

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

**FINAL QUALIFYING PAPER**

on the topic:

**«THE STRATEGY OF MIND MANAGEMENT IN TOURISM COMPANY»**

Student of the 2<sup>d</sup> year, group 5  
am, academic degree  
«Master» specialty 073  
«Management»  
specialization «Tourism and  
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**Kyiv, 2021**

**Kyiv National University of Trade and Economics**

Faculty of Restaurant, Hotel and Tourism Business

Tourism and Recreation Department

Educational Degree «Master»

Specialty 073 «Management»

Specialization «Tourism, Resort and Recreation Management»

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

**Task  
for a final qualifying paper**

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*The subject:* the tools and methods of mind management application for the tourism company “Star MICE”.

**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	Zabaldina Y.B.	13.11.2020	
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**5. Contents of a final qualifying paper (list of all the sections and subsections):**

INTRODUCTION

PART 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MIND MANAGEMENT IN THE MANAGEMENT SYSTEM OF A TOURISM ENTERPRISE

1.1. The essence of mind management

1.2. Technology of the tourism company mind management

1.3 Principles and methods of creating mind-maps

Conclusions to part 1

PART 2. PREREQUISITES FOR THE USING OF MIND MANAGEMENT AT THE TOURISM COMPANY “Star MICE”

2.1. Characteristics of the management system of the tourism company “Star MICE”

2.2. Analysis of time management at the tourism company “Star MICE”

2.3. Evaluation of the effectiveness of the management of the tourism company “Star MICE” in the context of mind management

Conclusions to part 2

PART 3. PROPOSALS FOR THE APPLICATION OF MIND MANAGEMENT AT THE COMPANY “Star MICE”

3.1. Directions of implementation of mind management at the tourism company “Star MICE”

3.2. Program of measures for the implementation of mind management at the company “Star MICE” and their predicted efficiency

Conclusions to part 3

CONCLUSIONS AND RECOMMENDATIONS

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4.	Writing and preparation of scientific article	Until 10.05.2021	
5.	Writing and pre defense of the 2 <sup>nd</sup> part of the final qualifying paper	11.05.2021-17.09.2021	
6.	Writing and pre defense of the 3 <sup>rd</sup> part of the final qualifying paper	18.09.2021-31.10.2021	
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	01.11.2021-08.11.2021	
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**10. The task received by the student**

Kononko D. O.

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

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(signature, date)

Pre-protection check mark

\_\_\_\_\_ .  
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## 12. Conclusion on the final qualifying paper

Student`s final qualifying paper

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

may be admitted to the examination board.

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« \_\_\_\_\_ » 2021

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## INTRODUCTION

In this paper work such form of management at the tourist enterprise as mind management is considered. Especially, its impact on the internal processes of the tour operator, efficiency and effectiveness.

**Actuality of research.** Today in the hectic life and in the market of actively developing tourism, there is a question of finding balance and stability. Therefore, skills that will help to systematize and structure activities within the enterprise are very necessary for management.

The concept of mind management is relatively new. In 1970, the English psychologist Tony Buzan pointed out that there are ways when you can present certain information in a form that is easy to remember. For example, graphically or thanks to mind mapping. Later, this method became a kind of foundation for the development of such a science of structuring information.

Thanks to mind management, the company sets priorities and decides on future strategies using brainstorming. This significantly increases productivity and further helps to make quick decisions.

Mind management is widely used in the field of employee training. So, most tour operators hold online webinars, where they inform travel agents about new products, the current state of hotels, the rules of stay in a particular country. The more correctly the method of presenting information is chosen, the more educated and professional employees will become.

**Purpose of the paper:** to develop the theoretical, methodological and practical proposals for the implementation of mind management in a tourism company on the example of the tour operator “Star MICE”.

**The objectives of research are** conducted on the basis of elaborated articles from Internet resources, the works of John Richlav, Steve Peters, Denis Dithon and Tony Buzan, which covered in depth the issues of mind management, its components and features of the human brain information.

**The object:** the process of mind management for tourism company.

**The subject:** the tools and methods of mind management application for the tourism company «Star MICE».

**Methods of research** of the paper work are the theoretical method and the method of comparisons, during which the concept of mind management was studied in detail, as well as time management, their distribution and the principle of work at the enterprise. A practical method was also used, which consisted in the study and research of the tourism company “Star MICE”. In addition, recommendations were developed to improve the work of mind management in a tourism company, which took into account all previous studies.

