining the different types of tourism, so in his typology of tourism, among other types of tourism, he separates recreational tourism as a special form of tourism.



*Figure 1.2 Type's tourism typology. Source: [1]*

Recreation as a term appears in the definition in the backpacker tourism which is a major participant in the tourist movement. Definition of the term tourist in sense can be wider and narrower depending on the context in which it is used. Therefore in the broadest sense of the term "a tourist is any person who visits places and spends a certain amount of money, regardless of the purpose of his visit" while the opposite definition of a tourist in the narrow sense of the term is as follows: "a tourist in the true sense of the word is considered a person who visits a place and spends a certain amount of money, but it is closely related with satisfying the recreational and cultural needs".

From this definition and understanding of the concept of tourism and tourist it is more than clear that recreation is a very important component of some forms of tourism, and the basic component of the tourist movement and tourism as an economic and social activity. If this is so, then it can be concluded that the recreation has the role of motivating travel and that is a very important tourist resource. [1]

Tabular summary of the typology of recreational-tourism resources are researched (Appendix B).

Knowing the importance of recreational-tourism resources and the impact they have on the tourist destination and tourists on the one hand, and the state and the number of them in the space on the other hand, we can say it is particularly important on their typology and they can function better, faster and sustainable development of tourism in each tourist destination, which will be manifested by itself by satisfying tourist demand, increasing tourist movement and enriching the tourist offer. [1]

Potential advantages: 1. Diversification into new tourism products, such as business tourism, ecotourism, sport tourism etc., can provide the sector with a wider platform that can consolidate other tourism or hospitality activities, thereby resulting in mutual interdependency (Kontogeorgopoulos, 2009; Rotich, 2012; Weaver, 2001); 2. Diversification can allow for the use of existing expertise, knowledge and resources that are in place when expanding into new activities. This may result not only in the transferral of skills and the sharing of costs, but also in knowledge development through learning from new experiences (Holland, 2003, Nordin, 2003); 3. Diversification can allow managers to identify declining supply chain activities, which in turn can be eliminated, consolidated or even transformed to more productive ones (Weaver and Lawton, 2006); 4. Diversification potentially could encourage internal competition between various tourism suppliers, and that competition might improve quality and performance (Ashworth, 2004; Moraru, 2011).

Potential disadvantages: 1. Diversification can often increase the management complexity required to coordinate and control the various activities, resulting in additional costs and inflexibilities (Ansoff, 1957); 2. Diversification can intensify internal conflicts about resources between various tourism actors and that can hinder the

collaboration required to compete globally (Nelson, 2003); 3. Diversification can fail if there is a mismatch between the supply capacity and the needs of the market. Thus, diversification should be guided by both market needs and supply side competencies (Weaver and Lawton, 2006); 4. Research on, and planning for, diversification is a complex process and it requires multi- and interdisciplinary knowledge and information. Despite that, it is quite difficult to eliminate its uncertainty. [2]

## **1.2. Worldwide management practice of product portfolio diversification in the frames of recreational tourism**

The practice of tourism product diversification tourism is very widespread in the world. First of all, this is due to the need to constantly maintain the interest of the consumer, and this is a priority for the sustainable development of the tourist destination and to maintain its existence in the market. As an example, we will analyze Tourism Development Strategy for Lantau.

On 31 March 2015, the Development Bureau of the Government of the Hong Kong Special Administrative Region appointed the Ove Arup and Partners Hong Kong Limited under Agreement No. CE 82 / 2014 (CE) to provide consultancy services in respect of Recreation and Tourism Development Strategy for Lantau – Feasibility Study.

The Study carried out the market, planning and preliminary feasibility studies with a view to formulate a recreation and tourism development strategy for Lantau, while identifying a list of proposals/views on recreation and/or tourism development in Lantau.

The Study scope comprised of the following:

- Formulation of a recreation and tourism development strategy for Lantau;
- Undertaking a screening of the relevant proposals for recreation/tourism development in Lantau to form a list of suitable proposals;
- Carrying out a preliminary feasibility study (including financial viability) and broad technical assessment for a list of suitable proposals including the enabling infrastructures required;
- Carrying out a strategic traffic and transport assessment for the recreation and tourism development strategy in Lantau;

- Carrying out a stakeholder consultation and engagement for the recreation and tourism development strategy and the recommended proposals.

Based on the established market trends in the Asia-Pacific region, the following trending themes and products of recreation and tourism have been identified:

- **Hard Adventure Theme:** Targeted for youngsters and those people who are looking for more excitement. Hard or extreme outdoor adventures are gradually becoming more popular.
- **Rural and Eco Theme:** Actively participating in a rural lifestyle which can be a variant of eco-tourism. This segment has been rapidly growing in the past decade, leading to rural and eco-tourism becoming not just a good business prospect, but a genuine vacation trend. Lantau has various distinguished rural settings that would be suitable for developments along this theme.
- **Culture and Experiential Theme:** Cultural tourism, educational travel, heritage tourism and nature tourism are forms of experiential tourism. Introducing attractions along this theme would allow visitors to experience, interact and learn, as Lantau is rich in history and has a variety of historical and cultural resources preserved over the years.
- **Indulge and Splurge Theme:** Shopping, marinas with associated commercial development, etc. Together, these tourism attractions could enhance or transform parts of Lantau as destinations for indulge and splurge experiences, particularly for visitors on relatively shorter stays.
- **Excitement Theme:** Groups of activities in which visitors would expect “unusual” or “different” experiences during their journey or weekend getaway. Theme parks or light adventure activities can provide these types of unique experiences to diversify the tourism provision of Lantau.
- **MICE:** Meetings, Incentives, Conventions and Exhibitions tourism. However, successful destinations have diversified features/offerings. MICE only represents one sector of the tourism industry, which is associated with activities of meetings, incentives, conventions and exhibitions. This is more dependent on the choice of the MICE event organisers on the event location, which is not tourism related. For example, MICE event organisers may tend to choose Shenzhen instead of Hong Kong for hosting their MICE events given various factors, such as cost.

- **Medical, Relaxation and Wellness Theme:** Medical tourism is a subset of relaxation and wellness tourism. Compared to other East Asian cities however, medical costs in Hong Kong are relatively higher. It was found in interviews that visitors prefer to visit the existing and famous medical facilities in the main urban areas of Hong Kong. In the light of the competition and locational preferences, it may not be suitable to plan for a concentration of medical tourism facilities on Lantau. [3]

In the table there are following attractions could be explored to further enhance the recreation and tourism development of Lantau (Appendix C).

The findings suggest that Lantau would generally be able to receive the visitors arising from the various attractions/proposals proposed in the Study with suitable mitigation measures (Appendix D).

### **1.3. Methodology and methods of product portfolio diversification for resorts as an objects of recreational tourism**

Diversification strategy allows further growth when economic conditions are prosperous and improves the economic situation when difficulties are present. In general, diversification has been used extensively for a variety of reasons: to increase profits, reduce costs, decrease risks, growth and development of new competences and markets, exploitation of unused resources, competitive advantage achievement and increased strategic flexibility (Bacher, 2005). [4]

Diversification is a corporate strategy to enter into a new products or product lines, new services or new markets, involving substantially different skills, technology and knowledge.

Diversification is one of the four main growth strategies defined by Igor Ansoff in the Ansoff Matrix:

*Table 1.1*

#### **Ansoff Matrix**

		Products	
		Present	New
Markets	Present	Market penetration	Product development
	New	Market development	Diversification

*Source: [5]*

Ansoff pointed out that a diversification strategy stands apart from the other three strategies. Whereas, the first three strategies are usually pursued with the same technical, financial, and merchandising resources used for the original product line, the diversification usually requires a company to acquire new skills and knowledge in product development as well as new insights into market behavior simultaneously. This not only requires the acquisition of new skills and knowledge, but also requires the company to acquire new resources including new technologies and new facilities, which exposes the organisation to higher levels of risk.

The strategies of diversification can include internal development of new products or markets, acquisition of a firm, alliance with a complementary company, licensing of new technologies, and distributing or importing a products line manufactured by another firm. Generally, the final strategy involves a combination of these options. This combination is determined in function of available opportunities and consistency with the objectives and the resources of the company. There are three types of diversification: concentric, horizontal, and conglomerate.

Concentric diversification involves adding similar products or services to the existing business.

Horizontal diversification: the company adds new products or services that are often technologically or commercially unrelated to current products but that may appeal to current customers. This strategy tends to increase the firm's dependence on certain market segments. When is horizontal diversification desirable? Horizontal diversification is desirable if the present customers are loyal to the current products and if the new products have a good quality and are well promoted and priced. Moreover, the new products are marketed to the same economic environment as the existing products, which may lead to rigidity or instability. [5]

Conglomerate diversification involves adding new products or services that are significantly unrelated and with no technological or commercial similarities.

Of the three types of diversification techniques, conglomerate diversification is the riskiest strategy. Conglomerate diversification requires the company to enter a new market and sell products or services to a new consumer base. A company incurs higher



research and development costs and advertising costs. Additionally, the probability of failure is much greater in a conglomerate diversification strategy. [6]

According to Calori and Harvatopoulos (1988), there are two dimensions of rationale for diversification. The first one relates to the nature of the strategic objective: Diversification may be defensive or offensive.

Defensive reasons may be spreading the risk of market contraction, or being forced to diversify when current product or current market orientation seems to provide no further opportunities for growth. Offensive reasons may be conquering new positions, taking opportunities that promise greater profitability than expansion opportunities, or using retained cash that exceeds total expansion needs.

The second dimension involves the expected outcomes of diversification: Management may expect great economic value (growth, profitability) or first and foremost great coherence with their current activities (exploitation of know-how, more efficient use of available resources and capacities). In addition, companies may also explore diversification just to get a valuable comparison between this strategy and expansion.

An organisation which desires to increase market share by using existing products within existing markets follows a market penetration strategy. This strategy is appropriate when a company has a high knowledge and experience of the market but no ability to enter new markets. On the other hand, a market development strategy is used by a company that wants to enter new markets and acquire new segments with its existing products. This strategy is suitable when a company's existing products can be transferred easily to other markets or segments which promise better potential growth. Product development is followed when a company develops new products or improved versions of an existing product to offer to an existing market. This strategy is appropriate when customer demand changes or when the new products can enhance an organisation's economic returns in an existing market. Finally, diversification strategy involves the entry to new markets with new products. This strategy becomes necessary in three situations: a) when existing products or markets fail to yield profits, b) when an organisation wishes to attract new markets or segments with a variety of products and c) when an

organisation's resources and competences remain unexploited.

Stages of TALC Model According to Butler (1980) the destination lifecycle is a universal evolutionary model, which charts the hypothetical development of destinations over time in terms of a series of stages defined by tourist numbers and infrastructure. Butler added a sales curve in the product lifecycle model and proposed that tourist numbers rose and fell in a similar way to sales, therefore argued that a destination was similar to a product (Johnston, 2001). The model attempts to describe the development of tourist destinations through a six-stage evolutionary pattern, starting from the exploration stage, where visitors arrive at the destination in small numbers (Appendix E).

As awareness grows locals begin to get involved by providing more facilities until a tourism market is fully developed and consolidated. However, at some point the destination is bound to go into a maturity stage where tourist arrivals begin to fall.

At this point tourism authorities are faced with two alternatives: decline or rejuvenation of the destination. The stages are described analytically in the Appendix F.

Diversification success parameters (Appendix F) and diversification measures (Appendix G) are also so important to be analyzed. Destinations that have solid images run the risk of losing their distinctiveness when trying to reposition themselves, especially when their repositioning attempt involves the promotion of a diverse portfolio of tourist products, as it can lead to confusion of the destination's image, personality and brand. There is a danger that a distinctive personal image achieved through specialisation will be watered down (Glaesser, 2003). [4]

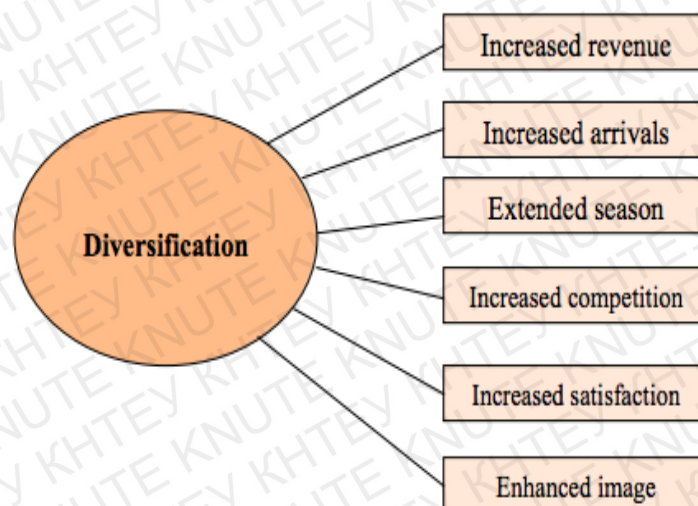


Figure 1.3 Diversification success parameters. Source: [4]

## **Conclusions to the section 1**

In this section the following topics were considered and researched: recreational tourism as an object of scientific research and its product portfolio diversification; worldwide management practice of product portfolio diversification in the frames of recreational tourism; methodology and methods of product portfolio diversification for resorts as an objects of recreational tourism.

As a result, we can say that tourism is one of the most important economic activities that directly or indirectly affects the development of many other industries in the destination. Tourism through tourist movements has a large impact on geographic space, this effect manifests itself on all the elements that make up the space, and these effects can be economic, social, social and environmental. Tourism can have a good impact on the quality of life of existing residents, local business can be strengthened by increasing the number of visitors, infrastructure and transport system should also improve with tourism development.

Tourism consists of two main components: tourist traffic and consumption, tourist traffic is the basic spatial element, and tourist consumption is the main element of the tourism industry, expressing the economic impact of tourism. Tourist traffic necessarily initiates tourist consumption. In this regard, the question arises: what initiates the tourist movement?

Obviously, recreational resources are one of the main initiators of tourist travel and a very important motive that animates tourist traffic. It is logical that if the recreational and tourism resources are characterized by more attractiveness, better environment and more curiosity, this will cause more massive tourist traffic and more tourist consumption. Some recreational and tourism resources have the ability to independently attract leisure tourists who come specifically for this type of recreation, and such resources are golf courses, aqua-parks, recreation facilities, etc.

The need to define, explain, analyze, share and diversify recreational and tourism resources are key factors and subjects of analysis. Diversifying tourism products can help tourism destinations develop partnerships between tourism products that can help increase the flexibility and competitiveness of destinations. For this, it is necessary to

combine new and existing recreational facilities and tourist attractions; capitalize on local history and cultural heritage and develop them as unique tourism experiences tailored to the needs of the local community.

Diversification of tourism products is also a useful strategy to overcome seasonal effects by replacing domestic tourists with international tourists or by replacing low-season, low-value markets with markets with higher potential and higher markets.

Also, the diversification of tourism products can reinforce the concept of market diversification. But it can be a risky strategy, as the development of new tourism products requires expanding the infrastructure (physical, human and informational) capabilities of the destination to cater to a wider range of tourists and stakeholders.

If we talk about the possible benefits:

1. Diversification into new tourism products can provide the sector with a broader platform that can integrate other types of tourism or hospitality. This situation will lead to interdependence.

2. During product diversification, existing experience, knowledge and resources are used in the transition to new activities. This can lead not only to the transfer of skills and the sharing of costs, but also to the development of knowledge through the learning of new experiences.

3. Diversification can allow for the identification of declining activities, which in turn can be eliminated or even transformed into more productive ones.

4. Diversification has the potential to stimulate internal competition between different providers of tourism services, and as you know, competition can often improve quality and productivity.

If we talk about possible disadvantages:

1. Diversification can complicate the management that is needed to control various activities. This situation can lead to additional costs and inflexibility.

2. Diversification can exacerbate internal conflicts over resources between tourism participants, which can hinder cooperation, which is all necessary for global competition.

3. Diversification can fail if there is a mismatch between production capabilities and market needs. On this basis, both market needs and supply-side competencies should be guided.

4. Research and planning for diversification is a complex process that requires a lot of interdisciplinary knowledge and information. It can be quite difficult to eliminate the lack of information.

To sum up, diversification of tourism products is one of the most important and complex strategies that affects the development of the economic activity of the destination. Consequently, maintaining consumer interest is the key to the tourist flow that sustains the destination's lifecycle.

## SECTION 2.

### **DIAGNOSIS OF THE MANAGEMENT SYSTEM AND PRODUCT PORTFOLIO DIVERSIFICATION OF THE CLINICAL SANATORIUM “KUYALNIK” AND THE RESORT ASSOCIATION “PERLYNA CHORNOMORYA” IN THE FRAMES OF RECREATIONAL TOURISM**

#### **2.1. Characteristics of the management system of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”**

Pirogov Clinical Sanatorium, also Kuyalnyk Sanatorium, Kuyalnyk Resort is a famous mud resort, founded in 1833. The founder of the resort is considered to be doctor Erast Andrievsky.

The sanatorium has a modern polyclinic, which has a gym for physiotherapy exercises, a pool with brine, a massage, physiotherapy and other treatment rooms. Mud therapy is carried out all year round.

In Ukraine, this resort is even more healing than the Dead Sea in Israel. Kuyalnik in Odessa region is recognized as the best for the effect of treatment. [7]

The main activity of the subsidiary enterprise "Pirogov Clinical Sanatorium" of the closed joint-stock company of medical and improving establishments of trade unions of Ukraine "Ukrprofzodorovnytsia":

86.10 Activities of hospitals

08.99 Extraction of other minerals and quarrying

86.22 Specialized medical practice [8]

Address: 65013, Odessa, st. Limannaya, 170 (Kurort Kuyalnik) [9]

A closed joint stock company is a joint stock company, the shares of which are distributed only among its founders or another, predetermined circle of persons. [10]

The main features of the closed joint-stock company follows: the legislation of the state establishes that closed joint-stock company can distribute its shares only among the founders or another, but previously known and established circle of persons, the total number of which does not exceed fifty people; closed joint stock company does not have the right to conduct an open subscription to its shares; shareholders of a closed joint stock

company have the right, first of all, to purchase shares that are sold by other shareholders of the same company. A closed joint stock company has its advantages and disadvantages.

The advantages include:

1) the sale of shares does not require registration with any government agency between the participants of a closed joint stock company, but is usually carried out in simple written form using a sale and purchase agreement. The corresponding mark is made only in the register of shareholders, which is maintained by the joint-stock company itself or by an outside organization;

2) the charter of closed joint-stock company does not mention either the company's shareholders or its founders. A closed joint stock company has an impersonal charter. This means that the unified state register will not contain any information about the participants of the joint stock company. A closed joint-stock company is perfect for entrepreneurs who value high confidentiality and do not want to disclose any information about themselves and their own business;

3) also closed joint-stock company is a very advantageous organizational and legal form, primarily for those who seek to create or increase the authority of their own company, as well as attract additional investment in their business. Besides, being a founder is always prestigious;

4) having an excellent management structure. This type of joint-stock company is managed not by one person, but by a collegial body - a general meeting of shareholders, which is designed to resolve all important issues. Therefore, the founders of a closed joint stock company are jointly and severally liable.

The disadvantages of closed joint-stock company are:

1) limited number of participants - no more than fifty people, and if more, then the joint-stock company is subject to either liquidation or reorganization;

2) a rather long process of registering a closed joint stock company, since it is associated with the registration of the issue of shares and the creation of a report on the issue;

3) certain difficulties may arise for a member of the company if, for some reason, he decided to leave the closed joint-stock company, since it is possible to take back his

share of the property in the authorized capital only by selling shares, which are a kind of equivalent to the valuation of the capital of the companies. [11]

The main activity of the Limited Liability Company "Resort Association Perlyna Chornomorya":

86.10 Activities of hospitals

93.29 Organization of other types of recreation and entertainment

55.20 Accommodation activities for the period of leave and other temporary residence

56.10 Restaurants and mobile food service activities

56.29 Supply of other ready meals

Address: Ukraine, 67780, Odessa region, Belgorod-Dniester, Serhiyivka township, lane Tiras, 1 [12]

Table 2.1

**Business entities of the resort association "Perlyna Chornomorya"**

Name	Address
Children's Health Camp "Rassvet"	67780, Odessa region, Belgorod-Dniester, Serhiyivka township, lane Tiras, 1
Children's Health Camp "Svyazist"	67780, Odessa region, Belgorod-Dniester, Serhiyivka township, lane Tiras, 1

*Source: prepared by author*

Children's health camps "Rassvet" and "Svyazist" are located at the entrance to the resort Sergeevka. The total area of the two camps is 3 hectares, most of which is occupied by green spaces of coniferous and deciduous species.

The camp "Rassvet" includes two two-storey buildings that can accommodate a total of 370 people. The camp is characterized by 2, 6 and 8-bed rooms with shared facilities.

The camp "Svyazist" includes also two two-storey buildings that can accommodate a total of 250 people. The camp is characterized by 2 and 4-bed rooms with private facilities.

These are two autonomous camps located on a common territory of 3 hectares, separated by their own football field. The owner of the Rassvet and Svyazist camps is the



same - Alla Vovchenko. The territory is guarded by both full-time security guards and a security agency, with which an agreement has been concluded for the panic button. Green territory, sports grounds, safety, variety of entertainment, medicinal properties of Sergeevka resort - all this creates good conditions for children's recreation during the entire health season.

Advantages of a limited liability company:

1. The founders and participants of the LLC may be both individuals and legal entities, both residents and non-residents.
2. The size of the authorized capital of LLC is not limited. Flexible conditions for filling the authorized capital.
3. Registration of LLC with one participant is not prohibited.
4. Simplified system of enterprise management - the powers of the executive body of the enterprise, usually individual, limited by the powers of the highest governing body - the meeting of founders (participants).
5. Lack of legally established requirements for the preparation and submission of special reports, as well as its publication.
6. The members of the company are not liable for its obligations and bear the risk of losses associated with the activities of the company, within the value of their contributions.
7. There is no need to incur additional financial costs for the organization of accounting and transactions with shareholders' securities.
8. Free exit from the LLC with the transfer of its share of capital to other founders. [13]

Usually there are several founders, the supreme body of the company is the general meeting of participants. But there must be an executive body that will carry out the current management and implement the decisions of the meeting. It reports to the general meeting and consists of one or more persons (individual or collegial). An accountant is not required, and this is also one of the advantages of a limited liability company. The activity of the director or the directorate should be supervised by the audit commission of the company - in fact, it is also all the bodies of the limited liability company. [14]

The organizational structure of enterprise management is the composition, interaction, subordination, as well as the distribution of work by divisions and management bodies, between which certain relationships are formed related to the implementation of powers, flows of orders and information. The basis for the emergence and functioning of this or that type of organizational structure of management in the enterprise, as well as the key to increasing productivity is the horizontal division of labor, in which the entire volume of work is divided into components.

In practice, there are several types of organizational structures for enterprise management: linear, functional, linear-functional, divisional, matrix, combined. [15]

Organizational structure of the clinical sanatorium “**Kuyalnik**” is linear-functional.

A large number of enterprises represent an organized system of interconnected subdivisions, each subdivision being engaged in solving specific problems. For this reason, the most widespread today is the linear-functional organizational structure of enterprise management. The basis of the linear-functional management structure in the organization includes the so-called "mine" principle of construction, including the specialization of the management process in accordance with the functional subsystems of the company. For each of the functional systems, a hierarchy of services ("mines") is formed, which permeates the entire enterprise from top to bottom. The result of the functioning of each subdivision and management apparatus of the enterprise is assessed by indicators that characterize the fulfillment of their goals and objectives. [16]

Organizational structure of the clinical sanatorium “Kuyalnik” is linear-functional, since all heads of all departments manage only their department directly and only the deputy general director manages all the departments at a lower level of the organizational structure of the sanatorium, that is, he is the functional manager.

