

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

**FINAL QUALIFYING PAPER**

on the topic:

**« TOUR OPERATOR TALENT MANAGEMENT SYSTEM»**

Student of the 2<sup>d</sup> year, group 5 am,  
academic degree «Master»  
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specialization «Tourism, Resort and  
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Faculty of Restaurant, Hotel and Tourism Business

Tourism and Recreation Department

Educational Degree «Master»

Specialty 073 «Management»

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**Approved by**

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

**Task**

**for a final qualifying paper**

**AGBAJE TEMITOPE ADETOMILOLA**

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***1. Topic of a final qualifying paper:***

**«Tour operator talent management system»**

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***2. Term of submitting by a student his/her terminated paper:*** 20.11.2021.

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*Purpose of the paper: to develop the tour operator talent management system*

*The object: process of creating management system of tour operator*

*The subject: theoretical, methodological and practical principles of developing talent management tools by tour operator*

#### **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	Kravtsov S. S.	13.12.2020	13.12.2020
2	Kravtsov S. S.	13.12.2020	13.12.2020
3	Kravtsov S. S.	13.12.2020	13.12.2020

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

##### **INTRODUCTION**

##### **SECTION 1. GLOBAL TALENT MANAGEMENT PRACTICE**

1.1 Talent management as object of scientific research

1.2 Existing talent management practice in tourism business and its benefits

Conclusions to the section 1

##### **SECTION 2. TALENT MANAGEMENT SYSTEM OF CORAL TRAVEL**

2.1 Description of management system of the tour operator

2.2 Talent management in HR procedures of the tour operator

2.2 Effectiveness of HR management of the tour operator

Conclusions to the section 2

##### **SECTION 3. TALENT MANAGEMENT SYSTEM PROJECT FOR TOUR OPERATOR**

##### **CORAL TRAVEL**

3.1 Strategic alternatives and program of measures of talent management technologies for Coral Travel

3.2 Evaluation of Impact of implementing talent management practices

Conclusions to the section 3

##### **CONCLUSIONS**

##### **REFERENCES**

##### **APPENDICES**

**6. 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	01.09.2020- 12.12.2020	12.12.2020
2.	Preparation and approval of task for the final qualifying paper	13.12.2020- 13.01.2020	13.01.2020
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5.	Writing and pre defense of the 2 <sup>nd</sup> part of the final qualifying paper	11.05.2021- 17.09.2021	17.09.2021
6.	Writing and pre defense of the 3 <sup>rd</sup> part of the final qualifying paper	18.09.2021- 31.10.2021	31.10.2021
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	01.11.2021- 12.11.2021	12.11.2021
8.	Additional processing, printing, preparation of material to final qualifying paper defense	13.11.2021- 19.11.2021	19.11.2021
9.	Presentation of the final qualifying paper on the department and on the deanery, receiving of referrals for external peer review	till 20.11.2021	
10.	Defensing of the final qualifying paper in the Examination Board	9.12.2021	

**7. Date of receiving the task** 13.12.2020

**8. Scientific adviser of the research**

\_\_\_\_\_ Kravtsov S. S.

**9. Guarantor of the educational program**

\_\_\_\_\_ Roskladka N. O.

**10. The task received by the student**

\_\_\_\_\_ Agbaje T. A.

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

Student Agbaje Temitope completed her final qualification work in time according to the calendar plan. The content, structure and design of the work meet all requirements. The work consists of an introduction, three sections, conclusions, a list of references and appendices.

In the final qualifying work, the theoretical bases of the concept of talent management considered. Talent management system of «Coral travel» was conducted, which made it possible to propose theoretical steps to improve communication channels during the pandemic. Based on the study, proposals for the implementation of the proposed solutions for the tour operator Coral Travel were accepted and substantiated.

The work is recommended for defense in the Examination Board.

**Scientific adviser of final qualifying paper**

\_\_\_\_\_ Kravtsov. S. S.  
(signature, date)

Pre-defense check mark

\_\_\_\_\_  
(last name and initials, signature, date)

## **12. Conclusion on the final qualifying paper**

A final qualifying paper of the student  
may be admitted to the Examination Board.

\_\_\_\_\_  
(last name and initials)

Manager of the educational program

\_\_\_\_\_ Roskladka N.O.  
(last name and initials, signature, date)

Head of the Department

\_\_\_\_\_ Tkachenko T. I.  
(last name and initials, signature, date)

« \_\_\_\_\_ » 2021.

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## INTRODUCTION

**Actuality of the topic** of talent management is the bedrock of engaging employees in an organization, therefore it is important to review the global talent management system and its benefits in the tourism and hospitality industry. In a competitive business environment, organizations do not only need to be direct about the need for a balanced number of talents in order to thrive, but also need to be able to effectively manage the talent. These are the most critical issue that can influence the success or failure of an organization.

Features of HR-technologies at the enterprises of tourist business are revealed in works of such scientists, as Gakova MV, Kozak KB, GF Markova., Kozubova NV, Litinskaya VA, Milashovskaya OI, Gryanilo AV, Nifatova OM, Kovaleva KL, Pilipenko OV, Pislaru IO, Prysakar I., Tomalya, TS , Falchenko OO and others. The study of literature sources indicate the need for further substantiation of the theoretical and practical principles of talent management in the tourism business.

**The purpose of the final qualification paper** is to substantiate the features of the corporate system of HR-technologies in the tourism business.

Achieving the goal of the work involves solving the following **tasks**:

- to conduct an analytical review of literature sources;
- to characterize methodical approaches to formation of corporate system of HR-technologies;
- to analyze the talent management system of the tourist enterprise;
- to analyze the corporate system of HR-technologies of the tourist enterprise;
- to assess the effectiveness of the talent management system of the tourist enterprise;
- to develop a program to improve the system of talent management of a tourist enterprise;
- to make a forecast assessment of the effectiveness of the program of improving the talent management of the tourist enterprise.

**The object of research** is the process of forming a corporate system of talent

management of a tourist enterprise.

**The subject of the study** is the theoretical, methodological and practical principles of corporate talent management in the tourism business on the example of the tour operator "Coral Travel".

The main **research methods** in master's theses are both general scientific methods (comparison, deduction and induction, historical-logical approach, synthesis of scientific categories, etc.) and special methods of economic research (statistical analysis, graphic analysis, economic-mathematical methods, statistical modeling methods, etc.).

**The information base** for the final qualifying work are: textbooks and manuals on management, including management of tourism enterprises, economic analysis, monographs of scientists, periodicals, legislation of Ukraine, Internet resources. A particularly important source of information in the process of research are the data of financial and statistical reporting of the studied tour operator (form №1 "Balance Sheet (Statement of financial position)", form №2 "Statement of financial performance (Statement of comprehensive income)", organizational documents, etc.).

**The scientific novelty** of the obtained results is the systematization of used and proposed new tools of talent management.

**Approbation of research results.** Based on the results of the study, a scientific article was prepared and published on the topic: "Formation of a system of corporate HR-technologies of the tourism business."

**The practical significance** of the final qualification work is to study the peculiarities of the formation of the system of corporate HR-technologies of the tourism business.

**Paper structure.** The final qualifying work structurally consists of an introduction, 3 sections, conclusions and proposals, a list of sources used with 40 titles and appendices. The total volume of the work is 50 pages of printed text.



## SECTION 1

### GLOBAL TALENT MANAGEMENT PRACTICE

#### 1.1. Talent management as object of scientific research

The process of forming a tourism business involves the use of various resources, including staff. Without labor resources it is impossible to form an effective economic system. The effectiveness of any tourism business depends on the formation, use and development of its staff. The main tool of personnel management is a system of talent management, which is important for the tourism business. In the scientific literature there are different approaches to the interpretation of the content of the talent management system. Consider some of them.

In the late 1990s, the international consulting company McKinsey published a report "War for Talent", which was the subject of discussion at corporate meetings. Leaders of major companies such as General Electric, Procter & Gamble have thought about how their companies work with talent. In the late 1990s, stocks and options became the main tool for encouraging employees instead of cash. In many technologically advanced companies, such as Microsoft and Cisco, as a result of this policy, many millionaire employees have emerged, and controversy has begun over how to keep financially independent young employees in the company.

Talent is a set of human abilities: inherent talents, skills, knowledge, experience, intelligence, character and energy, as well as the ability to learn and grow. There is no clear definition of managerial talent, just as there is no universal definition of an outstanding manager, because the requirements vary from company to company. Each firm determines its own list of requirements for the manager. McKinsey has defined that talent management or "talent management is the activity of a company that allows the use of investments in talented staff in the field of middle and senior management" [4].

Rivnyi VV [31] under the system of talent management determines a set of factors and incentives that motivate staff to develop their abilities. According to the scientist, organizations should not focus on "growing" talent, but on their continuous search, even if all vacancies are filled. Hiring a new employee can be an incentive to create a new

position or use his abilities as a freelancer. Attracting talents in non-traditional ways or from non-standard sources, which involves the creation of special systems of competencies, recruitment programs, both in the country and abroad.

Selyutin VM [34] define the system of talent management through the prism of the mechanisms of development of skills and career of staff. These mechanisms affect the process of identifying skilled and unskilled labor for the tourism business. According to scientists, the process of talent management is often used in creative industries, where such traits of staff as sociability, propensity to learn and self-education and creativity are valued [34]. But not only in creative companies, human capital is one of the leading components of success. Despite the fact that a talented employee is considered a find for any company, to actually work with talents, to promote their formation and professional growth, to direct their activities for the benefit of the company is not for everyone.

Nzozzo, J.C. and Chipfuva, T., [22] under the system of talent management understands one of the types of areas of personnel development, which is expressed in the formation of a set of skills, abilities and qualifications of the workforce. In addition, Fegley, S., [8] characterizes the components of personnel development policy under talent management, which perform the functions of stimulating staff to training and self-improvement. According to scientists, talent management continues to identify key features of effective business to this day, talent has become a key factor determining the success and efficiency of the organization, the correct selection of talented staff, its development and maintenance - one of the main competitive advantages of the company.

Falchenko OO [7] notes that talent management includes a set of policies and procedures to regulate the development of employees of the enterprise, which, having the appropriate psycho-physiological, physical and intellectual qualities, participate in production processes for services. Talent management cannot be isolated from business strategy. Companies achieve the best success if they involve all leaders in talent development, especially in the early stages of strategy formulation. Thus, in order for Ukrainian enterprises to survive or gain new opportunities for development, it is necessary to make more active use of talent management, which will allow them to respond more quickly to changes in the external environment.

To reveal the essence of talent management, it is necessary to determine who and how can be attributed to the "talents" in management. Creative, innovative, innovative people as objects of management can be divided into 2 groups (Table 1.1).

*Table 1.1*

**Allocation of human resources as objects of management**

Talant Groups	Description
I. HiPo (high potential)	People without much experience, but with high potential and ingenious way of thinking. They need to be constantly provided with opportunities for self-realization, but to conduct continuous and strict control over their activities, provide a constructive assessment, anticipate possible benefits and losses from the implementation of the original solution of the object of management
II. Homo vulgaris	An "ordinary person" who constantly and gradually increases the amount of his knowledge, experience, increases productivity. As a result of a rather long process of "enrichment" of a professional personality, rather than an instantaneous return, a significant overall increase in productivity can be achieved in the long run. It is necessary to see the potential of each worker and not to draw conclusions about who is talented and who is not in advance, because the experience gained in one company can make a significant contribution to the effectiveness of another.

