

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

**FINAL QUALIFYING PAPER**

**on the topic:**

**«OTA's network design of consolidator touroperator»**

Student of the 2<sup>nd</sup> year, group 12,  
242 Tourism,  
International tourism business

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Kyiv, 2020

# Kyiv National University of Trade and Economics

Tourism and Recreation Department  
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## Task for a final qualifying paper

**Dolinska Yana**

1. Topic of a final qualifying paper: «OTA's network design of consolidator touroperator»

Approved by the Order of KNUTE of November 04, 2019 № 3755.

2. Term of submitting by a student his/her terminated paper: 20.11.2020

3. Initial data of the final qualifying paper

*Purpose of the paper* is a design of network of online travel agencies of major tour operator.

*The subject* is the theoretical, methodological and practical basis of marketing strategy of online business.

*The object* is process of design of network of online travel agencies of the consolidated tour operator TPG.

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

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
Part 1	Mykhailichenko H.I.		
Part 2	Mykhailichenko H.I.		
Part 3	Mykhailichenko H.I.		

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

### INTRODUCTION

#### CHAPTER 1. THE ROLE OF CREATING A NETWORK OF TRAVEL AGENCIES

- 1.1. Creating a network of travel agencies as an object of scientific research
- 1.2. Modeling of marketing strategy and sales network of major tour operator

#### Conclusions to Chapter 1

#### CHAPTER 2. AN ANALYTICAL REVIEW OF CREATING A NETWORK OF TRAVEL AGENCIES IN UKRAINE

- 2.1. Researching the legal framework of the intermediary's business
- 2.2. Analysis of the work of major tour operator TPG
- 2.3. Researching the sales network of major tour operator TPG

#### Conclusions to Chapter 2

#### CHAPTER 3. THE PROJECT OF DESIGNING A NETWORK OF ONLINE TRAVEL AGENCIES OF THE CONSOLIDATED TOUR OPERATOR TPG (TRAVEL PROFESSIONAL GROUP)

- 3.1. Description and justification of innovative project of online tourism network tour operator TPG
- 3.2. Financial and operational decision of innovative project of online tourism network tour operator TPG
- 3.3. Economic efficiency of innovative project

#### Conclusions to Chapter 3

### CONCLUSIONS

### REFERENCES

### APPENDICES

## 7. Time schedule of the paper

No.	Stages of the final qualifying paper	Terms of the final qualifying Paper	
		de jure	de facto
1.	Choosing and approval of the final qualifying paper topic	01.09.2019-04.11.2019	
2.	Preparation and approval of task for the final qualifying paper	05.11.2019-05.12.2019	
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6.	Writing and pre defense of the 3 <sup>rd</sup> part of the final qualifying paper	16.09.2020-01.11.2020	
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	02.11.2020-08.11.2020	
8.	Presentation of the final qualifying paper on the department and on the deanery, receiving of referrals for external peer review	09.11.2020-19.11.2020	
9.	Additional processing, printing, preparation of material to final qualifying paper defense	до 20.11.2020	
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A final qualifying paper by authorship **Dolinska Yana** can be admitted to defense in the Examination Board.

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## INTRODUCTION

Tourism is one of the leading and most dynamically developing sectors of the global economy. For its fast growth, people call it as an economic phenomenon of the past century. Despite this, leading analysts prophesy for him a greater future. Nowadays, the movement of people for tourist purposes has swept all countries of the globe, and thanks to this, contacts between people from different countries have become an everyday reality. As a result, tourism is now one of the fastest growing types of international business. The interest of entrepreneurs in it is obvious and we can explain these factors.

Firstly, in order to start doing tourism business, it does not require too much investment. Secondly, in the tourism market large, medium and small firms quite successfully interact. At the same time, this type of business allows you to quickly turn around capital and (in the field of international tourism) to derive certain benefits from foreign exchange transactions.

In the modern sense, tourism is an activity related to mass tourist traffic, carried out using natural-climatic and historical-cultural tourist resources, the material and technical base of tourism and other important factors that determine the level and quality of service. According to the definition of the World Tourism Organization, "tourism is the activity of people traveling and staying in places outside their usual environment for a period of no more than a consecutive year for leisure, business or for other purposes not associated with activities subject to remuneration at the place of stay" [1].

Tourism has its own specificity that distinguishes it not only from trade in goods, but also from other forms of trade in services. Here, there is both trade in services and goods (according to experts, the share of services in tourism is 75%, goods - 25%), as well as the special nature of the consumption of tourist services and goods together with their production.

The needs of modern business do not stand still. They dictate all new directions in the development of technologies and solutions, change existing ideas about the organization of business processes of companies. The tasks of increasing

the level of competitiveness and the influence of a single company on the market lead to the need for constant dynamic development of its supporting infrastructure. Obviously, in the realities of the modern world IT infrastructure of any company can be considered like this one such a long time ago, because the bulk of business processes is supported by the information systems that make up its IT landscape. Today tourism is a profitable business where the largest airlines, hotel chains and travel corporations around the world are participates. Achievements of technological progress in the field of information technology did not pass over the tourism industry, fundamentally changing the procedure for the formation, promotion and implementation of tourism services. When national and international booking systems, the Internet, multimedia catalogs of tourist trips in various directions, electronic databases on legal acts and other modern achievements in the field of information technologies appeared, the quality of the product provided noticeably increased, its cost decreased, the cost of tours on an independent search and purchase of the necessary package of services reduced. [2]

By using the Internet, multimedia and databases it can be achieved the following: a rational and fast online communication, direct contact with the market and its business partners, integration and automation of business process, delivery and access of information. Because the basis for solving many problems is information processing.



## CHAPTER 1

### THE ROLE OF CREATING A NETWORK OF TRAVEL AGENCIES

#### 1.1. Creating a network of travel agencies as an object of scientific research

It is difficult to imagine a successful travel company without a high-quality Internet resource today. Further growth and development of a travel agent is possible only with close attention to technology. Closely, but not mainly, because client always need for a highly professional specialist who can be trusted with non-standard requests.

The change of trends and generations of travelers still dictates the direction of the industry, makes you think about digitalization. Today consumer trends have shown that most people use online channels for travel research. Customers also prefer to book online. That is why tour company's online presence is so important nowadays.

The need to form networks of close collaborative relationships appears to be even stronger in tourism as compared to other industries, since tourism firms are mostly small and medium sized organizations, fragmented over a geographic region. In order to survive and successfully function in the competitive environment, these firms need to form agglomerations of interrelated independent entities. There is evidence that small businesses in tourism tend to use both social networks (e.g., informal, personal contacts) and formal networks (e.g., associations) to support their businesses. These types of networks are usually formed spontaneously and evolve and change over time. Since new products are often developed in cooperation with other organizations, the clusters in question are often related to higher levels of firm innovativeness. There is also evidence that the frequency of contacts among the interrelated tourism firms, at both the formal and informal level, strongly influences the destination's success. In fact, more frequent interactions might lead to more efficient information, knowledge and skills transfer. Thus, by increasing the firms' social capital, networks can improve the competitive position of tourism firms and enhance the overall tourist experience. [3]



There is a need to design a network of online travel agencies today for well-coordinated work and communication of the tour companies. This network will allow the client to receive the following:

- quick access to information about tour packages, discounts, hot offers, promotions, etc.;
- quick contact with a consultant during working hours;
- during off-hours of the tour agent, the system can organize the work of the chat bot, which will collect from the client all the primary information for the tour agent;
- timesaving: the ability to book a tour in a few of minutes, after reading and learning all information about it; you do not need to leave home to arrange a tour;
- the ability to subscribe to the newsletter and receive notification of new tours or price reductions.

Advantages of online working by travel agency/tour operator (or network of online travel agencies):

1) quick recognition: a large number of people, including potential clients of travel agencies, are internet users. the content of phones and computers has captured millions of eyes. therefore, any business is important and needs to be online. more people will know about a travel agency and they will do it really faster if travel agencies work through online network with competent marketing.

2) comfort: for both clients and employees - in this case, this type of work for travel agents can be considered as remote work or part-time work. that is, the manager can be anywhere and spend time as he/she likes, the main point is to always be in online in the internet (working hours) using your phone or laptop. if the client wants to meet offline, the manager will be able to agree on a time for both and organize a meeting.