The highest level of management in this organizational structure includes: General Director, Deputy General Director, Head of the financial department, Heads of residential, medical and nutrition complexes.

The middle management level includes: Head of the registry, Chief Doctor, Chief Pharmacist, Warehouse manager, Head of the logistics department.

The lowest management level includes: Chief Accountant, Archive Senior, Senior chef, Senior of the canteen, Chief responsible for each warehouse.

The rest of the main components of the organizational structure of the clinical sanatorium "Kuyalnik":

Residential complex - a set of residential buildings and departments that provide accommodation for clients in a sanatorium;

Medical complex - provides treatment for clients (examination of clients, prescribing treatment appropriate to the diagnosis, supplying clients with the drugs they need);

Nutrition complex - provides clients with the necessary nutrition for each (examination of the client by a nutritionist, selection of the nutrition system and diet, prescribing an appropriate diet);

Sports complex - provides customers with the opportunity to visit the gym, swimming pool, etc.

The "Administration" subdivision consists of 2 people - the general director and his deputy. A secretary and a lawyer are directly subordinate to them.

The "Registry" subdivision includes two departments: 1) registry department - deals with the registration of incoming and outgoing clients; 2) archives department - is engaged in maintaining archives with information about clients (personal data, diagnosis of the disease, assigned rest and nutrition systems).

The finance department maintains data on the finances of the sanatorium.

The accounting department monitors the cash flows of the resort complex.

The residential complex provides accommodation for clients in rooms; it includes: 1) the manager of the residential complex - controls the process of placing clients in the rooms; 2) the department of administrators who directly select the number for the client and place it; 3) laundry - carries out washing and ironing of linen; 4) technical staff - cleaning the rooms.

The medical complex of the sanatorium carries out diagnostics and treatment of clients, it includes: 1) the head of the medical complex - controls the process of treating clients; 2) diagnostic department - examines the client, makes a diagnosis of the disease;

- 3) medical department - prescribes a treatment system and carries out medical procedures;
- 4) pharmaceutical department - consults clients on medicines, prescribes a set of medicines necessary for each and carries out orders for medicines from the warehouse.

The nutrition complex is engaged in the selection of a food system for each client, depending on his illness and diagnosis made by a dietitian. The complex includes: 1) the head of the food complex - controls the process of choosing a food system and directly the process of feeding customers; 2) department of nutritionists - examines the client, makes a diagnosis, prescribes the nutrition system; 3) kitchen - prepares dishes in accordance with the system and diet of each client; 4) dining room - is engaged in feeding in accordance with the system and diet of each of them.

The sports complex provides the client with the opportunity to visit the gym, swimming pool, etc. The complex includes: 1) head of the sports complex; 2) sports department.

The material and technical department carries out minor repair work, and also supplies all the departments of the sanatorium with household inventory and storage of this inventory. The department includes: 1) head of the logistics department - controls the work of his department; 2) material and technical part - supplies all divisions of the sanatorium with technical equipment; 3) repair department - carries out minor repairs.

Subdivision "Warehouses" deals with the ordering of food products, medicines and materiel, their storage and delivery to the subdivisions. The division includes: 1) warehouse manager - controls the work of warehouses; 2) warehouse of material resources; 3) warehouse of medicines; 4) food warehouse.

Organizational structure of the resort association "**Perlyna Chornomorya**" is *linear*, which is formed as a result of building a control apparatus only from mutually subordinate bodies in the form of a hierarchical ladder.

At the head 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 linear control structure is the simplest.

In a linear structure, the division of the management system into its constituent

parts is carried out according to the production criterion, taking into account the degree of concentration of production, technological features, the breadth of the range of products, etc. execute orders of only one leader. [17]

An important feature of the linear organizational structure of management is that, with it, any employee (subordinate) has one and only one immediate superior (manager, leader, manager) above him. [18]

As we already know, the resort association "Perlyna Chornomor'ya" consists of two children's health camps "Rassvet" and "Svyazist". These camps have the same organizational structures and the same leader.

The highest level of management in this organizational structure includes the General Director.

The middle management level includes: Head of educational work, Heads of residential, security, medical and nutrition complexes, Head of the financial department.

The lowest management level includes: Procurement Manager, Chief Accountant, Senior chef, Senior of the canteen, Chief responsible for each warehouse.

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

Comparative analysis between organizational structures of the resort association "Perlyna Chornomor'ya" and the clinical sanatorium "Kuyalnik" implies a comparison of the advantages and disadvantages of linear and linear-functional organization structure.

Advantages of a linear organizational structure:

- easy implementation in practice;
- clear and logical management links;
- clear delineation of areas of authority and responsibility;
- efficiency and economy of decision making;
- ease of control over the execution of orders;
- quick response of executors to direct orders;
- coordination of actions of employees;
- personified (personal) responsibility of the manager for his decisions (since it is always clear which of the leaders gave a specific order).

#### Disadvantages of linear organizational structure:

- authoritarian management style;
- high requirements for the level of qualifications of managers;
- but at the same time a low level of specialization of managers;
- a large number of management levels separating the ordinary employee from the top management (typical for large companies), which increases the time for making and implementing management decisions, complicates feedback with the performers;
  - complex, confusing and fragmented communications between employees (horizontal connections);
  - great physical and moral stress on the leader, his information overload (abundance of working contacts with subordinates);
  - the presence of many top-level managers (which can negatively affect the flexibility and efficiency of management);
  - a shift in priority from solving strategic (global) problems to working on operational (local, current) tasks;
  - rigidity of the structure: insufficient flexibility and low adaptability to a constantly and unpredictably changing external environment. [18]

#### Advantages of a linear-functional management structure:

- competence of functional leaders, career opportunities;
- efficient use of resources;
- control over the activities of both entire divisions and individual performers;
- improved coordination in functional units.

#### Disadvantages of a linear-functional management structure:

- interest of functional managers only in their own indicators (for general results are in charge of top management);
- difficulties with interaction between departments;
- a long procedure for agreeing on important decisions, due to which the organization loses its flexibility and does not immediately respond to market changes;
- difficulty finding those responsible when problems arise. [19]

The linear-functional management structure is successfully used in the Kuyalnik

clinical sanatorium and satisfies all the needs of management mechanisms. At the same time, such a management system is not suitable for the management of a children's camp, since consumer requirements are rapidly changing in this area.

## **2.2. Analysis of product portfolio diversification and marketing processes of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”**

The need of the analysis of product portfolio diversification and marketing processes is explained by the level of awareness and interest of the target audience. The target audience for this project are *children*.

The history of founding and development of the Kuyalnik resort.

Although the medicinal properties of the Odessa estuaries were known even before the founding of Odessa, the first who paid attention to the healing mud was the divisional doctor Erast Stepanovich Andrievsky. The hospital on the territory of the Kuyalniksky estuary was built in 1833, but for a long time it had a simple design - warm wooden hotbeds and cold baths. The further the resort developed, the more equipment and specializations appeared here.

At the initial stage of studying the properties of mud, it was used only in a heated form. But as research progressed, new methods of use were discovered. Treatment with mud was studied by N.I. Pirogov, in whose honor the sanatorium was named.

In 1890, according to the project of the architect N. K. Tolvinsky, the construction of a new mud clinic began. And by 1892 the clinical sanatorium “**Kuyalnik**” became the most demanded in the entire Russian Empire. It was equipped with new equipment, and doctors began to apply innovative methods of treatment.

During the war and revolution, the sanatorium was destroyed, but after that it was revived again and was considered the most popular resort in the USSR.

Sanatorium specializations

Now the sanatorium has a modern polyclinic, which has a gym for physiotherapy exercises, a pool with brine, a massage, physiotherapy and other treatment rooms. Mud therapy is carried out all year round.

At the moment, the sanatorium specializes in the treatment of: diseases and injuries of the musculoskeletal system; dermatology; respiratory diseases; diseases of the nervous system; diseases of the circulatory system; joint diseases; childhood diseases; diseases of the male and female genitourinary system.

General conditions for admitting patients to the clinical sanatorium "Kuyalnik" for medical reasons can be done by everyone, if there are no contraindications. The patient must have a certain level of physical activity and be able to self-serve. Therapy is indicated between the ages of 4 and 75.

Like all procedures, mud therapy may be contraindicated for patients with certain medical conditions. In this case, therapy will not help improve health, but, on the contrary, will significantly aggravate it. [20]

Special reception conditions for children:

- 1) children from 4 to 14 years old must be accompanied by a parent/adult person;
- 2) children from 15 years old can live in the sanatorium and receive a treatment without accompanying person.

The reception conditions of the clinical sanatorium "Kuyalnik" are prepared (Appendix H.1).

Procedures:

1. Joint and spine massage. Treatment of diseases of the motor system is one of the main specializations of the clinical sanatorium "Kuyalnik".

2. Gas mud baths. A gas-mud bath is a medical procedure, the starting material for which is silt sulphide mud and mineral water.

3. Mud procedures. Mud therapy or peloid therapy is a method of thermotherapy, in which the patient's body is exposed to various types of therapeutic mud.

4. MOTomed exercise machine. Motomed is a special therapeutic simulator for patients with musculoskeletal disorders.

5. Therapeutic pool with brine. The spa pools are a great place to restore physical activity, fine motor skills and improve the overall well-being of the body.

6. Underwater traction of the spine. Underwater traction of the spine is the main method for treating diseases of the musculoskeletal system.



7. Charcot shower. The Charcot shower is a hydrotherapy wellness treatment in which the patient is massaged with a stream of water directed from a distance of five meters.

8. Hydrokinesis therapy in the brine pool. Hydrokinesis therapy is a procedure that improves the health of patients suffering from traumatic and orthopedic diseases.

9. Pneumopressing. Pneumopressing is a procedure using air pressure. It improves blood circulation, cleanses the lymph and blood from toxins.

10. Mineral water "Kuyalnik". Water has a very useful composition that affects and eliminates various diseases in the body.

11. Apparatus Interdean. The Interdin device is used for therapy with low-frequency currents - interference currents, which are supplied to the skin by two separate and independent pairs of electrodes.

12. Rectal and vaginal tampons. Vaginal and rectal tampons are used with the use of only fresh, non-regenerated mud, cleansed of impurities.

13. Colon hydrotherapy. The colon hydrotherapy procedure is safe and is used to cleanse the intestines using medicated irrigation.

14. Salt room. The Salt Room is a room that recreates the atmosphere of the salt mines. Helps in the treatment of respiratory diseases. [20]

The services of the clinical sanatorium "Kuyalnik" are analyzed and prepared (Appendix I.1).

The history of the founding and development of the Sergeevka resort.

The beginning of the study of Lake Budak (Shabolatsky estuary) - the source of the main healing springs of the Sergeevka resort, was laid at the end of the 19th century by members of the Odessa Scientific Society of Balneology. In 1887 A.A. Verigo was the first to determine the physicochemical properties of brine and mud from the estuary.

In 1915, at the next county zemstvo meeting, a petition was adopted to recognize Budaki and the Shabo region with the Akimbet tract and the Novaya Sergeevka tract as medical places.

Since 1925, the local resort and tourism department of the Sergeevka resort was established, which is managed by the company, which since 1936 bears the name "Local

Administration for Treatment and Tourism of the Sergeevka Resort".

In January 1951, a bone-tuberculosis sanatorium for adults was opened, and in general the sanatoriums merge into a bone-tuberculosis sanatorium of the Sergeevka resort, operating year-round with departments for children and adults. Seasonal balneological sanatoriums for children and adults have merged into the so-called specialized mud sanatorium.

In 1959 mineral drinking water was discovered. After experimental studies, F.P. Ambros (Chisinau Medical Institute) was recommended for the treatment of inflammatory diseases of the stomach. In the same year, Associate Professor of the Department of Hygiene A.P. Zorin established the influence of the forest-park zone on the microclimatic features of the Sergeevka resort.

All health resorts have a department of apparatus physiotherapy, exercise therapy rooms, sports grounds, clubs, libraries, game rooms. The resort has a yacht club of great interest for tourists and vacationers.

In addition to sanatoriums, the resort has hotels, boarding houses, recreation centers, children's health camps, where, along with recreation, aerotherapy, heliotherapy and thalassotherapy - sea bathing are successfully used.

Over the years of its existence, the resort of Sergeevka has turned from a summer cottage village into a powerful tourism and recovery industry with large reserves of unique natural healing sources. [21]

The resort association "**Perlyna Chornomor'ya**" owns two children's health camps "Rassvet" and "Svyazist" are located at the entrance to the resort Sergeevka. The total area of the two camps is 3 hectares, most of which is occupied by green spaces of coniferous and deciduous species.

The camp "**Rassvet**" includes two two-storey buildings that can accommodate a total of 370 people. The camp is characterized by 2, 6 and 8-bed rooms with shared facilities.

The camp "**Svyazist**" includes also two two-storey buildings that can accommodate a total of 250 people. The camp is characterized by 2 and 4-bed rooms with private facilities.

These are two autonomous camps located on a common territory of 3 hectares, separated by their own football field. The owner of the Rassvet and Svyazist camps is the same - Alla Vovchenko.

The territory is guarded by both full-time security guards and a security agency, with which an agreement has been concluded for the panic button.

Green territory, sports grounds, safety, variety of entertainment, medicinal properties of Sergeevka resort - all this creates good conditions for children's recreation during the entire health season.

Children have a possibility to rest in the camps from 7 to 16 years old.

The reception conditions of the resort association “Perlyna Chornomor’ya” are prepared (Appendix H.2).

The camp "Rassvet" and "Svyazist" have the same entertainment program but the main difference is about accommodation conditions.

These camps have different thematic arrivals, for example: “Upgrade”, “FOLLOW summer”, "Summer New Year!", “Ukraine Style”, “EAGLE AND GRILLE. CIRCLE LIGHT” and others. Actual information about new arrivals we can find on the official websites. [22]

The services of the resort association “Perlyna Chornomor’ya” are analyzed and prepared (Appendix I.2).

The prices of services of the resort association “Perlyna Chornomor’ya” are analyzed and prepared (Appendix I.3).

*Table 2.2*

**Comparative analysis of services of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”**

Service	“Kuyalnik”	“Perlyna Chornomor’ya”
Accommodation	+	+
Nutrition	+	+
Therapy	++	+
Treatment	++	+
Events	-	+
Excursions	-	+
Entertainment program	-	+
Transfer	-	+

*Source: prepared by author*

Due to the comparative analysis of services we can see advantages and disadvantages of each organization. To sum up, the resort association “Perlyna Chornomor’ya” have more attractiveness for children because of extensive list of events, excursions, entertainment program and own transfer. On the other hand, the clinical sanatorium “Kuyalnik” has its own benefits because of serious focus on the treatment and therapy program.

The prices for accommodation of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” are analyzed and prepared (Appendix I.4, Appendix I.5).

Table 2.3

**Comparative analysis of prices of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”**

<b>The organization</b>	<b>Types of voucher</b>	<b>Service</b>	<b>Price for the period 15.06 – 31.08, UAH (for 1 person per day)</b>	<b>Price for the period 01.09 – 27.09, UAH (for 1 person per day)</b>
<b>Clinical sanatorium “Kuyalnik”</b>	Voucher with accommodation	Accommodation* + three meals a day + treatment as prescribed by a doctor	Minimum***: 700	Minimum***: 660
			Middle**: 1 229	Middle**: 1 040
			Maximum****: 1 856	Maximum****: 1 590
	Preferential voucher	Accommodation* + three meals a day + treatment as prescribed by a doctor	Payed by the government	Payed by the government
<b>Resort association “Perlyna Chornomor’ya”</b>	Voucher with accommodation in the camp “Svyazist”	Accommodation* + three meals a day + entertainment program	380	280
		Aerotherapy, heliotherapy and thalassotherapy	free	free
		Treatment in the clinical sanatorium Lazo [23]	200	200
	Voucher with accommodation in the camp “Rassvet” [24]	Accommodation* + three meals a day + entertainment program	280	180
		Aerotherapy, heliotherapy and thalassotherapy	free	free
		Treatment in the clinical sanatorium Lazo [23]	200	200
	Preferential voucher	Accommodation* + three meals a day + entertainment program + aerotherapy, heliotherapy and thalassotherapy	Payed by the government	Payed by the government

*Legend:*

\* Meant any type of accommodation.

\*\*Middle price is based on the arithmetic mean of all types of accommodation in the clinical sanatorium “Kuyalnik”.

*For the period from 15.06 to 31.08:*

1)  $778 + 700 + 922 + 830 + 1\,100 + 1044 + 940 + 711 + 640 + 1\,278 + 1\,150 + 1\,000 + 900 + 2\,000 + 1\,800 + 1\,333,5 + 1\,300 + 1\,780 + 1\,600 + 1\,222,5 + 1\,100 + 1\,856 + 1\,670 + 1\,445 + 1\,300 + 1\,222,5 + 1\,100 + 1\,528 + 1\,375 = 35\,625,5$  (UAH)

2)  $35\,625,5 : 29 = 1\,228,465 \approx 1\,229$  (UAH)

*For the period from 01.09 to 27.09:*

1)  $733 + 660 + 811 + 730 + 1\,056 + 950 + 944 + 850 + 606 + 545 + 1\,111 + 1\,000 + 845 + 760 + 1\,500 + 1\,350 + 1\,111 + 1\,000 + 1\,500 + 1\,350 + 1\,111 + 1\,000 + 1\,590 + 1\,430 + 1\,195 + 1\,075 + 1\,000 + 900 + 1\,305,5 + 1\,175 = 31\,193,5$  (UAH)

2)  $31\,193,5 : 30 = 1\,039,783 \approx 1\,040$  (UAH)

\*\*\* Living in the "Economy room" with another person (with 25% prepayment).

\*\*\*\* Living in the "Standard Premium Single" for one person in the room (without prepayment).

Source: prepared by author

Analysis of marketing processes of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" are prepared (Appendix J.1, Appendix J.2).

Table 2.4

**Comparative analysis of marketing processes of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" (per month)**

Marketing process	"Kuyalnik", UAH	"Perlyna Chornomorya", UAH
1. Booklets, leaflets	4 070	1 221
2. Billboards	53 000	21 200
3. Advertising on the websites	7 500	1 500
4. Advertising on social networks	31 880	-
<b>TOTAL</b>	<b>96 450</b>	<b>23 921</b>

Source: prepared by author

Due to this comparative analysis of marketing processes we can make a conclusion about the significant superiority of marketing processes of the clinical sanatorium "Kuyalnik" over the resort association "Perlyna Chornomorya".

The effectiveness of work of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" is largely determined by the nature and degree of

influence of various environmental factors and depends on the ability of the company's management to respond to the negative impact of these factors at the expense of the strengths and transform the weaknesses of the enterprise into advantages, using the favorable opportunities of the external environment. SWOT analysis is an excellent approach to conduct a joint study of the external and internal environment. Carrying out such an analysis is a fairly easy to use tool for quickly assessing the strategic position of an enterprise.

Table 2.5

**SWOT analysis of the clinical sanatorium “Kuyalnik”**

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- favorable location (the sanatorium is located on the coast of the Kuyalnitsky estuary);</li> <li>- large territory;</li> <li>- year-round operational period;</li> <li>- own parking lot;</li> <li>- a wide range of services;</li> <li>- availability of a good medical base;</li> <li>- significant experience in the recreational tourism market;</li> <li>- convenience of access roads;</li> <li>- availability of the nutrition;</li> <li>- high level of qualification of medical staff.</li> </ul>	<ul style="list-style-type: none"> <li>- insufficiently strong advertising campaign compared to competitors (especially foreign ones);</li> <li>- a low level of comfort in individual treatment rooms;</li> <li>- low level of service from the service personnel;</li> <li>- lack of a marketing service;</li> <li>- lack of a clear strategy of behavior in the resort services market;</li> <li>- unsystematic updating of medical equipment;</li> <li>- the need to renovate some of the existing facilities of the sanatorium and the construction of new facilities.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- increasing the level of service and the quality of services provided;</li> <li>- the possibility of improvement and expanding the range of services provided, entertainment;</li> <li>- attracting additional potential consumer groups sanatorium services (especially children);</li> <li>- the possibility of modernizing technical equipment;</li> <li>- expanding the circle of cooperation with various travel agencies and tour operators;</li> <li>- achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services).</li> </ul>	<ul style="list-style-type: none"> <li>- instability of social economic and political situations;</li> <li>- low incomes more parts of the population;</li> <li>- aggravation of competition through the use of new methods of service implementation;</li> <li>- changes in prices for raw materials, medical equipment and services, used by the sanatorium;</li> <li>- changes in legislation (especially taxation).</li> </ul>

*Source: prepared by author*

Table 2.6

**SWOT analysis of the resort association “Perlyna Chornomorya”**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- large territory;</li> <li>location of camps are at the beginning of the Sergeevka resort;</li> <li>- a wide range of services;</li> <li>- highly qualified staff;</li> <li>- well-developed infrastructure;</li> <li>-good quality of the services provided, corresponding to the sanitary and epidemiological requirements for the organization of children's camps;</li> <li>- availability of the nutrition;</li> <li>- transfer;</li> <li>- affordable price.</li> </ul>	<ul style="list-style-type: none"> <li>- location of camps near the coast of the estuary (children need to use the transfer by boats for swimming in the sea);</li> <li>- poor transport accessibility (camps use a private transfer to get there from the Odessa railway station);</li> <li>- seasonality of camps;</li> <li>- weak advertising campaign;</li> <li>- low level of comfort in the camp “Rassvet” as compared with the camp “Svyazist”;</li> <li>- insufficiently strong advertising campaign compared to competitors;</li> <li>- the need to renovate some of the existing facilities.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- high demand for the services of children's camps;</li> <li>- the area of the territory allows in the future to build additional buildings and increase the number of places in the camps;</li> <li>- increasing the level of service and the quality of services provided;</li> <li>- the possibility of improvement and expanding the range of services provided;</li> <li>- the possibility of modernizing technical equipment;</li> <li>- expanding the circle of cooperation with various travel agencies and tour operators;</li> <li>- achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services).</li> </ul>	<ul style="list-style-type: none"> <li>- instability of social economic and political situations;</li> <li>- low incomes more parts of the population;</li> <li>- aggravation of competition through the use of new methods of service implementation;</li> <li>- changes in prices for raw materials, medical equipment and services, used by the camps;</li> <li>- changes in legislation (especially taxation).</li> </ul>

*Source: prepared by author*

### **2.3. Evaluation of the effectiveness of business communications of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” in the frames of recreational tourism**

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. Below are the lists of business partners of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” and their interactions.

Firstly, this organizations can start their business communication with Subsidiary enterprise clinical sanatorium for mother and child for rehabilitation of patients with diseases of the visual organs "Green cape" CJSC of medical and health institutions of trade unions of Ukraine "Ukrprofzodorovnytsya". [25]

Analysis of business communications of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” are prepared (Appendix K.1, Appendix K.2).

Due to the analysis of business communications (and their interactions) of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” 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 (because of threats and weaknesses that are shown in the SWOT analysis).