**Scientific innovation** is the developed structure of educational program for employees using mind management. In paper work was proved the effectiveness of the implementation such program in the tourism company “Star MICE”.

**Practical value** of this paper work is that it reveals the essence and importance of the presence of mind management in a tourism company, gives examples and developed recommendations for improving its condition and improving the efficiency of the tourism company “Star MICE” with the addition of visual material.

**Publications:** As the result of investigation of the final qualifying work the article «The strategy of mind management in tourism company» was published in Articles of master programs «Trends of international tourism business development» (Appendix A).

**Paper structure:** The final qualifying paper consists of the introduction, 3 sections; the first and second parts consist of three subsections, the third part consists of two subsections and conclusions; and conclusions. The final qualifying paper also consists of the 70 pages, 12 tables, 9 figures, 6 appendices and 50 used sources.



# PART 1

## THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MIND MANAGEMENT IN THE MANAGEMENT SYSTEM OF A TOURISM COMPANY

### 1.1. The essence of mind management

All companies eventually encounter the same problem, without the solution of which the further functioning of the company is impossible. It consists in organizing and adjusting the work of its employees. The management faces the main issues: the organization of time and professional development of employees.

For answering the first question, we turn to time management. This type of management is the ability to plan your time, which helps to distribute it evenly and set the right priorities to achieve the goal.

During one of the conferences, Dwight David Eisenhower, a U.S. military official, political leader and 34th President of the United States, said: "I have two types of tasks: urgent and important. Urgent tasks can never be important, but important-urgent. "

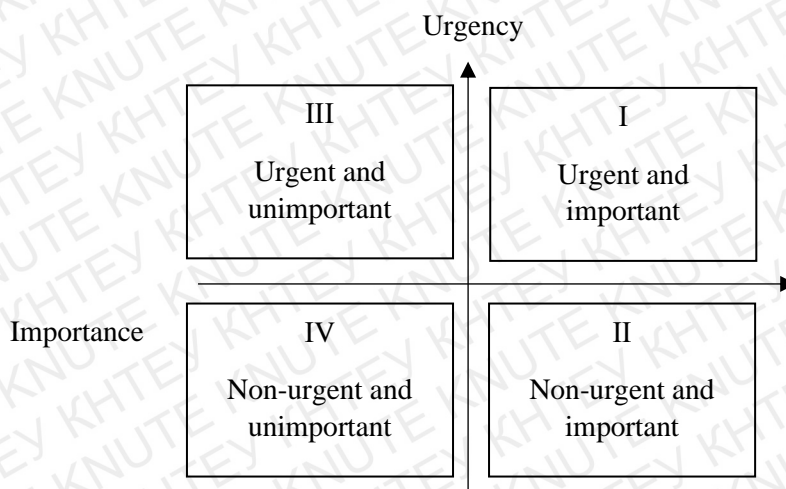
After that, according to the Eisenhower method, a matrix named after him was created (Fig. 1.1), in which the planned cases were structured according to the above-mentioned features.

Such a matrix helps to see the difference between important, urgent, secondary and unnecessary. This is a kind of filter, thanks to which you can clearly see and understand what you need to focus on to get the desired result, and what should be eliminated [2].

Using the Eisenhower matrix, we have the opportunity to structure things and devote our time to specific actions. The interdependent link of the work organization, which is called mind-management, works on a similar principle.

Mind management is a way to turn information into visual or mind-maps so that people can remember what they are being told more quickly. This helps to perceive

information more easily. For example, its representation in diagrams, tables, pictures, etc [3].



**Fig. 1.1 The Eisenhower Matrix**

Source: [1]

The difference between mind and time management is significant, although at first glance it seems that they are almost identical. When we talk about the time management of the company, we mean just planning of working time of employees, taking into account the time spent on specific actions. But the mind management, rather, precedes this and is deeper in its definition, because it determines the necessary steps that we want to plan. In addition, when training employees, we also refer to this concept.

Author of the book “Mind Management. Success starts with better thinking.” John Richlove believes that to be a successful person, it is not enough to have time management. The difference is not only in allocating your time, but also in making it as efficient and productive as possible [4].

The concept of mind management is relatively new. In 1970, the English psychologist Tony Buzan pointed out that there are ways when you can present certain information in a form that is easy to remember. For example, graphically or thanks to mind mapping. Later, this method became a kind of foundation for the development of such a science of structuring information [5].