3) less cost: do not need to rent dozens of premises in the city in order to organize the work of travel agencies. it is enough to build 2 - 4 travel agencies in one city for offline meetings between the client and the manager, because all the

rest of the work will be done via the internet. In addition, the manager can always meet with a client in a cafe or in a park and discuss all the details, having with him only a laptop, phone or tablet.

## **1.2. Modeling of marketing strategy and sales network of major tour operator**

A marketing strategy is a system of measures developed in the future that provides guidance and directs the tools of the marketing mix to achieve their goals. In other words, it is a general plan to achieve the long-term goals of the company.

The main objectives of a marketing strategy in tourism are to reduce the degree of uncertainty and risk and to ensure the concentration of resources in priority promising areas of a tourism enterprise.

A marketing strategy is developed on the market's basic and marketing capabilities of the enterprise and its competitive advantages identified as a result of marketing research. The formation of the marketing strategy of a tourism company includes the following main steps:

- setting marketing goals;
- development of alternative strategies;
- selection and evaluation of the strategy.

The marketing management process is based on 4 main stages:

- analysis of market potential;
- selection of target markets;
- development of a marketing mix;
- implementation and control of marketing activities.

The stage of analysis of market potential, includes a definition for the enterprise capacity and its share in the commodity market. In this case, the enterprise determines the most profitable "point" of the market and analyzes its environment (consumers and competitors). [4]

The next step is the selection of target markets. The question arises before management: «Are market opportunities compatible with the potential of the



firm?» After determining the optimal market, enterprise or firm to assess its size analyzes all the goods in this market. The last link in this phase favors market segmentation. It identifies many consumer groups, each of which has its own behavior (reaction to a particular product), specific needs and needs.

The third step in marketing management is the development of the complex marketing, which consists of the following set of elements (Fig.1.1):

- product - a product or service offered in the target market;
- place - the use of various methods and methods of promotion products (direct sales or resellers);
- promotion - a field of marketing called self-promotion.

The main objective of this area is the correct supply of goods or services to the consumer, in order to conclude a transaction (profit). The main elements of promotion can serve as a discount system, a unique shopping offer, etc.;

- price is a set of costs incurred in the production of goods or the provision of services. The company at this stage is developing a pricing policy optimal for both consumers and the manufacturer itself [5].



Fig. 1.1 Elements of the complex marketing

The final stage of the marketing management process is to implement and control marketing activities. The main task here is to control execution of planned indicators, monitoring the implementation of strategic organization plans.

The main tasks of the marketing department are: analysis and evaluation market conditions, analysis of company performance, forecasting sales, market



share, development, implementation, marketing control strategies, increasing the perceived value of the product [6].

It's not always possible to evaluate the activities of marketing staff, because, firstly, marketers often work with potential customers, who do not know about the company's products, and secondly, creative activity in the work of the marketer prevails over a systematic, measurable one.

The marketing mix as part of the overall marketing strategy is extremely important, private strategies are developed for all its main elements:

- product strategy;
- pricing strategy;
- sales strategy;
- communication strategy.

The product strategy provides for the development of a tourist product that most closely meets the needs of tourists, the development and introduction of new tourist services on the market.

A pricing strategy involves determining the behavior of an enterprise in the market for the long term and pricing tactics for a shorter period in relation to each tourist product, as well as a specific market segment. A sales strategy includes identifying channels, forms and methods for bringing a tourism product to a consumer.

A communication strategy determines the purposeful activity of a travel agency to disseminate positive information about itself and its product. This activity includes advertising, sales promotion, personal sales, propaganda, as well as participation in exhibition events and the formation of corporate identity.

After setting prices for the operator's tourist product, his assortment is finalized. The tour operator's assortment can be defined as a list of all types of tours or services offered, indicating the following details and conditions:

- name of the tour (mass or company);
- travel itinerary indicating the places of overnight stays;
- price offer (indicating all price options);

- terms of the tour;
- list of services included in the price of the tour.

After determining the assortment of the operator, the most important and crucial stage in his activity follows - the sale of tours. Despite the fact that the sale of tours is not the main function of the tour operator, it is one of the responsible and difficult areas of work. After all, every tour operator is interested in bringing the product he developed to the consumer. These functions are intended to be performed by its sales network, the formation of which involves the search for promising sales partners, the study of their business qualities and reputation, the conclusion of contracts and subsequent work to optimize relationships.

In the practice of the tour operator's activity, two main directions of the formation of distribution channels are distinguished: external channels (foreign) and internal (Fig. 1.2).

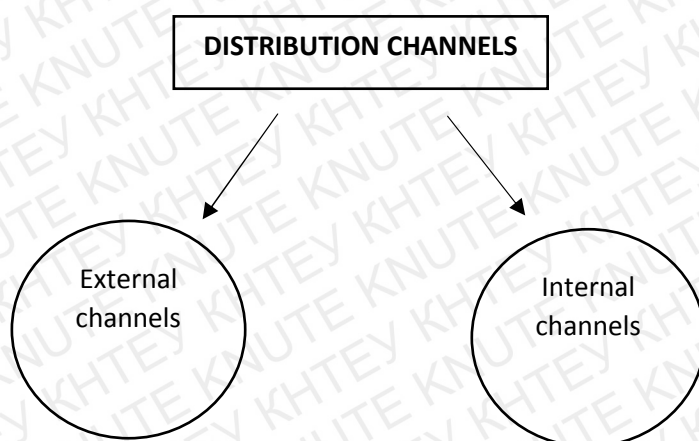


Fig.1.2 Distribution channels

Internal sales channels include a system of branches, representative offices, branches and travel agents through which tourist services and tourist products are sold on the territory of the country itself. At the same time, tours and services can be sold to both residents of the country and foreigners traveling around the country.

External sales channels suggest the presence of a certain number of intermediary firms that have undertaken to sell tours to that country in their country. [7]

In the long-term practice of the work of tour operators, various channels for the sale of a tourist product are used. Among them are the following:

- creation of own sales offices;
- creation of an intermediary travel agent network;
- the presence of relations with large organizations and enterprises;
- use of specialized stores;
- sale of tours by mail.

New directions - Internet sales, sales centers of several tours company. However, two types of tourism product sales are most often used:

- a) sale by the tour operator;
- b) sale through an agent network.

The sale of tours by the tour operator itself implies the presence of outlets and departments through which work is directly conducted with clients. The larger the tour operator, the more retail outlets it has. Particularly large operators can have their branches and representative offices both in their own country and abroad.

The most common and effective way to attract customers is an agent network. The presence of a developed tour operator agent network allows him: to easily enter new markets; minimize costs; increase sales; transfer part of authority to agents. The cooperation of the tour operator and travel agent is made out of an agency agreement.

In many companies, tourist product promotion channels are combined, that is, there are structures and units of their own, and there is also a counterparty network.

There can be many agencies under a tour operator - central and peripheral, including in other places, cities, regions and countries. They can form a complex agent network consisting of many agencies working directly with potential customers on the ground. [8]



The system for promoting a tourism product through intermediary organizations (wholesalers, agencies, sub-agencies, agents) is called a promotion channel (Table 1.1).

According to the "Receptive MOT - Consumer" scheme, most often small travel companies operate that sell their own tours on their own. However, such activity does not bring much success and is possible only with a small volume of services (no more than ten groups per year). It is usually combined with agency work selling foreign tours. Most often, such a company serves either a particular company, or an established and small circle of customers. For a major tour operator, this type of sales is unacceptable.

According to the "Receptive TO - TA - Consumer" scheme, larger tour operators with already quite high sales volumes work. There may be several travel agencies. A large tour operator attracts many (sometimes more than 1000) intermediaries to sell its tourism product - travel agencies and private agents.

The scheme "Receptive TO - Initiative TO - TA - Consumer" shows a channel for promoting a tour product from a receptive tour operator through initiative tour operators in different countries that have their own agent network there.

On the scheme "Receptive TO - Initiator TO - TO wholesaler - TA - Consumer" the channel of promotion of tourist products is presented. With the participation of wholesalers. This is an intermediary company that usually operates within a specific market, centrally purchasing tours from domestic and foreign companies. Traditionally, wholesalers create their own retail network of agencies.