Source: [15]

As a result of such division there is a problem of correct combination of these categories, a parity of workers with management methods. It can be avoided by creating an atmosphere of professional and personal growth, ensuring effectiveness, focusing only on professional initiatives.

But the 21st century has completely changed the way we look at talent, and today the most successful companies, such as Google and General Electric, have changed their strategy and instead of fighting it, they are growing it. Having talented employees is the main competitor's advantage. The term talent management (talent management) is a purposeful activity aimed at creating a system of recruitment, development, use and retention of talented employees who are able to achieve exceptional results in business [6].

Modern managers need strategic action in the acquisition of talent no less than in the use of new technologies. Now special people - recruiters - are looking for talents, it would seem that they should solve the problem with talents. But the main task of the recruiter is not to bring talent to the company, but only to find a candidate who meets the requirements of the client. The main criterion for assessing the talent of a potential

candidate is his previous success. A very successful manager of one company may not bring significant results to another company.

As the experience of leading companies has shown, it is more profitable to grow and develop your own talents than to attract from the outside. The following stages can be distinguished in talent management (table 1.2).

*Table 1.2*

### **General characteristics of the stages of talent management**

<b>Stages of talent management</b>	<b>Main characteristics</b>
1. Identification and involvement of talents	Search for employees with high potential in the team and the external environment.
2. Talent development	Creating and implementing a development plan for these employees
3. Talent management	Use and retention of talented employees, their retention in the company.
4. Tracking and evaluating the effectiveness of talent management	Tracking unity in enterprise talent management strategies and controlling talent management costs

Source: [21]

At the stage of identifying and attracting talent, an important role is played by assessing the attractiveness of the enterprise or organization by potential future talented employees. Today in the world there is a tendency to increase the frequency of change of jobs by talents, because the demand for them has increased.

The company's image, material incentives, social package have a significant impact on the company's choice of talent. The very stage of talent management includes retaining talent in the organization, investing in management, leadership, creating conditions in which employees develop their skills and are responsible for improving the organization of business processes. Success at the stage of talent management assessment primarily depends on the fact that this or that organization invests in the concepts of "talent management" and "talent", which are the basis for building a unified strategy for talent management. Effective management helps to enhance the company's image as an employer and helps maintain existing ones and attract new ones. There are three levels of

talent management (Table 1.3).

Table 1.3

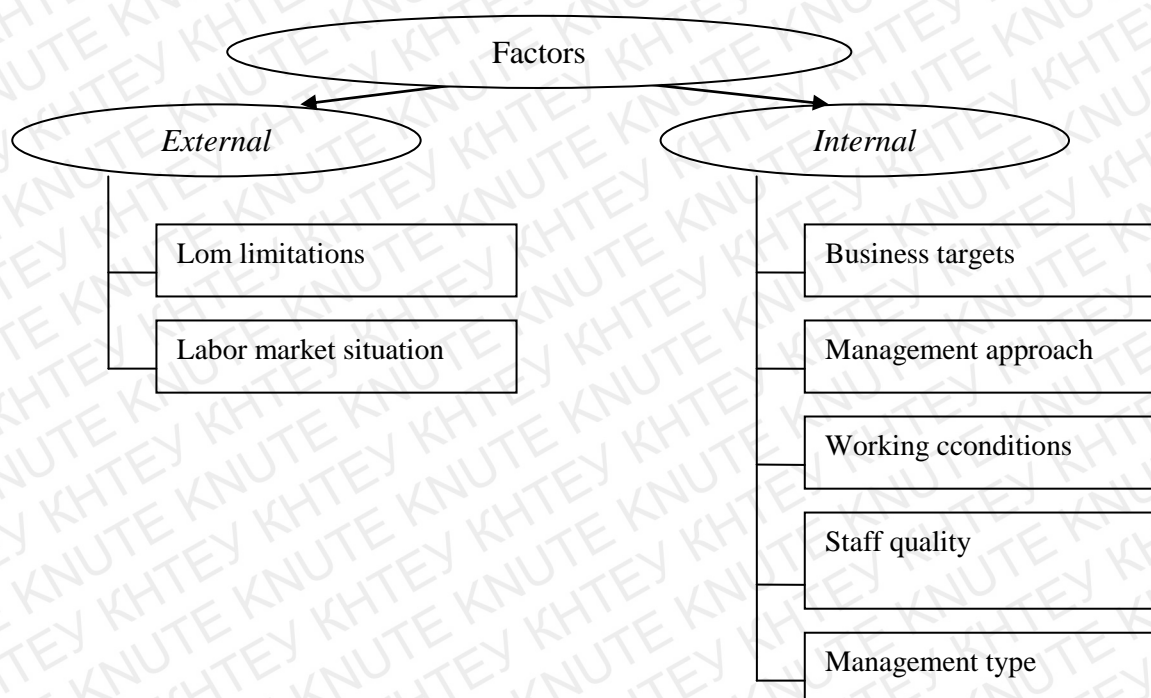
### Talent management levels

Management levels	Result
1) Replacement planning	Key replacement plan
2) Succession planning	Development and career plan for potentially talented
3) Talent management	A system of talent development and disclosure is fully integrated into HR processes

Source: [21]

The motto "War for Talents" was first proclaimed in the United States, but now this motto is also used by Ukrainian companies. If you take the experience of Ukrainian companies, it is replacement planning (personnel reserve) or, at best, succession planning.

The company's talent management system is influenced by a number of factors, which are listed below (Fig.1.1).



**Fig.1.1. Classification of factors that determine the talent management system**

Source: [28]

A look at the company through the prism of its development cycles allows you to

more accurately identify the content and features of the talent management system at different stages of the life cycle of the organization (tabl. 1.4). To ensure the functioning of the tourism business within the second and third stages, the talent management system must be integrated into the overall planning process of the organization and based on long-term plans.

*Table 1.4*

**Features of the talent management system of the tourism business at different stages of the company life cycle \***

<b>Stage</b>	<b>Characteristic features of staff</b>
Formation	Employees must be innovative, proactive, contactable, with a long-term orientation, willing to take risks, not afraid of responsibility. Low variability of leading employees.
Growth	Organizational consolidation, close interaction, flexibility in changing conditions, problematic orientation of staff.
Maturity	Employees who achieve maximum results at a low level of risk.
(Peak activity)	Employees who are not committed to the company, ready to work for a short time, narrowly focused.

*\*Source: [25, 14, 36]*

The general requirements for the talent management system in modern conditions are as follow [14]:

1. The system of talent management should be closely linked with the development strategy of the tourism business. In this regard, it is staffing the implementation of this strategy.
2. The talent management system should be flexible enough. This means that it must be, on the one hand, stable, because it is with stability associated with certain expectations of the employee, on the other - dynamic, i.e adjusted to change the tactics of the tourism business, production and economic situation. Stable should be those of its parties that are focused on the interests of staff and are relevant to the organizational culture of the tourism business.
3. Since the formation of a skilled workforce is associated with certain costs for the tourism business, the talent management system must be economically sound, i.e based on its real financial capabilities.

4. The talent management system must provide an individual approach to its employees.

The system of talent management is an integral part of all management activities and production policy of the organization. It aims to create a cohesive, highly developed and highly productive workforce [14].

Thus, the system of talent management defines a set of factors and incentives that motivate staff to work, which is also provided by the working population, which has the necessary physical development, knowledge and practical skills and according to their age and educational data corresponds to a particular field. The talent management system includes a set of policies and procedures for regulating the work of employees of the tourism business, who, having the appropriate psycho-physiological, physical and intellectual qualities, participate in the processes of production for services.

## **1.2. Existing talent management practice in tourism business and its benefits**

Travel companies still have some peculiarities in the formation of a talent management system as an important component of success in the market of travel services, which arise due to unwillingness to change something.

The growing role of the human factor in tourism organizations has affected the complexity of personnel management tasks, functional responsibilities and the level of professional competence of managers. For all the variety of available approaches to these problems in different industrialized countries, the main most common trends are the formalization of methods and procedures for recruitment, promotion of young and promising workers. These general trends should be taken into account in the domestic practice of tourism organization management. Tourism and hospitality companies in most countries of the world have a number of problems in their activities related to personnel management, such as relatively low wages, lack of skilled labor, if regulatory activities are carried out (for example, a cook); inconvenient work schedule, respectively, increasing the likelihood of family problems; the predominance of women and ethnic minorities in countries with a low level of protection of workers, respectively, the filling of higher paid

positions, skilled and attractive jobs by men, which indicates the underdevelopment of equal opportunities policies in the sector; the use of periodic seasonal employment, which increases poverty and makes career planning impossible; excessive dependence on informal methods of staff recruitment; lack of evidence of the use of good personnel management practice (HRM-practice); almost complete absence of trade unions; high level of labor turnover; difficulties in recruiting and retaining employees [8].

The importance of professional development is evidenced by the fact that most foreign companies allocate for this purpose from 2 to 10% of the salary fund. In Ukraine, the cost of vocational training is less than 1% of the salary fund, slightly more than 8% of employees are covered, while in the European Union - at least 20%. The frequency of professional development of employees in Ukraine is on average 12 years instead of the standard five years [3].

Given the specifics of the creation and implementation of a tourism product, without specific knowledge and skills to work in the field of tourism is almost impossible. An important element of the training of tourism professionals should be the principle of connection between theory and practice, which is mandatory in all forms of organization of the educational process. Modern conditions of socio-economic development impose new requirements on tourism professionals. They must have not only purely professional knowledge, but also practical skills [31].

The direct forms of professional development of personnel includes initial professional training of personnel, advanced training, retraining of personnel. Initial professional training of staff is the acquisition of education by persons who did not previously have a profession or specialty, which provides the appropriate level of professional qualifications required for productive activities [19].

Professional development of employees is a professional training after receiving certain education by employees, aimed at expanding and deepening the acquired knowledge, skills and abilities at the level of production or service requirements. Instead, retraining of employees is aimed at mastering another profession by employees who have received initial training.

Among the most common forms of training and retraining of employees are the



following: specialization, long-term professional development, short-term training, independent learning, internship and mentoring, postgraduate education (provides for raising the educational and qualification level) [4].

The most relevant and, accordingly, used forms of professional development for employees of tourism enterprises are short-term professional development, self-study, internships and mentoring and such a specific form of tourism training, as an information tour.

Short-term professional development is carried out for the purpose of in-depth study of a certain aspect or direction of tourist activity and does not exceed 72 hours. As domestic and foreign experience shows, it is expedient to train specialists in the field of tourism according to the following advanced training programs [36]:

- technology and organization of tour operator and travel agency services.
- technology and organization of company services.
- technology and organization of food services in tourist facilities and hotels.
- technology and organization of excursion services.
- technology and organization of transport services in tourism.
- technology and organization of sports and health services.
- museum and exhibition service.
- documentation support of tourist activity.
- information support of hotel business, etc.

It should be noted that the central place among modern teaching methods used in advanced training programs belongs to business trainings with the use of mini-lectures, role-playing and business games, discussions and analysis of specific situations from the professional experience of participants. The trainings aim at active acquisition of knowledge, formation of business skills and abilities that meet modern requirements of life. Today we offer a wide range of trainings for tourism professionals, which not only allow in a relatively short time to master professional techniques of sales of tourist products, skills of working with customers and tour operators, selection and booking of tours, but also expand your horizons while studying various tourist destinations, features of different nationalities and cultures, etc.

The training form of training is the most flexible and progressive, and, accordingly, more effective, so it must be used in modern tourism enterprises that seek to gain a foothold in the tourism market and confidently strengthen their position in the future [5].