One of the important business communications is a participation in the public procurement (tenders). Any company can participate in tenders, regardless of its organizational and legal form. Moreover, it must have certain documentation and meet the established requirements. Participation in tenders allows your company to: conclude deals with large state and private companies; enter new sales markets; expand the base of proposals within the areas of interest to you; increase the competitiveness and reputation of the company by building a history of successful execution of large orders. [26]

The clinical sanatorium “Kuyalnik” (with General Director - Nagornychevsky Alexander Arturovich) is the winner in 267 public procurements in the amount of UAH 49 880 000 (Forty nine million eight hundred eighty thousand). [27]

The participation in the public procurement (tenders) of the clinical sanatorium “Kuyalnik” is analized (Appendix K.3).

The resort association “Perlyna Chornomorya” (with General Director -



Vovchenko Alla Alexandrovna) is the winner in 32 public procurements in the amount of UAH 89 070 000 (Eighty nine million seventy thousand). [28]

The participation in the public procurement (tenders) of resort association “Perlyna Chornomorya” is analyzed (Appendix K.4).

*Table 2.7*

**The comparative analysis of the participation in the public procurement (tenders) of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”**

<b>Organization</b>	<b>Number of tenders</b>	<b>Amount of income</b>
“Kuyalnik”	267	49 880 000
“Perlyna Chornomorya”	32	89 070 000
<b>Difference</b>	<b>235</b>	<b>39 190 000</b>

*Source: prepared by author*

Due to the comparative analysis of the participation in the public procurement (tenders) we can conclude that the resort association “Perlyna Chornomorya” participates and wins in more profitable tenders than the clinical sanatorium “Kuyalnik”.

## **Conclusions to the section 2**

In this section the following topics were considered and researched:

- 1) characteristics of the management system of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”;
- 2) analysis of product portfolio diversification and marketing processes of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”;
- 3) evaluation of the effectiveness of business communications of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” in the frames of recreational tourism.

The clinical sanatorium “Kuyalnik” is a famous medical mud resort. The sanatorium has a modern polyclinic, which has a gym for physiotherapy exercises, a pool with brine, a massage, physiotherapy and other treatment rooms. Mud therapy is carried out all year round. In Ukraine this resort is even more healing than the Dead Sea in Israel. Kuyalnik in Odessa region is recognized as the best for the effect of treatment. The main activity of the subsidiary enterprise "Pirogov Clinical Sanatorium” of the closed joint-

stock company of medical and improving establishments of trade unions of Ukraine "Ukrprofzodorovnytsia": activities of hospitals; extraction of other minerals and quarrying; specialized medical practice.

The resort association "Perlyna Chornomor'ya" consists of two children's health camps "Svyazist" and "Rassvet". The owner of the camps is the same. These are two autonomous camps located on a common territory of 3 hectares, separated by their own football field. Green territory, sports grounds, safety, variety of entertainment, medicinal properties of Sergeevka resort - all this creates good conditions for children's recreation during the entire health season. The main activity of the Limited Liability Company "Resort Association Perlyna Chornomor'ya": activities of hospitals; organization of other types of recreation and entertainment; accommodation activities for the period of leave and other temporary residence; restaurants and mobile food service activities; supply of other ready meals.

Due to the analysis we compared two types of the management system: joint-stock company (the clinical sanatorium "Kuyalnik") and limited liability company (the resort association "Perlyna Chornomor'ya"). Each of this system has its own advantages and disadvantages.

Organizational structure of the clinical sanatorium "Kuyalnik" is linear-functional, since all heads of all departments manage only their department directly and only the deputy general director manages all the departments at a lower level of the organizational structure of the sanatorium, that is, he is the functional manager.

Organizational structure of the resort association "Perlyna Chornomor'ya" is linear, which is formed as a result of building a control apparatus only from mutually subordinate bodies in the form of a hierarchical ladder. At the head 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 linear-functional management structure is successfully used in the Kuyalnik clinical sanatorium and satisfies all the needs of management mechanisms. At the same time, such a management system is not suitable for the management of a children's camp (the resort association "Perlyna Chornomor'ya), since consumer requirements are rapidly

changing in this area and they use the linear management structure.

The need of the analysis of product portfolio diversification and marketing processes is explained by the level of awareness and interest of the target audience. The target audience for this project are *children*.

Special reception conditions for children in the clinical sanatorium “Kuyalnik”:

- 1) children from 4 to 14 years old must be accompanied by a parent/adult person;
- 2) children from 15 years old can live in the sanatorium and receive a treatment without accompanying person.

Reception conditions for children in the resort association “Perlyna Chornomorya”: they have a possibility to rest in the camps from 7 to 16 years old.

The camp "Rassvet" and "Svyazist" have the same entertainment program but the main difference is about accommodation conditions. Unfortunately, the clinical sanatorium “Kuyalnik” doesn’t have any entertainment program.

The comparative analysis of prices of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” shows the next result.

Price for the period from 15.06 to 31.08 (for 1 person per day):

- 1) Clinical sanatorium “Kuyalnik”: 700 UAH, 1 229 UAH, 1 856 UAH.
- 2) Resort association “Perlyna Chornomorya”: 380 UAH, 280 UAH (+ 200 UAH for treatment).

Price for the period from 01.09 to 27.09, UAH (for 1 person per day):

- 1) Clinical sanatorium “Kuyalnik”: 660 UAH, 1 040 UAH, 1 590 UAH.
- 2) Resort association “Perlyna Chornomorya”: 280 UAH, 180 UAH (+ 200 UAH for treatment).

To sum up, we can make a conclusion that the resort association “Perlyna Chornomorya” has a lower prices for accommodation, nutrition and treatment, than the clinical sanatorium “Kuyalnik”. This is due to the fact that the sanatorium has better conditions in the rooms and a wider medical base.

Due to the comparative analysis of marketing processes we can make a conclusion about the significant superiority of marketing processes of the clinical sanatorium “Kuyalnik” over the resort association “Perlyna Chornomorya”. The sanatorium spends

96 450 UAH (per month) and the resort association spends 23 921 UAH (per month), the difference is above 4 times.

According to the SWOT analysis the clinical sanatorium “Kuyalnik” has the next result:

Strengths - favorable location (the sanatorium is located on the coast of the Kuyalnitsky estuary); large territory; year-round operational period; own parking lot; a wide range of services; availability of a good medical base; significant experience in the recreational tourism market; convenience of access roads; availability of the nutrition; high level of qualification of medical staff.

Weaknesses - insufficiently strong advertising campaign compared to competitors (especially foreign ones); a low level of comfort in individual treatment rooms; low level of service from the service personnel; lack of a marketing service; lack of a clear strategy of behavior in the resort services market; unsystematic updating of medical equipment; the need to renovate some of the existing facilities of the sanatorium and the construction of new facilities.

Opportunities - increasing the level of service and the quality of services provided; the possibility of improvement and expanding the range of services provided, entertainment; attracting additional potential consumer groups sanatorium services (especially children); the possibility of modernizing technical equipment; expanding the circle of cooperation with various travel agencies and tour operators; achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services).

Threats - instability of social economic and political situations; low incomes more parts of the population; aggravation of competition through the use of new methods of service implementation; changes in prices for raw materials, medical equipment and services, used by the sanatorium; changes in legislation (especially taxation).

According to the SWOT analysis the resort association “Perlyna Chornomorya” has the next result:

Strengths - large territory; location of camps are at the beginning of the Sergeevka resort; a wide range of services; highly qualified staff; well developed infrastructure; good

quality of the services provided, corresponding to the sanitary and epidemiological requirements for the organization of children's camps; availability of the nutrition; transfer; affordable price.

Weaknesses - location of camps near the coast of the estuary (children need to use the transfer by boats for swimming in the sea); poor transport accessibility (camps use a private transfer to get there from the Odessa railway station); seasonality of camps; weak advertising campaign; low level of comfort in the camp "Rassvet" as compared with the camp "Svyazist"; insufficiently strong advertising campaign compared to competitors; the need to renovate some of the existing facilities.

Opportunities - high demand for the services of children's camps; the area of the territory allows in the future to build additional buildings and increase the number of places in the camps; increasing the level of service and the quality of services provided; the possibility of improvement and expanding the range of services provided; the possibility of modernizing technical equipment; expanding the circle of cooperation with various travel agencies and tour operators; achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services).

Threats - instability of social economic and political situations; low incomes more parts of the population; aggravation of competition through the use of new methods of service implementation; changes in prices for raw materials, medical equipment and services, used by the camps; changes in legislation (especially taxation).

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 "Kuyalnik" and the resort association "Perlyna Chornomorya" 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 a participation in the public procurement (tenders). Participation in tenders allows your company to: conclude deals

with large state and private companies; enter new sales markets; expand the base of proposals within the areas of interest to you; increase the competitiveness and reputation of the company by building a history of successful execution of large orders. Due to the comparative analysis of the participation in the public procurement (tenders) we can conclude that the resort association “Perlyna Chornomorya” participates and wins in more profitable tenders than the clinical sanatorium “Kuyalnik”. The sanatorium is the winner in 267 public procurements in the amount of UAH 49 880 000 (Forty nine million eight hundred eighty thousand) and the resort association is the winner in 32 public procurements in the amount of UAH 89 070 000 (Eighty nine million seventy thousand).

To sum up, the resort association “Perlyna Chornomorya” have more attractiveness for children because of extensive list of events, excursions, entertainment program and own transfer. On the other hand, the clinical sanatorium “Kuyalnik” has its own benefits because of serious focus on the treatment and therapy program. The effectiveness of work of the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" is largely determined by the nature and degree of influence of various environmental factors and depends on the ability of the company's management to respond to the negative impact of these factors at the expense of the strengths and transform the weaknesses of the enterprise into advantages, using the favorable opportunities of the external environment.

Eventually, we can see the high demand of product portfolio diversification for each of this organization. Achieving higher results of enterprise efficiency can be due to the following actions: choosing a strategy for each enterprise, conclusion of contracts with new enterprises, modernization of old contracts, cooperation with special offers, improvement of marketing communications, professional development of staff and other tools described in the next section.

## SECTION 3.

### MANAGEMENT DECISIONS OF PRODUCT PORTFOLIO DIVERSIFICATION FOR THE CLINICAL SANATORIUM “KUYALNIK” AND THE RESORT ASSOCIATION “PERLYNA CHORNOMORYA”

#### 3.1. Strategic alternatives and program activities of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”

For any company strategy is growth, movement and the path to the main goal. The choice of strategy determines the tasks and actions that will be taken to achieve the main goals. The future of the company directly depends on the choice and implementation of the strategy.

Strategic alternatives for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” could be the next:

1. Growth Strategy: *Diversification Strategy*.
2. Competitive Strategy: *Differentiation focus strategy*.

Diversification strategy is a form of growth strategy which helps the organizational business to grow. It opens up new possibilities for the organization. By adopting this strategy, the organization not only diversifies its products offerings in the target markets but also expands its business horizons. The strategy helps the organization to increase sales volume and revenues while keeping costs to minimum. Diversification is part of the four main growth strategies defined by Igor Ansoff’s Product/Market matrix. A product diversification strategy is a form of business development. Organizations that implement the strategy can diversify their product range by modifying existing products or adding new products to the range. The strategy provides opportunities for the organization to grow the business by increasing sales to existing customers or entering new markets. [29]

Competitive strategy is a long-term action plan of a company which is directed to gain competitive advantage over its rivals after evaluating their strengths, weaknesses, opportunities and threats in the industry and compare it with your own. Michael Porter, a professor at Harvard presented competitive strategy concept. According to him there are

four types of competitive strategies that are implemented by businesses globally. It is necessary for businesses to understand the core principles of this concept that will help them to make well informed business decisions in the course of action. Michael Porter divided competitive strategy in four different types of strategies. The most suitable strategy for our companies is differentiation focus strategy.

Differentiation focus strategy targets a particular segment within the market; however, instead of offering lower prices to consumer; firms differentiate itself from its competitors. Differentiation strategy offers unique features and attributes to appeal its target segment - children. [30]

Program activities of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” can be considered in different types.

Innovation in collaboration for the resort association “Perlyna Chornomor’ya”. We propose to consider the option of interaction between organizations on barter terms: the sanatorium "Sergei Lazo" provides children from "Perlyna Chernomor’ya" (from the camp "Rassvet" and "Svyazist") free treatment and use of an indoor pool, and "Perlyna Chernomor’ya", in turn, provides free use of sports grounds (football field, volleyball and basketball courts).

It is necessary to focus on the development of the sales segment for Kuyalnik's unique products: mineral water and medicinal extracts (mud applications, cosmetic creams, ointments for SPA procedures, pharmaceutical solutions, sprays, etc.) with the company “Odessa Kuyalnik Mineral Water Plant” [31] and “Aksimed” [32]. Why this cooperation: 1. On the territory of the Ukrainian resort Kuyalnik, curative mineral sodium-chloride water "Kuyalnik" is produced, which stimulates motor skills, activates the secretory function [33]; 2. Extracts have no contraindications, do not cause side effects, are suitable for children, women during pregnancy and lactation, persons with aggravated chronic diseases [34].

The modernization of the cooperation for the clinical sanatorium “Kuyalnik” is prepared (Appendix L.1).

One of the main program activities for product portfolio diversification can be a



cooperating with different musical, theatrical, historical, dance, cinematic, gastronomic festivals. These events have a possibility to be held on the large territory of the sanatorium and of the camps. The festivals have an incredible ability to attract a large number of tourists.

The list of possible festivals:

#### 1. MAMAFEST ODESSA

The family festival-fair "Mamafest" is a place where children's fun and creativity, educational master classes and a fair of goods from talented mothers, a holiday for those with a sweet tooth and, of course, absolute fun for all guests, are intertwined. [35]

#### 2. COLOR FEST

Color Fest is an annual foam bathing festival. The main tradition is to sprinkle each other with colorful, bright and easily washable Holi paints. Color Fest rightfully takes one of the first places among all festivals. DJs are performing at the event. Festival participants are poured from fire extinguishers with paint. There is also a food cord with mussels, rapa beans, burgers, meat and fish dishes, grilled vegetables and cocktails. The organizers of the festival promise a large number of competitions, prizes and gifts. Mandatory dress code: white clothes or swimwear. [36]

#### 3. CORPORATION "A", theater and concert agency festival

Organization of performances, concerts and parties for adults and children. Corporation "A" combines business and the joy of creativity. That is why every performance or concert is a discovery for the audience. [37]

#### 4. QUEST "FORD BOYARD"

Fort Boyard is a quest based on the world TV show. 150 minutes of challenging adventure with realistic scenery, labyrinths and secret places. A fascinating story and a barrage of special effects. Intriguing music, smoke torch, legend about kilograms of gold. Players are surrounded by stunning realistic scenery and dimensional props. Here they will find 8 caches, mazes and other challenges. [38]

#### 5. ODESSA LIGHT FEST

An extraordinary in its beauty interactive light show and one of the most spectacular events. With the help of the latest 2D and 3D graphics, special illumination,

multimedia technology, architectural lighting and art installations, talented artists are changing the landscape beyond recognition. It is an amazing atmosphere of warmth and inspiration that immerses you in a magical tale created by new technologies. [39]

#### 6. ART FESTIVAL "MANDALA"

Art Festival "Mandala" is a unique event with a special atmosphere of creativity, joy and warmth. At the festival, you can try various types of painting, create small creative masterpieces with your own hands, take part in transformational psychological games, and much, much more, which allows you to reveal your creative abilities. [40]

#### 7. CREATIVE PROJECT ARTLIKEFEST

The creative project Artlikefest is a festival, contests, master classes, battles, concerts, music, vocals, choreography, art, creativity, award paraphernalia. [41]

#### 8. FESTIVAL OF ACTUAL ART "KOTOFEST"

KOTOFEST - a multi-format festival of contemporary art - is an open platform for contemporary art in the field of music, cinema, photography, art, design, installations, theater, fashion, hand-made, performances, digital and art media, educational programs for children and adults to combine and representation of the multilayer subcultures, the development of a progressive society. The name and symbol of the festival were not chosen by chance - a cat, a symbol of creative freedom, cosmopolitanism, transformation and delicate philosophy, a reflection of the name and activities of the art-creative promotional group Cats Flat, which initiated the event together with progressive creative people and organizations. [42]

#### 9. STEP FESTIVAL

Dancers from different countries will demonstrate their skills to the audience and share their dancing experience with Ukrainian performers. Performances take place by the sea, on an open-air stage. [43]

#### 10. AVATAR YOGA FESTIVAL

Avatar is a big summer yoga and music festival on the Black Sea. It takes place in early August near sunny Odessa. Growing out of a trip to the sea for a small group of Kiev and Odessa yogis, the festival has become one of the largest events in the yoga world. For six years, one stream has transformed into a program of more than 250 masters

from all over the world, 18 streams of simultaneous practices and many thematic locations. The program includes tea workshops, tents with masters of various massage techniques, food courts, Yoga Market, mehendi, sports corner and much more. [44]

Also was prepared the table of improving marketing communications with new business partners for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” (Appendix L.2).

*Table 3.1*

**Increasing of the marketing processes of the clinical sanatorium “Kuyalnik” (per month)**

Type	Changes	The cost of one, UAH	Format	Number of outputs	Total amount (now), UAH	Total amount (prognosed), UAH
<b>1. Booklets, leaflets</b>					<b>4 070,00</b>	<b>4 070,00</b>
1.1 Making a leaflets	-	1,40	A5	1 000	1 400,00	1 400,00
1.2 Making a booklets	-	2,67	A4	1 000	2 670,00	2 670,00
<b>2. Billboards</b>					<b>53 000,00</b>	<b>53 000,00</b>
2.1 Making a billboard	-	1 500,00	6 x 3	10	15 000,00	15 000,00
2.2 Allocation a billboard	-	3 800,00	6 x 3	10	38 000,00	38 000,00
<b>3. Advertising on the websites</b>					<b>7 500,00</b>	<b>15 000,00</b>
3.1 Advertising on the websites	Number of outputs (+500)	15,00	Banner advertising on the Internet	1 000	7 500,00	15 000,00
<b>4. Advertising on social networks</b>					<b>31 880,00</b>	<b>61 880,00</b>
4.1 Advertising on the Facebook	-	5 315,00	Banner advertising on the Internet	6	31 880,00	31 880,00
4.2 Advertising on the Instagram	New type	3 000,00	Banner advertising on the Internet	10	30 000,00	30 000
<b>TOTAL</b>					<b>96 450,00</b>	<b>133 950</b>

*Source: prepared by author*

The need of the increasing of the marketing processes of the clinical sanatorium “Kuyalnik” is explained by achieving a competitive advantage and taking a leading position, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost isn’t so big for this organization.

Table 3.2

**Increasing of the marketing processes of the resort association “Perlyna Chornomorya” (per month)**

Type	Changes	The cost of one, UAH	Format	Number of outputs	Total amount (now), UAH	Total amount (prognosed), UAH
<b>1. Booklets, leaflets</b>					<b>1 221,00</b>	<b>4 070,00</b>
1.1 Making a leaflets	Number of outputs (+700)	1,40	A5	1 000	420,00	1 400,00
1.2 Making a booklets	Number of outputs (+700)	2,67	A4	1 000	801,00	2 670,00
<b>2. Billboards</b>					<b>21 200,00</b>	<b>53 000,00</b>
2.1 Making a billboard	Number of outputs (+6)	1 500,00	6 x 3	10	6 000,00	15 000,00
2.2 Allocation a billboard	Number of outputs (+6)	3 800,00	6 x 3	10	15 200,00	38 000,00
<b>3. Advertising on the websites</b>					<b>1 500,00</b>	<b>7 500,00</b>
3.1 Advertising on the websites	Number of outputs (+400)	15,00	Banner advertising on the Internet	500	1 500,00	7 500,00
<b>4. Advertising on social networks</b>					<b>-</b>	<b>61 880,00</b>
4.1 Advertising on the Facebook	New type	5 315,00	Banner advertising on the Internet	6	-	31 880,00
4.2 Advertising on the Instagram	New type	3 000,00	Banner advertising on the Internet	10	-	30 000,00
<b>TOTAL</b>					<b>23 921,00</b>	<b>126 450,00</b>

*Source: prepared by author*

We can conclude that there is not enough information about the Sergeevka resort and about the “Svyazist” and “Rassvet” camps. The need of the increasing of the marketing processes of the resort association “Perlyna Chornomorya” is explained by achieving a competitive advantage, achieving the high level of recognizability, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost is colossal. However, it is justified spending because the effective marketing campaign will definitely bring the company to the new level of income.

### 3.2. Substantiation of the efficiency of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”

The efficiency and the need to diversify the product portfolio for each enterprise is determined by many factors, including the list of weaknesses and threats from the SWOT analysis and analysis of financial statements, where the decline in profits in the current year is clearly visible against the background of previous years.

Table 3.3

#### Analysis of problems and their solutions for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”

Organisation	Problem	Solution
1	2	3
“Kuyalnik”	Insufficiently strong advertising campaign compared to competitors (especially foreign ones)	Increasing of the marketing processes communication through main potential targets: PR, sales stimulation, advertising, personal sales and direct marketing;
	Low level of comfort in individual treatment rooms	Treatment renovation; increased support for personal treatment therapy; improvement in staff/client relationship;
	Low level of service from the service staff	Professional development and training for staff; high-level previous selection terms;
	Lack of a marketing service	Increasing of the marketing processes;
	Lack of a clear strategy of behavior in the resort services market	Assessment of service experience, emotions and behavioral intentions of clients; creation of a tool-box of understanding and development of guests' behaviour;
	Unsystematic updating of medical equipment	Regular safety testing of equipment; staff training on a subject of medical inventory management; improving equipment reliability; disposal of expired medical supplies; planning for stock replenishment;
	A need to renovate some of the existing facilities of the sanatorium and the construction of new facilities	Assessment of the present situation of existing facilities at a design level, Operation level, and Guest Satisfaction; specify the new concept of facilities and revenue opportunities; setting up a credible project execution plan according to budget, material deliveries and construction process;
	Instability of social economic and political situations	Creation of communication strategy for setting expectations for new target audiences, to establish generated investment field;
	Low incomes of the major part of the population	Focus on the value of the product/service in the sanatorium ; providing of the money-saving options ; design "shared purchasing" arrangements;
	Aggravation of competition through the use of new methods of service implementation	Create authentic relationships through guest feedback; leverage digital content to engage with guests; monitoring of the competitors' market;
	Changes in prices for raw materials, medical equipment and services, used by the sanatorium	Design a pricing strategies for resort fees; applying a forecast strategy relied upon accurate records; implement cross-selling and upselling processes;
	Changes in legislation (especially taxation) Insufficient level of service and the quality of services provided	Implementation of a process of building new construction, modernization of logistics, quality and competitiveness of resort from income tax; stimulation of growth of capital, creating favorable conditions for improving logistics of resorts, enhancement of domestic consumption and export of spa services aiming at sustainable development;

Continuation of the table 3.3

1	2	3
“Kuyalnik”		Offering high-quality trainings on a regular basis; providing personalized customer service;
	The need of improvement and expanding the range of services provided, entertainment	Offering a full range of services, adding new target market strategies, e.g.: aromatherapy in the room; cultural events etc.
	Attracting additional potential consumer groups	Increasing of the marketing processes, product portfolio diversification;
	The need of modernizing technical equipment	Upgrading in-room hospitality technology; maintenance strategies for utilities;
	Necessity of cooperation with various travel agencies and tour operators	Developing of a loyalty program system; bonus programs for sponsors and partners;
	Achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services)	Increasing of the marketing processes, product portfolio diversification.
“Perlyna Chornomoroya”	Location of camps near the coast of the estuary (children need to use the transfer by boats for swimming in the sea)	Creation of entertaining mini-program during transfer by boat (quizzes, mini-championship etc.)
	Poor transport accessibility (camps use a private transfer to get there from the Odessa railway station)	Creation of a strong positioning campaign, reducing the risks of possible disadvantages of the program
	Seasonality of camps	Developing of additional services, creating an alternative brand for winter-season activities, adding educational program accessibility;
	Weak advertising campaign	Increasing of the marketing processes;
	Insufficiently strong advertising campaign compared to competitors	Increasing of the marketing processes;
	The need to renovate some of the existing facilities	Setting up a credible project execution plan according to budget, material deliveries and construction process of facilities;
“Perlyna Chornomoroya”	Low incomes of the major part of the population	Focus on the value of the product/service in the camps; providing of the money-saving options; design "shared purchasing" arrangements;
	Aggravation of competition through the use of new methods of service implementation	Create authentic relationships through guest feedback; leverage digital content to engage with guests; monitoring of the competitors' market;
	Changes in prices for raw materials, medical equipment and services, used by the camps	Design a pricing strategies for resort fees; applying a forecast strategy relied upon accurate records; implement cross-selling and upselling processes;
	Changes in legislation (especially taxation)	Stimulation of growth of capital, creating favorable conditions for improving logistics of resorts, enhancement of domestic consumption and export of spa services aiming at sustainable development;
	High demand for the services of children's camps	Estimating profitability as a function of market share; competitive pacification and public relations; strong marketing campaign;
	The area of the territory creates a necessity in the future to build additional buildings and increase the number of places in the camps	Adding a possibility of reconstruction and re-developing of marketing strategy due to new possibilities of the territory;
	Insufficient level of service and the quality of services provided	Offering high-quality trainings on a regular basis; providing personalized customer service;

Continuation of the table 3.3

1	2	3
“Perlyna Chornomoroya”	The need of improvement and expanding the range of services provided	Expanding of the range of services for children activity, such as: yoga, karate, cheerleading, rope park, computer room etc.
	The need of modernizing technical equipment	Upgrading in-room hospitality technology; maintenance strategies for utilities;
	The need of establishing a communication with various travel agencies and tour operators	Developing of a loyalty program system; bonus programs for sponsors and partners;
	Achieving a competitive advantage and taking a leading position in the field of quality (service; provision of services)	Increasing of the marketing processes, product portfolio diversification.