In the scheme "Receptive TO - Initiative TO - Wholesaler- TA - Agent - Consumer", another travel agent is added as an individual (salesman). In large cities of civilized countries, travel agencies are numerous. Almost every third showcase on the ground floor of the city center belongs to a travel agency. Nevertheless, the most significant part of sales is not made in the agencies themselves, but by their agents outside the offices. People, in this case, are potential tourists, due to a number of psychological factors, are more likely to trust

friends, relatives, and generally living people who have been on a tourist trip than advertisements and signboards in agency windows, although the latter factors are important and play a positive role. In this regard, the need arises for one more step in this hierarchy of intermediary levels, presented in scheme up, - an agent working personally with individual consumers and population groups, enterprises, etc. [9]

Table 1.1

**Market channels for promoting the operator's tourism product**



With the arrival of internet, information technologies and advancements in the field of e-commerce, most of the traditional limitations and barriers are no longer a concern. Small or medium size businesses can compete nowadays in global markets. These small businesses can form groups also known as «business networks» to further improve their capabilities and reach. Organizations are moving, or must move, from today's relatively stable and slow-moving business networks, to an open digital platform where business is conducted across a quickly formed network with everyone, anywhere, anytime despite different business processes and computer systems. In chapter 1 we have considered advantages of working online, marketing strategy of tour operator and sales network of major tour operator.



## **CHARTER 2**

### **AN ANALYTICAL REVIEW OF CREATING A NETWORK OF TRAVEL AGENCIES IN UKRAINE**

#### **2.1. Researching the legal framework of the intermediary's business**

TPG is a Ukrainian tour operator on the basis of a license issued by the State Agency of Ukraine for Tourism and Resorts AE №272713 dated March 13, 2014.

This company has started operating in the field of tourism business in Ukraine since 2009. Since its inception, the company's main goal is to offer a professional and high-quality comprehensive range of travel services. [10]

Tour operator "Travel Professional Group" is the largest travel operator in Ukraine and the only national one.

Legal structure of the organization – LTD. The LTD company is a private business organization with one or more owners. The "limited" structure separates liabilities from the business owners and the business. The owners are also called shareholders, and they may or may not be part of the daily operations and management of the company. The company's directors are employed by the company and handle all operations.

The company owns all assets and is responsible for all debts. The business pays taxes apart from the shareholders, who report personal employee earnings or profit distributions on personal tax returns. Should the company become insolvent, it is only the business assets, not shareholder personal assets, that are used to pay any insolvency responsibilities.

The size of the authorized capital is UAH 2,400,000.00 [11]



Hetmantseva Olena Dmytrivna (USREOU code - 36387500) is the authorized person. The bank guarantee of Travel Professional Group LTD is given in Addition B.

Type of legal entity - Joint Stock Company (JSC). The shares of TPG are registered with the National Securities and Exchange Commission (“Securities Commission”).

Mission of Travel Professional Group LTD:

1. Tourist satisfaction.
2. Providing opportunities for full self-realization of its employees.
3. Benefit to the society in which the tour operator works.

We implement this by creating high standards of highly professional business, hard work to meet the demands of our partners - agencies, as well as by providing assistance to those areas of public life that need it, including the treatment of children.

4. Affirmation of the greatness of the Ukrainian State in the international arena, ensuring respect for Ukrainians and their achievements around the world.

Thus, the main task of the travel company LTD "Travel Professional Group" is the organization of tourist trips of Ukrainians to countries far and near abroad, making a profit, increasing foreign exchange earnings and the implementation of the received funds for further development of the enterprise and social and economic interests.

## **2.2. Analysis of the work of major tour operator TPG**

There are more than 50 tour operators in Ukraine. Tour operator TPG is one of them which as an independent economic entity with the rights of a legal entity, which promotes and sells services to tourists, as well as other types of auxiliary economic activities not prohibited by law and provided for by its charter. TPG is one of the few representatives of long-lived enterprises in the tourist market of Kyiv and Ukraine in general, thus gaining a well-deserved reputation as a reliable

partner. The company offers a variety of leisure activities, a wide range of tourist routes, excellent accommodation and food at an appropriate level of service prices.

This tour operator is characterized by a horizontal distribution of the organization's labor. Employees are qualified specialists in a narrow area of activity, which allows them to professionally solve emerging issues of tourists. With this distribution of labor, they use a special approach to the providers of travel services, which makes it possible to guarantee the quality of the tourism product.

Slogan of TPG is «Care about you».

The tour operator offers its clients a range of tourist services:

- individual tours;
- group and excursion tours;
- rest and excursion programs in Ukraine, organization of conferences, seminars, training groups;
- education abroad (language courses in Great Britain, France, Malta);
- sale, booking and delivery of air tickets (international and domestic flights);
- sale of tickets for charter flights;
- event tour of any complexity (wedding tours, weekend tours, trips to tournaments, festivals, carnivals).

A separate area of the tour operator Travel Professional Group is the provision of corporate services to enterprises and organizations. They are pleased to provide people with a range of travel services:

- organization of corporate trips, conferences, seminars and trainings;
- arrangement of collective business tours;
- registration of individual business and private trips.

TPG has also school of tourism business and support Ukrainian youth with the student's scholarship competition – so they are eager to integrate in a higher innovative process in tourism and gain the world's best practice. [12]

The tour operator has its own on-line tour booking system, which is simple and convenient to use and allows to reduce the time of work, both with customers and with service providers.

Travel Professional Group LTD has a simple linear-functional organizational structure, which is largely determined by the large number of staff of the tourist enterprise. Addition B presents the organizational structure of Travel Professional Group LTD. The advantages of such an organizational management structure include:

- establishing simple and clear communication links;
- unity and clarity of management;
- consistency of actions of performers;
- efficiency in decision-making;
- personal responsibility of the head for the final results of activity.

TPG is multidisciplinary tour operator. Therefore, he provides tours to different countries around the world (73 directions): Greece, Turkey, Cyprus, Thailand, Montenegro, UAE, Croatia, Bulgaria, Dominican Republic, Egypt, etc.

*Table 2.1*

**Indicators of tourist activity of Travel Professional Group LTD  
2016-2018**

Indicators	Years			Deviation +, -		Deviation (%)	
	2016	2017	2018	2017-2016	2018-2017	2017-2016	2018-2017
Number of serviced tourists, persons, incl.	36002	35789	33680	-213	-2109	93,55	-5,89
Foreign tourists	38	41	32	3	-9	84,21	-21,95
Tourists who went abroad	35679	35473	33248	-206	-2225	93,19	-6,27
Tourists covered by domestic tourism	285	275	400	-10	125	140,35	45,45
Number of	270015	268418	286280	-1597,5	17862,5	106,02	6,65



tour days provided to tourists, including:							
Foreign tourists	209	185	174	-24,5	-10,5	83,25	-5,69
Tourists who went abroad	267384	265621	282306	-1763	16685,5	105,58	6,28
Tourists covered by domestic tourism	2423	2613	3800	190	1187,5	156,86	45,45
Volume of provided tourist services, thousand UAH	498690	486790	477689	-11900	-9101	95,79	-1,87
Foreign tourists	468	499	432	31	-67	92,31	-13,43
Tourists traveling abroad	498222	486291	477257	-11931	-9034	95,79	-1,86

Source: developed by the author based on enterprise data

Therefore, as can be seen from the obtained data in table. 2.1 in 2018, the number of tourists served decreased by 2109 people, in general, the decrease was due to a decrease in the number of tourists traveling abroad by 2225 people and at the same time, an increase in domestic tourists by 25 people.

Accordingly, the volume of provided tourist services decreased by UAH 9,101 thousand, or by 1.87%, the largest share of which is occupied by income from tourists traveling abroad.

The company receives the largest profit for 3 years from tourists traveling abroad. From the data of table 2.2. we can see that in 2017 the quantity of tourists covered by domestic tourism increased, namely by 125 people, this can be explained by the current political situation in our country and in the most popular destinations such as Egypt and Turkey.

When we calculated in table 2.3. dynamics of the main indicators of Travel Professional Group, the following conclusions can be drawn: net sales revenue in 2018 compared to 2017 decreased by 9101 thousand UAH, this is due to a

decrease in the number of tourists served in 2018, the cost of goods sold (services) decreased by 10869 thousand UAH, the net profit of the company in 2018 amounted to 6526 thousand UAH, which is 3329 thousand UAH less than in 2017.