The next form of training, which can and should be actively used in the tourism industry - internship - involves the work of young professionals as backup managers and leading professionals of the company; work in leading scientific institutions, educational institutions and foreign organizations [21]. The internship gives the employee the opportunity to learn the best domestic and advanced foreign work experience, to acquire practical skills and abilities to perform duties in a position held or in a position of senior management. The duration of the internship is set by the company that sends them for training, based on the objectives of the internship and in coordination with the educational institutions or organizations where the internship will be conducted.

Today, students and graduates of universities studying in the field of tourism, have the opportunity to do an internship abroad in their specialty and at the same time improve their knowledge of a foreign language. In addition to work and language practice, trainees learn about the culture of another country, the methods of doing business and, finally, make business acquaintances. The most common countries to which students from Ukraine go for internships are Turkey, Egypt, Spain, Greece, Bulgaria, i.e those countries that Ukrainians most often choose for vacation.

In general, there are many internship programs abroad. They are developed in countries interested in disseminating and promoting their principles and models of doing business and management. These programs are conducted by Ukrainian and foreign organizations - intermediaries between departments of different countries and consumers. They can be compared to travel agencies, but they do not organize recreation, but training and work. All programs are designed to ensure that young professionals in the internship process receive the necessary knowledge and experience to organize their own business at home. The United States, Canada, Australia, New Zealand, Germany, Great Britain, Ireland, Malta, Australia, Spain, Italy, France and other countries are involved in such a process of learning and sharing experiences.

Attention should be paid to such a specific form of education in the field of tourism

as information (advertising) tour. Promotional tours are organized by tour operators to those resorts and hotels where they offer vacation. Such a trip is not available to the average tourist. Only representatives of travel companies are sent to infotours. Depending on which tour operator is the organizer of the trip, as well as the characteristics of the country, resorts, hotels, determines the travel program for travel agents, its duration and cost. As a rule, the cost of infotour is covered by the travel organization, but in part this cost depends on the sales efficiency of a particular manager. Therefore, at the same time the opportunity to participate in infotours is an additional factor motivating the employee of the tourist enterprise [5].

### **Conclusions to section 1**

An important element of the training of tourism professionals should be the principle of connection between theory and practice, which is mandatory in all forms of organization of the educational process. Modern conditions of socio-economic development make new demands on tourism professionals. They must have not only purely professional knowledge, but also practical skills, so the development of the staff of the tourism organization becomes one of its main strategic goals and ensures the strengthening of competitive positions in the tourism market. Effective personnel management is aimed at improving the qualitative and quantitative levels of performance of work by a manager or specialist, which, ultimately, ensures the competitiveness of the tourism enterprise in the market.

The development of an effective talent management system makes it possible to effectively combine the elements of personnel management and provide the conditions for sustainable development of the tourism business. Modern practice of tourism management involves the use of different approaches and methods of personnel management. The lack of an effective mechanism of the talent management system has a negative impact on the activities of the tourism business. cannot withstand constant changes in economic conditions and ensure an appropriate level of economic stability.

## SECTION 2

### TALENT MANAGEMENT SYSTEM OF «Coral Travel»

#### 2.1. Description of management system of the tour operator «Coral Travel»

With 20 years of professional experience in the field of outbound tourism, Coral Travel offers only high-quality tourism products in the Ukrainian tourism market. Coral Travel offers the best resorts and hotels in 28 countries - Turkey, Spain, Greece, Egypt, Thailand, Bulgaria, Tunisia, Marrakech, Israel, UAE, Andorra, Austria, China, Cuba, India, Mauritius, The Dominican Republic, Indonesia, the Maldives, Vietnam, the Seychelles, Sri Lanka, Singapore, Mexico, Cambodia, Jordan and Ukraine. There is a constant work on the discovery of new directions. The tour operator organizes group and individual FIT-tours on the basis of its own charter programs and regular flights, develops incentive-, congress-, sports and other types of tourism, as well as actively sells online tickets.

Coral Travel (Ukraine, Poland, Belarus, Georgia, Turkey) belongs to the large international structure OTI Holding, which also owns Odeon Tours (Turkey, Egypt, Thailand, UAE, Spain, Greece), A-Class Travel Market Service (Turkey), Otium Hotels (Turkey, Egypt), Xanadu Resort Hotel (Turkey), OGD Security & Consultancy (Turkey).

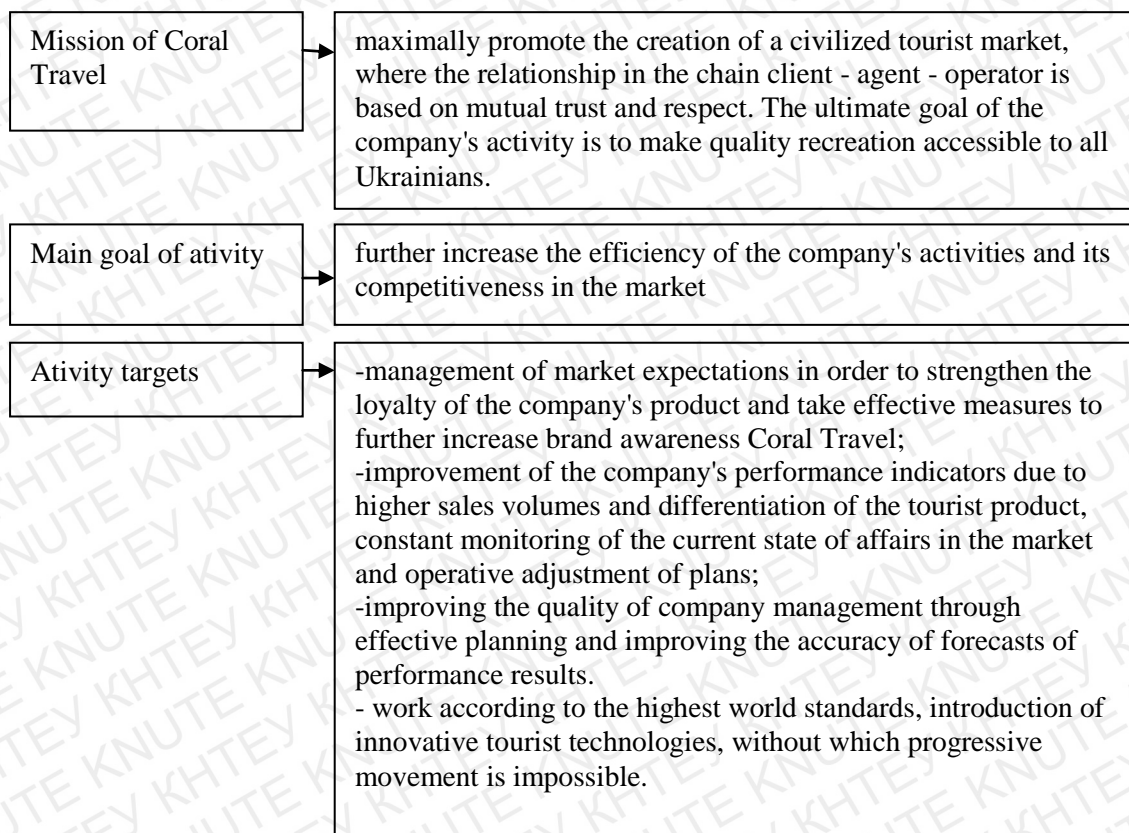
The business of all OTI Group members is developing rapidly due to the use of modern high technologies, a professional approach to business and constant quality control. Coral Travel sells its tourism product together with Odeon Tours, which is also owned by OTI Holding and has received the international certificate ISO 9001: 2000 of the international organization for BVQI certification for quality management. Serving the segment of tourists with incomes of middle and above average level, Coral Travel strives to 100% satisfy the requests of all its customers.

Air transportation programs are carried out on charter and regular basis from major cities of Ukraine. Coral Travel's offices operate in the capital, Kyiv, as well as in Zaporizhia, Lviv, Odesa and Kharkiv.

The company pays great attention to the quality management system and human resources. The Coral Travel brand is positioned on the Ukrainian market as a brand of reliability and quality, which imposes a special responsibility on the company's activities

and is an incentive for further development and improvement.

Consider the purpose and mission of the tourist enterprise (Fig. 2.1)



**Fig. 2.1. Mission, purpose and goals of the international tourist operator  
Coral Travel**

*Source: compiled according to the information from "Coral Travel"*

In the future, Coral Travel plans to increase its share in the market, expand its business by improving quality, developing new destinations and expanding the range of services provided.

The company's specialists carefully study the market and predict further directions of demand development. Long-term plans and plans for the next 3, 5 and 10 years are constantly updated and supplemented taking into account the analysis of trends in the world tourism market and international policy.

With the aim of Coral Travel - to consolidate the leading position as a leading Ukrainian tour operator and increase the company's market share with a simultaneous increase in the quality of promoted tourism products, as well as further investment. The

company has become an example for many Ukrainian travel agencies that are learning from Coral Travel. This, in turn, is an incentive for further development of the company.

The company practices a comprehensive approach to quality in its work. This means quality in everything from the product to the work of all Coral Travel staff. Thanks to this business card of Coral Travel, the quality of services provided is consistently high.

A comprehensive quality control of all components of the tourism product is carried out at each stage of its formation, promotion and sale. Coral Travel implements the requirements of the ISO 9001 standard.

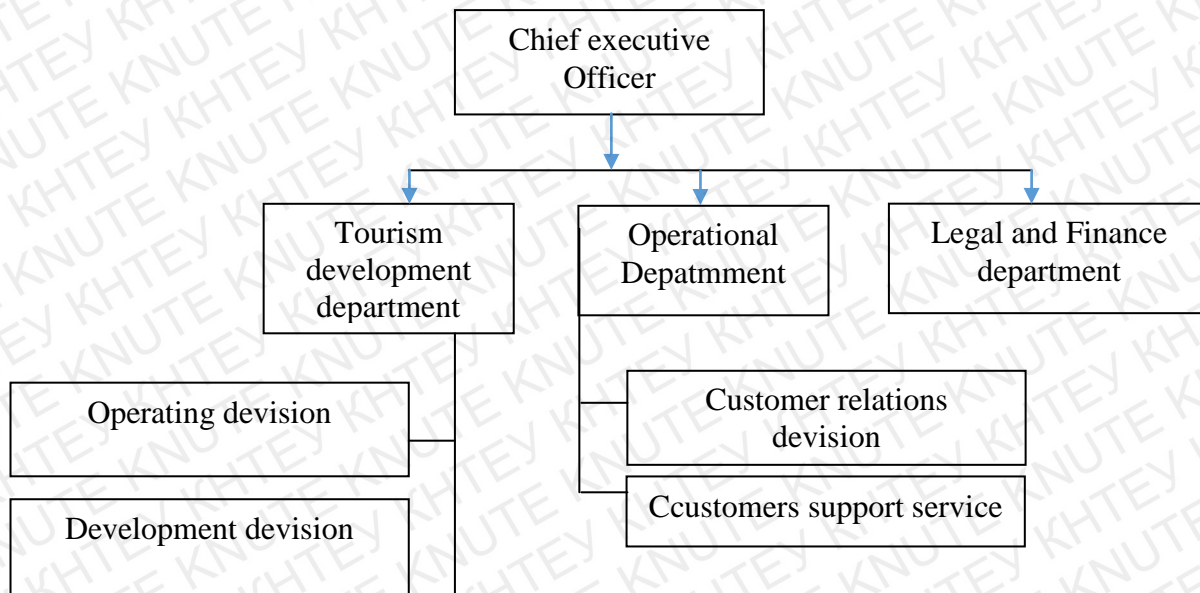
Relationships with partners are based on the principles of openness and integrity, without which it is impossible to build a successful business. Every agent, when purchasing a Coral Travel product, can be sure that only high-quality services will be provided to his client, carefully checked and selected by Coral Travel experts. That is why the product marketed under the Coral Travel brand is synonymous with reliability and quality in the eyes of consumers and partners.