Source: prepared by author

Analysing the financial statements is one of the main step of substantiation of the efficiency of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomoroya”.

Also was prepared the figure of the financial statements of the profit of the clinical sanatorium “Kuyalnik” (Appendix M.1) that is created on the data base from the financial statements that are at the free access (Appendix N.1).

Table 3.4

#### Financial statements of the profit of the clinical sanatorium “Kuyalnik”

Year	Number of transactions	Profit, UAH
2015	50	6 157 515,20
2016	363	34 677 500,39
2017	3 951	47 046 660,71
2018	4 874	56 130 590,27
2019	4 702	56 323 374, 99
2020	946	15 159 339,39
<b>TOTAL</b>	<b>14 886</b>	<b>215 490 000,00</b>

Source: prepared by author

Due to the financial statements of the profit of the clinical sanatorium “Kuyalnik” we can conclude that from 2015 to 2019 years the company made a significant leap forward in its development in terms of increasing finance statement. Unfortunately, this year was absolutely disastrous because of different factors: crisis situation in the country, unsystematic updating of medical equipment, insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and equipment and another factors that are described on the table 3.3.

Also was prepared the figure of the financial statements of the profit of the resort

association “Perlyna Chornomoroya” (Appendix M.2) that is created on the data base from the financial statements that are at the free access (Appendix N.2).

Table 3.5

**Financial statements of the profit of the resort association  
“Perlyna Chornomoroya”**

<b>Year</b>	<b>Number of transactions</b>	<b>Profit, UAH</b>
2016	69	18 177 538,26
2017	95	20 202 371,18
2018	66	28 783 879,65
2019	36	21 102 195,76
2020	5	10 166 625,00
<b>TOTAL</b>	<b>271</b>	<b>98 430 000,00</b>

*Source: prepared by author*

Due to the financial statements of the profit of the resort association “Perlyna Chornomoroya” we can conclude that from 2016 to 2018 years the company had a good progress forward in its development in terms of increasing finance statement. However, in 2019 year we see the tendency of recession of finance statement. It can be explained by next factors: weak advertising campaign, unsystematic updating of equipment, insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and another factors that are described on the table 3.5. Unfortunately, this year was absolutely disastrous for the resort association “Perlyna Chornomoroya” because of different factors: first of all it is about crisis situation in the country and the secondary factors are insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and equipment and another factors that are described on the table 3.3.

Table 3.6

**Comparative financial analysis of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomoroya”**

<b>Organization</b>	<b>Total amount of the profit</b>	<b>Profit from tenders</b>	<b>Profit from own sales*</b>
“Kuyalnik”	215 490 000,00	49 880 000,00	165 440 000,00
“Perlyna Chornomoroya”	98 430 000,00	89 070 000,00	9 360 000,00

*Legend:*

\* Profit from own sales was calculated by the difference between the total amount of profit and the amount of profit from tenders:

$$1) 215\,490\,000,00 - 49\,880\,000,00 = 165\,440\,000,00 \text{ (UAH)}$$



2)  $98\,430\,000,00 - 89\,070\,000,00 = 9\,360\,000,00$  (UAH)

*Source: prepared by author*

Due to the comparative financial analysis of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” we can conclude that:

- 1) “Kuyalnik” has a comparative advantage in the total amount of the profit.
- 2) “Kuyalnik” has significantly better result from own sales.
- 3) "Perlina Chernomorya" earns mostly from tenders and has a weak result from own sales.
- 4) "Perlina Chernomorya" participates and wins in more effective tenders than “Kuyalnik”.

Also it is so important to analyse the level of the spread of concluded tenders. It shows how many regions are followed. According to the comparative analysis of the distribution map of concluded tenders we conclude that the clinical sanatorium “Kuyalnik” has the largest zone of the spread (Appendix O.1) compared to the resort association “Perlyna Chornomorya” (Appendix O.2).

To sum up, each of these companies have their own advantages and disadvantages in the product realization. "Perlina Chernomorya" is a successful participant in tenders, but it is also necessary to develop a department of free sales of vouchers so that not only children can come to their health and relax on budget vouchers, but also on vouchers purchased on free sale (by phone, through the website, through online platform). The company wastes a significant amount of the profit because of the weak advertising campaign. “Kuyalnik” isn’t an effective participant in tenders, but the company has a good result from own sales. However, the big list of the current problems in each organization explain the extremely need of changes and the product portfolio diversification because the present state is in the low level. Obviously, that each of these companies has own unique facilities but it isn’t enough to take a leading comparative position on the market, because the changes are the key of the progress.

### **3.3. Forecasting of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya”**

Based on the analysis of financial statements and SWOT analysis, we understand

that 2020 was a crisis year for all enterprises in the tourism segment due to the unstable economic situation and the coronavirus pandemic. Based on this, it is logical that the return to the previous level of income will not occur as quickly as it would have been without aggravating external factors. However, it is obvious that the crisis and pandemic will end sooner or later, so every enterprise needs to do everything to stay competitive and stand out from other similar enterprises. A strategic plan is essential for profit growth, business revival and crisis recovery.

Table 3.7

### Strategic plan for the clinical sanatorium “Kuyalnik”

Action	In the first turn	In the second turn
Implementation of the Diversification and Differentiation focus Strategies	+	--
Focusing on the development of the sales segment for Kuyalnik's unique products	+	--
Modernization of the cooperation	+	--
Cooperating with different musical, theatrical, historical, dance, cinematic, gastronomic festivals (new cooperation)	+	--
Improving marketing communications with new business partners	+	--
Increasing of the marketing processes	+	--
Communication through main potential targets: PR, sales stimulation, advertising, personal sales and direct marketing	--	+
Treatment renovation	--	+
Improvement in staff/client relationship	--	+
Professional development and training for staff	+	--
Assessment of service experience, emotions and behavioral intentions of clients	--	+
Creation of a tool-box of understanding and development of guests' behaviour	--	+
Regular safety testing of equipment	+	--
Staff training on a subject of medical inventory management	+	--
Improving equipment reliability	--	+
Planning for stock replenishment, disposal of expired medical supplies	+	--
Setting up a credible project execution plan according to budget, material deliveries and construction process	+	--
Focus on the value of the product/service in the sanatorium, providing of the money-saving options	+	--
Design a pricing strategies for resort fees, applying a forecast strategy relied upon accurate records, implement cross-selling and upselling processes	+	--
Implementation of a process of building new construction	--	+
Modernization of logistics, quality and competitiveness of resort from income tax	+	--
Stimulation of growth of capital, creating favorable conditions for improving logistics of resorts, enhancement of domestic consumption and export of spa services aiming at sustainable development	+	--
Developing of a loyalty program system	+	--
Developing bonus programs for sponsors and partners	+	--
Creating a strong positioning campaign	--	+
Upgrading in-room hospitality technology	--	+
Increase the number of applications for participation in tenders	+	--
Attract investment companies	+	--
Upgrade the website, establish online booking of tours and related services	+	--
Make a cosmetic repairs in the buildings and rooms, renew the number of rooms (new textiles, decor, design)	--	+

Source: prepared by author

Table 3.8

**Strategic plan for the resort association “Perlyna Chornomorya”**

Action	In the first turn	In the second turn
Implementation of the Diversification and Differentiation focus Strategies	+	--
Creation of entertaining mini-program during transfer by boat (quizzes, mini-championship etc.) for solving the problem that can repel the potential clients	+	--
Modernization of the cooperation	+	--
Cooperating with different musical, theatrical, historical, dance, cinematic, gastronomic festivals (new cooperation)	+	--
Improving marketing communications with new business partners	+	--
Increasing of the marketing processes	+	--
Developing of additional services, creating an alternative brand for winter-season activities, adding educational program accessibility;	+	--
Communication through main potential targets: PR, sales stimulation, advertising, personal sales and direct marketing	--	+
Improvement in staff/client relationship	--	+
Assessment of service experience, emotions and behavioral intentions of clients	--	+
Creation of entertaining mini-program during transfer by boat (quizzes, mini-championship etc.)	+	--
Adding a possibility of reconstruction and redeveloping of marketing strategy due to new possibilities of the territory;	--	+
Improving equipment reliability		+
Setting up a credible project execution plan according to budget, material deliveries and construction process	+	--
Focus on the value of the product/service in the camps, providing of the money-saving options	+	--
Design a pricing strategies for resort fees, applying a forecast strategy relied upon accurate records, implement cross-selling and upselling processes	+	--
Implementation of a process of building new construction	--	+
Modernization of logistics, quality and competitiveness of resort from income tax	+	--
Stimulation of growth of capital, creating favorable conditions for improving logistics of resorts, enhancement of domestic consumption and export of spa services aiming at sustainable development	+	--
Developing of a loyalty program system	+	--
Developing bonus programs for sponsors and partners	+	--
Creating a strong positioning campaign		+
Attract investment companies	+	--
Upgrade the website, establish online booking of tours and related services	+	--
Make a cosmetic repairs in the buildings and rooms, renew the number of rooms (new textiles, decor, design)	--	+
Expanding of the range of services for children activity, such as: yoga, karate, cheerleading, rope park, computer room etc.	+	--

*Source: prepared by author*

The distribution of primary and secondary tasks is based on the conclusion based on the SWOT analysis and analysis of financial activities. The main idea is that, first of all, the main focus is on changing strategies, rethinking business policy, collecting analytical data, attracting customers, expanding business communications/partners,

increasing sales, since the last year has been unprofitable for both enterprises. The lowest possible costs and the highest possible level of sales are the solution to a crisis situation.

Forecasting of business communications is positive with such organizations: Subsidiary Enterprise "Premier Expo" [45], Private Enterprise "Patron Creative Group Ukraine" [46]. Why these cooperation: 1. Premier Expo is the only international exhibition operator in Ukraine. Premier Expo annually holds 14 international exhibitions in Ukraine, in which companies from 60 countries take part [47], the next 26th Ukraine International Travel and Tourism Exhibition will be at 24 - 26 March 2021 in Ukraine, Kyiv, IEC, pavilion 1 [48]; 2. Advertising of the creative agency "Patron creative group": comprehensive advertising campaigns; graphic design printing products; large format printing; business souvenirs; rental of the advertising planes; naming creation of the Internet sites; development of the brand strategy; production of the outdoor advertising; signs; media planning branding; carrying out BTL-actions [49]. BTL activities include direct mail campaigns, trade shows, catalogs, brand promotion activities, telemarketing, free sampling, exhibitions and targeted search engine marketing. [50]

In the future, when companies will be able to restore their financial results to the previous level, and then raise it, then it will be advisable to invest more significant sums in the modernization of their enterprise (including repair work, new equipment, etc.).

Since both companies have their own unique characteristics, they have opportunities to recover and become leaders. However, it is obvious that this will not be as fast as we would like.

### **Conclusions to the section 3**

For any company strategy is growth, movement and the path to the main goal. The choice of strategy determines the tasks and actions that will be taken to achieve the main goals. The future of the company directly depends on the choice and implementation of the strategy.

Strategic alternatives for the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" could be the next:

1. Growth Strategy: *Diversification Strategy*.

## 2. Competitive Strategy: Differentiation focus strategy.

Program activities of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” can be considered in different types.

Innovation in collaboration for the resort association “Perlyna Chornomor’ya”. We propose to consider the option of interaction between organizations on barter terms: the sanatorium "Sergei Lazo" provides children from "Perlyna Chernomor’ya" (from the camp "Rassvet" and "Svyazist") free treatment and use of an indoor pool, and "Perlyna Chernomor’ya", in turn, provides free use of sports grounds (football field, volleyball and basketball courts).

It is necessary to focus on the development of the sales segment for Kuyalnik's unique products: mineral water and medicinal extracts (mud applications, cosmetic creams, ointments for SPA procedures, pharmaceutical solutions, sprays, etc.).

Modernization of the cooperation for the clinical sanatorium “Kuyalnik” could be considered by next steps:

1. To increase the production of bottled mineral water "Kuyalnik", as well as medicinal products (ointments, solutions, mud applications, spray).
2. To organize the sale of unique products (therapeutic mud, solutions, ointments, mineral water) both for export and for the domestic market. Due to the fact that there are no products of the Kuyalnik mineral water on the shelves of supermarkets, we recommend concluding contracts with large wholesale bases that will facilitate the distribution of goods to hypermarkets, supermarkets and small outlets.
3. It is necessary to sell products through such stores: Rozetka online store, Tavria B, Grocery store, Fozzy market, Epicenter, METRO Cash & Carry etc.
4. It is also necessary to sell products (mineral water and extracts) through pharmacies. For example: Yua Pills, Liki 24, Low Price Pharmacy etc.

One of the main program activities for product portfolio diversification can be a cooperating with different musical, theatrical, historical, dance, cinematic, gastronomic festivals. This events have a possibility to be held on the large territory of the sanatorium and of the camps. The festivals have an incredible ability to attract a large number of

tourists. It is suitable both for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”.

The need of the increasing of the marketing processes of the clinical sanatorium “Kuyalnik” is explained by achieving a competitive advantage and taking a leading position, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost isn’t so big for this organization.

We can conclude that there is not enough information about the Segeevka resort and about the “Svyazist” and “Rassvet” camps. The need of the increasing of the marketing processes of the resort association “Perlyna Chornomor’ya” is explained by achieving a competitive advantage, achieving the high level of recognizability, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost is colossal. However, it is justified spending because the effective marketing campaign will definitely bring the company to the new level of income.

The efficiency and the need to diversify the product portfolio for each enterprise is determined by many factors, including the list of weaknesses and threats from the SWOT analysis and analysis of financial statements, where the decline in profits in the current year is clearly visible against the background of previous years.

Analysing the financial statements is one of the main step of substantiation of the efficiency of product portfolio diversification for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”.

Due to the financial statements of the profit of the clinical sanatorium “Kuyalnik” we can conclude that from 2015 to 2019 years the company made a significant leap forward in its development in terms of increasing finance statement. Unfortunately, this year was absolutely disastrous because of different factors: crisis situation in the country, unsystematic updating of medical equipment, insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and equipment and another factors that are described on the table 3.3.

Due to the financial statements of the profit of the resort association “Perlyna Chornomor’ya” we can conclude that from 2016 to 2018 years the company had a good

progress forward in its development in terms of increasing finance statement. However, in 2019 year we see the tendency of recession of finance statement. It can be explained by next factors: weak advertising campaign, unsystematic updating of equipment, insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and another factors that are described on the table 3.3. Unfortunately, this year was absolutely disastrous for the resort association “Perlyna Chornomorya” because of different factors: first of all it is about crisis situation in the country and the secondary factors are insufficiently strong advertising campaign compared to competitors, unsystematic renovating of the existing facilities and equipment and another factors that are described on the table 3.3.

Due to the comparative financial analysis of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” we can conclude that:

- “Kuyalnik” has a comparative advantage in the total amount of the profit.
- “Kuyalnik” has significantly better result from own sales.
- "Perlyna Chernomorya" earns mostly from tenders and has a weak result from own sales.
- "Perlyna Chernomorya" participates and wins in more effective tenders than “Kuyalnik”.

Also it is so important to analyse the level of the spread of concluded tenders. It shows how many regions are followed. According to the comparative analysis of the distribution map of concluded tenders we conclude that the clinical sanatorium “Kuyalnik” has the largest zone of the spread (Appendix O.1) compared to the resort association “Perlyna Chornomorya” (Appendix O.2).

To sum up, each of these companies have their own advantages and disadvantages in the product realization. "Perlyna Chernomorya" is a successful participant in tenders, but it is also necessary to develop a department of free sales of vouchers so that not only children can come to their health and relax on budget vouchers, but also on vouchers purchased on free sale (by phone, through the website, through online platform). The company wastes a significant amount of the profit because of the weak advertising campaign. “Kuyalnik” isn’t an effective participant in tenders, but the company has a

good result from own sales. However, the big list of the current problems in each organization explain the extremely need of changes and the product portfolio diversification because the present state is in the low level. Obviously, that each of these companies has own unique facilities but it isn't enough to take a leading comparative position on the market, because the changes are the key of the progress.

Based on the analysis of financial statements and SWOT analysis, we understand that 2020 was a crisis year for all enterprises in the tourism segment due to the unstable economic situation and the coronavirus pandemic. Based on this, it is logical that the return to the previous level of income will not occur as quickly as it would have been without aggravating external factors. However, it is obvious that the crisis and pandemic will end sooner or later, so every enterprise needs to do everything to stay competitive and stand out from other similar enterprises. A strategic plan is essential for profit growth, business revival and crisis recovery.

The distribution of primary and secondary tasks is based on the conclusion based on the SWOT analysis and analysis of financial activities. The main idea is that, first of all, the main focus is on changing strategies, rethinking business policy, collecting analytical data, attracting customers, expanding business communications/partners, increasing sales, since the last year has been unprofitable for both enterprises. The lowest possible costs and the highest possible level of sales are the solution to a crisis situation.

In the future, when companies will be able to restore their financial results to the previous level, and then raise it, then it will be advisable to invest more significant sums in the modernization of their enterprise (including repair work, new equipment, etc.).

Since both companies have their own unique characteristics, they have opportunities to recover and become leaders. However, it is obvious that this will not be as fast as we would like.



## CONCLUSIONS

As a result of written qualifying work, the essence of product portfolio diversification was defined. Diversifying tourism products can help tourism destinations develop partnerships between tourism products that can help increase the flexibility and competitiveness of destinations. For this, it is necessary to combine new and existing recreational facilities and tourist attractions; capitalize on local history and cultural heritage and develop them as unique tourism experiences tailored to the needs of the local community.

Diversification of tourism products is also a useful strategy to overcome seasonal effects by replacing domestic tourists with international tourists or by replacing low-season, low-value markets with markets with higher potential and higher markets. It is one of the most important and complex strategies that affects the development of the economic activity of the destination. Consequently, maintaining consumer interest is the key to the tourist flow that sustains the destination's lifecycle.

The main focus of this work is based on the comparative analysis of two companies: the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomorya" which consists of two children's health camps "Svyazist" and "Rassvet".

The need of the analysis of product portfolio diversification and marketing processes is explained by the level of awareness and interest of the target audience. The target audience for this project are *children*.

The camp "Rassvet" and "Svyazist" have the same entertainment program but the main difference is about accommodation conditions. Unfortunately, the clinical sanatorium "Kuyalnik" doesn't have any entertainment program. The resort association "Perlyna Chornomorya" has a lower prices for accommodation, nutrition and treatment, than the clinical sanatorium "Kuyalnik". This is due to the fact that the sanatorium has better conditions in the rooms and a wider medical base.

Due to the comparative analysis of marketing processes we can make a conclusion about the significant superiority of marketing processes of the clinical sanatorium "Kuyalnik" over the resort association "Perlyna Chornomorya". The sanatorium spends

96 450 UAH (per month) and the resort association spends 23 921 UAH (per month), the difference is above 4 times.

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 “Kuyalnik” and the resort association “Perlyna Chornomorya” 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 a participation in the public procurement (tenders). Participation in tenders allows your company to: conclude deals with large state and private companies; enter new sales markets; expand the base of proposals within the areas of interest to you; increase the competitiveness and reputation of the company by building a history of successful execution of large orders. Due to the comparative analysis of the participation in the public procurement (tenders) we can conclude that the resort association “Perlyna Chornomorya” participates and wins in more profitable tenders than the clinical sanatorium “Kuyalnik”.

To sum up, the resort association “Perlyna Chornomorya” have more attractiveness for children because of extensive list of events, excursions, entertainment program and own transfer. On the other hand, the clinical sanatorium “Kuyalnik” has its own benefits because of serious focus on the treatment and therapy program. The effectiveness of work of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” is largely determined by the nature and degree of influence of various environmental factors and depends on the ability of the company's management to respond to the negative impact of these factors at the expense of the strengths and transform the weaknesses of the enterprise into advantages, using the favorable opportunities of the external environment. Eventually, we can see the high demand of product portfolio diversification for each of this organization.

For any company strategy is growth, movement and the path to the main goal. The

choice of strategy determines the tasks and actions that will be taken to achieve the main goals. The future of the company directly depends on the choice and implementation of the strategy.

Strategic alternatives for the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomorya” could be the next: 1. Growth Strategy: Diversification Strategy; 2. Competitive Strategy: Differentiation focus strategy.

Innovation in collaboration for the resort association “Perlyna Chornomorya”. We propose to consider the option of interaction between organizations on barter terms: the sanatorium “Sergei Lazo” provides children from “Perlina Chernomorya” (from the camp “Rassvet” and “Svyazist”) free treatment and use of an indoor pool, and “PerlinaChernomorya”, in turn, provides free use of sports grounds (football field, volleyball and basketball courts).

It is necessary to focus on the development of the sales segment for Kuyalnik’s unique products: mineral water and medicinal extracts (mud applications, cosmetic creams, ointments for SPA procedures, pharmaceutical solutions, sprays, etc.).

One of the main program activities for product portfolio diversification can be a cooperating with different musical, theatrical, historical, dance, cinematic, gastronomic festivals. This events have a possibility to be held on the large territory of the sanatorium and of the camps. The festivals have an incredible ability to attract a large number of tourists. It is suitable for both organizations.

The need of the increasing of the marketing processes of the clinical sanatorium “Kuyalnik” is explained by achieving a competitive advantage and taking a leading position, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost isn’t so big for this organization.