Tony Buzan focused on studying the question "How to make your brain work for 100%?". He became deeply interested in geniuses like Albert Einstein and

developed technology where information could be much easier to remember. That's how the term "intellectual card" came about [6]. It allows you to refine information on the issue of interest, thanks to the associations that arise while a person is concentrating on the selected segments. This involves both the creative part of thinking and the one responsible for analysis.

American professor Steve Peters in his book "Brain Management" described the nature of the human brain, when its two parts, limbic (emotions or "chimpanzee", as its author called) and frontal ("human"), from birth develop independently. In the process of various situations, they form connections with each other. But the problem is that they react to it differently, which creates some difficulties with control over them. Emotions are often a reaction to any stimulus. Peters called the situation when a person is unable to tame his inner "chimp" a "Chimp paradox." But there is another part of the brain that the professor called a "computer." It is a neutral source where "humans" and "chimp" turn in search of answers from experience. By learning to control one's brain equally, a person will be able to look at situations objectively and approach their solutions rationally [7].

In turn, Dennis Deaton in his book "The Book of Mind Management" describes that any of our actions are born in the brain and only people create the world in which they want to live. Everything that surrounds the world is the result of human thinking. If people learn to control and manage their brains, they will find a valuable key to solving problems that create obstacles along the way [8].

Mind management is the transfer of a large amount of information in such a way that it will help to easily perceive it. When reading the text, you often have to look "between the lines" to determine the essence of what is written. Sometimes the main information from the whole section of the book can be given in the scheme, which will take no more than one page. Of course, this could save a lot of time that we would spend reading.

In addition to structuring the information provided from any source, mind management allows you to do it with your own thoughts. The person forms clear goals and ways to achieve them. The same can be done inside your business. Such a scheme

will be a clear picture for a full understanding and development of a strategy to increase the customer base and profits.

Mind management is especially in demand in tourism. Today, there are regular updates in this area, new destination information is available, and you should always be up to date and bring it to the attention of employees.

Webinars, workshops, business meetings, etc. - all of this is widely used today, but it is the internal delivery mechanism that is important. By turning to mind management, we have the opportunity to rid the text of the so-called "water", that is unstructured information that will not stimulate a person to work and in no way deepen knowledge. We create a scheme where point by point we will expand the amount of information provided.

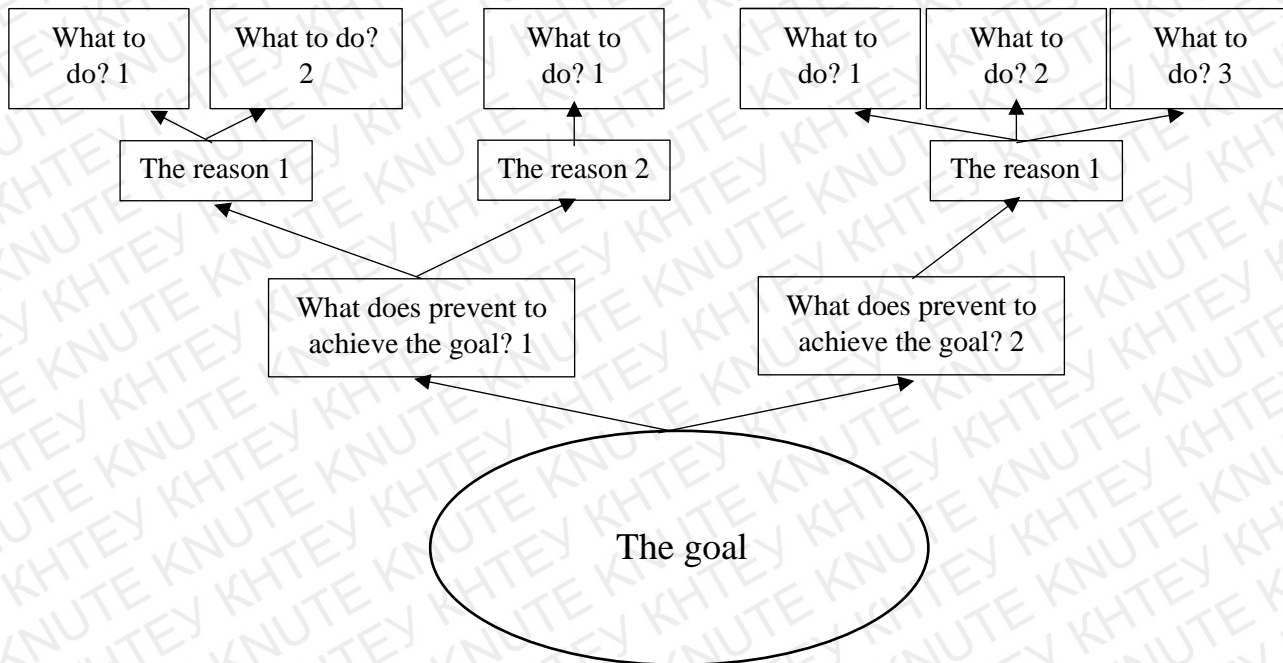
Thanks to mind management, the company sets priorities and decides on future strategies using brainstorming. This significantly increases productivity and further helps to make quick decisions.