In carrying out licensed activities, the travel company "Coral Travel" complies with the requirements of the Laws of Ukraine: "On Tourism", "On licensing of certain economic activities", "On consumer protection", "On insurance", "On advertising" and other regulations, legal acts specified in the License Terms.

On the Fig. 2.2. the organizational structure of Coral Travel travel agency management is presented. Based on Fig. 2.2. it can be traced that the general management and development of the general strategy of firm is carried out by the general director. Management on all financial and commercial issues and control over the activities of heads of structural units is carried out by the director.

To characterize the activities of the researched tour operator, we propose to analyze the market situation in the market of travel services in relation to the tour operator "Coral Travel", we will use the expert assessment of the market by the management of the enterprise.

The type of management of the tour operator "Coral Travel" can be attributed to the democratic. Heads of departments are largely independent in terms of management decisions within their competence.



**Fig. 2.2. Organizational management structure of the travel agency "Coral Travel"**

*Source: compiled according to the information from "Coral Travel"*

The main features of the formation of the goals of the corporate talent management system of the tour operator "Coral Travel" are the following:

- small units, staffed with fewer but more qualified people;
- a small number of control levels;
- focus on the quality of services, schedule and work procedures that are focused on the guest.

An important component of the formation of a talent management system is corporate values and their development in staff. We will reveal the features of corporate values of "Coral Travel", which are the basis of morality and the main tool for achieving the mission and strategic goals. In our opinion, the value system is correct, but can be detailed by decomposing the values that turn into the formation of value added of the company.

Given the large size of the company and the diversity of its organizational structure, we can say that each unit (department) has its own customs and traditions that have developed within its workforce. At the same time, it is possible to note certain corporate customs and traditions that are characteristic of the whole enterprise, regardless of the

department in which the staff works. The main characteristics of the customs and traditions of the enterprise are given in table. 2.1.

*Table 2.1*

**Characteristics of some basic customs and traditions of the tour operator "Coral Travel"**

<b>Level</b>	<b>Customs and traditions</b>	<b>Influence on organizational culture</b>
General corporate	Company birthday celebration	Brings employees together at the company level, helps them realize that they are members of one big team.
	Celebrating corporate holidays	
At the level of units	Celebrating the birthdays of individual employees of units	Brings employees together at the departmental level, reduces barriers to communication
	Celebration of professional holidays (depending on the field: accountants, engineers, etc.)	
	Material assistance on behalf of the staff	In difficult life situations, employees understand that they are not abandoned and other members of the workforce are not indifferent to them

*\* Source: compiled according to the information from "Coral Travel"*

In our opinion, established customs and traditions have a pronounced positive impact on the formation of organizational culture of the enterprise and contribute to the consolidation of employees within the organization. At the same time, the company has a very pronounced formalism in the relationship between managers and subordinates, which reduces the positive effect of customs on strengthening the organizational culture and the desire of staff to perform their work well.

Clear job descriptions have been developed for employees to perform their duties. This situation, on the one hand, is convenient for some employees who want to limit themselves to the functionality available to them and are not motivated for professional development. On the other hand, the company should also identify employees who want and seek to develop and perform more diverse and non-standard tasks. For these employees, the existing style of management and division of responsibilities and powers play a demotivating role.

We describe the main organizational features of the tour operator "Coral Travel",



analysis of the distribution of management functions within the enterprise is given in table 2.2.

Table 2.2

### Analysis of the distribution of management functions within the enterprise

<i>№</i>	<i>Name of the official, division of the enterprise</i>	<i>The main functions of the official, division of the enterprise</i>
1	Director	Enterprise management, organization of work with government agencies, representation of travel agency interests
2	Head of the tourism department	Management of managers, organization of negotiations and meetings
3	International Tourism Manager	Organization of tours, sale of tours
4	Domestic tourism manager	Organization of tours, sale of tours
5	Administrator	Customer communication management
6	Sales Manager	Customer service manager
7	Dispatcher-cashier	Operator-dispatcher
8	Chief Accountant	Financial accounting, personnel accounting

\* Source: compiled according to the information from "Coral Travel"

As the data of table. 2.2, in general, the main management functions for the sale of tours are concentrated in managers of domestic and international tourism. The administrative department is responsible for communication with clients.

Some elements of the management of the tour operator Coral Travel were also evaluated (Table 2.3).

Table 2.3

### Evaluation of individual elements of the management of the tour operator "Coral Travel"

<i>Basic processes of HR-management</i>	<i>Significance of the process</i>	<i>Score in points, (from 1 to 5)</i>
Staff needs planning	0,3	5
Recruitment process	0,2	3
Staff development	0,3	4
Staff evaluation	0,2	4
<b>Weighted assessment</b>	<b>x</b>	<b>4,1</b>

\* Source: compiled according to the information from "Coral Travel"

Based on the results of the assessment, we can conclude that, in general, the most well-established processes in the enterprise are planning, development and evaluation of personnel. Certain difficulties are observed with the timeliness of recruitment, which is largely due to the situation on the market of highly qualified managers in the field of tourism business. Most of them went to work abroad.

The main opportunities for tours are the introduction of new types of tourist routes in the economy segment. Based on this comparison, a generalized SWOT matrix is constructed, which is given in Appendix B.

Thus, Coral Travel is a legal entity established in accordance with the current legislation of Ukraine, for which the exclusive activity is the sale of a tourist product under an agreement for sales activities, as well as intermediary activities for the provision of specific and related services. After analyzing the management activities and characteristics of the internal environment of the tourist enterprise "Coral Travel", its strengths include the following: competence of managers, well-established salary system, effective methods of selection and training, young and promising team, favorable internal climate in the team, community in the values shared by all members of the team; weaknesses: insufficient level of staff qualification, underdeveloped system of intangible rewards, insufficient use of available means to improve organizational culture. In 2020, it was possible to observe an increase in the level of tourist services by the largest tour operators in Ukraine.

## **2.2. Talent management in hr procedures of the tour operator**

The model of the corporate system of talent management of the tour operator "Coral Travel" can be defined as one that is based on the linear principles of forming a bureaucratic vertical of business process management. The main criteria of the personnel development management system are to ensure sufficient interaction between departments and employees.

In order to characterize the functional areas of responsibility, an approach to building a RACI-Matrix was proposed, which defines the areas of responsibility of

employees involved in the development and implementation of HR-policy of the studied institution (Table 2.4).

Table 2.4

### RACI-Matrix for HR policy of tour operator Coral Travel

Management Functions	Positions				
	Chief executive officer	Chief operating officer	General HR manager	General product manager	Chief financial officer
Financing of measures for the development of the staff of the tour operator	A/R	A	-	-	R
Development and control of personnel development strategies	A/R	R	R	I	I
Control and development of staff motivation system	A	R	A/R	I	I
Optimization of communications between employees of the tour operator	I	A	R	R	I
Organization of personnel accounting	I	I	A	-	R
Recruitment and recruitment	R	R	A / R	I	I

A – responsible for the process / function; R – is the direct executor of the function; C – can provide advice on the function; I – is informed about the status of the process of performing the function.

\* Source: compiled according to the information from "Coral Travel"

The RACI-Matrix for the HR-policy of the tour operator allows us to conclude that the personnel policy of the studied institution is coordinated mainly by representatives of top management - general manager and chief operating officer. At the same time, the main driver in the development of human resources is the head of the personnel department.

The main business processes related to the development and implementation of the HR-policy of the tour operator in the economic activity of the researched tour operator are given in Fig. 2.3. Based on the above diagram of business processes, we can conclude that the existing scheme of HR-policy is built in the company "Coral Travel" on the classical linear principle, which provides a strict logical sequence of individual stages and tasks.

In our opinion, such a scheme today has a number of significant disadvantages, such as:

- 1) The management of the tour operator can not provide full simultaneous monitoring of the success of each stage of HR policy. The control process is available only

after the process of each event. For example, monitoring the effectiveness of trainings for the tour operator administrator and reception and accommodation staff is now possible only after the training itself, instead, it would be more logical to analyze the bottlenecks and difficulties of employees in the process of their work in order to identify possible gaps in their professional skills, and only then make the choice of appropriate courses for them.

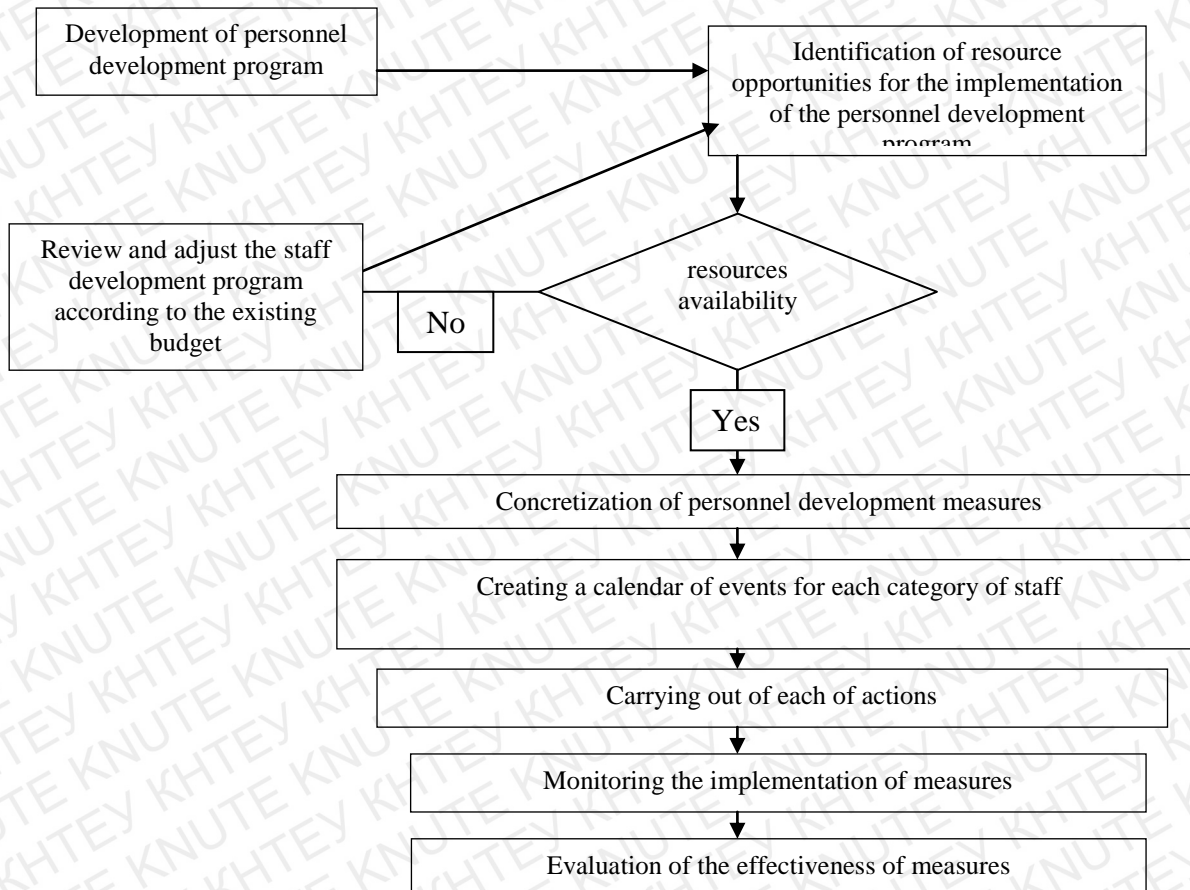


Fig. 2.3. Diagram of business processes for the formation of HR policy of the tour operator "Coral Travel"

\* Source: compiled according to the information from "Coral Travel"

2) Concretization of personnel development measures occurs only after the identification of budget opportunities (financial constraints). That is, now the company "Coral Travel" first adopts a financial plan for next year, then determines the possible reserve fund to finance staff development activities. In our opinion, this approach is quite outdated and does not allow for the effective development of HR policy. Avoiding such a situation is possible by implementing the first principle of the Agile-Manifest in personnel

policy, according to which the end result is more valuable than bureaucratic procedures and processes. Therefore, in case of identification of specific needs of specific employees to improve their skills or change the conditions of motivation, to implement these changes without waiting for the next budget year.