We can conclude that there is not enough information about the Segeevka resort and about the “Svyazist” and “Rassvet” camps. The need of the increasing of the marketing processes of the resort association “Perlyna Chornomorya” is explained by achieving a competitive advantage, achieving the high level of recognizability, for business revival and crisis recovery. The difference between the total amount of the existing and prognosed cost is colossal. However, it is justified spending because the

effective marketing campaign will definitely bring the company to the new level of income.

The efficiency and the need to diversify the product portfolio for each enterprise is determined by many factors, including the list of weaknesses and threats from the SWOT analysis and analysis of financial statements, where the decline in profits in the current year is clearly visible against the background of previous years.

Due to the comparative financial analysis of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” we can conclude that: 1) “Kuyalnik” has a comparative advantage in the total amount of the profit; 2) “Kuyalnik” has significantly better result from own sales; 3) “Perlyna Chornomor’ya” earns mostly from tenders and has a weak result from own sales; 4) “Perlyna Chornomor’ya” participates and wins in more effective tenders than “Kuyalnik”.

To sum up, each of these companies have their own advantages and disadvantages in the product realization. “Perlyna Chornomor’ya” is a successful participant in tenders, but it is also necessary to develop a department of free sales of vouchers so that not only children can come to their health and relax on budget vouchers, but also on vouchers purchased on free sale (by phone, through the website, through online platform). The company wastes a significant amount of the profit because of the weak advertising campaign. “Kuyalnik” isn’t an effective participant in tenders, but the company has a good result from own sales. However, the big list of the current problems in each organization explain the extremely need of changes and the product portfolio diversification because the present state is in the low level. Obviously, that each of these companies has own unique facilities but it isn’t enough to take a leading comparative position on the market, because the changes are the key of the progress.

Based on the analysis of financial statements and SWOT analysis, we understand that 2020 was a crisis year for all enterprises in the tourism segment due to the unstable economic situation and the coronavirus pandemic. Based on this, it is logical that the return to the previous level of income will not occur as quickly as it would have been without aggravating external factors. However, it is obvious that the crisis and pandemic will end sooner or later, so every enterprise needs to do everything to stay competitive

and stand out from other similar enterprises. A strategic plan is essential for profit growth, business revival and crisis recovery.

The main idea is that, first of all, the main focus is on changing strategies, rethinking business policy, collecting analytical data, attracting customers, expanding business communications/partners, increasing sales, since the last year has been unprofitable for both enterprises. The lowest possible costs and the highest possible level of sales are the solution to a crisis situation.

In the future, when companies will be able to restore their financial results to the previous level, and then raise it, then it will be advisable to invest more significant sums in the modernization of their enterprise (including repair work, new equipment, etc.).

Since both companies have their own unique characteristics, they have opportunities to recover and become leaders. However, it is obvious that this will not be as fast as we would like.

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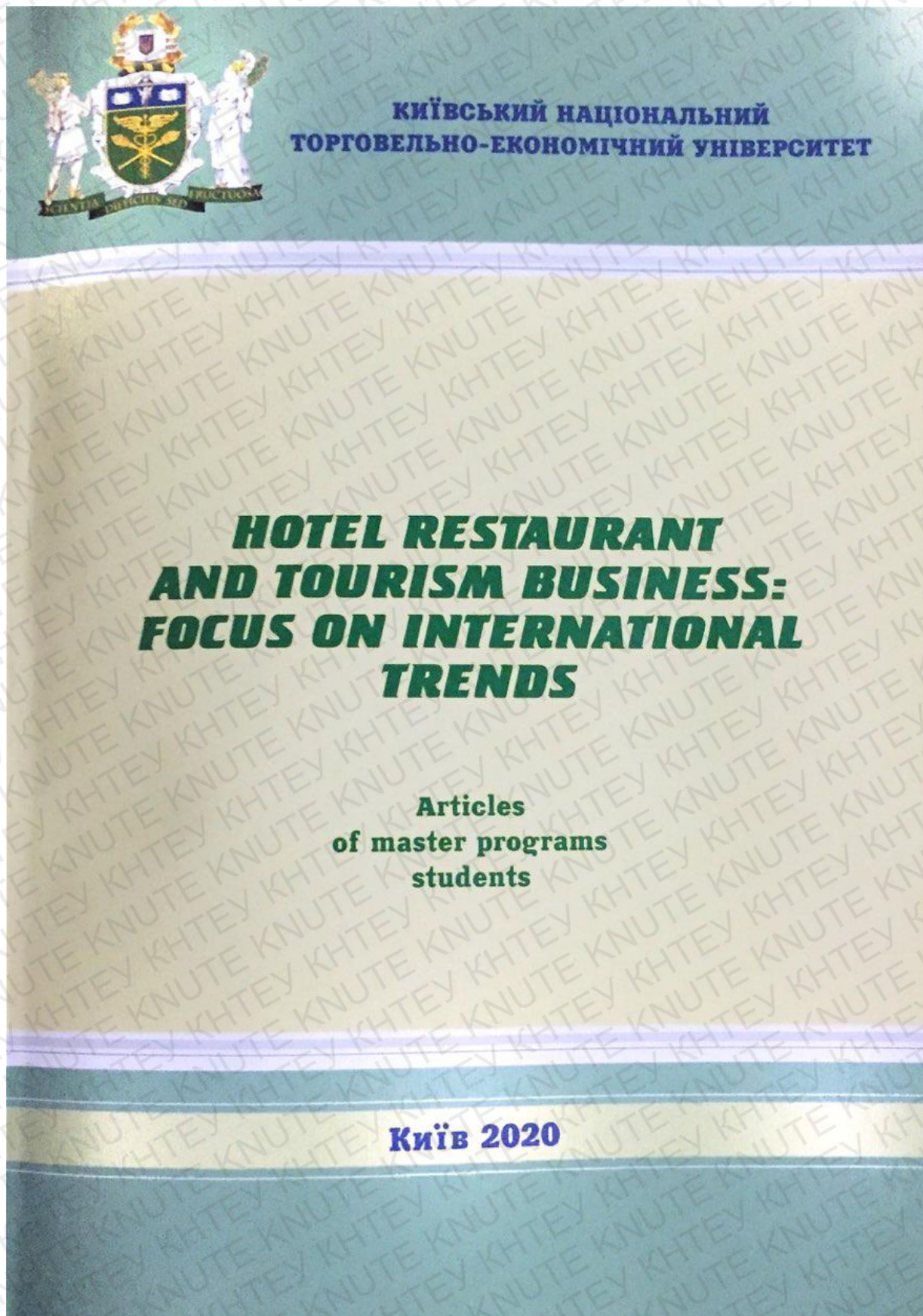


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## APPENDIXES

Appendix A

Scientific article “Product portfolio diversification for resort”



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## PRODUCT PORTFOLIO DIVERSIFICATION FOR RESORT

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specialty «Management», specialization «Tourism, Resort and Recreational Management»

*The article reveals the concept of product portfolio diversification and studies its main principles and functions. There was concluded the analysis of the theoretical aspects of development in product portfolio diversification for recreational tourism, and there was given a description of its purposes, tasks, and its impact at the development of tourism destination.*

**Keywords:** product portfolio diversification, recreational tourism, tourism destination.

*У статті розкрито сутність поняття «диверсифікація туристичного продукту» та досліджено її основні принципи і функції. Проведено аналіз теоретичних аспектів розвитку диверсифікації туристичного продукту в рамках рекреаційного туризму, охарактеризовано його цілі, завдання та наслідки впливу на розвиток туристичної дестинації.*

**Ключові слова:** диверсифікація туристичного продукту, рекреаційний туризм, туристична дестинація.

**Introduction.** Tourism is among those economic activities that apart from realizing direct economic profits, it directly or indirectly impacts on the development of many other industries. Tourism through the tourist movements has a major impact on the geographical space, this effect is manifested on all the elements that make up the space, and these effects can be economic, social, public and environmental. Recreational tourism resources are the main initiators for tourist travel and a very important tourist motive which animates the tourist movement. If the recreational-tourist resources are characterized by greater attractiveness better ambient and greater curiosity value, etc. this will initiate more massive tourist movement and greater tourist consumption. Therefore defining, explaining, analyzing, sharing and diversification recreational - tourism resources will be the key factors and subjects of analysis.

Tourism product diversification can help destinations to develop synergies and partnership linkages between tourism products that can help in improving destination flexibility and competitiveness. Diversification of tourism products is also a useful strategy to overcome seasonality effects, either through substituting domestic with international tourists or by substituting low season, low value markets by higher potential and higher value markets.

**Actuality.** The relevance of the research of tourism product diversification is undeniable. First of all, this is due to the need to constantly maintain the interest of the consumer, and this is a priority for the sustainable development of the tourist destination and to maintain its existence in the market.

**Analysis of resent research.** The research of tourism product diversification were done by: Abdelati M.Benur, Bill Bramwell, Joseph Musyoki, N. Zigern-Korn, O. Kol and others [1-3].

**The main material.** In the modern world recreational tourism become a mass phenomenon. Its driving force - to relieve civilizational stress – is active recreation, the creation of well-being, the restoration of one's working capacity, the preservation and improvement of one's health. It included a variety of tourism activities from getting acquainted with faraway and exotic places or enjoying seaside holidays and participating in cultural programs and difeerent forms of entertainment. Recreational tourism shares many characteristics with wellness and medical tourism as well as with health tourism. Spending quality time during travel is important for sport tourists today. The main aims of recreational tourism include active participation in some kind of recreational activity , or. participating in a sport or cultural event as spectator.

The importance and the role of recreation as an integral part of tourism are especially emphasized by S. Williams, who says: «in the approach of studying tourism, we must realize that intimate ...» (Williams 2009).

According to the genesis recreational-tourism resources are divided into: 1) natural recreational and tourist resources are created by nature and they as such exist in geographical spaces independent of tourist demand and need. They are confirmed as recreational and tourist resources by the use of the tourists to satisfy their recreational needs. Anthropogenic recreational and tourist resources are created by man. The main objective for their use is tourist recreation and they are usually specially created for recreation. These resources can be built strictly for leisure tourists (example: within a hotel complex, resorts, nearby resorts, etc.), but they also can be built as recreational facilities or areas in a populated area and they can be used by the tourists which are locals and tourists during their stay) [4].

#### Reasons for diversification

**TALC Model** One of the most widely discussed models in tourism is the Tourism Area Life Cycle (TALC), also known as the destination life cycle. Based on the product lifecycle model, the destination lifecycle is the evolution of a synthesis of ideas by several authors (Gillbert, 1939; Christaller, 1963; Plog, 1973; Miossec, 1976) on tourist types and destination evolution. The model was presented in academia by Butler in 1980 when he published an article introducing the model of a product lifecycle for tourism resorts.

**Stages of TALC Model** According to Butler (1980) the destination lifecycle is a universal evolutionary model, which charts the hypothetical development of destinations over time in terms of a series of stages defined by tourist numbers and infrastructure. Butler added a sales curve in the product lifecycle model and proposed that tourist numbers rose and fell in a similar way to sales, therefore argued that a destination was similar to a product (Johnston, 2001). The model attempts to describe the development of tourist destinations through a six-stage evolutionary pattern, starting from the exploration stage, where visitors arrive at the destination in small numbers.

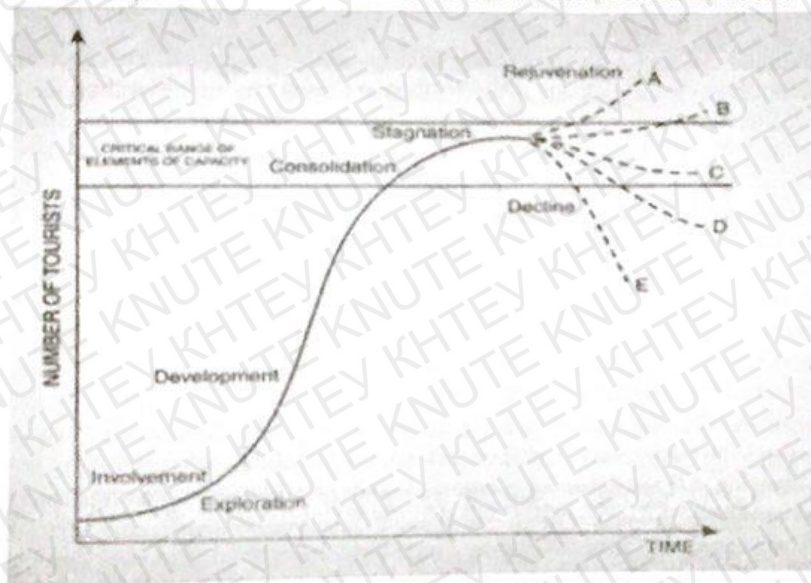


Fig. 1. The Tourism Area Lifecycle.  
Source: Butler [5]

As awareness grows locals begin to get involved by providing more facilities until a tourism market is fully developed and consolidated. However, at some point the destination is bound to go into a maturity stage where tourist arrivals begin to fall. At this point tourism authorities are faced with two alternatives: decline or rejuvenation of the destination.

Realistically, an outcome anywhere between these two extremes (decline or rejuvenation) is possible as new efforts may not be totally successful or the decline may not be totally irrevocable

(Tooman, 1997). As can be seen from the diagram a period of stabilisation occurs after the new development attempts, and which can lead to different possibilities. Curve A suggests that successful redevelopment resulted in growth and expansion of the market. Curve B represents a continued growth at a lower rate following minor modifications and adjustments. Curve C indicates a readjustment in capacity to achieve more stable visitation levels whereas curve D represents a decline as resources continue to be overused. Finally, curve E represents an immediate decline in visitors' numbers due to catastrophic events. Eventually, internal and external factors will have the greatest impact on destination development [5].

Tourism product diversification can help to achieve the rejuvenation of the tourist destination and restore tourist flows.

Diversification is a corporate strategy to enter into a new products or product lines, new services or new markets, involving substantially different skills, technology and knowledge.

Diversification is one of the four main growth strategies defined by Igor Ansoff in the Ansoff Matrix:

Table 1

Ansoff Matrix

		Products	
		Present	New
Markets	Present	Market penetration	Product development
	New	Market development	Diversification

Source: Ansoff [7]

Ansoff pointed out that a diversification strategy stands apart from the other three strategies. Whereas, the first three strategies are usually pursued with the same technical, financial, and merchandising resources used for the original product line, the diversification usually requires a company to acquire new skills and knowledge in product development as well as new insights into market behavior simultaneously. This not only requires the acquisition of new skills and knowledge, but also requires the company to acquire new resources including new technologies and new facilities, which exposes the organisation to higher levels of risk.

The notion of diversification depends on the subjective interpretation of «new» market and «new» product, which should reflect the perceptions of customers rather than managers. Indeed, products tend to create or stimulate new markets; new markets promote product innovation.

The strategies of diversification can include internal development of new products or markets, acquisition of a firm, alliance with a complementary company, licensing of new technologies, and distributing or importing a products line manufactured by another firm. Generally, the final strategy involves a combination of these options. This combination is determined in function of available opportunities and consistency with the objectives and the resources of the company.

There are three types of diversification: concentric, horizontal, and conglomerate.

Concentric diversification involves adding similar products or services to the existing business.

Horizontal diversification: the company adds new products or services that are often technologically or commercially unrelated to current products but that may appeal to current customers. This strategy tends to increase the firm's dependence on certain market segments.

When is horizontal diversification desirable?

Horizontal diversification is desirable if the present customers are loyal to the current products and if the new products have a good quality and are well promoted and priced. Moreover, the new products are marketed to the same economic environment as the existing products, which may lead to rigidity or instability [7].

Conglomerate diversification involves adding new products or services that are significantly unrelated and with no technological or commercial similarities. For example, if a computer company decides to produce notebooks, the company is pursuing a conglomerate diversification strategy.

Of the three types of diversification techniques, conglomerate diversification is the riskiest strategy. Conglomerate diversification requires the company to enter a new market and sell products or services to a new consumer base. A company incurs higher research and development costs and advertising costs. Additionally, the probability of failure is much greater in a conglomerate diversification strategy [8].

Diversification strategy allows further growth when economic conditions are prosperous and improves the economic situation when difficulties are present. In general, diversification has been used extensively for a variety of reasons: to increase profits, reduce costs, decrease risks, growth and development of new competences and markets, exploitation of unused resources, competitive advantage achievement and increased strategic flexibility (Bacher, 2005). Diversification has been used by destinations to maximise profits by developing new products to complement their traditional mass product. Similarly, diversification reduces costs due to the productivity achieved through the synergy of activities whereas the seasonal risks associated with operating in one product area can be reduced as product diversification extends the tourism season (de Villiers, 2000). In addition, the variety of different products offered to tourists allows destinations to gain an advantage over competitors.

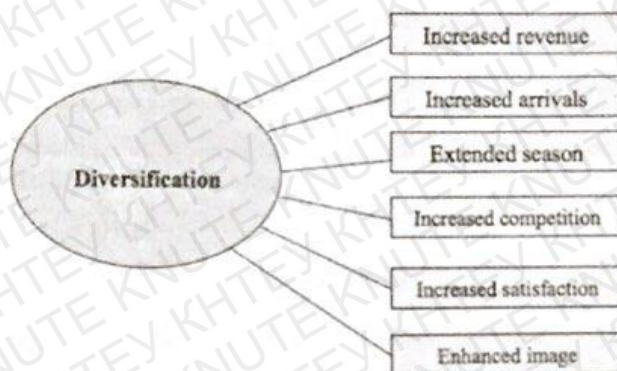


Fig. 2. Diversification success parameters

Source: Farmaki [5]

Diversification seems an appropriate strategy to increase tourist arrivals through the offering of multiple activities and enhances destination image by promoting new or distinctive competences. Also, the over-dependence of many mature destinations on international tour operators can be reduced as a variety of products is offered to different segments (Cortes et al, 2007). One of the greatest benefits of diversification is the exploitation of surplus resources such as technological innovations, brand name and management skills in imperfect markets where transaction costs are high. By transferring these assets in other markets the destination is able to make excess use of assets and competences (Montgomery and Wernerfelt, 1988). Hence, diversification allows the spreading of the tourism activity, which results in socio-economic benefits for several layers of the local society. In particular, the utilisation of unexploited resources can create employment [5].

Tourism product diversification has the potential to embed the notion of market diversification. But it can be a risky strategy as developing new tourism products requires expanding a destination's infrastructural (physical, human and informational) capacity in order to satisfy the wider range of tourists and stakeholders. That is not easy to achieve, and also there are dangers in moving into markets in which there is little or no previous experience. Thus, there is a need for product research and development, and also for innovation, as well as detailed insights into customer and host community needs. This implies there is a need to understand complex processes in order to achieve successful diversification.

#### Potential advantages:

1- Diversification into new tourism products, such as business tourism, ecotourism, sport tourism etc., can provide the sector with a wider platform that can consolidate other tourism or hospitality activities, thereby resulting in mutual interdependency (Kontogeorgopoulos, 2009; Rotich et al., 2012; Weaver, 2001b).

2- Diversification can allow for the use of existing expertise, knowledge and resources that are in place when expanding into new activities. This may result not only in the transferral of skills and the sharing of costs, but also in knowledge development through learning from new experiences (Holland, 2003, Nordin, 2003).

3- Diversification can allow managers to identify declining supply chain activities, which in turn can be eliminated, consolidated or even transformed to more productive ones (Weaver and Lawton, 2006).

4- Diversification potentially could encourage internal competition between various tourism suppliers, and that competition might improve quality and performance (Ashworth, 2004; Moraru, 2011).

#### Potential disadvantages:

1- Diversification can often increase the management complexity required to coordinate and control the various activities, resulting in additional costs and inflexibilities (Ansoff, 1957).

2- Diversification can intensify internal conflicts about resources between various tourism actors and that can hinder the collaboration required to compete globally (Nelson, 2003).

3- Diversification can fail if there is a mismatch between the supply capacity and the needs of the market. Thus, diversification should be guided by both market needs and supply side competencies (Weaver and Lawton, 2006).

4- Research on, and planning for, diversification is a complex process and it requires multi- and interdisciplinary knowledge and information. Despite that, it is quite difficult to eliminate its uncertainty [6].

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Work is executed under scientific guidance of the Doctor of Geographical Sciences, Academician, Professor, HLADKYI O.V.