Table 2.2

**Dynamics of the main indicators of economic activity of LTD  
Travel Professional Group for 2016-2018**

Indicators	Units of measurement	Years			Deviation +, -	
		2016	2017	2018	2017-2016	2018-2017
Net sales revenue	thousand UAH	498690	486790	477689	-11900	-9101
Cost of goods sold (goods, works, services)	thousand UAH	431769	412009	401140	-19760	-10869
Administrative expenses	thousand UAH	9340	8970	9944	-370	974
Selling expenses	thousand UAH	5678	3477	2305	-2201	-1172
Other operating expenses	thousand UAH	28877	38970	45070	10093	6100
Financial result from operating activities	thousand UAH	23026	23364	19230	338	-4134
Financial income	thousand UAH	5678	3456	1266	-2222	-2190
Financial result before tax	thousand UAH	12781	12018	7958	-763	-4060
Net profit	thousand UAH	10480	9855	6526	-626	3329
The average number of employees	persons	125	123	119	-2	-4
Remuneration fund	thousand UAH	1391	2183	1625	792	-558
The average monthly salary	UAH	2897,6	3789,5	3224,5	891,9	-565
Productivity	thousand UAH/persons	3989,52	3957,64	4014,19	-31,88	56,55
Profitability of activity	%	5,10	5,02	4,37	-0,08	-0,66

Source: developed by the author based on enterprise data

In the Ukrainian market tour operator has many competitors, among them are Coral Travel, Join Up!, Anex Tour, TEZTour, TUI Ukraine, Pegas Touristik and so on. In order to develop and satisfy your customers, any business have always analyze their competitors and the customer market. Table 2.3 shows how consumers rate each tour operator on criteria such as transfers and flight delays, frequency of not settling, work of guides, confirmation of orders, dispute resolution and final grade (2019 year). [13]

Table 2.3

**Rating of tour operators of Ukraine on convenience for tourists**

Tour operator	Transfers and flight delays	Frequency of not settling	Work of guides	Confirmation of orders	Dispute resolution	Final grade
ALF	7,26	7,58	7,26	6,84	6,67	7,06
Anex tour	6,68	8,54	5,80	7,86	5,48	6,84
Coral Travel	7,84	8,44	7,70	7,92	7,14	7,76
Join Up!	5,04	7,42	6,58	7,56	6,36	6,54
Kompas	7,56	8,00	7,30	7,40	7,02	7,38
Mouzenidis travel	8,24	8,76	8,78	7,92	7,62	8,16
Pegas Touristik	7,94	8,58	7,90	8,40	7,48	7,96
TEZTour	8,70	9,12	8,56	8,92	8,22	8,60
TPG	6,42	6,40	6,72	5,66	5,16	6,12
TUI	7,52	7,86	7,62	7,62	6,54	7,48

\*where 1 - terribly dissatisfied, 10 – excellent



According to the table Top-3 are taken by the following tour operators: TEZTour, Mouzenidis travel and Pegas Touristik. Tour operator TPG takes an average position, but costumers noted it as the worst tour operator in check-in situations and in situations where is need to resolve a conflict.

In order to talk what part of the market the tour operator takes and how popular it is among the population of the whole country, it is worth seeing how many people it sent on a trip this year. In table 2.4 we see, that in 2019, tour operators were in the lead with their fleets - Join Up! with an airline SkyUp and Anex Tour with their own raft under the brand Azur Air. [14]

*Table 2.4*

**Rating of tour operators in Ukraine by the number of tourists sent**

Tour operator	Quantity of tourists
Adria Hit	3 500
Adriatic Travel Touroperator	26 940
Anex tour	821 730
Coral Travel	305 000
Eurotrips	7 000
GTO Kompas	152 200
Join Up!	1 015 475
TEZTour	52 000
TPG	420 000
TUI	450 000
Ukrainian Global Company	5 311
iTravel	5 077
Alliance	9 207
Aristeya	3 528
Dream Travel	2 499
Zeus Travel	15 268

Meest-tour	9 350
Pilon Ukraine	3 570
Tour-group	15 000
Feerie	15 000
Express-Voyage	7 000

TPG is taken the 4<sup>th</sup> place and it is a good position among so many tour operators, but besides the pluses this is an indicator that there is something to strive for. The difference with the first or second indicators and the indicators of TPG is very large. This shows that the tour operator Join Up! owns the lion's share of the market.

However, Figure 2.5 shows us clear the positive tendency: the quantity of tourists sent by tour operator TPG is increasing every year. [15]



Fig. 2.5 Quantity of tourists that sent abroad by TGP (in thousands)

Now it is a time to consider the external environment of tour operator TPG operating in the Ukrainian market. The activities of any enterprise operating in the tourist market of Ukraine are influenced by the factors presented in table 2.6. Most significant factors are, on the one hand, the provision of visa-free entry to a number of states, the number of which is constantly increases, on the other hand, for 6 years, military conflicts have been continued in the East of Ukraine, which

scares off many people to visit our country. In addition, from time to time there are conflicts in a number of directions of the tour operator (for example, in Turkey or Egypt). [16]

In addition, the unstable exchange rate in relation to the hryvnia, which hinders the development of tourism, both external and internal, has a huge impact on the tourist market. It should also be noted the widespread use of Internet technologies, which, on the one hand, increase the efficiency of tourism enterprises, significantly reducing the time of interaction with suppliers and customers. On the other hand, this factor is a real threat, since potential clients can use the Internet to organize their own travel without going through a travel agency.

The opportunities for a tour operator to work include a favorable state policy in the field of tourism development, as well as a visa-free regime with the states of Europe, which undoubtedly affected the development of domestic tourism and an increase in tourist demand for domestic destinations. Also among the opportunities for the development of travel agencies can be noted a decrease in interest rates on loans, which makes rest for some categories of consumers more affordable. [17]

The obvious threats to development include a decrease in real incomes of the population and an increase in unemployment, which led to a significant reduction in demand, especially in the segment of inexpensive tours. In addition, there is a clear increase in tourist interest in self-tourism, which is also not very beneficial for travel agencies.

*Table 2.6*

**PEST-analysis of tourist market of Ukraine**

Factor	Opportunity	Threats
Political factors	1. Ensuring visa-free entry for a number of directions, the quantity of which annually increases. 2. Favorable state policy in the field of tourism.	1. Armed conflicts in Ukraine. 2. Sometimes armed conflicts in some directions (f.e. Turkey, Egypt).



Economic	<ol style="list-style-type: none"> <li>1. Decrease in interest rates on loans and the emergence of special offers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Decrease in real incomes of the population.</li> <li>2. Unstable exchange rates against the hryvnia.</li> <li>3. The existence of a strong competitive environment in the tourism business.</li> </ol>
Socio-cultural	<ol style="list-style-type: none"> <li>1. Growth of interest in national characteristics in various destinations.</li> <li>2. Popularity to travel.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fear of tourists about some destinations.</li> <li>2. Fashion for independent tourism.</li> </ol>
Technological	<ol style="list-style-type: none"> <li>1. The emergence of software products, increasing work efficiency enterprises.</li> <li>2. The spread of the Internet: global booking systems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Low quality products (different budget - different quality)</li> <li>2. The spread of the Internet: booking systems.</li> </ol>

Source: developed by the author based on enterprise data

Besides, we want to consider SWOT analysis in table 2.7. The analysis considers the assessment of factors that affect the tour operator TPG.