Also, substantiating the current state of formation of HR-policy of the tour operator "Coral Travel", a number of factors (block-1) that affect it were analyzed. Based on the analysis, we can say that the main political factors of the macroenvironment that affect the activities of the studied tour operator are: change of government, political stability in the country, change of political course, the position of public authorities on business and others. In particular, the reduction of political stability in society leads to an increase in the chances of social upheaval, and this will negatively affect the activities of the tour operator. As for economic factors, they also have a significant impact on the activities of the tour operator. Thus, a significant level of inflation (about 18.4%) leads to the devaluation of money. This affects the rising costs of the tour operator and the need to raise prices for accommodation services. Social factors, which consist of preserving the lifestyle, traditions and raising the level of education, have a positive impact on the activities of the tour operator. Therefore, the company takes into account all the wishes of consumers and supports changes for the better, as well as actively improves the skills of its employees.

Thus, focusing on the strengths of taking measures to eliminate "bottlenecks" in the formation of HR-policy of the tour operator "Coral Travel" with the available opportunities and threats will allow to function effectively in a changing market environment. The company has a real intention to attract consultants to optimize business processes and identify opportunities to improve the current model of HR policy.

The main directions of personnel development policy are given in table. 2.5.

The formation of the personnel reserve concerns at the enterprise mainly managerial positions of engineering and technical personnel. This is due to the fact that today in the current conditions of the labor market there is a certain shortage of human resources in the field of communication and engineering technologies. The company spends a lot of time looking for employees who can manage technical work. Therefore, in order to reduce the

risks of dismissal (or other reasons for incapacity for work) of engineering and technical personnel, the personnel department forms a personnel reserve for key positions.

*Table 2.5*

### **Basic methods of personnel development policy "Coral Travel"**

<b>General methods of personnel development</b>	<b>Method description</b>	<b>Influence on organizational culture</b>
Formation of a personnel reserve	Provision of personnel reserve for a number of positions of operational personnel	The value and role of the employee in the organization increases, which has a positive effect on his motivation to work
Formation of a system of professional training	Training of operational staff	Determines the consolidation of professional qualities of staff, which forms certain values and positively affects the organizational culture and results of the enterprise
	Training of employees of the department of interaction with clients	

*\* Source: compiled according to the information from "Coral Travel"*

For this purpose from time to time procedures of testing of engineering and technical workers on knowledge of standards and norms in their sphere are carried out. Employees who have the highest scores fall into the personnel reserve and can potentially grow in their careers if managers leave. It should also be added that at the researched enterprise when filling vacant positions, the existing employees of the organization have an advantage. The Human Resources Department may conduct internal competitions before searching for a suitable specialist.

We will also describe the system of professional training of staff, which is present at the enterprise. For state-owned Coral Travel, vocational training is the dominant technology in staff development. It is implemented in several stages:

1) Identifying staff training needs.

Middle managers periodically (once every six months) determine the level of training of each subordinate and decide what skills he should develop further.

2) Motivation.

At Coral Travel there are certain special conditions for those employees who carry out vocational training: a) if the employee shows high results (KPI), the company pays 100% of the cost of vocational training courses; b) - time for attending classes and passing exams is included in the length of service and paid by state enterprises.

The information department also actively uses information incentives for employees. The main leitmotif is that motivation increases awareness of the practical benefits of development. When an employee is convinced that "pumping" professional skills will help him become more successful, he does not need coercion.

### 3) Defining an approach to learning.

The Coral Travel Human Resources Department often uses an internal training resource. However, the practice of concluding training contracts with specialized educational institutions (mostly public, but not mandatory) is often used. The choice depends on the goals. Thus, product-specific training is more often conducted within the corporation, and multidisciplinary training is conducted in training centers.

The main methods of professional training of the staff of the tour operator "Coral Travel" are as follows: trainings, lectures, practical classes, business games, analysis of cases, etc.

However, despite the existence of a policy of vocational training, still in the company, in our opinion, there is an acute problem with insufficient staff motivation. This has a very negative effect on employees' awareness of the organization's values. Also, the company has virtually no effective system of additional incentives for most line staff. That is, although the company accrues additional wages with allowances, compensations, but it is not flexible enough. This negatively affects the development of organizational culture.

The formation of the HR-management system of the tour operator "Coral Travel" is a process of building measures to improve its activities in the process of finding correspondence between key elements of management (organizational and management structures, staff, tasks, solutions and incentives, informal organization and organizational culture) and its development strategy.

Thus, the HR-management system of the tour operator "Coral Travel". provides for the provision of production. about the process by employees of high-level level due to the implementation of mechanisms for planning, selection, hiring and release; continuously. advanced training of employees, retraining, pro-orientation; organization of promotion and effective rotation of personnel; formation of teams, business groups and teams; organization of labor; providing different approach to each employee path of application

of effective systems of reward, employment, stimulation of activity.

### 2.3. Effectiveness of hr management of the tour operator

In order to assess the effectiveness of the HR-management system of the tour operator "Coral Travel" we will analyze the performance of the formation and use of labor resources. In the table. 2.6 shows the indicators of formation of human resources of the tour operator.

Table 2.6

#### Dynamics of the number of staff of the tour operator "Coral Travel" in 2018-2020.

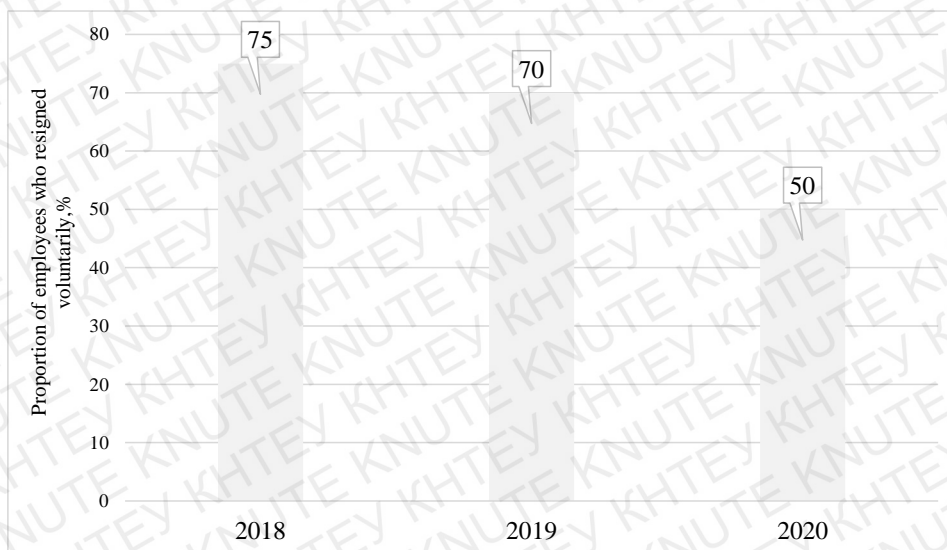
Indicator	Years			Absolute deviation		Growth rate, %	
	2018	2019	2020	2020 / 2018 yy.	2020 / 2019 yy.	2020 / 2018 yy.	2020 / 2019 yy.
The average number of full-time employees, persons	185	196	174	11	-22	5,9	-11,2
Number of hired employees, persons	19	21	12	2	-9	10,5	-42,9
Number of retired employees, persons	8	10	34	2	24	25,0	240,0
incl. voluntarily	6	7	17	1	10	16,7	142,9

\* Source: compiled according to the information from "Coral Travel"

As the data of table. 2.6, the total number of full-time employees of the tour operator "Coral Travel" for 3 years has changed in the direction of staff reduction. at the end of 2018, the number of staff was 185 people. In 2018-2019, the average number of employees increased by 11 people, or 5.9%. It is worth noting the share of employees who resigned voluntarily in the overall structure of dismissed employees (Fig. 2.4).

In 2019-2020, the number of employees decreased by 22 people or by 11.2%. Regarding the number of hired and fired employees of the tour operator Coral Travel for the period under review, the largest number of employees of this tour operator was hired in 2019 - 21 people, and laid off in 2020 - 34 people. Quite significant indicators of dismissal and hiring require detailed analysis of the study of staff turnover.

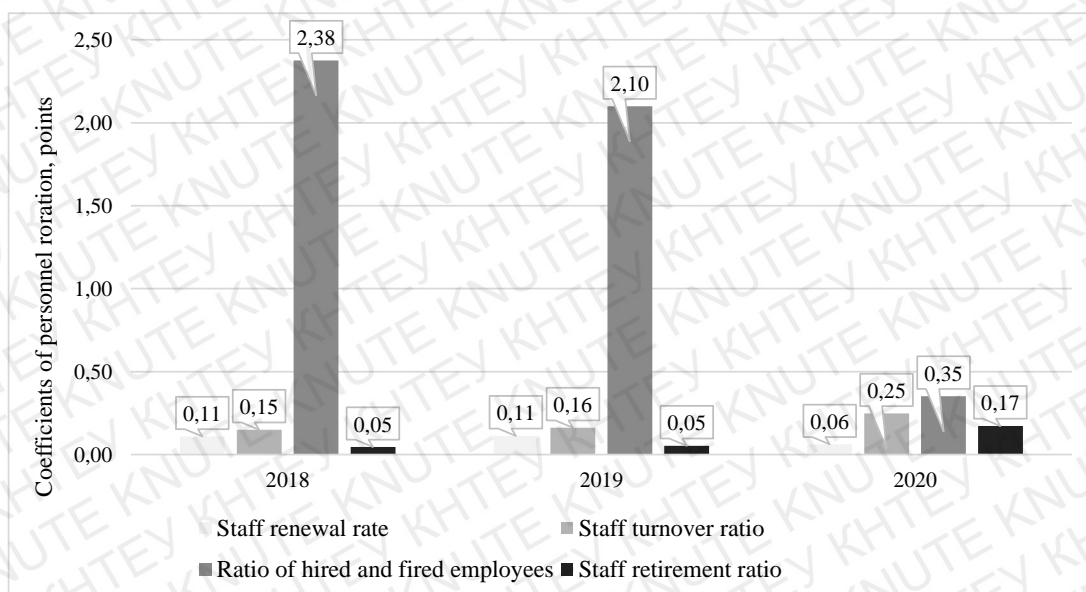




**Fig. 2.4. Dynamics of the share of employees who resigned voluntarily in the overall structure of dismissed employees of the tour operator "Coral Travel" in 2018-2020 yy.**

\* Source: compiled according to the information from "Coral Travel"

Staff turnover ratios are shown in Fig. 2.5.