### Tabular summary of the typology of recreational tourism resources

Recreational and tourist resources		
Division of recreational and touristic resources by:	Type of recreational and tourist resource	Types of recreation (activities)
Natural	Mountains	Hiking
	Rivers	Walking
Natural	Lakes	Alpinism
	Flora and Fauna	Skiing
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Driving in a sledge
		Mountain biking
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Paragliding
		Swimming
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Water sports
		Fishing
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Hunting etc.
		Football
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Basketball
		Volleyball
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Badminton
		Tennis
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Jogging
		Cycling
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Roller balding
		Swimming
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Golf
		Horseback riding
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Paintball shooting
		Bungee jumping
Genesis	Anthropogenic Specially designed for tourism Intended generally for sports and recreation	Fitness etc.
		Sport fields
Attractive landmarks	Recreational landmark	Swimming pools
	Cultural landmark	Fitness centers etc.
Attractive landmarks	Recreational landmark	National parks
	Cultural landmark	Thematic parks etc.
Attractive landmarks	Recreational landmark	Mountains
	Cultural landmark	Recreational areas and facilities, etc.
Attractive properties	Individual	Golf courses
	Individual	Aqua parks
Attractive properties	Individual	Go-cart tracks
	Complementary	Public sport facilities
Attractive properties	Complementary	Public swimming pool, etc.
	Complementary	Public swimming pool, etc.
Geographical space	Urban	
	Rural	

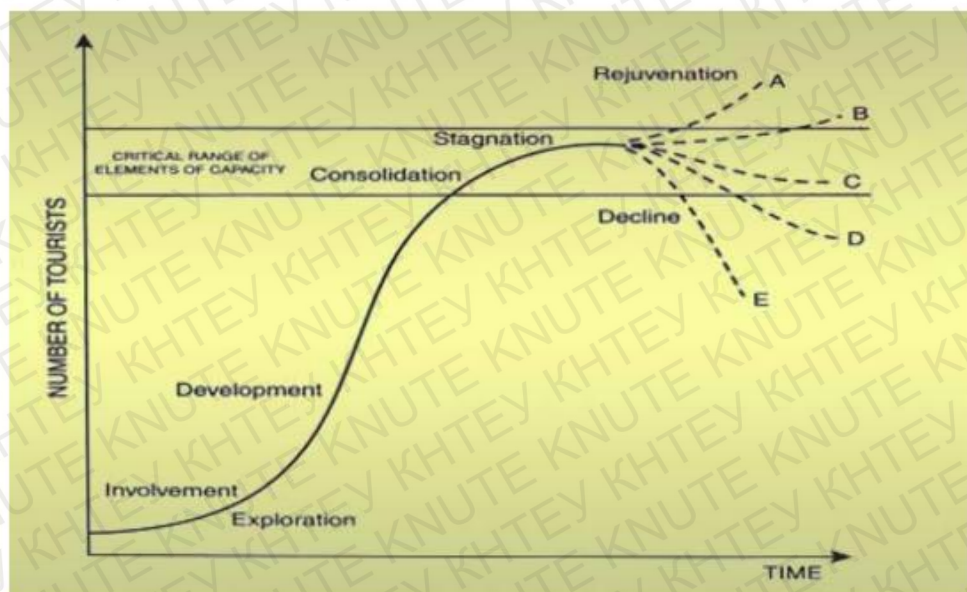
### Attractions for Lantau

Attractions	Details of the Attraction
Zen School / meditation and accommodation	A number of monasteries has already offered regular meditation sessions at present. Further meditation programme and Zen classes could be explored for visitors pursuing wellness holidays.
Beach or mountain retreat/yoga session	Beach retreat/yoga sessions could be proposed to attract wellness tourism to enjoy the beach beauty. This activity could be within a private small group training session held in early mornings and evenings in order to take advantage of the mild temperatures and peaceful atmosphere.
Eco-retreat	The tranquil setting of eco-retreats can provide a unique overnight stay for visitors that is not commonly found in the territory. Eco-retreats can promote a sustainable and off the grid holiday experience for a true escape from urban life. Eco-retreats could be potentially developed around the existing village areas in Tai/Siu Ho Wan due to the exquisite and tranquil natural environment. However, the ecologically sensitive areas of Tai Ho Wan should be avoided.
Organic resort & spa	Organic resort and spas could be considered to offer tourists a chance to escape from the busy life, recharge in nature and enjoy the serenity surrounded by beach or mountain. Organic farms on Lantau could possibly serve as the facility and could offer distinctive venues for weddings, special events or agricultural experiences.
Adding basic accommodation in rural areas	Selected areas could be upgraded with cabins or even hostel structures that could serve as the base for activities. The campsite at Lo Kei Wan, for example, is relatively easy to access, being a short walk from the South Lantau Road. In addition to the largely beachfront type campsite, creating new campsites for pitching of tents and non-permanent facilities at elevation could enhance the recreation appeal of Lantau.
Eco-education and resources centre	The centre could be located beside streams/estuaries and wetland with an aim to offering nature-based activities and walks as well as sharing the knowledge of local species, and habitat. The potential locations should have unique ecosystem such as area near Tai Ho Stream, Pui O and Tai O. However, the ecologically sensitive areas of Tai Ho Wan should be avoided.
Eco-tour centre	Botanic gardens could be the base (and provide training) for eco-tours and educational services that feature the flora and fauna of Lantau.
Zoo or aviary	A small zoo featuring local animals and birds could be considered. For aviary, there are numerous roadaccessible ravines in Lantau that could be developed into a highly naturalistic aviary. The valleys south of Tung Chung or around Tai Ho Wan could be particularly suitable.
Eco-tourism hiking trails	Guided eco-walks could range from identifying edible and medicinal plants to seasonal animal spotting walks. Ecological or history focused tours could be planned for the Tung Chung area with the wealth of natural assets in Tung Chung Valley.
Paragliding tour	South Lantau is one of the few areas known for paragliding in Hong Kong, and offers the thrilling potential for paragliding tours. It is a unique opportunity to see extraordinary views of the sea and mountains.
Fishing history trail	The existing trails between Tai O and Yi O connects scenic spots in the vicinity. A guided tour and storytelling could be considered. Also, the art of stone or fish rubbing could be arranged for educational purposes as well as a souvenir for visitors to take home.
Tung O guided tour	Tung Chung Valley, rich in natural and historical resources, could be a potential location to provide different themed and guided tour at Tung O, e.g. herbal identification tour. The exploration session could be held by walking tour or cycling tour.
Local music festivals	A concept of "Summer Pop Music Festival" in Cheung Sha could be proposed to increase the recreation activity and fun in summer, similar to the popular festival that has been successfully run at Mui Wo from 2006-2013.
Aqua park	Besides water sports, some new-age water enjoyment facilities, such as wibit sports which feature multiple floating facilities with different water activities that connect together to form an aqua park, could be provided to attract younger individuals and families. Potential locations that are suitable for an aqua park include Mui Wo, Pui O and Chi Ma Wan.
Escape to village life	Mui Wo and its surrounding villages (and similarly Pui O) are already noted for having a relaxed feel, with their laidback outdoor cafes/bars and local organic farms. These types of experience can be enhanced in the area.

### Consequences of destination development

Social Impact	It is possible that new development could have an impact on the quality of life of existing residents in Lantau. While local businesses may be boosted with increased visitors, there are also drawbacks with increased visitors such as creating nuisance to the locals and their surroundings during their visits such as higher levels of waste produced, noise issues, etc. The extent of social impact is also dependent on the location of the tourist attraction in relation to the residential community. Ultimately, these social factors may limit the scale and types of attractions carried forward, as attractions should aim to minimise intrusion into existing lifestyles to maintain social harmony and to preserve traditional ways of life.
Land Requirement	Based on similar scale of attractions to those benchmarked and successfully operating elsewhere, in general, land availability does not pose a major constraint.
Traffic and Transport	Under the assumption of full implementation of all attractions, the transport network would generally be able to handle the induced demand.
Environmental and Ecology	The general principle of avoidance of any infringement on environmentally and ecologically sensitive areas has been applied at the early planning stage. However for some of the attractions, encroachment to the valuable natural and heritage assets of the area, i.e. funicular at Sunset Peak would be inevitable, thus minimisation-mitigation principles would be necessary, if carried forward.
Sewerage and Water Supply	Provisions of new sewerage and water supply infrastructure would be required, but they were not expected to be significant in scale and the feasibility was subject to further study on individual sites.

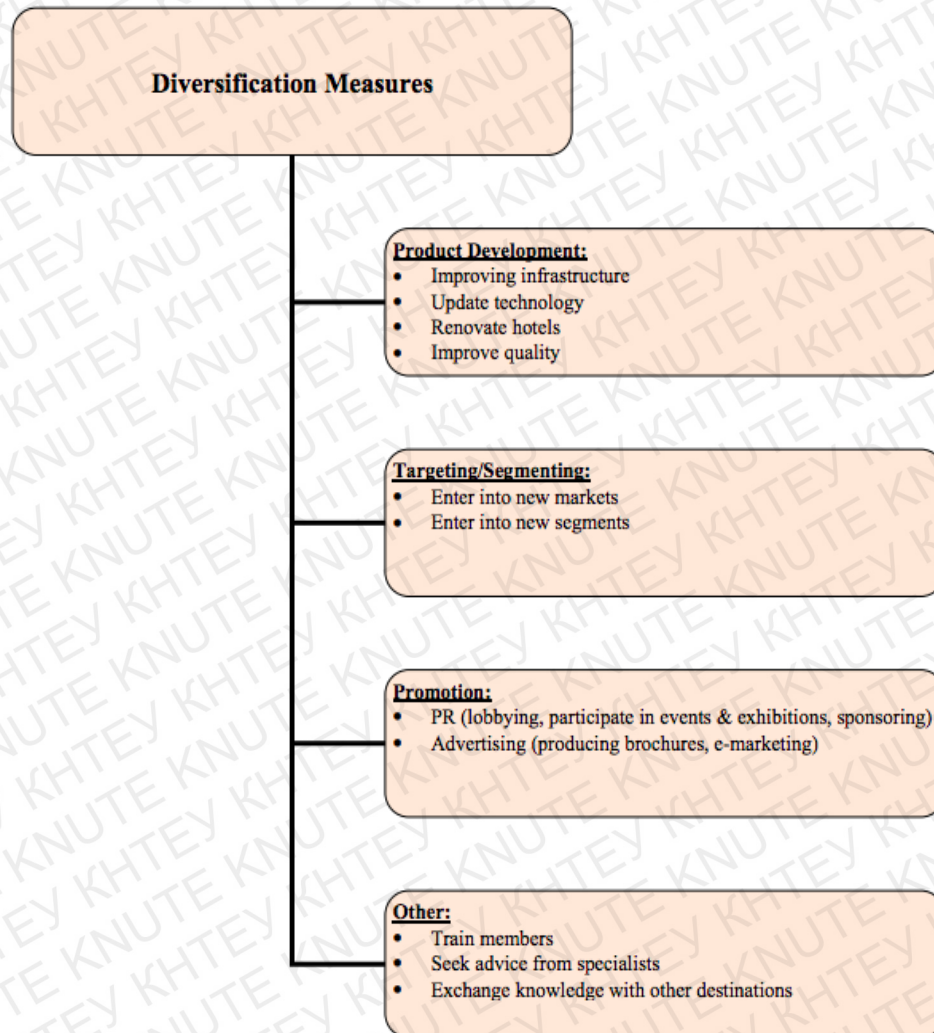
### The Tourism Area Lifecycle



### Stages of TALC Model

Exploration	<ul style="list-style-type: none"> <li>• Characterised by small numbers of tourists which make their own individual travel arrangements on an irregular visitation basis.</li> <li>• Visitors have been attracted to the destination because of its unique cultural and natural features and are highly involved with the locals as there are no specific tourist facilities provided for them.</li> <li>• The arrival and departure of visitors does not affect the economy or social life of the destination whereas the physical landscape remains unchanged.</li> </ul>
Involvement	<ul style="list-style-type: none"> <li>• As the number of visitors increases the locals begin to provide accommodation and catering facilities to them.</li> <li>• Contact between the locals and the tourists remains high and as some advertising begins to take place an initial target market is defined.</li> <li>• Because of the regularity in visitation a tourism season is established whereas governments are pressurised to provide public transport and other tourism facilities.</li> <li>• At this stage the first signs of travel organisation emerge.</li> </ul>
Development	<ul style="list-style-type: none"> <li>• A well defined tourist market is targeted using heavy advertising whereas local involvement and control gradually declines.</li> <li>• Small local enterprises disappear in favour of larger, branded facilities such as international hotel chains.</li> <li>• The number of tourists at peak periods equals or exceeds permanent local population making the import of labour necessary whereas the physical appearance of the destination changes at the resentment of the locals.</li> <li>• As the market widens and becomes better-served, the type of tourists begins to approach a mass tourism structure.</li> </ul>
Consolidation	<ul style="list-style-type: none"> <li>• The rate of increase in tourist arrivals declines although the total numbers of tourists keeps increasing and exceeds the number of permanent residents.</li> <li>• At this stage tourism is important for the economic viability of the destination and advertising is used widely to extend the season and the market.</li> <li>• Large franchises in the tourism industry continue to be present but few new ones enter the market.</li> <li>• Local opposition emerges against the large numbers of visitors, pressurising for the imposition of restrictions on tourist activities. Also, deterioration of facilities is noted.</li> </ul>
Stagnation	<ul style="list-style-type: none"> <li>• The maximum number of tourists has been reached as capacity levels have been exceeded leading to environmental, social and economic problems.</li> <li>• The destination's image is well-established but out-dated.</li> <li>• Destination image is not necessarily related to its geographical environment and the destination relies heavily on repeat visitation.</li> <li>• Surplus bed capacity exists whilst natural and cultural attractions are overlooked in favour of external man-made facilities.</li> <li>• Similarly, property turnover is high as development is restricted around the tourist area.</li> <li>• The type of tourists changes towards organised mass tourism types.</li> </ul>
Decline	<ul style="list-style-type: none"> <li>• The destination is unable to compete with new destinations and is preferred for short trips.</li> <li>• Tourist arrivals begin to fall whereas tourist facilities are replaced by non-tourist facilities as they lose their attractiveness in the market.</li> <li>• Local involvement increases at this stage as residents purchase facilities at lower prices probably to convert them into nontourist related facilities.</li> <li>• Overall the destination moves away from tourism.</li> </ul>
Rejuvenation	<ul style="list-style-type: none"> <li>• Recognised as an alternative to decline and will require a complete change in tourist attractions either by adding manmade attractions to the destination or by exploiting previously unused natural resources.</li> <li>• As a result new forms of tourism appear that aim to boost the existing market and increase economic feasibility through new development.</li> <li>• The new market arising does not suggest the commencement of another life cycle but is rather represented in the form of a special interest group.</li> </ul>

## Diversification measures



**Reception conditions of the clinical sanatorium "Kuyalnik"  
and the resort association "Perlyna Chornomor'ya"**

**H.1 - Reception conditions of the clinical sanatorium "Kuyalnik"**

<b>Documents</b>	<b>Contraindications</b>
Identity document;	Not assigned; during pregnancy; with somatic diseases in severe form; with unstable blood circulation; with renal and hepatic insufficiency; in the presence of angina pectoris; in case of violations in the work of the heart and its rhythm; with some inflammatory diseases; with rheumatism in acute form; with mental and intellectual disorders; with problems with the correct functioning of the pelvic organs; with some types of paralysis; in the presence of tumors in the central brain; for any diseases involving inflammation; with acute infection; with STDs; with hypertension and hypertensive crises; in the presence of tumors and formations of a malignant nature; for diseases that require inpatient treatment; with tuberculosis at all stages and forms; with atherosclerosis of the lower extremities.
Health resort or medical card form 072 / o (not later than 2 months);	
An extract from the patient's medical history and an open sick leave (for treatment in a rehabilitation department);	
An exchange health resort card for children (not later than 2 months);	
Certificate for the child about the epidemiological environment (no later than 5 days);	
Certificate for the child about the availability of vaccinations.	

**H.2 - Reception conditions of the resort association "Perlyna Chornomor'ya"**

<b>Camp</b>	<b>Document</b>
"Svyazist"	1. Copy of birth certificate; 2. Medical certificate form No. 079/0; 3. Certificate of vaccinations; 4. Information about the epidemiological environment.
"Rassvet"	1. Copy of birth certificate; 2. Medical certificate form No. 079/0; 3. Certificate of vaccinations; 4. Information about the epidemiological environment.

**Services of the clinical sanatorium "Kuyalnik"  
and the resort association "Perlyna Chornomor'ya"**

I.1 - Services of the clinical sanatorium "Kuyalnik"

Service	Included in the voucher price	Not included in the voucher price/Prices for the treatment without accommodation, UAH
1	2	3
<b>Balneotherapy*:</b>		
Rape baths	+	120
Rape baths with medicines	+	150
Charcot shower - jet	+	120
Charcot shower - spraying	+	100
Underwater traction of the spine	+	150
Underwater hydromassage	+	150
<b>Peloid therapy*:</b>		
Mud applications	+	180
Gas-mud bath	+	200
Mud compresses for 4 joints	+	120
<b>Mud swabs:</b>		
Irrigation	+	120
Mud tampons (vaginal)	+	120
Mud swabs (rectal)	+	120
<b>Nutrition:</b>		
Three meals a day	+	185
Breakfast	+	75
Dinner	+	90
Supper	+	75
<b>Pool*:</b>		
Swimming pool for adults	+	120
Swimming pool for seniors / disabled people	+	80
Swimming pool for children (7-16 years old)	+	50
<b>Speleotherapy</b>		
Salt mine	+	50
<b>Professional consultation:</b>		
Neuropathist	-	250
Urologist	-	250
Gynecologist	-	250
Proctologist	-	200
Dermatologist	-	200
Cardiologist	-	200
Therapist	-	200
ENT	-	200
Psychologist	-	150
<b>Laboratory research:</b>		
Blood test	-	80
Blood sugar test	-	60
Blood test for cholesterol, lipoproteins	-	150
Blood test for prothrombin and thrombotest	-	150
Uric acid	-	150
Urea, creatinine	-	150
Hepatic tests	-	300
<b>Rheumatic tests:</b>		
5 indicators	-	300
1 indicator	-	150

## Continuation of the Appendix I.1

<b>1</b>	<b>2</b>	<b>3</b>
Urinalysis	-	70
Finding gonococci, microflora, leukocytes in coloring preparations	-	300
Spermogram (viscosity, speed, density, morphology, etc.)	-	320
<b>Instrumental research:</b>		
ECG (with interpretation)	-	150
Doppler ultrasonography (vessels of the neck, head)	-	300
Doppler ultrasonography (lower ends)	-	450
Radiography	-	150
<b>Ultrasound examination:</b>		
Ultrasound of the pelvic organs	-	300
Ultrasound of the abdominal organs	-	300
Ultrasound of one joint	-	250
Ultrasound of kidneys and bladder	-	250
Ultrasound of the prostate	-	300
Ultrasound of the thyroid gland	-	200
Ultrasound of breast	-	200
<b>Medical services:</b>		
Treatment of one tooth with superficial or medium caries (without filling)	-	200
Pulpaectomy	-	260
Filling one root canal with polymerizing paste	-	350
<b>Other:</b>		
Registration of a health resort card	-	290
Course treatment	-	350
Course treatment for a disabled child	-	290
Hydrokinosis therapy for an adult	-	130
Hydrokinosotherapy for seniors	-	100
Hydrokinosotherapy for children (7-16 years old)	-	70
<b>Hardware physiotherapy:</b>		
Electromagnetic treatment	-	90
Laser therapy	-	100
Ultrasound therapy	-	90
Amplipulse therapy	-	90
<b>Inhalation:</b>		
Ozone therapy	-	60
Singlet air therapy	-	60
Aromatherapy)	-	60
Inhalation	-	60
<b>Massage:</b>		
Back muscle massage (3 sections)	-	250
Massage of one joint	-	90
Mud application (whole body)	-	210
<b>Other:</b>		
Physiotherapy	-	54
Psychotherapy	-	55

*Legend:*

\* *Balneotherapy and piloidotherapy procedures are released from Monday to Friday (08:00 – 16:00) and on Saturday (08:00 – 14:00).*

\*\* *You can visit swimming pool from Monday to Friday (08:00 – 19:00) and on Saturday (08:00 – 14:00).*



## I.2 - Services of the resort association “Perlyna Chornomor’ya”

Service	Description	Activities
1	2	3
Choreography group	The main task of the group is to satisfy the interest of children in the chosen form of art, to give pupils initial choreographic training, to promote the development of musicality, a sense of rhythm, and the formation of basic motor skills that will allow the child to decide on further choreographic training.	Choreographic training.
Vocal group	Musical art is a part of artistic culture, without which a comprehensive aesthetic education of a child is impossible. Singing is the main type of children's musical activity and the main means of musical education. It is the closest and most accessible to children. The aim of the curriculum is the formation of personality competencies in the process of comprehending the foundations of musical art.	Singing.
Studio “HandMade”	Creative activity occupies one of the leading places in education. This type of activity is associated with the emotional side of the child's life, it reflects the peculiarities of the child's perception of the world around him: nature, social life, as well as the peculiarities of the development of imagination. In the process of work, many mental processes are manifested, but, perhaps, the most vivid are creative imagination and thinking.	Making origami; weaving bracelets; beading; 3D paper modeling; making jewelry for girls; drawing with sand; crafts from shells; making photo frames; art painting on fabric; painting on wood; making sleep catchers; making motanka doll; making jewelry boxes; corrugated paper mosaic; studying the technique “Isothread”.
Sport section	The work of sports sections contributes not only to the development of physical qualities: speed, endurance, dexterity, but also develops flexibility and depth of logical thinking, a sense of responsibility to the team, the ability to work in a team, to be one with it.	Playing football; pioneerball (volleyball); basketball; chess; checkers; table tennis.
Studio "Short Film"	Visitors of this studio receive basic theoretical knowledge in photography and video art. Children will learn all the skills they need to take beautiful and professional photos and videos. Under the guidance of a specialist, the child will be able to look and plunge into the wonderful world of the art of photography and cinema: test himself as a cameraman, photographer, editor, model, director, actor and correspondent. During classes, everyone has the opportunity to make an individual photo session and print photos for memory.	Making professional photos and videos.
Nutrition	Three meals a day: Breakfast; Dinner; Supper.	Healthy nutrition.
Treatment	Children can get mud therapy if necessary in the sanatorium of Sergey Lazo that is also located in Sergeevka. The sanatorium has extensive experience in the treatment of diseases of the nervous system; musculoskeletal system; gynecological diseases; diseases of male urology; diseases of the respiratory system and upper respiratory tract. The sanatorium has a spa clinic, where it operates: mud department (general applications, galvanic mud); bathroom department (sage, coniferous, sodium chloride, pearl baths); room for whirlpool baths. Mud applications, healing pool; sauna, physiotherapy and mechanotherapy hall (gym), numerous massage rooms; hydrotherapy rooms and underwater massage showers; dental department; medical and diagnostic department (computer diagnostics); a physiotherapy department and an inhaler equipped with modern equipment; as well as rooms for alternative medicine: phytotherapy; acupuncture; aromatherapy; speliotherapy (treatment of patients with allergic and respiratory diseases); psychoemotional unloading; manual reflexology. The resort has springs of mineral drinking water with low mineralization (3-5 g / l) such as Mirgorodskaya and Kuyalnik No. 4, which is indicated for the treatment of diseases of the gastrointestinal tract.	Treatment by natural resources in specialized clinical sanatorium.

## Continuation of the Appendix I.2

1	2	3
Therapy	Aerotherapy, heliotherapy and thalassotherapy can be successfully used in camps.	Treatment by natural resources.
Events	List of events: all-camp evening of acquaintances "Improvisation"; game program "Let's play!"; entertainment program "Mad Star"; game marathon "Friend Zone"; game on the terrain "Teambuilding. Rope course"; DANCE BATTLE "In the rhythm of summer"; short studio "YouTube Button"; show "Intuition"; the game "Let's get to know each other!"; the dance festival "AvaOdori"; the competition program "Agiotage"; the song contest	
	"Eurovision; the entertainment program "Instamit"; the show program "Who is on the top"; the concert program "Intercontinental"; the competition program "Let's dance!"; game program "Winter Fantasy!"; express game "In Search of Bigfoot"; talent show "Carnival"; the opening of the camp sports festival "Winter Olympics"; the parody contest "New Year's Parade of Stars"; the quest game "Serpentine of New Year's Adventures"; the sports competition "Funny Snowmen"; the song and entertainment program "Christmas Ukraine"; the dance battle "Ice Age"; entertaining game "In Search of the Snow Maiden"; express game "Following the New Year's Trail"; general camp evening of acquaintances "Miracle of Kalinovo!"; opposing competitions "Cossack temper"; intellectual show "I love Ukraine" sports competitions "Games of patriots"; dance program "Maidans"; thematic disco "Ukraine Style"; show program "Intuition"; economic day "Sorochinsky fair"; game on the territory of the camp "Googlemaps"; quest game "Treasures of the Himba tribe"; defile show "Fashion week" sports competition "Strongman"; quest game "Sherlock Holmes"; game on the ground "Trail of Trials" party "Halloween"; interactive program "NewYorkTimes".	
Cinema	On the territory of the camps there is a private cinema, where films or cartoons are shown in the evening.	Watching movies and cartoons.
Computer club	On the territory of the camps there is a private computer club, where children can sometimes play computer games.	Playing computer games.
Sightseeing excursion to Odessa	On this excursion, the children will learn about the history of the emergence of Odessa on the world map, how a city with magnificent architecture arose in the bare steppe, how the first residents of Odessa turned the place on the Black Sea coast into a flourishing southern capital. All the main sights of Odessa are included in the itinerary: the Duke monument, Potemkin Stairs, Vorontsov Palace, a house with one wall, a panorama of the Odessa port, a view of the Vorontsov lighthouse, Teschin bridge, the building of the opera house, a monument to the 12th chair, a monument to Utyosov, Holy Transfiguration Cathedral and much more.	Walking around the city.
Excursion to the Odessa catacombs	Excursion to the catacombs in the village Nerubayskoye is something that you will remember forever. The world's longest labyrinths will reveal all their secrets to you. If you are interested in the history of the Great Patriotic War, the feat of the Odessa partisans and their secret refuge in the catacombs, then you should visit the Museum-Catacombs of Partisan Glory in the village Nerubayskoye. It was here that the camp of the detachment of the Hero of the Soviet Union Vladimir Molodtsov-Badayev was recreated according to archival documents and memoirs of eyewitnesses. The museum is located at a depth of 10 meters and covers an area of about 1 sq. Km. The personal belongings of partisans, weapons are collected here, details of the life and everyday life of the underground are transferred.	Walking in the catacombs.
Excursion to Belgorod-Dnestrovsky	Belgorod-Dnestrovsky has 2500 years of history. If your child is a real traveler, then we provide an opportunity to touch the antiquity on an excursion to the ancient fortress of the city of Belgorod-Dnestrovsky. This is one of the oldest cities in our country. The first mention of it dates back to the 6th century. BC, when immigrants from Miletus, the Greeks founded the colony of Tire here.	Walking through the old fortress.
Excursion to the ethnopark "New Vasyuki"	Just 20 km from Odessa near the village Bolshaya Dolina is located an island of ethnocultural heritage. The wonderful Ethnopark New Vasyuki includes various entertainment destinations, where neither adults nor children will be bored. Petting Zoo: Animal lovers will find friendly pets.	Watching and playing with animals.
Transfer	Camps have their own bus (that which carries out transportation from the Odessa railway station to the camps and back) and boats (that carry out transportation to the sea through the estuary and back) for the transportation of children.	Transportation.