Table 2.7

### SWOT – analysis of tour operator TPG

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- international brand;</li> <li>- stability of development for years;</li> <li>- quite wide geography of tours;</li> <li>- high quality of services;</li> <li>- convenient location of the main office;</li> <li>- regional offices in the largest cities of Ukraine</li> <li>- supplying of additional services (TPG school of tourism)</li> </ul>	<ul style="list-style-type: none"> <li>- high average cost of tours;</li> <li>- sustainability of marketing activities;</li> <li>- seasonality of activity;</li> <li>- the principle of single leadership is not always followed;</li> <li>- lack of coordination between managers at different levels;</li> <li>- discrimination against management positions;</li> </ul>

	<ul style="list-style-type: none"> <li>- high staff turnover;</li> <li>- low quality of services (a large percentage of negative feedback from customers);</li> <li>- quality of creativity and advertising campaigns</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- opening of new regional offices;</li> <li>- expansion of the agency network;</li> <li>- acquisition of own airline (or a certain number of aircraft);</li> <li>- diversification of the tourist product (introduction of new directions);</li> <li>- increase in demand for Egypt and Turkey (due to Covid-19);</li> <li>- rotation of personnel between the countries in which TPG operates</li> </ul>	<ul style="list-style-type: none"> <li>- unfavorable political situation in Turkey and Egypt;</li> <li>- closing popular tourist destinations and reducing demand for them (due to Covid-19);</li> <li>- inflation;</li> <li>- changes in exchange rates;</li> <li>- economic instability in Ukraine;</li> <li>- reducing the purchasing power of Ukrainians;</li> <li>- strong positions of competitors;</li> <li>- dumping of prices by competitors</li> </ul>

Source: developed by the author based on enterprise data

### 2.3 Researching the sales network of major tour operator TPG

Travel Professional Group (TPG) is the largest tour operator in Ukraine with national capital. From the moment of its foundation, the main goal of the company is to create a tourist product of the highest quality, which would be in demand in all markets where it is represented. In 2011 the company successfully developed its own franchise network of travel agencies. In 2015, TPG a new franchise concept was introduced and open 10 branches. Essence new concepts: "Planning travel is the most important stage of vacation preparation. Depending on the level of competence of specialists in leisure planning, the customer receives a product that either meets his requirements or no. Therefore, the main component of the concept of TPG-agency is answer and anticipate their requests customers". [18]

In the last years interest in joining the network TPG significantly increased. A large share new franchisees (94%) - these are already operating agencies. TPG



provides them with all the necessary support: marketing, financial, legal, etc. One of the main criteria for joining the network – perfect business reputation. In each TPG office, the client agency will receive equally high service and expert assistance in travel planning.

TPG franchisees will receive from the franchisor: brand book, consultations of the designer and the curator on use of corporate style, providing promotional products, marketing consultations, a large-scale advertising campaign aimed at promoting the network. As part of the franchise, TPG provides large-scale advertising support for its network: for several years the company has been publishing Travel Professional Magazine, one of the company's priority resources in the field of promoting the development of quality and professional tourism; publishes catalogs for summer and winter periods; conducts advertising campaigns in the regions of Ukraine: press, outdoor advertising, etc.; conducts promotions that stimulate sales. The company is the founder of the Travel Professional Awards, the "Travel Oscar" of Ukraine, which is awarded to the best travel agencies at the end of each season. [19]

Information support for members of the franchise network is provided by the site [www.tpg.ua](http://www.tpg.ua), which works both under the B2B scheme (for successful and convenient work of partners) and under the B2C scheme of direct communication with tourists (search of tours without the right to book with the operator). There is a CRM system for automation of work with the client and the organization of work of the company. There is a centralized call-center (calls come to the call-center and are distributed to the franchisee's offices). Network members receive corporate internal free communication without long waits on the line. A corporate e-mail address is also created, to which the franchisee will receive information about the most up-to-date offers from TPG. [20]

Today, much attention is paid to the training of managers of network agencies. The training program includes a variety of activities: software training, seminars, webinars, individual seminars for a particular agency with a new areas of interest. A training portal has been created for the franchisee, where they can



improve knowledge, train and test new employees, promote personnel accounting, conduct training, etc. In 2015 TPG did not reduce the volume, but on the contrary, opened new directions and expanded existing ones.

We investigated and summarized the characteristics of travel franchise networks, which show their similarity in the main parameters (country of origin, regions of development, selection criteria) and significant differentiation in terms of franchise support (Addition C). The table is based on data taken from the official websites of franchisors. Indicators are constantly changing, but the overall situation can be demonstrated.

In 2019 the number of TPG franchisees were 192 offices in different cities of Ukraine (Fig. 2.6 Map of TPG franchisees). [21]

## Стань частиною успішного бізнесу



Fig. 2.6 Map of TPG franchisees

Source: <https://www.tpg.ua/>

The best kind of tracking progress and growth is a table that shows the work of a tour operator for three years - from 2017 to 2019. In Table 2.7 we shows the next indicators.

Table 2.7

### Growth and performance of the company in 2017-2019

	2017	2018	2019
--	------	------	------

Quantity of people sent on tours since the beginning of the activity	>1 650 000	>2 000 000	>2 420 000
Quantity of countries	150	211	235
New collaborations	Qatar Airways and Turkish Airline		
Franchising	+ 25 (total 166)	+34 (total 200)	-8 (total 192)
Quantity of cities in Ukraine where TPG franchises are represented	40	74	72
Most popular destinations	Sri Lanka, Antalya, Egypt, Alicante, India, UAE, Turkey, Greece, Cyprus, Adriatic, Israel, Finland, Bulgaria, Slovakia, Czech Republic, Dominican Republic, Zanzibar, Thailand, Austria.	Antalya, Egypt, Georgia, Southeast Asia, Sri Lanka, UAE, exotic: Zanzibar, Seychelles, Thailand, Sri Lanka, Mauritius, Dominican Republic, ski resorts.	Egypt, Turkey, Bulgaria, Dominican Republic, Maldives, UAE, Seychelles, Mexico.

Source: developed by the author based on enterprise data

Travel Professional Group LTD was established and operates on the basis of the Charter and legislation of Ukraine, has a tour operator's license. Travel Professional Group is the largest tour operator in Ukraine with national capital. The TPG team has been operating in the Ukrainian market since 1994. Travel Professional Group Limited Company operates on the basis of a license obtained on March 20, 2014 and has an unlimited validity, Series AE №272713. Hetmantseva Olena Dmytrivna is the authorized person.

The main task of the travel company LTD "Travel Professional Group" is to organize tourist trips of Ukrainians to countries far and near abroad, make a profit, increase foreign exchange earnings and the implementation of the funds for further development of the enterprise and meet the social and economic interests of



members. In this chapter we analyze the main indicators of the micro- and macro-environment of the travel enterprise Travel Professional Group LTD and its franchisees, summarize the strengths and weaknesses, as well as identify threats and opportunities.

## **CHAPTER 3**

### **THE PROJECT OF DESIGNING A NETWORK OF ONLINE TRAVEL AGENCIES OF THE CONSOLIDATED TOUR OPERATOR TPG (TRAVEL PROFESSIONAL GROUP)**

#### **3.1. Description and justification of innovative project of online tourism network tour operator TPG**

Today using of network technologies begins with an access to the Internet in the role of a user in order to find any information belonging to others, and ends with the construction of your own private corporate network, in which the most valuable information rotates with great speed and efficiency.

The simplest possibilities of the Internet in tourism are to disseminate information about the company and the services it provides on various, message boards, forums, etc.

Any Internet user can become a buyer of a tourist product. Even sites that claim to be no more than an informational brochure "bring" more than 20% of clients to the office of the company that owns the site. [22]

The main stages of using the Internet in tourism business:

1. Creation of a website with a list of services, requisites, price list, pictures (business card website) and other information that duplicates the company's advertising brochures. In this case, the site is an additional advertising tool that allows everyone to get acquainted with the information about the company, its activities and coordinates in constant access mode. Disadvantage - information on



the site is presented in a static form without taking into account the opinions of users.

2. Creation of an interactive website for quick communication of clients with the company via the Internet, capable of providing information at the user's request, answering his questions, having feedback with the company (guest book, forum, answers to frequently asked questions, information request form, etc.). Such a site is an electronic office of the company, which helps to increase the number of potential customers. The disadvantage is the impossibility of direct participation in the implementation of travel services;

3. Creation of a website-shop capable of accepting payments for travel services, booking vouchers, tickets, concluding agreements with clients, notifying them about vacant places, vouchers, etc. operations (accepting payments, preparing and signing papers, the client's arrival at the office, etc.). The disadvantage is the risk associated with the possibility of hacking the site by hackers, fraud, lack of legislative support from the state.

4. Connection of a travel agency on the basis of a subscription fee to business systems that implement the aforementioned opportunities and take responsibility for the safety of doing business. The function of the system is intermediary. Benefit - a much greater concentration of potential customers and, accordingly, an increase in demand for travel services. The disadvantage is high competition, the need to react quickly, otherwise the client will turn to another company. [23]

The first three systems operate on the B2C (Business-to-Consumer) principle - the "seller-client" interaction. The latter system is based on the B2B (Business-to-Business) principle - "seller-intermediary" interaction.