**Fig. 2.5. Dynamics of staff turnover ratios of Coral Travel Group for 2018-2020**

\* Source: compiled according to the information from "Coral Travel"

According to pic data. 2.6, the staff renewal rate in 2019 remained unchanged at 0.11 points. The following year, the trend changed to a decrease - the staff renewal rate

decreased to 0.06 (by 0.05). This situation was due to a slight decrease in the number of employees hired in 2020 relative to the number of laid off staff. At the same time, a significant number of employees resigned of their own free will (Fig. 2.5).

Characterizing the dynamics of staff turnover, it should be noted that the value of the ratio of hired and fired employees shows that in 2018-2019 exceeded the number of hired employees - this is also the reason for the overall increase in staffing in this period.

In 2020, the ratio of the number of hired and fired workers was again less than 1, which indicates the predominance of the number of fired workers over hired. In general, quite significant indicators of staff turnover - 15-25% give grounds to conclude that the personnel management system in the studied company is not fully effective and, most likely, there are some gaps and unused reserves.

The analysis gives grounds to conclude that the possible reasons for the significant turnover of staff of the tour operator is a fairly close link between staff development activities and their motivation for the strategy. On the one hand, this is good given the achievement of strategic goals. However, on the other hand, this approach is not flexible enough. Employees have to wait a long time to review their motivation or make changes to it - this is done annually only on the basis of the annual development plan of the tour operator. Let's investigate the effectiveness of the use of staff and payroll of the tour operator (Table 2.7).

*Table 2.7*

**Dynamics of performance indicators of the staff of the tour operator "Coral Travel" in 2018 – 2020 yy.**

Indicator	Years			Absolute deviation		Growth rate, %	
	2018	2019	2020	2020 / 2018 yy.	2020 / 2019 yy.	2020 / 2018 yy.	2020 / 2019 yy.
Labor productivity, thousand UAH / person	215,4	228,1	329,0	12,7	100,9	5,9	44,3
Labor intensity, UAH / person	4,6	4,4	3,0	-0,3	-1,3	-5,6	-30,7
Profit per 1 employee, thousand UAH	27,4	35,2	42,3	7,8	7,1	28,5	20,2

\* Source: compiled according to the information from "Coral Travel" (Appendix C)

Personnel productivity in 2018 amounted to 215.4 thousand UAH / person, and in 2020 - 329.0 thousand UAH. At the same time, during 2018-2019, the value of this indicator increased by UAH 12.7 thousand (5.9%), and in 2020, compared to 2019, it increased by UAH 100.9 thousand or 44.3%. The dynamics of labor intensity was inversely opposite to the dynamics of labor productivity. Staff profitability has been constantly growing during 2018-2020.

In 2019 compared to 2018, this figure decreased by 0.3 UAH / person, and in 2020 - also by 1.3 UAH / person. In 2020, the average income per employee in the tourist complex was 42.3 thousand UAH.

The dynamics of wage efficiency indicators are given in table. 2.8.

Table 2.8

**Dynamics of pay efficiency indicators of the tour operator "Coral Travel" in 2018 – 2020 yy.**

Indicator	Years			Absolute deviation		Growth rate, %	
	2018	2019	2020	2020 / 2018 yy.	2020 / 2019 yy.	2020 / 2018 yy.	2020 / 2019 yy.
Monthly average salary, thousand UAH / person	17,8	19,2	21,7	1,4	2,5	7,9	13,0
Salary, UAH	0,433	0,412	0,427	-0,020	0,014	-4,7	3,5
Salary returns, UAH	2,3	2,4	2,3	0,1	-0,1	5,0	-3,4
Profitability of labor costs, %	29,4	37,5	30,2	8,0	-7,3	-	-

\* Source: compiled according to the information from "Coral Travel"

Table data. 2.8 show that the studied enterprise of the tourism industry can be observed upward dynamics of efficiency of staff and payroll.

Indicators of the effectiveness of the use of the payroll of the tour operator indicate an increase in the overall motivation of employees, as well as characterize the feasibility of using the existing motivation system in the company.

A distinctive feature of the use of the payroll at the enterprise is the tendency to reduce its volume in the structure of operating costs, which in general led to a change in

profitability of labor costs during 2018-2020. Thus, in 2019 the profitability of labor costs increased compared to 2018 by 8.0%, and in 2020 against 2019 - by 7.3%.

Thus, the staff renewal rate in 2019 remained unchanged at 0.11 points. The following year, the trend changed to a decrease - the update rate decreased to 0.06 (by 0.05). Quite significant staff turnover rates - 15-25% give grounds to conclude that the personnel management system in the studied touristic company is not fully effective and, most likely, there are some gaps and unused reserves. The analysis in questions 2.1-2.3 leads to the conclusion that the possible reasons for the significant turnover of staff of the tour operator is quite close link of staff development activities and their motivation to the strategy, which significantly reduces the flexibility of the HR-management system. The dynamics of labor intensity was inversely opposite to the dynamics of labor productivity. Staff profitability has been constantly growing during 2018-2020. In 2019 compared to 2018, this figure decreased by 0.3 UAH / person, and in 2020 - also by 1.3 UAH / person. In 2020, the average income per employee in the tourist complex was 42.3 thousand UAH.

## **Conclusion to section 2**

Therefore, based on the results of the study we can draw the following conclusions:

Coral Travel is a legal entity established in accordance with the current legislation of Ukraine, for which the exclusive activity is the sale of a tourist product under a sales agreement, as well as intermediary activities for the provision of typical and related services. After analyzing the management activities and characteristics of the internal environment of the tourist enterprise "Coral Travel", its strengths include the following: competence of managers, well-established salary system, effective methods of selection and training, young and promising team, favorable internal climate in the team, community in the values shared by all members of the team; weaknesses: insufficient level of staff qualification, underdeveloped system of intangible rewards, insufficient use of available means to improve organizational culture. In 2020, it was possible to observe an increase in the level of tourist service by the largest tour operators in Ukraine.

Thus, the model of the HR-management system of the tour operator "Coral Travel".

can be defined as simple and flexible. The main criteria of the HR-management system are to ensure optimal interaction between individual departments and employees. Designing a HR-management system "Coral Travel" is a process of building individual activities for personnel development in the process of finding a correspondence between key elements of management (organizational and managerial structure, staff, tasks, systems of decisions and incentives, informal organization and organizational culture) and its directions of development.

The main stages of the process of forming the HR-management system of the tour operator "Coral Travel" are as follows: analysis of the staff of the tour operator "Coral Travel", selection of goals of the HR-management system of the tour operator, creation of conditions for the implementation of personnel development, control and evaluation of personnel quality. When opening a tour operator, its management took into account the requirements of domestic legislation for the formation of organizational structures and used the state classifier of professions in accordance with the requirements of labor law.

## SECTION 3

### TALENT MANAGEMENT SYSTEM PROJECT FOR TOUR OPERATOR

#### CORAL TRAVEL

#### 3.1 Strategic alternatives and program of measures of talent management technologies for Coral Travel

Note the main obstacles to the implementation of talent management at the company "Coral Travel":

- 1) the stereotype of "irreplaceable personnel does not happen";
- 2) the stereotype of "pressing talent, not cultivating" - the head does not like to be dependent on a talented employee, in contrast to the motto of consulting companies "Grow or go";
- 3) unwillingness to take responsibility for replacing the average employee with a potentially talented one;
- 4) the inability to see the positive effect of effective talent management immediately - to see the result you need to wait at least 1.5-2 years.

We propose to design the talent management system "Coral Travel" in several stages, the characteristics of which are presented in table 3.1.

*Table 3.1*

#### **Characteristics of the stages of designing a talent management system "Coral Travel"**

№ stage	The name of the stage	Main goal
Stage 1	Normalization	Coordination of the principles and goals of work with staff, with the principles and goals of the organization as a whole, with the strategy and stage of development.
Stage 2	Programming	Development of programs, ways to achieve the goals of personnel work, which are specified taking into account the conditions of current and possible changes in the situation.
Stage 3	Personnel monitoring	Development of procedures for diagnosis and forecasting of the personnel situation.

*\* compiled by the author on the basis of: [40]*

Based on this, we can form the main goals of the talent management system for

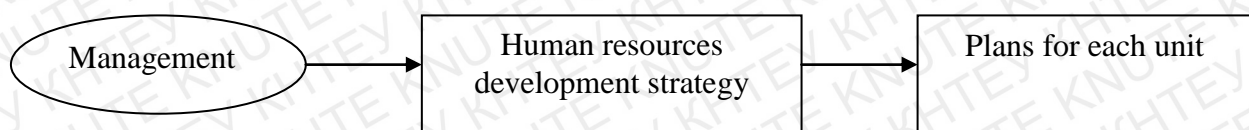
"Coral Travel" [40]:

- ensuring working conditions and distribution of responsibilities of employees in accordance with current labor legislation;
- providing the tourism business, companies of various forms of ownership, staff of appropriate quality and in the right quantity to perform the tasks;
- rational use of state personnel and human resources of the region;
- creation, support of activity and control over work of labor collectives;

To implement the defined target strategy of the talent management system "Coral Travel" it is necessary taking into account the types of organizational strategy, organizational and human resources, as well as the type of talent management system.

The lack of an effective mechanism of the talent management system has a negative impact on the activities of the tourism business. can not withstand constant changes in economic conditions and ensure an appropriate level of economic stability. The basis for the development of an effective system of talent management of the tourism business is the distribution of personnel categories and the definition of certain functional responsibilities assigned to him [49, p. 183-184].

The use of top-down management defines the overall personnel management system on the basis of which plans are developed for each specific unit.

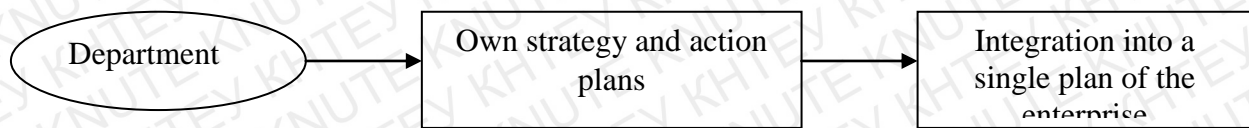


**Fig.3.1. Stages of application of the top-down talent management approach**

*\* compiled by the author on the basis: [32]*

As well as the general system of management of the enterprise, the system of system of talent management is developed taking into account internal resources and possibilities of its further development of the enterprise of tourist business. The formation of an effective talent management system can be carried out in two ways: "top - down" and "bottom - up" [32, p. 58-60].

Using a bottom-up approach, each unit develops its own strategy and action plans, which are integrated into a single plan of the tourism business. Fig. 3.2.



**Fig. 3.2. Stages of application of the bottom-up talent management approach**

*\* compiled by the author on the basis: [32]*

Effective formation of the corporate talent management system should take into account the stages of the development cycle of the tourism business. Based on this, the goals of enterprise management at different levels of government should be built [32].

To win the "war for talent" you need to introduce a fundamentally new approach in the company, which provides:

1) Focus on attracting talent.

Attracting talent should be paramount

the task is not the personnel department or personnel management department, but to become the main goal of managers at all levels of the company, including, first of all, the CEO. Enriching the team with talents is a job that is not subject to delegation to any employee, and the main responsibility for the formation of a talented team should be borne by the top manager of the company.

2) To provide competitive advantages of the enterprise or organization in the market of employers for the employee.

Every company is competing for its customers and consumers, but not everyone thinks about fighting for employees. At the present stage of economic relations, it is necessary to ensure the attractiveness and viability of the company's offer for talented employees.