## I.3 - Prices of services of the resort association “Perlyna Chornomorya”

Service	Included in the voucher price	At extra charge, UAH (for 1 child per day)
Choreography group	+	-
Vocal group	+	-
Studio “HandMade”	+	-
Nutrition	+	-
Treatment	-	200
Therapy	+	-
Events	+	-
Cinema	+	-
Computer club	+	-
Sightseeing excursion to Odessa	-	120
Excursion to the Odessa catacombs	-	90
Excursion to Belgorod-Dnestrovsky	-	50
Excursion to the ethnopark "New Vasyuki"	-	80
Transfer	+	-

## I.4 - Prices for accommodation of the clinical sanatorium Kuyalnik

Accommodation*		15.06 - 31.08, UAH (for 1 person per day**)	01.09 - 15.10, UAH (for 1 person per day**)	16.10 - 31.12, UAH (for 1 person per day**)
1	2	3	4	5
<b>Economy room</b> (TV, shower + bathroom)	Living with another person (without prepayment)	778,00	733,00	711,00
	Living with another person (with 25% prepayment)	700,00	660,00	640,00
	Living without another person (without prepayment)	-	-	822,00
	Living without another person (with 25% prepayment)	-	-	740,00
<b>Room "Standard"</b> (TV, fridge, shower + bathroom)	Living with another person (without prepayment)	922,00	811,00	780,00
	Living with another person (with 25% prepayment)	830,00	730,00	700,00
	Living without another person (without prepayment)	-	1 056,00	1 000,00
	Living without another person (with 25% prepayment)	1 100,00	950,00	900,00
<b>"Room for spinal cords"</b> (TV, fridge, shower + bathroom)	Living with another person (without prepayment)	1 044,00	944,00	906,00
	Living with another person (with 25% prepayment)	940,00	850,00	815,00
	Living for your attendant (without prepayment)	711,00	606,00	606,00
	Living for your attendant (with 25% prepayment)	640,00	545,00	545,00

## Continuation of the Appendix I.4

1	2	3	4	5
<b>Room "Standard superior"</b> (TV, fridge, air conditioning, shower + bathroom)	Living for one person in the room (without prepayment)	1 278,00	1 111,00	1 056,00
	Living for one person in the room (with 25% prepayment)	1 150,00	1 000,00	950,00
	Living for two person in the room (without prepayment)	1 000,00	845,00	811,00
	Living for two person in the room (with 25% prepayment)	900,00	760,00	730,00
<b>Two-room "Junior suite"</b> (TV, fridge, air conditioning, shower + bathroom)	Living for one person in the room (without prepayment)	2 000,00	1 500,00	1 333,00
	Living for one person in the room (with 25% prepayment)	1 800,00	1 350,00	1 200,00
	Living for two person in the room (without prepayment)	1 333,50	1 111,00	1 000,00
	Living for two person in the room (with 25% prepayment)	1 300,00	1 000,00	900,00
<b>"Junior suite" studio</b> (TV, fridge, air conditioning, shower + bathroom)	Living for one person in the room (without prepayment)	1 780,00	1 500,00	1 333,00
	Living for one person in the room (with 25% prepayment)	1 600,00	1 350,00	1 200,00
	Living for two person in the room (without prepayment)	1 222,50	1 111,00	1 000,00
	Living for two person in the room (with 25% prepayment)	1 100,00	1 000,00	900,00
<b>"Standard" Premium Single</b> (TV, fridge, air conditioning, shower + bathroom)	Living for one person in the room (without prepayment)	1 856,00	1 590,00	1 500,00
	Living for one person in the room (with 25% prepayment)	1 670,00	1 430,00	1 350,00
<b>"Standard" Premium Double</b> (TV, fridge, air conditioning, shower + bathroom)	Living for two person in the room (without prepayment)	1 445,00	1 195,00	1 111,00
	Living for two person in the room (with 25% prepayment)	1 300,00	1 075,00	1 000,00
<b>"Lux" Premium</b> (TV, fridge, air conditioning, shower + bathroom)	Living for one person in the room (without prepayment)	1 222,50	1 000,00	945,00
	Living for one person in the room (with 25% prepayment)	1 100,00	900,00	850,00
	Living for two person in the room (without prepayment)	1 528,00	1 305,50	1 222,50
	Living for two person in the room (with 25% prepayment)	1 375,00	1 175,00	1 100,00

**Legend:**

\* The minimum duration of the accommodation is 12 days. The recommended duration of the accommodation is 24 days.

\*\* The price includes three meals a day, accommodation and treatment as prescribed by a doctor.

## I.5 - Prices for accommodation of the resort association “Perlyna Chornomor’ya”

<b>Camp</b>	<b>Accommodation</b>	<b>1 arrival*, UAH (for 1 person per day**)</b>	<b>2 arrival*, UAH (for 1 person per day**)</b>	<b>3 arrival*, UAH (for 1 person per day**)</b>	<b>4 arrival*, UAH (for 1 person per day**)</b>	<b>5 arrival*, UAH (for 1 person per day**)</b>	<b>6 arrival*, UAH (for 1 person per day**)</b>
<b>“Svyazist”</b>	<b>Dooble Room</b> (with a bathroom in the room, single beds)	280	380	380	380	380	280
	<b>Quadruple Room</b> (with a bathroom in the room, single beds)	280	380	380	380	380	280
<b>“Rassvet”</b>	<b>Dooble Room</b> (with a bathroom on the floor, single beds)	180	280	280	280	280	180
	<b>Six-bed room</b> (with a bathroom on the floor, bunk beds)	180	280	280	280	280	180
	<b>Eight-bed room</b> (with a bathroom on the floor, bunk beds)	180	280	280	280	280	180

*Legend:*

*\* Duration of arrivals: 1 arrival – from 25.05 to 14.06, 2 arrival - from 15.06 to 05.07, 3 arrival - from 06.07 to 26.07, 4 arrival - from 27.07 to 16.08), 5 arrival from 17.08 to 06.09, 6 arrival - from 07.09 to 27.09. The minimum duration of the accommodation is 21 days (if you leave camp before ending the arrival, the cost will not return).*

*\*\* The price includes three meals a day, accommodation and entertainment program.*

**Analysis of marketing processes of the clinical sanatorium "Kuyalnik"  
and the resort association "Perlyna Chornomor'ya"**

J.1 - Analysis of marketing processes of the clinical sanatorium "Kuyalnik" (per month)

<b>Type</b>	<b>The cost of one, UAH</b>	<b>Format</b>	<b>Number of outputs</b>	<b>Total amount, UAH</b>
<b>1. Booklets, leaflets</b>				<b>4 070,00</b>
1.1 Making a leaflets	1,40	A5	1 000	1 400,00
1.2 Making a booklets	2,67	A4	1 000	2 670,00
<b>2. Billboards</b>				<b>53 000,00</b>
2.1 Making a billboard	1 500,00	6 x 3	10	15 000,00
2.2 Allocation a billboard	3 800,00	6 x 3	10	38 000,00
<b>3. Advertising on the websites</b>				<b>7 500,00</b>
3.1 Advertising on the websites	15,00	Banner advertising on the Internet	500	7 500,00
<b>4. Advertising on social networks</b>				<b>31 880,00</b>
4.1 Advertising on the Facebook	5 315,00	Banner advertising on the Internet	6	31 880,00
<b>TOTAL</b>				<b>96 450,00</b>

## J.2 - Analysis of marketing processes of the resort association “Perlyna Chornomorya” (per month)

Type	The cost of one, UAH	Format	Number of outputs	Total amount, UAH
<b>1. Booklets, leaflets</b>				<b>1 221,00</b>
1.1 Making a leaflets	1,40	A5	300	420,00
1.2 Making a booklets	2,67	A4	300	801,00
<b>2. Billboards</b>				<b>21 200,00</b>
2.1 Making a billboard	1 500,00	6 x 3	4	6 000,00
2.2 Allocation a billboard	3 800,00	6 x 3	4	15 200,00
<b>3. Advertising on the websites</b>				<b>1 500,00</b>
3.1 Advertising on the websites	15,00	Banner advertising on the internet	100	1 500,00
<b>TOTAL</b>				<b>23 921,00</b>

**Business communications of the clinical sanatorium "Kuyalnik"  
and the resort association "Perlyna Chornomor'ya"**

K.1 - Business communications of the clinical sanatorium "Kuyalnik"

Name of the company	The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Address, telephone	Activities / interaction with the sanatorium
1	2	3	4
Subsidiary enterprise clinical sanatorium for mother and child for rehabilitation of patients with diseases of the visual organs "Green cape" CJSC of medical and health institutions of trade unions of Ukraine "Ukrprofzodorov-nytsya"	32405190	65037, Odessa region, Odessa city, Svobody ave., Building 101	86.10 Activities of hospitals 10.72 Manufacture of rusks and biscuits; production of flour confectionery, cakes and pastries for long storage 56.29 Supply of other prepared meals 56.30 Beverage service 79.12 Activities of tour operators 86.21 General medical practice
"Orgchem Limited Liability Research and Production" Limited Liability Company	31396992	04116, Kyiv Region, Vandy Vasylevskaya Street, Building 14	72.19 Research and experimental development on other natural and technical sciences 47.11 Retail sale in non-specialized stores with food, beverages or tobacco predominating 47.19 Other retail sale in non-specialized stores 72.20 Research and experimental development on social sciences and humanities
Charitable organization "Charity foundation for life"	41192849	61144, Kharkiv Region, Kharkiv City, Gvardiytsiv-Shyronintsiv Street, Building 75 (066) 796-76-09, (073) 021-85-21 zajiznkh@gmail.com	88.99 Provision of other social assistance without accommodation, n. in. and. in. 82.99 Provision of other ancillary commercial services, n. in. and. in. 87.90 Provision of other residential care services
Medical rehabilitation center of the Ministry of internal affairs of Ukraine "Pivdenny Bug"	08733794	22000, Vinnitsa Region, Khmilnyk City, Shevchenka Street, House 25	86.10 Activities of hospitals 47.99 Other retail sale not in stores 49.39 Other passenger land transport, n. in. and. in. 55.10 Activities of hotels and similar temporary accommodation 56.10 Restaurants and mobile food service activities 56.30 Beverage service 61.90 other telecommunications activities 68.20 Leasing and operation of own or leased real estate 79.90 Provision of other reservation services and related activities 86.21 General medical practice 86.23 Dental practice 93.29 Organization of other recreation and entertainment 96.02 Provision of services by hairdressers and beauty salons 96.09 Provision of other individual services
"Skaffert" Limited Liability Company	34602923	04080, Kyiv region, Podilskyi rayon, vulytsia V. Khvoyko, Building 15 (044) 246-33-83	51.55.0 Wholesale trade in chemicals 51.90.0 Other types of wholesale trade 52.48.9 Retail trade of other non-food products, n. v. i. g. 63.12.0 Warehouse



## Continuation of the Appendix K.1

1	2	3	4
“Quartz TV and Radio Company” Limited Liability Company	20298680	53200, Dnipropetrovs'k Region, Nikopol City, Patriotsiv Ukraine Street, House 113-A (067) 561-22-49, (056) 624-09-32 tvk@en.net.ua	60.20 Activities in the field of television broadcasting 61.30 Activities in the field of satellite telecommunications 70.22 Business and other management consultancy activities 73.12 Mediation in advertising in the media
“Vertical Ltd” Limited Liability Company	35207731	04210, Kyiv Region, Heroes Of Stalingrad Avenue, Building 8, Section 1 (067) 536-05-70	56.10 Restaurants and mobile food service activities 10.85 Manufacture of prepared meals and dishes 56.30 Beverage service 70.22 Business and other management consultancy activities 73.11 Advertising agencies
“Window Center” Limited Liability Company	38563443	69005, Zaporizhzhya Region, Zaporizhzhya City, Yatsenka Street, House 3, Apartment 74 (099) 559-33-33	43.34 Painting and glazing 43.32 Installation of joinery 43.99 Other specialized construction activities, n. in. and. in. 47.52 Retail sale of hardware, plumbing and sanitary equipment in specialized stores 47.78 Retail sale of other unused goods in specialized stores
Individual entrepreneur Olga Viktorivna Kravchenko	24800000000092532	Kharkiv Region, Ordzhonikidzevsky District, Kharkiv City, Hrytsevsya Street, House 45, Apartment 187	62.02 Consulting on informatization 58.29 Other software publishing 62.01 Computer programming 62.09 Other activities in the field of information technologies and computer systems 63.11 Data processing, posting of information on web sites and related activities
Individual entrepreneur Bondar Roman Ihorovych	23420060002001806	Kyiv Region, Obukhivsky District, Kozin Township, Building 33-A, Apartment 1	52.48.1 Retail Trade Of Office And Computer Equipment

## K.2 - Business communications of the resort association “Perlyna Chornomorya”

Name of the company	The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Address, telephone	Activities / interaction with the camps
1	2	3	4
Subsidiary enterprise children's health boarding house "Rassvet" of joint stock company of closed type "Tyrotex"	25420022	67780, Odessa Region, Sergiyivka Township, Tiras Lane, House 1	79.11 Activities of travel agencies
Individual Entrepreneur Dyuzhikova Elena Valerievna	25520000000007010	Odessa Region, Town Of Serhiyivka, Street Chornomorska, House 25, Apartment 32	38.11 Collection of safe waste
“Lazo Tour” Limited Liability Company	42630688	67780, Odessa Region, Serhiyivka Township, Naberezhna Street, House 3	86.10 Activities of hospitals 10.85 Manufacture of prepared meals and dishes 11.07 Manufacture of soft drinks; production of mineral waters and other bottled waters 55.20 Accommodation activities for holidays and other temporary residence 79.11 Activities of travel agencies 86.21 General medical practice

## Continuation of the Appendix K.2

1	2	3	4
"Academy of sports achievements" Limited Liability Company	39017844	67701, Odessa Region, City Belgorod-Dnistrovsky, Street Izmailska, House 99	55.20 Accommodation activities for holidays and other temporary residence 49.39 Other passenger land transport, n. in. and. in. 50.30 Passenger river transport 55.10 Activities of hotels and similar temporary accommodation 56.10 Restaurants and mobile food service activities 56.30 Beverage service 86.10 Activities of hospitals 93.11 Functioning of sports facilities 93.12 Activities of sports clubs 93.13 Activities of fitness centers 93.19 Other sports activities
Private enterprise "Besarabia-Inturservice"	34508153	67700, Odessa Region, Belgorod-Dnistrovsky City, Izmailska Street, House 99	86.10 Activities of hospitals 49.39 Other passenger land transport, n. in. and. in. 55.20 Accommodation activities for holidays and other temporary residence 56.30 Beverage service 68.20 Leasing and operation of own or leased real estate
"Vita-Tour" Limited Liability Company	32132543	67780, Odessa Region, Sergiyivka Township, Tiras Lane, House 1	86.10 Activities of hospitals 55.20 Accommodation activities for holidays and other temporary residence 56.29 Supply of other prepared meals 68.20 Leasing and operation of own or leased real estate 79.11 Activities of travel agencies
Individual entrepreneur Detkova Olga Olehivna	2552000000019621	Odeska Region, Serhiyivka Township, Shkilna Street, House 9, Building 1, Apartment 12 (096) 614-18-81	47.19 Other retail sale in non-specialized stores 46.41 Wholesale of textiles 47.62 Retail sale of newspapers and stationery in specialized stores 61.90 Other telecommunications activities
Zeus Security Agency, Limited Liability Company	40770370	65007, Ukraine, Odessa region, Odessa, street Velyka Arnautska, 93 (048) 785-48-58	80.10 Activities of private security services 69.10 Activities in the field of law 80.30 Conducting investigations 80.20 Maintenance of security systems 78.10 Activities of employment agencies 74.90 Other professional, scientific and technical activities, n. in. and. in. 73.20 Market research and identification of public opinion 71.12 Activities in the field of engineering, geology and geodesy, providing technical consulting services in these areas 70.22 Business and other management consultancy activities 70.21 Activities in the field of public relations 43.21 Electrical work 63.99 Provision of other information services 61.90 other telecommunications activities 53.20 Other postal and courier activities 52.29 Other supporting transport activities 49.42 Provision of transportation services (moving) 49.41 Freight road transport 49.39 Other passenger land transport, n. in. and. in. 49.32 Provision of taxi services

## K.3 - The participation in the public procurement (TENDERS) of the clinical sanatorium "Kuyalnik"

Name of the organization (customers)	The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Price, UAH	Number of lots
1	2	3	4
Management of the social security of the population of the Kryzhopil RDA	03191897	32 491 950.00	6
Department of Social Policy of The Vikonavcho Body of Kyivsko Miskoï Radi (Kyivsko Miskoï Derzhavnoï Administratsis)	37441694	5 613 421.00	5
Fund for Social Zahistu Invalidiv	00034163	5 069 400.00	1
Vikonavcha Directorate of the Social Insurance Fund from the time of payment	25885944	2 211 504.00	2
Management of the social welfare of the population of the Kramatorsk city for the sake of	25953617	1 266 717.62	102
Department of Social Protection of Population of the Rivne Oblast State Administrative Administration	25894518	335 820.00	1
Administration of the social security of the population of the Yampilskaya RDA	03191733	185 445.60	17
Derzhavna establishment "teritorialne medichne ob'dnaannya of the ministry of internal affairs of ukraine in vinnyskiy region"	08734457	163 260.00	4
Odessa Regional Territorial Center of Completion and Social Education	08402040	143 500.00	5
Directorate of the social security of the population of the Nadvirnyanskiy regional state administration	03193407	140 700.00	6
State established "Territorial medical information of the Ministry of Internal Affairs of Ukraine in the Zhytomyr region"	08734196	139 255.00	3
Department Of Social Zakhistu of The Population of Dunaevetsko District Derzhavno Administraciï Khmelnytsk Region	03198416	132 730.00	7
Management of the social security of the population of the Tysmenytsia regional state administration	20552084	132 210.00	1
Management of the social security of the population of the Bilopil regional state administration of the Sumy region	03197894	126 369.46	15
The state established "Territorial medical information of the Ministry of Internal Affairs of Ukraine in the Sumy region"	08733899	113 790.00	3
Department of Social Policy of the Visa Committee of the Ivano-Frankivsk City Council	36733431	113 497.90	6
Service on the right of children and family of Vishgorod regional state administration	21680105	106 560.00	1
The state established "Territorial medical information of the Ministry of Internal Affairs of Ukraine on the city of Kiev"	37027405	102 000.00	3
Department of Social Affairs for the Population of the Administrative Department of Shevchenkivsky District of Kharkivskiy Myskoy for the sake of	03196593	100 241.00	1
Department of Social Zakhistu Of The Population of Bilyaevsko District Derzhavno Administrats of Odessa Region	03195033	80 333.00	1
Management of the social security of the population of the Veliko-Oleksandrivskiy regional state administration of the Kherson region	03198155	77 691.80	5
Management of the social security of the population of the Koretsky district administrations and administrations of the Rivne region	23310482	73 919.00	6
Department of Social Zakhistu Population Velikobagachansky District Derzhavno Administratsis	03195333	69 326.36	7
Management of the social welfare of the population of the Bilotserk community for the sake of	03193643	59 901.00	4
Management of the social protection of the population of the Intercession Church for the sake of the Donetsk region	25953161	59 586.80	3

## Continuation of the Appendix K.3

1	2	3	4
Management of the social welfare of the population of the Tetivskoy District State Administrative Administration	03193666	57 119.00	3
KU "Territorial center of social service (provision of social services) Suvorov district of the city of Odessa"	36503775	49 000.00	1
Management of the social security of the population of the Volodarsk regional state administration	03193821	46 900.00	2
State pledge "Child specialization (special) clinical sanatorium" Khadzhibey "of the Ministry of Health Protection of Ukraine	01982028	43 200.00	1
Administration of the social welfare office of the population of the Herzian District State Administrative Administration	26036372	41 667.00	2
Department of Social Zakhistu Of The Population of Kalusko District Derzhavno Administrac	03193436	41 370.00	2
Directorate of the social security of the population of the Lithuanian regional state administration	03191911	39 719.56	3
Management of social security for the population of the administrative department of Dniprovsky district of the Kamyran city for the sake of	03192537	36 434.00	2
Social Policy Management Bilgorod-Dnistrovskoï Miskoï Radi	03194789	34 110.00	5
The state established "Territorial medical information of the Ministry of Internal Affairs of Ukraine for the Ivano-Frankivsk region"	08734204	33 600.00	1
Directorate of the social security of the population of the Shostkinsky regional state administration	03198089	28 717.00	3
DP of the Department of Social Protection of the Population of the Irshavskoy RDA	03192856	23 450.00	1
Management of the social security of the population of the Mangush RDA	03197606	23 450.00	1
UPSZN of Bolekhivskiy Miskvikonkom	20567482	23 450.00	1
Management of the social security of the population of the Pokrovsky regional state administration	03192218	20 685.00	1
Management of the social security of the population of the Priazovskoy regional state administration	03193229	20 685.00	1
Administration of the social security of the population of the New Odessa regional administration	03194654	20 685.00	1
USZN Pervomaïskoï RDA	20905329	20 685.00	1
Vikonavchy Comitet Novooleksandrivsko Silskoï Radi	40201087	20 466.00	3
Management of the social security of the population and the office of the Viceroy Committee of the Berezansky City Council for the sake of	42016510	19 728.00	2
Management of the social welfare office of the population of the Cherkasy regional state administration	03195926	15 750.00	3
Chornomorska Village Rada Limansky District Odesko Region	05583176	15 435.00	1
Head of Department Service of Ukraine In Supervisory Situations In Odessa Region	38643633	14 634.00	2
Directorate of the social welfare of the population of the Mirgorod RDA	03195085	13 644.00	2
The State Institution "Center for the Protection of Health of the State Criminal and Viceroy Service of Ukraine"	41713679	13 500.00	1
Department of Social Zakhistu of The Population Krivoriz'ko District Derzhavno Administrats	03192371	11 988.00	1
Department of Social Policy of the Kam'yanskoy Myskoy for the sake of	41490026	11 988.00	1
Management of the social security of the population of the Apostolic District State Administration of the Dnipropetrovsk Region	03192141	9 324.00	1
Directorate of the social security of the population of the Tatarbunar RDA	03195027	7 740.00	1
Department of social protection of the population Kozelschina district state administration	03195279	7 740.00	1
USPSZN Onufriyivska RDA	03197824	5 250.00	1

K.4 - The participation in the public procurement (TENDERS) of the resort association “Perlyna Chornomor’ya”