But, if tourist business has a lot of offices (or tour agents) it will be a reasonable and effective solution to create its own network of online travel agencies on one place (website). Own network of online travel agencies for tour operator TPG would give the following opportunities:

- any quantity of travel agencies in one system with flexible division of visibility of orders and clients;
- operational and statistical reporting of the entire network or a specific travel agency;
- moving travel agents to offices with maintaining access to their orders and clients;
- a single client base, keeping a client's history, taking into account tourist orders in all travel agencies of the network;
- uniform work standards and reference books in all offices;
- each travel agency and travel agent sees in the system only what is supposed to;
- maintaining cash registers of all offices, monitoring payments to tour operators and customer payments, reports on the movement of money.

All these factors have a huge influence on work of people and on business in general. Due to the design of such a system, the work of travel agents will become more transparent, and the client will be able to arrange the desired tour faster. In addition, the creation of such a base would have had a positive impact on business during the 2020 quarantine period (we talk about open borders to some countries). Because with the presence of such technology, the need for offices and offline meetings disappears. At the same time, quarantine measures are observed, and the tourist business does not suffer (or does not suffer in very large volumes). [24]

In the future, the number of stationary points of sale of a tourist product will be minimized, and the operations of product promotion, contact with buyers and sales will be carried out using the Internet. In these conditions, the association of travel agencies in the network, which are focused on the online segment of the travel market, is the most reasonable way to further develop each agency and increase the share of its sales.

A good solution is to design a search, booking and online marketing system for TPG tours, which will be designed to work exclusively with travel agencies and tour operators. It will be closed to the final consumer of the tourist product -

tourists. The main areas of work in this system - is the booking and sale of tickets to regular and charter flights, hotel reservations in Ukraine and abroad, sale of railway and bus tickets, booking of package tours.

This system is the simplest and most convenient tool in the hands of a travel agency manager, which allows you to search and book the most advantageous offer for a tourist in minutes.

The system has the following advantages:

1. The system allows you to check the relevance of tours, the availability of seats on charter flights within the tour operator TPG online.
2. Effective use of time in real time determines the maximum relevance of information, ie the parameter that is most important for managers of travel agencies when working with such systems.
3. The system allows you to directly book tours of the tour operator directly from the search results.
4. The system is focused on the Ukrainian user and is the best search and booking system for tours in Ukraine.
5. The interface of the system is so simple that work in it does not require special training.

Advantages of implementing an online sales system for each participant in the process:

- for clients:

- 1) instant receipt of material confirmation of the reservation;
- 2) fast registration of the permit;
- 3) the opportunity to receive complete information about your application at any time by phone or via the Internet;
- 4) the ability to receive notifications about changes in the status of your application by email or message;

- for tour operator:

- 1) cost reduction: removing from the manager the need to enter agent requests in the system; all tours, group or individual, go through a system that



allows you to get a real picture of tour sales; full automation of graphic tours; maximum automation of individual tours; removing from managers the need to spend time informing clients about the status of their applications (call the client or answer his calls), to perform a large amount of routine work (forming lists, checking payments, inquiries to a foreign partner, etc.);

2) increase in sales: release of managers of directions for work with individual rounds; reduce delays in the transfer of information between departments, thereby speeding up the application process;

3) analytics: get up-to-date sales information at any time; full transparency of sales, the ability to track any application in the system (both processed and rejected);

4) improving the quality of customer service: faster processing of customer applications; availability of additional services for clients (various kinds of messages, access to information about their applications in any moment of time).

[25]

### **3.2. Financial and operational decision of innovative project of online tourism network tour operator TPG**

Today, when the competition is increasing, travel agencies have to work not only with their own financial interests, but also with the interests of the buyer in order to keep it and maintain its market share. And this can be achieved only by following a pre-designed strategy, using all modern developments. Like any other field, tourism must be constantly evolving to keep interest from consumers. Apparently, it is the tourism industry that occupies one of the leading positions in the dynamics of development, as it must always be one step ahead of the demanding tastes of customers.

In order to improve the activities of the travel company "Travel Professional Group", the company must constantly innovate in various areas of operation of the company.

According to the quantity of franchise agencies that provide services by Travel Professional Group LTD, we offer to design a network of travel agencies in order to work in coordination, systematic and fast. [26]

Why is it so important to implement this system? First and foremost, it saves time both for travel agencies and clients. Indeed, the tour operator and travel agencies will have more time for other activities, which should be given time, namely: advertising, promotion, processing reviews and objections, improving the provision of services (ethics of dialogues), creating new travel products.

Designing a network of online travel agencies solves problems in a complex: what problems and how it will be solved is shown in the figure 3.1. [27]

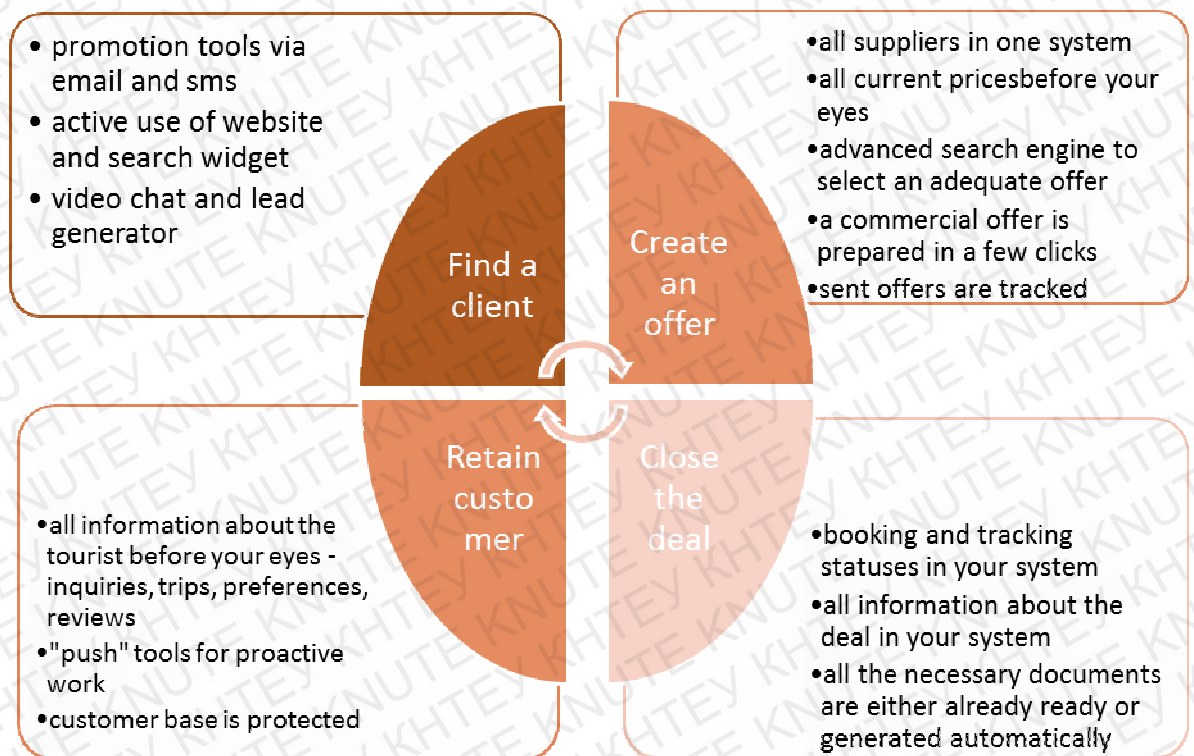


Figure 3.1. Solving problems during system implementation for TPG

In Figure 3.2 we propose an example how the main system window may be look. When the travel agent just logs into the system, the first thing he will see will be: processed and unprocessed applications and the latest events, the calendar, exchange rates, how many people are resting on the tour package today, how many people are planning to fly out today, the button "create a request", and list on the



left with active buttons Search, Applications, Clients, Finance, Partners, Directory, Management. [28]

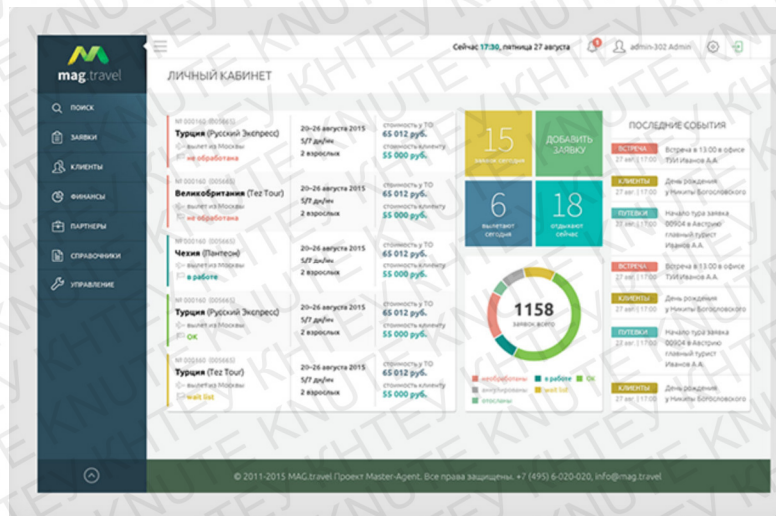


Figure 3.2 Example of main system window of system

It is also important to note that this system allows travel agency working anywhere in the world, it is only important to have a tablet or laptop. In 2020, the tourism and hospitality industry has taken a hit due to the Coronavirus. For the first time in the world, everything stopped and the tourism business suffered a lot during the time when the borders were closed and all air flights were canceled. In this case, it is important to develop domestic tourism. And in that time, it would have been appropriate to continue working through the online travel agent network.