## **1.2. Technology of mind management for the tourism company**

Mind management is a tool that gives positive results in education, business, problem solving, project management, in the field of intellectual work. It visualizes information and helps to process it easily and efficiently.

Let's consider mind management on the example of any tourism company. First, we define a clear goal that the company wants to achieve through its activities. This means that the term "high profit" does not suit us at all. It is necessary to specify, for example, "to double the number of sold tours by the end of June." We have a specific period of time and a specific number that we want to achieve. After that, you need to conduct a detailed analysis: what is needed to achieve the goal, whether there are any problems that need to be solved.

This analysis will be most effectively demonstrated in the form of a diagram, figure or table (Fig. 1.2).



**Fig. 1.2 Analysis of setting goals for a tourism company**

*Source: created by the author*

Such a scheme clearly indicates the gaps in the company and the necessary steps to exclude them. After that, we can identify those niches where there are problems and begin to give clear tasks to those employees who specialize in a particular issue.

In addition, mind management is essential when creating a new project. To do this, we need a mind map, which will be discussed in more detail later. Here, in addition to the goal, the necessary components of the project will be determined, which will gradually branch out and step by step less obvious elements will emerge. As a result, we get a scheme by which you can build a further strategy for project development.

Mind management is widely used in the field of employee training. So, most tour operators hold online webinars, where they inform travel agents about new products, the current state of hotels, the rules of stay in a particular country. This usually happens with the using of presentations, visual material or simply in the form of a story. The more correctly the method of presenting information is chosen, the more educated and professional employees will become.

The more accessible and interesting the information presented, the more supportive the audience will be. And it has a great importance not only during sales, but also it forms the image of the tour operator. It is also important to understand that there are different types of people, depending on the type of perception of information (Tab 1.1)

*Table 1.1*

***Types of people by perception of information***

<b><i>Type of perception</i></b>	<b><i>Features</i></b>
Visual	People who perceive the world through their eyes. It is best for such people to receive information through bright pictures or diagrams.
Audial	It will be better for such people to speak information than to give printed text.
Kinesthetic	People perceive information through emotions and experiences. In tourism, such people learn best during promotional tours.
Discrete	There is not a high number of such people. But they pass information well through numbers, logic and evidence.

*Source:[9]*

After reviewing a large number of such webinars, we can say the following: of course, of great importance is the speaker who conveys information, its emotional component, rhetoric, but no less important is the way it is presented. Most of these webinars focus on numbers and "dry" facts, which are usually presented at the beginning. This almost immediately loses the attention of the travel agent.

Thanks to mind management, even such "dry" facts can be presented in an original way and get more benefits from managers, for example, in the form of associative pictures, diagrams, etc.

Ideally, for maximum effect, it is necessary to capture all these types of information. Then we have the opportunity to attract as large an audience as possible. For example, to present the same information in the form of pictures, accompanied at the same time by oral speech, vivid comparisons, video fragments, etc.

In fact, webinars are not given much attention, but it is one of the very important tools that stimulates the travel agent to sell. The better the information is assimilated, the more detailed the manager will be able to advise a potential customer, which, accordingly, increases the chances of a successful sale.

Although there are quite a number of webinars and, especially during the season, all operators try to conduct them in each direction. But quantity does not mean quality. Therefore, after receiving a poor presentation, travel agents lose interest in a particular area.