Name of the organization (customers)	The code USREOU (Unified State Register of Enterprises and Organizations of Ukraine)	Price, UAH	Number of lots
Service for Children and Families of the Kyiv Regional State Administration	25880775	33 134 022.60	6
Department of Youth and Sports of the Kharkiv Regional State Administration	24273286	26 034 540.00	3
Department of Social Protection of the Kirovohrad Regional State Administration	03197612	11 515 875.00	5
Department of Education and Science of Odessa City Council	02145398	9 710 925.00	3
Department of Family, Youth and Sports of Zhytomyr Regional State Administration	33644009	2 880 570.00	2
Department of Youth and Sports of the City Council of Kropyvnytskyi	41844557	1 616 580.00	3
Service for Children and Families of the Executive Body of the Kyiv City Council (Kyiv City State Administration)	20062138	1 225 350.00	2
Department of Social protection of the population of Ovidiopol District State Administration	03194950	1 180 200.00	2
Periyaslav City Council Executive Committee	33201806	595 350.00	1
Department of Family, Youth and Sports of the Black Sea City Council of Odessa region	34830949	458 640.00	1
Ovidiopol District State Administration of Odessa Region	04057209	398 322.00	2
SE Department of Education of Irshava District State Administration of Zakarpattia Region	36990540	194 880.00	1
Dmytrivsk Village Council Of Kyiv-Svyatoshynsky District of Kyiv Region	04362125	125 790.00	1

**Modernization of the cooperation for the clinical sanatorium “Kuyalnik  
and the resort association “Perlyna Chornomor’ya”**

L.1 - Modernization of the cooperation for the clinical sanatorium “Kuyalnik”

<b>Name of the company</b>	Odessa Kuyalnik Mineral Water Plant, Additional Liability Company	Aksimed Limited Liability Company
<b>Type of modernization</b>	The high level of distribution of the mineral water and medicinal extracts	The high level of distribution of the Kuyalnik medicinal and cosmetic extracts
<b>The code USREOU</b>	00375326	37352264
<b>Address, contacts</b>	65013, Odessa region, Odessa city, Limanna street, house 166, (048) 751-53-04	65025, Odessa region, Odessa city, Joliot-Curie street, house 26, apartment 139
<b>Activities</b>	11.07 Manufacture of soft drinks; production of mineral waters and other bottled waters 46.34 Wholesale of beverages 47.25 Retail sale of beverages in specialized stores 68.20 Leasing and operation of own or leased real estate 71.12 Activities in the field of engineering, geology and geodesy, providing technical consulting services in these areas.	21.20 Manufacture of pharmaceutical preparations and materials 46.46 Wholesale of pharmaceutical goods 46.90 Non-specialized wholesale trade 47.19 Other retail sale in non-specialized stores 47.73 Retail sale of pharmaceutical goods in specialized stores 47.91 Retail sale via mail order houses or via the Internet 47.99 Other retail sale not in stores 52.10 Warehousing 58.11 Publishing of books.
<b>Why this cooperation?</b>	On the territory of the Ukrainian resort Kuyalnik, curative mineral sodium-chloride water "Kuyalnik" is produced, which stimulates motor skills, activates the secretory function. The work of the pancreas, the biliary system improves, more hormones are released, aimed at improving the secretion of gastric juice. Healing mineral water activates the body's defenses against infection. The severity of autoimmune processes also decreases. Industrial bottling at the Odessa plant of mineral water "Kuyalnik" began in 1948 on the territory of the resort. Currently, the Odessa Mineral Water Plant "Kuyalnik" is a modern enterprise that meets all international requirements for the production of mineral waters. The company operates microbiological and chemical laboratories accredited in the UkrSEPRO system, equipped with high-precision equipment and staffed with highly qualified personnel. The plant has a high level of control over product quality, compliance with GOST requirements, certification in UkrSEPRO. The plant dispenses the only oxygen-enriched drinking water in Ukraine - Tonus-Oxygen, TM Kuyalnik. Among the assortment: mineral waters "Kuyalnik", "Kuyalnik First", "Tonus Oxygen" and "Family".	Healing muds (they are also peloids) are essentially different types of silt deposits. There are treatments with both warm and cold mud. Body wraps that use unheated therapeutic mud are generally used more for cosmetic effect in spas. Healing mud improves blood flow and lymph flow, has a beneficial effect on metabolism, promotes healing and relieving inflammation, both on the skin and on internal organs. Pelotherapy stimulates cell regeneration, has anti-inflammatory and antibacterial effects. Mud therapy is allowed for both adults and children, but there are some restrictions on specific procedures determined by the doctor. The P-Lab online store offers a wide range of unique natural preparations based on extracts of the Kuyalniks estuary intended for sanatorium recovery of the body at home and in medical institutions. Our medical specialists will help you choose the necessary tools and methods of their application. Extracts have no contraindications, do not cause side effects, are suitable for children, women during pregnancy and lactation, persons with aggravated chronic diseases.

## Continuation of the Appendix L.1

<b>Recommendations</b>	<p>1. To increase the production of bottled mineral water "Kuyalnik", as well as medicinal products (ointments, solutions, mud applications, spray).</p> <p>2. To organize the sale of unique products (therapeutic mud, solutions, ointments, mineral water) both for export and for the domestic market. Due to the fact that there are no products of the Kuyalnik mineral water on the shelves of supermarkets, we recommend concluding contracts with large wholesale bases that will facilitate the distribution of goods to hypermarkets, supermarkets and small outlets.</p> <p>3. It is necessary to sell products through such stores: Rozetka online store, Tavria B, Grocery store, Fozzy market, Epicenter, METRO Cash &amp; Carry etc.</p> <p>4. It is also necessary to sell products (mineral water and extracts) through pharmacies. For example: Yua Pills, Liki 24, Low Price Pharmacy etc.</p>
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L.2 - Improving marketing communications with new business partners for the clinical sanatorium "Kuyalnik" and the resort association "Perlyna Chornomor'ya"

<b>Name of the company</b>	Subsidiary Enterprise "Premier Expo"	Private Enterprise "Patron Creative Group Ukraine"
<b>Type of the interactions</b>	Exhibition UITT - Ukraine International Travel and Tourism	Advertising from the company "Patron Creative Group Ukraine"
<b>The code USREOU</b>	30856806	36851379
<b>Address, contacts</b>	03150, Kyiv, street Red Army, building 57/3; (044) 496-86-45	65009, Odessa, street Marshala Govorova, 18, room 4; (048) 770-08-11
<b>Activities</b>	<p>82.30 Organization of congresses and trade shows</p> <p>46.90 Non-specialized wholesale trade</p> <p>63.11 Data processing, posting of information on web sites and related activities</p> <p>73.11 Advertising agencies</p> <p>73.12 Mediation in advertising in the media</p> <p>82.99 Provision of other ancillary commercial services.</p>	<p>73.11 Advertising agencies</p> <p>18.12 Printing of other products</p> <p>18.13 Production of printing forms and provision of other printing services</p> <p>18.14 Bookbinding and related services</p> <p>62.01 Computer programming</p> <p>62.09 Other activities in the field of information technologies and computer systems</p> <p>63.11 Data processing, posting of information on web sites and related activities</p> <p>63.12 Web portals</p> <p>63.99 Provision of other information services, n. in. and. in.</p> <p>68.20 Leasing and operation of own or leased real estate</p> <p>70.22 Business and other management consultancy activities</p> <p>73.12 Mediation in advertising in the media</p> <p>74.10 Specialized design activities</p> <p>74.20 Activities in the field of photography</p> <p>82.11 Provision of combined office administrative services</p> <p>82.19 Photocopying, preparation of documents and other specialized ancillary office activities.</p>

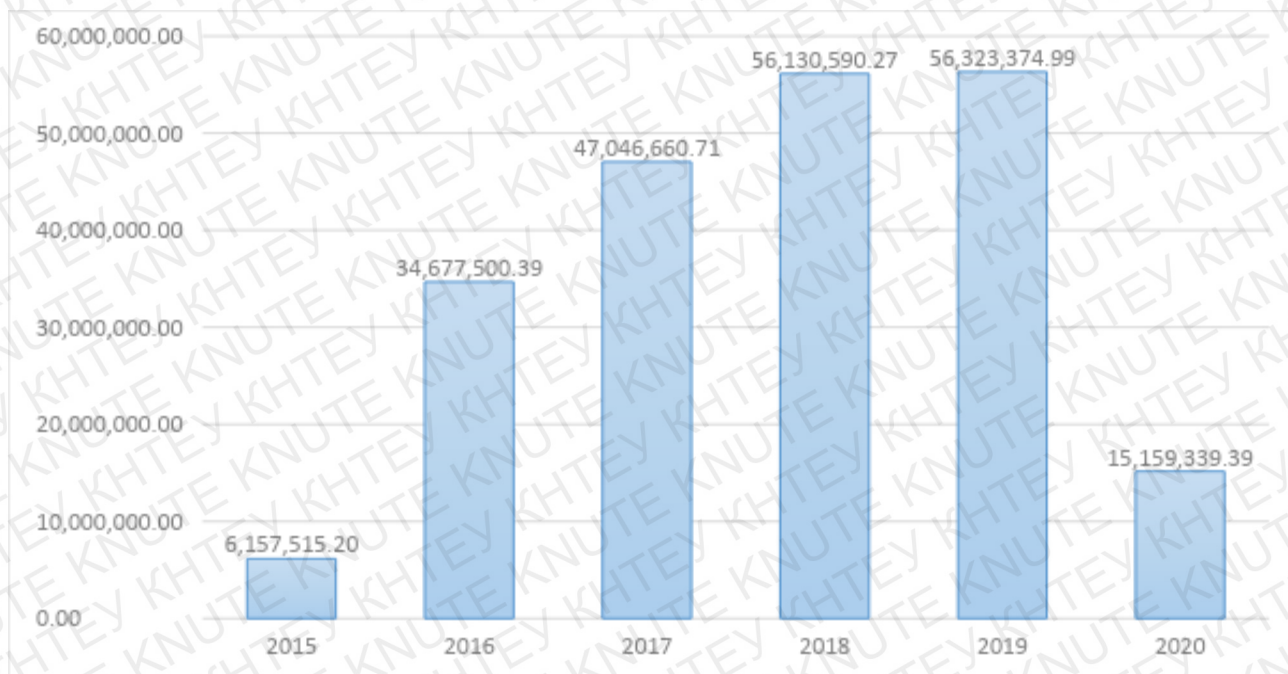
## Continuation of the Appendix L.2

<p><b>Why this company?</b></p>	<p>Premier Expo is the only international exhibition operator in Ukraine. Premier Expo annually holds 14 international exhibitions in Ukraine, in which companies from 60 countries take part. Premier Expo exhibitions have the official support of relevant ministries and departments, the largest industry associations, and are included in the list of international events recommended by the Ministry of Economic Development, Trade and Agriculture of Ukraine. Premier Expo is an effective solution for the development of business. UITT Ukraine International Travel and Tourism Exhibition is Ukraine's leading travel and tourism event. Ukraine Travel and Tourism in 2019 consists of: 361 exhibiting companies; 23 countries; 18 533 tourism professionals visiting; 39 Ukrainian cities and regions presented themselves at the exhibition. 23 countries participated in the UITT'2019, including companies from Azerbaijan, Albania, Bulgaria, Greece, the Dominican Republic, Egypt, Israel, Spain, Italy, Cyprus, Cuba, Morocco, Palestine, Slovakia, Slovenia, the United States, Tunisia, Turkey, Ukraine, Montenegro, Sri Lanka. 39 cities and regions of tourist Ukraine took part in the 2019 national exposition. The list of reputable players in the tourism industry remained unchanged: Coral Travel, Join UP !, ANEX Tour, TUI, Feeria Mandriv, Mouzenidis Travel Ukraine, TPG Agency. The next 26th Ukraine International Travel and Tourism Exhibition will be at 24 - 26 March 2021 in Ukraine, Kyiv, IEC, pavilion 1.</p>	<p>Advertising of the creative agency "Patron creative group": comprehensive advertising campaigns; graphic design printing products; large format printing; business souvenirs; rental of the advertising planes; naming creation of the Internet sites; development of the brand strategy; production of the outdoor advertising; signs; media planning branding; carrying out BTL-actions (BTL activities include direct mail campaigns, trade shows, catalogs, brand promotion activities, telemarketing, free sampling, exhibitions and targeted search engine marketing. The professional advertising agency located in Kiev and Odessa is a reliable partner in the field of advertising and promotion of any company in the market. You can order a full range of advertising services: develop a unique corporate style, create an effective advertising campaign (TV, radio, Internet, print or outdoor advertising). Rental of advertising planes (billboards) is a specialization of the "Patron Creative Group Ukraine", which provides advertising placement services in Kiev, Odessa and other cities. The cost depends on the location of the billboard and the rental period.</p>
<p><b>Suitable for "Kuyalnik"</b></p>	<p>+</p>	<p>+</p>
<p><b>Suitable for "Perlyna Chornomorya"</b></p>	<p>+</p>	<p>+</p>

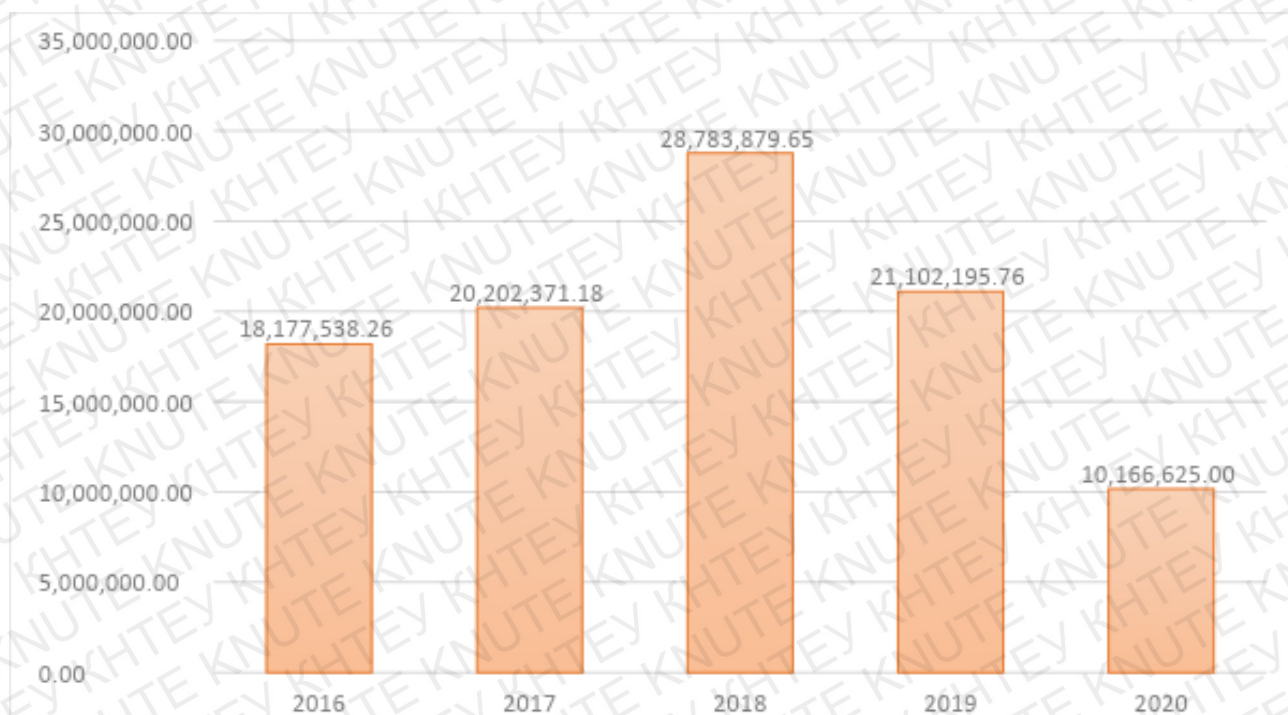


**Financial statements of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya”**

M.1 - Financial statements of the profit of the clinical sanatorium “Kuyalnik”



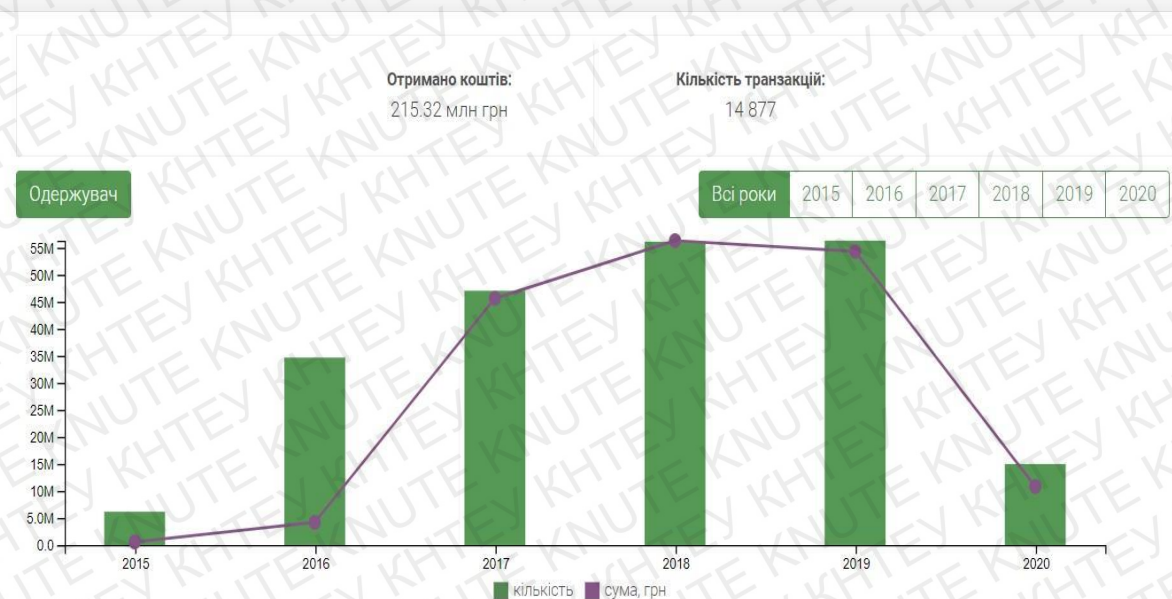
M.2 - Financial statements of the profit of the resort association “Perlyna Chornomor’ya”



## Financial statements of the profit of the clinical sanatorium “Kuyalnik” and the resort association “Perlyna Chornomor’ya” that are at the free access

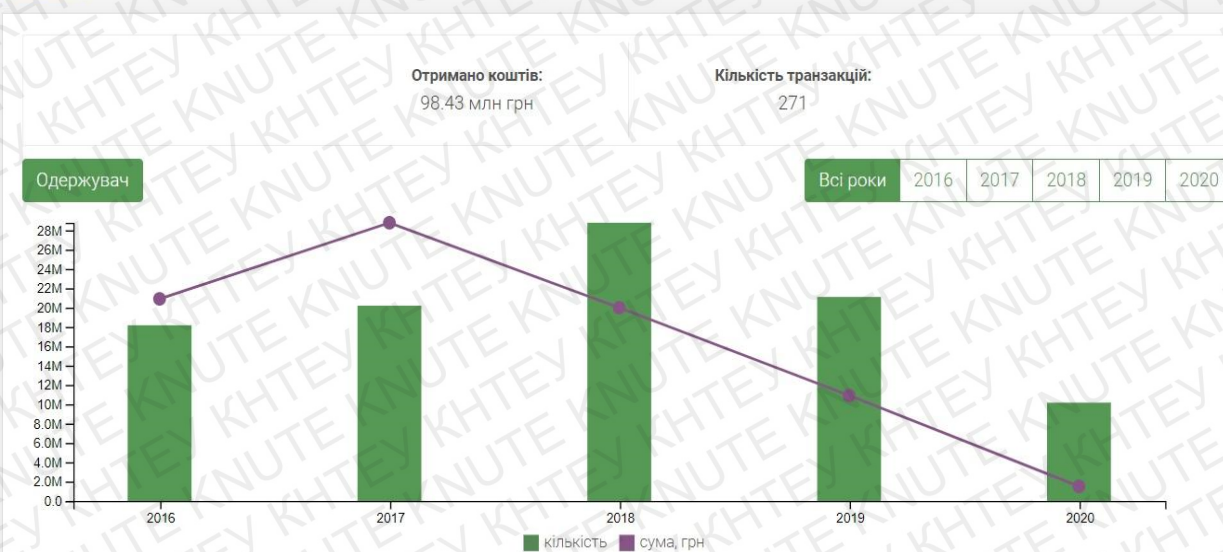
### N.1 - Financial statements of the profit of the “Kuyalnik”

ДОЧІРНЄ ПІДПРИЄМСТВО "КЛІНІЧНИЙ САНАТОРІЙ ІМ.ПИРОГОВА"ЗАКРИТОГО АКЦІОНЕРНОГО ТОВАРИСТВА ЛІКУВАЛЬНО-ОЗДОРОВЧИХ ЗАКЛАДІВ ПРОФСПІЛОК УКРАЇНИ "УКРПРОФЗДОРОВНИЦЯ"  
#32416773



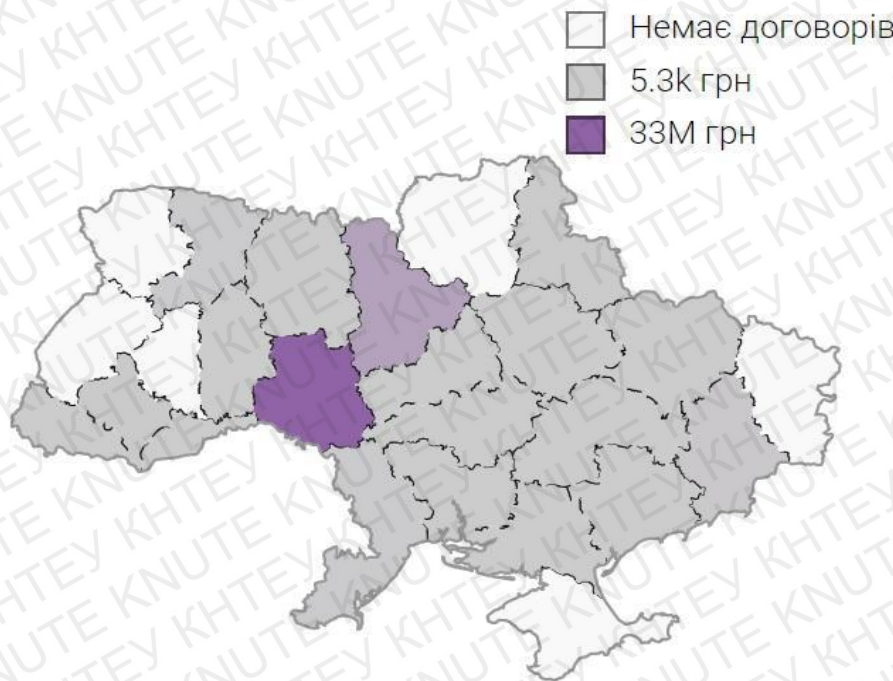
### N.2 - Financial statements of the profit of the “Pelnyna Chornomor’ya”

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "КУРОРТНЕ ОБ'ЄДНАННЯ "ПЕРЛИНА ЧОРНОМОР'Я"  
#40098434



**Zone of spreading the tenders of “Kuyalnik” and “Perlyna Chornomor’ya”**

O.1 - Zone of spreading the tenders of “Kuyalnik”



O.2 - Zone of spreading the tenders of “Perlyna Chornomor’ya”