That's why it will be clear to see the design of network of travel agencies like a key to solve a huge number of factors which pandemic and the whole world (includes potential customers) dictates to us.

Potential long lasting tourism policy implications:

- sustainability may become more prominent in tourism choices, due to greater awareness of climate change and adverse impacts of tourism. Natural areas, regional and local destinations are expected to drive the recovery, consequently shorter travels will result in a lower environmental impact of tourism.



- domestic tourism is expected to gain in shares and flows, as people prefer to stay local. Domestic tourists are often more price-sensitive and tend to have lower spending patterns.
- traveller confidence is expected to be lowered due to the ongoing uncertainty. This may lead to a decline in tourism consumption that might continue well long after the initial shock.
- safety and hygiene are becoming a key criteria to select destinations and tourism activities. People are likely to prefer ‘private solutions’ when travelling, avoiding big gatherings, and prioritising private means of transport, which may have an adverse impact on the environment.
- digitalisation in tourism services is expected to continue to accelerate, including a higher use of automation, contact-less payments and services, virtual experiences, real-time information provision.
- tourism policy will need to be more reactive and in the long term it will move to more flexible systems, able to adapt faster to changes of policy focus. Crisis management will be a particular area of focus. [29]

### **3.3. Economic efficiency of innovative project**

Any economic decision must be based on relevant research, meet the goals of the decision-maker and be effective. The feasibility of any project is determined by a number of factors of internal and external environment.

With the introduction of such a system, where all online travel agencies are collected, in the future (and even now in connection with the pandemic) there is no need to open offices offline. It will be possible to open a subsidiary (travel agency) without spending on the decoration of the office, its rent, branding, etc. The only expenses to get started to work as a travel agent will be the lump sum fees, royalties and expenses to become a member of the travel agency network.

If travel agent need a personal meeting with a client, it is advisable to have several large offices in the city and arrange a meeting with him there.

In table 3.3, we consider the cost of spending on the design of network of online travel agencies and its maintenance.

*Table 3.3*

Design of network of online travel agencies and its maintenance.

Operation	Cost
Creation of a CRM-system for a tour operator and all his travel agents	From 5000\$ (depending on level of design the system)
CRM-system support, fixing technical problems	200\$ per year (from one travel agency)

## CONCLUSIONS

The change of trends and generations of travelers still dictates the direction of the industry, makes you think about digitalization. Today consumer trends have shown that most people use online channels for travel research. Customers also prefer to book online. That is why tour company's online presence is so important nowadays.

Advantages of online working by travel agency/tour operator (or network of online travel agencies):

- 1) quick recognition;
- 2) comfort;
- 3) less cost.

A marketing strategy is developed on the market's basic and marketing capabilities of the enterprise and its competitive advantages identified as a result of marketing research. The formation of the marketing strategy of a tourism company includes the following main steps:

- setting marketing goals;

- development of alternative strategies;
- selection and evaluation of the strategy.

The stage of analysis of market potential, includes a definition for the enterprise capacity and its share in the commodity market. In this case, the enterprise determines the most profitable “point” of the market and analyzes its environment (consumers and competitors).

The next step is the selection of target markets. The question arises before management: «Are market opportunities compatible with the potential of the firm?» After determining the optimal market, enterprise or firm to assess its size analyzes all the goods in this market. The last link in this phase favors market segmentation. It identifies many consumer groups, each of which has its own behavior (reaction to a particular product), specific needs and needs.

The third step in marketing management is the development of the complex marketing, which consists of the following set of elements:

- product - a product or service offered in the target market;
- place - the use of various methods and methods of promotion products (direct sales or resellers);
- promotion - a field of marketing called self-promotion.

With the arrival of internet, information technologies and advancements in the field of e-commerce, most of the traditional limitations and barriers are no longer a concern. Small or medium size businesses can compete nowadays in global markets. These small businesses can form groups also known as «business networks» to further improve their capabilities and reach. Organizations are moving, or must move, from today’s relatively stable and slow-moving business networks, to an open digital platform where business is conducted across a quickly formed network with everyone, anywhere, anytime despite different business processes and computer systems.

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The main task of the travel company LLC "Travel Professional Group" is to organize tourist trips of Ukrainians to countries far and near abroad, make a profit, increase foreign exchange earnings and the implementation of the funds for further development of the enterprise and meet the social and economic interests of members.

The main direction of the tourist enterprise "Travel Professional Group" is considered to be outbound or foreign tourism. Due to the extensive specialization of the network of agencies, it is impossible to focus on the main areas, there is a large amount of knowledge that must be possessed by every manager in all offices of the network.

Today, more than 250 offices have been opened throughout Ukraine, most of which are located in Kyiv. The network tries to cover all cities and regions with its offices, in some cases even all districts. However, sometimes, because of such a large number, there are questions about the quality of services provided, and about certain rules that offices must comply with under the franchise agreement.

An important problem faced not only by Travel Professional Group, but almost all travel companies, is the decline in demand for travel services from Ukrainians, so we must learn to take into account not only their own financial interests, but also the interests of the buyer to keep it and keep its market share.

In order to improve the activities of the travel company "Travel Professional Group", the company must constantly innovate in various areas of operation of the company.

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**Addition A**



I. В цій гарантії нижченаведені терміни застосовуються тут і надалі у таких значеннях:

Дата видачі	27 вересня 2019 р.
Місце складання	м. Київ
Банк-гарант	АКЦІОНЕРНЕ ТОВАРИСТВО "ПІРАЕУС БАНК МКБ" код згідно з ЄДРПОУ 20034231 Україна, 04070, м. Київ, вул. Іллінська, буд. 8
Принципал	повне найменування: ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ТРЕВЕЛ ПРОФЕШ-ІЛ ГРУП" код згідно з ЄДРПОУ: 36387500, країна: Україна, 01024, м. Київ, вул. Велика Васильківська, буд. 9/2, офіс 67
Бенефіціар та/або Турист(и)	громадяни (фізичні особи), які уклали з Принципалом письмовий договір на туристичне обслуговування
Гарантійний випадок	одержання Банком вимоги бенефіціара, що становить належне представлення, протягом строку дії або до дати закінчення дії Гарантії, що свідчить про завдання Принципалом збитків внаслідок виникнення обставин несплатоспроможності Принципала чи внаслідок порушення процесу про звільнення його банкрутом, які пов'язані з необхідністю покриття витрат Бенефіціара з його повернення в місце проживання (перебування), відшкодування вартості ненаданих послуг, передбачених Основним документом.
Основний документ	Письмовий договір про надання послуг суб'єкта туристичної діяльності, що укладений між Принципалом та Бенефіціаром, або інший договір, згідно якого Принципал надає Бенефіціару послуги із туристичного обслуговування. Такий (такі) договір (договори) може(уть) бути укладений(і) у формі ваучеру(ів) (термін "ваучер" розуміється сторонами відповідно до Закону України «Про туризм»)
Назва валюти, в якій надано гарантію	гривня
Назва валюти платежу	гривня
Сума гарантії	гривневий еквівалент 20 000,00 (двадцять тисяч) Євро за офіційним курсом гривні до іноземних валют та банківських металів, уста новленим Національним банком України, що діє на день видачі гарантії, що становить 529 113,84 грн. (П'ятсот двадцять дев'ять тисяч сто тринадцять гривень 84 копійки)
Дата початку дії гарантії /набуття чинності	28 вересня 2019 р.
Дата закінчення дії гарантії	26 вересня 2020 р. до 17 години 00 хвилин за Київським часом
Вимога	Оригінал заяв/листа/повідомлення Бенефіціара з вимогою до Банку сплатити кошти за Гарантією, який підписаний уповноваженими(ями) особа(ями) бенефіціара
Закон	Закон України "Про туризм"

II. За цією гарантією Банк-гарант безвідлочно зобов'язаний сплатити Бенефіціару Суму гарантії протягом 9 (дев'яти) Банківських днів після дня отримання Вимоги.