Recently, material forms in the motivation of employees come to the fore, and the leading positions are occupied by intangible methods of work incentives, and, accordingly, the formation of attractiveness. That is, it is important to provide a holistic package of



proposals, as the uniqueness of its whole or one of the elements can be a decisive factor in choosing a place to work "talent".

The following measures can be used as components of such a set of proposals:

- exciting work, which involves the introduction of new products, innovative areas, continuous improvement of production, constant transformation, rational separation of responsibilities and autonomy;
- stable positions of the company, established effective management system, friendly and trusting atmosphere, corporate spirit, result orientation;
- differentiated system of remuneration, increase in wages for the most productive employees.

3) The possibility of professional and personal self-improvement and growth.

The influx of "talents" is observed in those companies that are active in the field of coaching, personal development, training, training in new technologies that ensure growth and development. Creating a personal flexible work schedule, setting the boundaries of the working day, respectively, not to the time worked, but to production. Increased free time and increased productivity will provide benefits for family members.

4) Implementation of methods of differentiated personnel evaluation. Support everyone, but invest in everyone differently.

Many employees suffer from vague and biased performance appraisals. At any enterprise a clear system of personnel evaluation should be formed, which will ensure variation of remuneration, promotion, establishment of certain privileges, getting rid of "ballast", will allow it to be successful in conditions of fierce competition. In addition, it is necessary to carry out intermediate control and control of the final results in all departments.

It should be noted that Ukrainian companies do not have a clear system of employee ranking methods, which would greatly facilitate the assessment of their activities. Therefore, it is advisable to divide employees according to the level of efficiency into the following ranks:

A: promising, effective, provide a high result;

B: limited potential, expected result;

Q: minimum level of efficiency.

It is necessary to "bet" on category A, to develop employees of rank B, to reduce in a position or, as a last resort, to dismiss representatives of rank B. Category B it is necessary to give a chance in other sphere of activity, to advise how to apply the abilities and skills. To ensure the desired result, you need to use a combination of "whip and gingerbread" in personnel management.

Now that we are connected to the global economic space, companies have realized that the very essence of the problem of talent acquisition has changed. Companies attract people in active ways: through branding programs, social networks, local job fairs, online video and direct sources. According to recent studies, modern recruiters use 30-40% of social networks. For the first time in recent years, most talented executives are trying to closely integrate their recruitment teams into the talent management process, and strategists and experts are spending more and more time recruiting.

In order to improve the information and communication processes in the talent management system of the tour operator, we propose to form an appropriate program that will optimize the communication processes of the tour operator. The set of measures to improve communication processes within the system of talent management of the tour operator "Coral Travel" is given in table. 3.2.

The development of programs to improve the system of talent management today should be based on the introduction of best practices in the field of personnel management in the field of personnel management. After analyzing in section 2 the main features of the formation of the Talent Management system of the tour operator "Coral Travel", we came to the conclusion that it needs to strengthen the communication component of personnel management and implementation of the KPI system to assess staff performance. Revision of the structure of control processes over the work of the tour operator's staff involves studying the documentation of the tour operator, conducting business analysis and forming the optimal structure of communications between employees.

Conducting business analysis of the main communication processes between employees of the tour operator is best done in a special program Lucid Chart. It allows you to generate cross-functional charts to describe the main business processes of the tour

operator. Based on this description, appropriate solutions for their optimization are formed.

Table 3.2

**A set of measures to improve communication processes within the system of talent management of the tour operator "Coral Travel"**

Event name	Timeline for 2022p.				Responsible for fulfilment
	1 month. 2022	2 month. 2022	3 month. 2022	4 month. 2022	
1. Review of the structure of communication processes of the tour operator					Tour operator administrator
- study of the documentation of the tour operator					Tour operator administrator
- conducting business analysis					Tour operator administrator
- formation of the optimal structure of communications					Tour operator administrator
2. Implementation of CRM-system for the organization of the communication process between the divisions of the tour operator					Third-party IT company
- market research and proposals of CRM-systems					IT company project manager
- collection of requirements of users and development of the technical task for implementation					IT company project manager, deputy head of the tour operator
- integration of the new CRM-system with the reservation system of the tour operator					IT company project manager
3. Development of a corporate communications system of the tour operator					Deputy director of the tour operator
- study of the standard of corporate interaction between departments					
- making appropriate changes to job descriptions					

 - main task  
 - subtask

\* compiled by the author

Improvement of information systems for the organization of communications involves the introduction of CRM-system. To do this, you must perform the following steps: study of information systems, development of terms of reference for the implementation of a new booking system, integration of a new booking system with the Fidelio system.

The main advantage of the implementation of CRM-systems is the ability to improve communication processes between employees within departments, as well as outside departments. Among the various variants of the systems, several were identified that are the most popular on the market today (Table 3.3).

*Table 3.3*

**Functional and economic characteristics of CRM-systems with Talent Management options**

<i>System criteria</i>	<i>Bitrix 24</i>	<i>Sugar CRM</i>	<i>Microsoft Dynamics</i>
Terms of use	Purchase a license package or subscription	Purchase a license package or subscription	Purchase a license package
The cost of CRM-systems, translated into UAH.	Enterprise license - 50 thousand UAH or subscription - 250 UAH / month for 1 user	Enterprise license - 180 thousand UAH or subscription - 600 UAH / month for 1 user	User license - UAH 12 thousand
Availability to be installed on mobile devices (phone / tablet)	-	+	+
Availability of personnel management module	+	+	+
Ability to create dashboards with elements of CRI staff analysis	-	+	+
Ability to customize work reports	+	+	+

*\* according to a study of the performance of various information systems for resource management*

To choose CRM-systems it is necessary to take into account their functionality and cost of implementation. For the tour operator "Coral Travel" the most optimal will be a system that easily integrates with the booking system Fidelio, and also has the ability to deploy in a mobile application.

Today, according to the table. 3.3, in general, the widest functionality for personnel

management has CRM-system Sugar CRM and Microsoft Dynamics. It is a full-featured CRM system with business process generators, which is important for corporate talent management. However, in terms of cost, Sugar CRM is ahead of Microsoft Dynamics, because it is, firstly, cheaper, and secondly - there is the possibility of a monthly subscription. That is, if the company changes the number of users - it can easily renounce the license or buy additional ones.

CRM-system provides optimization of processes of interaction between employees. This module is a fully web-based solution that does not require its own servers and the appropriate IT infrastructure. All data and processes for the formation of the database are taken into the cloud.

The next step in improving the talent management system is the introduction of a KPI system for employees. The assessment of KPI is very important not only for identifying bottlenecks in the work of the tour operator, but also for the introduction of better mechanisms for staff motivation.

The main task of forming key performance indicators (hereinafter KPI) for the tour operator "Coral Travel" can be outlined in the direction of achieving growth in operating results, optimizing the use of resources (personnel, financial, logistical, etc.). Achieving high results in the use of CRI can be determined by the following criteria:

- CRIs clearly describe the effectiveness of individual processes;
- available criteria for evaluating the results and costs of each process within the spatial-temporal orientation (geography / location of the business process, time frame of the business process).

Taking into account the above criteria creates the preconditions for the formation of an effective model of CRI on "Coral Travel". At the same time, a significant factor that should be taken into account in the formation of the KPI system of the tour operator "Coral Travel" is the creation of the studied system of tracking data on employee performance and storing this data in a normalized form (suitable for information systems). That is, the KPI development process cannot be considered in isolation from the resource management process.

The process of development and implementation of KPI staff in the framework of

improving the system of Talent Management of the tour operator "Coral Travel" should take into account the available information and resource opportunities. To implement the KPI system, it was advisable to develop an appropriate organizational plan, which provides for the definition of responsible and defines the main stages of work (Table 3.4).

Table 3.4

**Organizational plan for the implementation of the KPI system for the tour operator "Coral Travel" in 2022.**

№	The main tasks	Timing					Total, days
		1 mic.	2 mic.	3 mic.	4 mic.	5 mic.	
1	Development of the concept of creating a CRI system	10	-	-	-	-	10
1.1	Business process analysis	5	-	-	-	-	5
1.2	Development of a task for the implementation of the KPI system	5	-	-	-	-	5
2	Formation of separate directions of KPI system	2	6	7	-	-	15
2.1	Creating a project team	2	-	-	-	-	2
2.2	Development of criteria for the balance of CRI	-	1	-	-	-	1
2.3	Development of the concept of organizational and information support of KPI	-	5	7	-	-	12
3	Informatization of the KPI system	-	4	4	5	22	35
3.1	Development of a technical task for the implementation of KPI in 1C	-	4	4	5	-	13
3.3	Development of reports and budgets taking into account KPI	-	-	-	-	22	22
	TOTAL	12	10	11	5	22	60

\* compiled by the author

As can be seen from the results of planning organizational procedures, which are reflected in table. 3.4, the development of the KPI system within the controlling model of the tour operator "Coral Travel" will require a certain amount of time, which is approximately 60 working days (480 hours), including:

- development of the concept of creating a KPI system - 10 days;
- formation of separate directions of the KPI system - 15 days;
- informatization of the CD system - 35 days.

Thus, the tour operator today needs to strengthen the communication component of personnel management and the introduction of the KPI system to assess the work of staff. In order to improve the information and communication processes in the system of Talent Management of the tour operator, we propose to create an appropriate program that will optimize the communication processes of the tour operator. To choose CRM-systems it is necessary to take into account their functionality and cost of implementation. For the tour operator "Coral Travel" the most optimal will be a system that easily integrates with the booking system Fidelio, and also has the ability to deploy in a mobile application. The next step in improving the talent management system is the introduction of a KPI system for employees. The assessment of KPI is very important not only for identifying bottlenecks in the work of the tour operator, but also for the introduction of better mechanisms for staff motivation. The main KPI, which were proposed for the Talent Management system in the process of personnel evaluation, are the following indicators: management efficiency of operational managers; the level of quality of communications of employees involved in the booking process; the level of quality of cleaning in the rooms; level of service quality.

### **3.2 Evaluation of Impact of implementing talent management practices**

Determining the effectiveness of the program to improve the talent management system of the tour operator should be based on the definition of potential income and expenses, taking into account the measures proposed in question 3.1. The cost of implementing measures to improve the system of HR-technologies for the tour operator "Coral Travel" is given below in table. 3.5.

For 2022 the program of improvement of HR-technologies of the tourist operator "Coral Travel" provides to carry out expenses in the amount of 834 thousand UAH.

**Investment budget to improve the system of HR-technologies of the tour operator "Coral Travel" for 2022**

<i>Expenditures in the areas of improving the corporate system of Talent Management</i>	<i>Explanation</i>	<i>Value, thousand UAH</i>
Development of a model of communication between employees and divisions of the company within the program of improvement of the corporate system of talent management from information systems for the tourist operator "Coral Travel"	The costs will actually be expressed in the cost of business analyst services, which will develop proposals for improving the communication system and pass them to IT companies for implementation in the management information system of the tour operator "Coral Travel"	72
Implementation of information CRM-system (Sugar CRM) to ensure internal communications	The cost of the system will be 180 thousand UAH. Additionally, you will need to pay UAH 250,000 for setting up the system in accordance with the requirements of the business processes of the tour operator "Coral Travel".	330
Introduction of the KPI system for personnel evaluation in order to increase the efficiency of its management	The cost of the services of a business analyst who will develop proposals for the KPI system and create requirements for the development of dashboards.	432
<b>Total</b>	-	<b>834</b>

*\* compiled by the author*

In addition, we note that determining the economic effect of the implementation of the proposed measures should take into account the assumption that the implementation of the proposed areas for optimization of HR-technologies will increase staff productivity by at least 10%. Based on this, it is expected that the forecast turnover of the tour operator "Coral Travel" from the provision of services should increase by at least 10%.

Also, the implementation of measures should lead to a stabilization of the growth rate of the cost of providing tourist services in terms of labor costs by increasing the productivity of staff after the implementation of the measures to be taken. Indicators of revenue and expenditure growth under the condition of implementing measures to optimize talent management for 2022 are given in table. 3.6. We can say that the growth of productivity of the tour operator "Coral Travel", subject to the implementation of the proposed measures, is expected to reduce operating costs through more efficient use of working time by staff. At the same time, the growth of staff motivation and its



development can create conditions for increasing the revenue of the tour operator "Coral Travel" up to 10%.

Table 3.6

**Parameters of income and expenses after the improvement of the talent management of the tour operator "Coral Travel" in 2022**

<i>Indicator</i>	<i>Impact of measures on the indicator</i>	<i>Level of influence</i>
No income, thousand UAH	Improving the corporate system of HR-technologies will increase the revenue from the use of web technologies, updating the management information system	Additional growth up to 10%
Zost, thousand UAH	possible reduction of the cost level due to the increase in staff productivity after the introduction of the KPI system	reduction to 3%
Costs for the implementation of measures thousand UAH	should increase due to the cost of implementing measures, costs will be depreciated over 2 years, ie in 2022 will be 417 thousand UAH, in 2023 - 417 thousand UAH	834 thousand UAH, or 417 thousand UAH for 1 year

\* compiled by the author

Forecast calculations of the economic effect taking into account the proposed measures are given in table. 3.7.

Table 3.7

**Forecast assessment of the economic effect for the tour operator "Coral Travel" for 2022, taking into account the improvement of HR-technologies (th.UAH)**

<i>Indicators</i>	<i>Legend</i>	<i>Value</i>
Revenue expected (fact) by the end of 2021, thousand UAH	Rf	65 128
Event efficiency ratio	k	13%
Operating profit is expected (fact) in 2022, thousand UAH	PRf	8982
The level of profitability is actual,%	$Kpr = PRf / Rf * 100$	13,8
Operating profit is planned taking into account measures to improve the talent management of the tour operator, thousand UAH	$PRpl = Rf * (1 + k) * Kpr$	10149,7
Planned costs for the implementation of the Event-event, thousand UAH	Ci	417
Economic effect of the planned event, thousand UAH	$E = PRpl - PRf - Ci$	750,7

\* compiled by the author

As the data of table. 3.7, according to the calculations, we can say that in 2022 there will be an increase in operating profit, subject to changes in the mechanism of organization of the talent management system.

Thus, in this issue, the economic effect of the implementation of measures to improve the talent management of the tour operator "Coral Travel" for 2022 was forecast. Based on the calculations, we can say that for 2022 the projected amount of operating profit will be 10149.7 thousand UAH, and the amount of economic effect will be 750.7 thousand UAH. Thus the planned volume of the budget of expenses makes 834 thousand UAH.

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

The development of programs to improve the system of talent management today should be based on the introduction of best practices in the field of personnel management in the field of personnel management. After analyzing in section 2 the main features of the formation of the Talent Management system of the tour operator "Coral Travel", we came to the conclusion that it needs to strengthen the communication component of personnel management and implementation of the KPI system to assess staff performance. Revision of the structure of control processes over the work of the tour operator's staff involves studying the documentation of the tour operator, conducting business analysis and forming the optimal structure of communications between employees.

For the tour operator "Coral Travel" the most optimal will be a system that easily integrates with the booking system Fidelio, and also has the ability to deploy in a mobile application. The next step in improving the talent management system is the introduction of a KPI system for employees. The assessment of KPI is very important not only for identifying bottlenecks in the work of the tour operator, but also for the introduction of better mechanisms for staff motivation. The main KPI, which were proposed for the Talent Management system in the process of personnel evaluation, are the following indicators: management efficiency of operational managers; the level of quality of communications of employees involved in the booking process; the level of quality of cleaning in the rooms;

level of service quality.

3. Economic effect of the implementation of measures to improve the talent management of the tour operator "Coral Travel" for 2022 was forecast. Based on the calculations, we can say that for 2022 the projected amount of operating profit will be 10149.7 thousand UAH, and the amount of economic effect will be 750.7 thousand UAH. Thus the planned volume of the budget of expenses makes 834 thousand UAH.

## CONCLUSIONS

1. An important element of the training of tourism professionals should be the principle of connection between theory and practice, which is mandatory in all forms of organization of the educational process. Modern conditions of socio-economic development make new demands on tourism professionals. They must have not only purely professional knowledge, but also practical skills, so the development of the staff of the tourism organization becomes one of its main strategic goals and ensures the strengthening of competitive positions in the tourism market. Effective personnel management is aimed at improving the qualitative and quantitative levels of performance of work by a manager or specialist, which, ultimately, ensures the competitiveness of the tourism enterprise in the market.

2. The development of an effective talent management system makes it possible to effectively combine the elements of personnel management and provide the conditions for sustainable development of the tourism business. Modern practice of tourism management involves the use of different approaches and methods of personnel management. The lack of an effective mechanism of the talent management system has a negative impact on the activities of the tourism business. cannot withstand constant changes in economic conditions and ensure an appropriate level of economic stability.

3. Coral Travel is a legal entity established in accordance with the current legislation of Ukraine, for which the exclusive activity is the sale of a tourist product under a sales agreement, as well as intermediary activities for the provision of typical and related services. After analyzing the management activities and characteristics of the internal environment of the tourist enterprise "Coral Travel", its strengths include the following: competence of managers, well-established salary system, effective methods of selection and training, young and promising team, favorable internal climate in the team, community in the values shared by all members of the team; weaknesses: insufficient level of staff qualification, underdeveloped system of intangible rewards, insufficient use of available means to improve organizational culture. In 2020, it was possible to observe an increase in the level of tourist service by the largest tour operators in Ukraine.

4. The model of the HR-management system of the tour operator "Coral Travel" can be defined as simple and flexible. The main criteria of the HR-management system are to ensure optimal interaction between individual departments and employees. Designing a HR-management system "Coral Travel" is a process of building individual activities for personnel development in the process of finding a correspondence between key elements of management (organizational and managerial structure, staff, tasks, systems of decisions and incentives, informal organization and organizational culture) and its directions of development.

The main stages of the process of forming the HR-management system of the tour operator "Coral Travel" are as follows: analysis of the staff of the tour operator "Coral Travel", selection of goals of the HR-management system of the tour operator, creation of conditions for the implementation of personnel development, control and evaluation of personnel quality. When opening a tour operator, its management took into account the requirements of domestic legislation for the formation of organizational structures and used the state classifier of professions in accordance with the requirements of labor law.

5. The development of programs to improve the system of talent management today should be based on the introduction of best practices in the field of personnel management in the field of personnel management. After analyzing in section 2 the main features of the formation of the Talent Management system of the tour operator "Coral Travel", we came to the conclusion that it needs to strengthen the communication component of personnel management and implementation of the KPI system to assess staff performance. Revision of the structure of control processes over the work of the tour operator's staff involves studying the documentation of the tour operator, conducting business analysis and forming the optimal structure of communications between employees.

6. For the tour operator "Coral Travel" the most optimal will be a system that easily integrates with the booking system Fidelio, and also has the ability to deploy in a mobile application. The next step in improving the talent management system is the introduction of a KPI system for employees. The assessment of KPI is very important not only for identifying bottlenecks in the work of the tour operator, but also for the introduction of better mechanisms for staff motivation. The main KPI, which were proposed for the Talent

Management system in the process of personnel evaluation, are the following indicators: management efficiency of operational managers; the level of quality of communications of employees involved in the booking process; the level of quality of cleaning in the rooms; level of service quality.

7. Economic effect of the implementation of measures to improve the talent management of the tour operator "Coral Travel" for 2022 was forecast. Based on the calculations, we can say that for 2022 the projected amount of operating profit will be 10149.7 thousand UAH, and the amount of economic effect will be 750.7 thousand UAH. Thus the planned volume of the budget of expenses makes 834 thousand UAH.

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### Matrix of SWOT-analysis "Coral Travel"

		Environment	
		Features:	Threats:
		1. Trufirma has no very large competitors in the area of its activity 2. The travel agency has the opportunity to work directly with potential customers 3. Demand for tours to the Czech Republic and Hungary is seasonal, which must be taken into account 4. Increasing the quantity and quality of tourist services to China in the field of rehabilitation 5. Expansion of economic territory	1. There is a threat of new competitors 2. Difficulties in the implementation of tours due to the decline in purchasing power of the population 3. Lack of demand for innovation microclimate of the resort: absence of sharp drops of the main meteorological parameters, pompne zhapke summer, sunny and almost windless winter 4. Significant pressure from the state, in particular in the field of tax regulation
Внутрішнє середовище	<b>Strengths:</b> 1. The presence of a leader who is well known in the tourism market 2. High qualification of staff 3. Opportunity to sell tourist tours in different seasons due to the differentiation of tourist activities 4. Promoting the growth of the number of customers through a balanced pricing policy 5. Focus on customers of different ages 6. The presence of the image of a reliable tour seller and travel organizer	<b>SiM field (measures):</b> - development of further image policy online, supplementing the existing site with additional information; - development of staff motivation system through the introduction of compensation policy; - formation of loyalty policy in relation to regular (VIP-clients) due to the introduction of a new discount program	<b>Field CIS (measures):</b> - further market research and monitoring of competitive positions; - search for ways to optimize pricing policy by improving interaction with customers (follows from the development of ERP-systems); - search for ways to optimize the tax burden in the process of enterprise activity
	<b>Weak sides:</b> 1. Very branched organizational structure, which leads to duplication of functions 2. The need to set up guaranteed sales of tours 3. Lack of developed CPM systems for effective work with clients 4. Lack of effective tour booking systems 5. Lack of a developed system of working with categories of VIP clients 6. The need for software upgrades, improvement of online systems	<b>Field SLM (measures):</b> - optimization of the organizational structure by reducing "extra" positions and redundant employees (assistants, couriers, etc.). Transfer of part of the work to cheaper outsourcing; - development of CPM systems for the sale of tours, which will allow: Search for new tourist destinations and improve the quality of services; - development of the Terasoft online booking system, which will significantly reduce the cost of tourist vouchers, provided that cooperation is established with airlines that provide low-cost (low-cost) services.	<b>SLZ field (measures):</b> - providing ongoing legal support in terms of accounting and tax advice; - software updates and development of online tour booking systems

## Appendix C

## P&amp;L of “Coral Travel” (Ukraine branch)

Indicators	2020	2019	2018
<b>Gross income:</b>	<b>57 825</b>	<b>45 263</b>	<b>40 653</b>
i.e.:			
Net income	57 254	44 708	39 843
Other operating income	540	554	802
Other income	32	1	8
<b>Gross costs:</b>	<b>-48 843</b>	<b>-36 848</b>	<b>-34 472</b>
Cost of services sold	-44 664	-33 081	-29 096
Operating expenses	-4 180	-3 767	-5 376
Interim expenses	(-)	(-)	(-)
<b>EBIT</b>	<b>8 982</b>	<b>8 415</b>	<b>6 182</b>
Income tax	-1 617	-1 515	-1 113
<b>Net profit</b>	<b>7 366</b>	<b>6 900</b>	<b>5 069</b>

\*Based on the data from Finance and Legal department