III. Вимога повинна відповідати всім умовам цієї гарантії, а також містити наступну інформацію:

- посилання на реквізити (дату та номер) цієї гарантії;
- суму вимоги, що підлягає сплаті;
- посилання на Основний документ, укладений між Бенефіціаром і Принципалом, за яким Принципал не виконав договірні зобов'язання;
- опис Гарантійного випадку;
- реквізити, за якими має відбутися сплата за Вимогою;
- підпис Бенефіціара.

IV. До вимоги мають бути долучені:

- оригінал Основного документа;
- оригінал передбаченого чинним законодавством України виконавчого документу, згідно з яким стягнення з Принципала на користь бенефіціара коштів в рахунок покриття витрат бенефіціара з його повернення в місце його постійного проживання (перебування) та (або) відшкодування вартості ненаданих послуг підлягає примусовому виконанню;
- оригінали документів, що підтверджують неможливість стягнення з Принципала на користь бенефіціара коштів на підставі відповідного юридичного документу в рахунок покриття витрат бенефіціара з його повернення в місце його постійного проживання (перебування) та (або) відшкодування вартості ненаданих послуг, або належним чином засвідчені копії ухвали суду про порушення провадження у справі про банкрутство Принципала.

V. Вимога повинна надіслатися на поштову адресу Банку-гаранта: Україна, 04070, м. Київ, вул. Іллінська, буд. 8, до уваги Управління торгового фінансування, рекомендованим листом або кур'єрською поштою разом з документами, що вказані у цій гарантії.

VI. Зобов'язання Банку-гаранта за цією гарантією обмежуються зазначеною сумою, що зазначена вище, та не розповсюджуються на виплати штрафних санкцій та відшкодування збитків у будь-якому вигляді, а також комісійних витрат, передбачених або не передбачених Органічним документом та додатковими угодами або договорами про внесення змін до нього. При цьому у разі перевищення сум вимог Туристів (Бенефіціарів) над сумою гарантії задоволення вимог Туристів (Бенефіціарів) здійснюється пропорційно.

VII. Зміни до цієї гарантії можуть бути внесені у порядку, передбаченому чинним законодавством України та нормативно-правовими актами Національного банку України, після чого вони стануть невід'ємною частиною цієї гарантії.

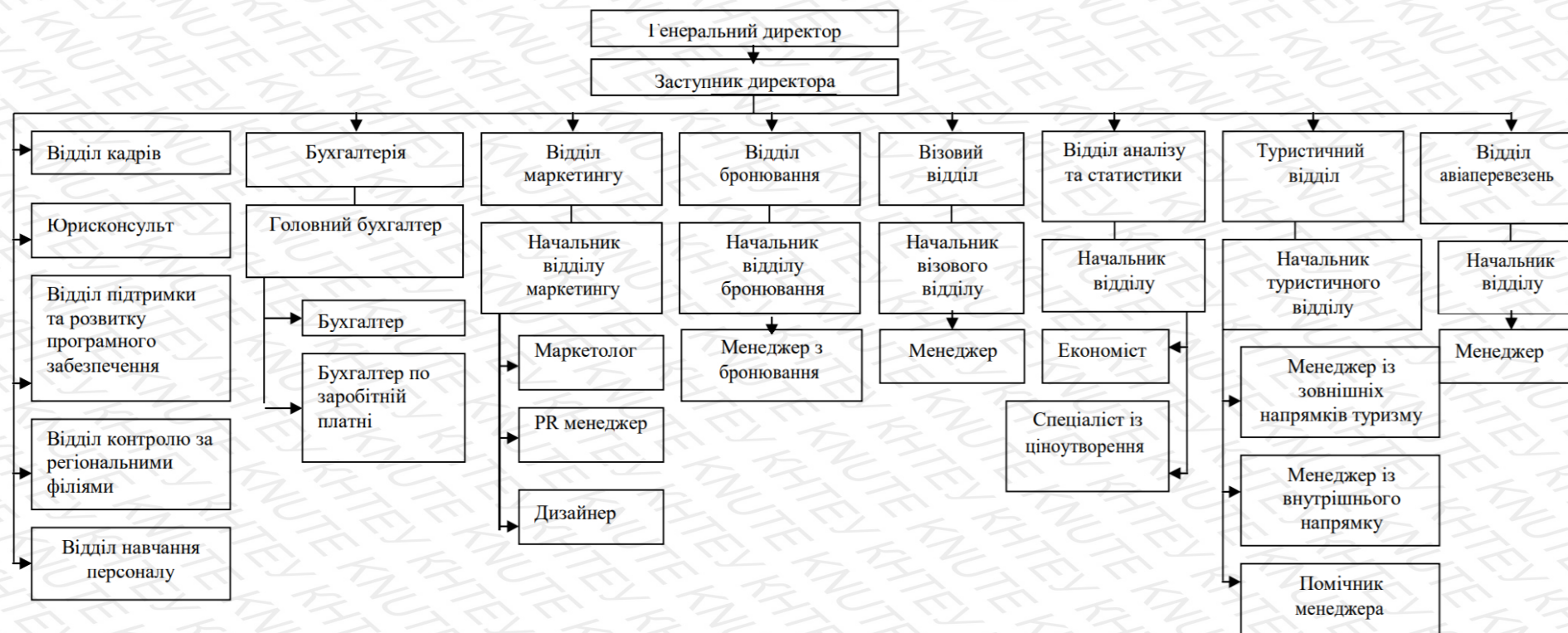
VIII. Ця гарантія діє до 26 вересня 2020 р. і після цієї дати буде вважатись анульованою, навіть якщо цей документ не буде повернений до

АТ "ПІРАЕУС БАНК МКБ"

Україна, 04070, м. Київ, вул. Іллінська, буд. 8, телефон контакт-центру 0 800 30 888 0, WWW.PIRAEUSBANK.UA



## Addition B



**Addition C**

**Characteristics of tourist franchise networks of Ukraine**

	Hot tours	Sonata	Join Up!	TEZTour	TPG	TUI Ukraine	Coral Travel	Network agencies of hot tours
Year of the beginning work in Ukraine	2003/ 2015 network collapsed	2002	1997	2010	2011	2009	2008	1998
Year of launch franchise	2003	2006	2010	2010	2011	2009	2014	2003
Chain	Own - 0 Franchisees - 270	Own - 1 Franchisees - 30	Own - 1 Franchisees - 115	Own - 11 Franchisees - 33	192 (own and franchisees) offices	200 agencies (own and authorized groom)	1311 – franchise offices in different countries, 170 - in Ukraine	Own - 0 Franchisees - 500 In Ukraine - 85
Investments	From \$2500 up to \$3000	From \$1000 up to \$3000	From \$1800 up to \$3000	From \$6,000 up to \$8000	From \$1000 up to \$3000	From \$1000 up to \$2000	From \$1000 up to \$10,000	From \$1000 up to \$5000
Royalty	600-800 UAH /month	30-100\$ /month	500-1000 UAH/ month	1% of turnover	None	\$50-200	1000-2000 UAH/month	500 UAH/month
Lump sum payment	\$650	\$500-1500	\$500	\$ 5000-7000	Package from 8000 UAH	It depends on the region (\$380-100)	From 2400 UAH to 215,000 UAH	\$200

Square rooms	From 10m <sup>2</sup>	From 15m <sup>2</sup>	6-35m <sup>2</sup>	15-25m <sup>2</sup>	From 10m <sup>2</sup>	From 15m <sup>2</sup>	17-50m <sup>2</sup>	Any
Advertising deductions	Missing	On agreement	Missing	Missing	Missing	Missing	Missing	Missing
Term payback	From 3 to 6 months	From 6 to 12 months	From 6 months	2 years	From 6 months	1 year	From 16 months	1 year

*Continuation of Table*