### **1.3 Principles and methods of creating mind-maps**

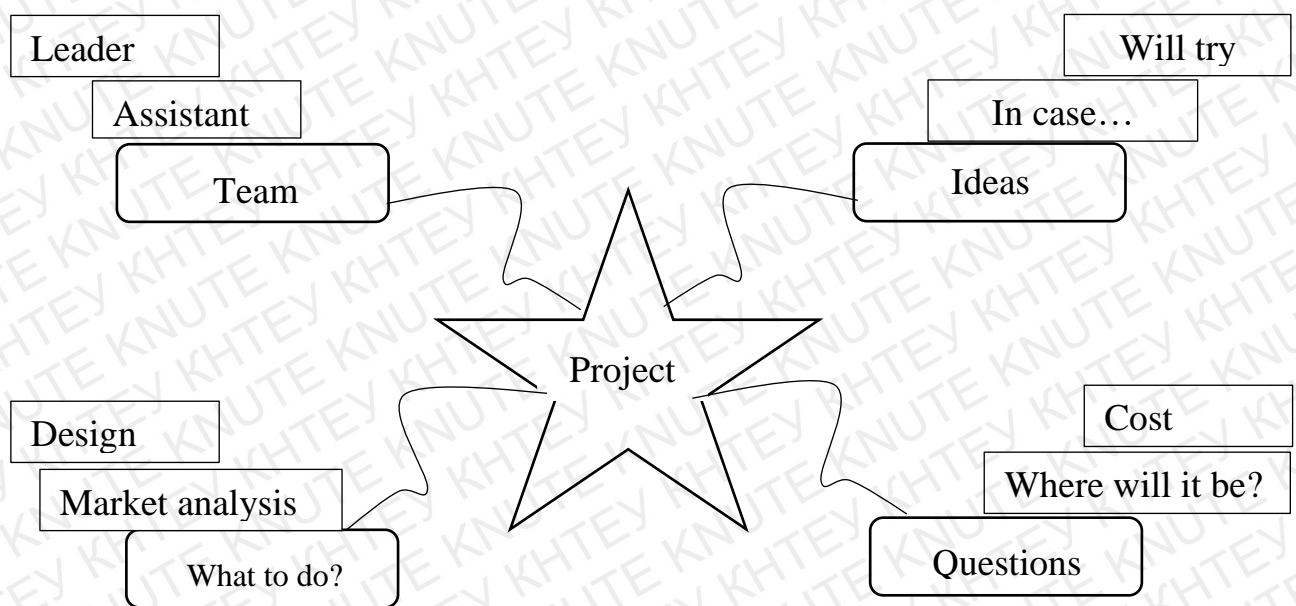
For effective division of labor, as well as the organization of training for employees, it is necessary to structure information and tasks. This is necessary in order to clearly identify the tasks, to establish a mechanism within the team and increase the efficiency of the material. For these purposes, mind maps are best suited as the main materials in the work.

An integral element of the promotion of mind management in a tourism company is the compilation of mind maps. Mind maps are an interesting and effective tool that helps you think and plan easier and faster. They make both hemispheres of the brain work, increasing productivity and quality of work. It is a tool for communication, problem solving, visualization of dreams and goals, training, inspections, time management [10].

Tony Buzan, mentioned earlier, while studying at university, tried to understand how brain functions such as perception, analysis and memory can work together and help solve many problems. In the library he was advised to turn to medical books, because there were no other books where the brain was mentioned. This was the main impetus for the creation of his method. The method of mind maps. In his book, published in 1974, Tony Buzan explained that people use their brains inefficiently [11].

The structure of the construction of the mind maps was partially shown earlier. This is a "tree" that has a basis (the reason for compiling an mind maps), which

highlights the components that contain their sub-items. At the center is a keyword, question or problem that they are trying to solve. It is used to draw branches that symbolize categories or spheres that belong to the center. As usual, from four to six of them. But you can draw as much as you need. At the end of the branches indicate the keywords belonging to the mentioned categories. This makes the mind map more expressive and you can at first glance highlight its main elements. From the keywords spend child branches, where they enter associations and ideas. They can also be unlimited. (Fig. 1.3)



**Fig. 1.3. An example of mind map**

*Source: [12]*

Mind maps do not have a standardized look and are not tied to clear canons of construction. They are designed to be individualized to whoever makes them up. This is their advantage. A person who draws a mind map for himself is able to realize all his imagination, because the main purpose of this is to make the information on paper as accessible and comprehensible as possible[13].

Mind maps simplify the perception of information. That is why they are often used during presentations. They are able to cover several types of human perception, because they have bright colors, numbers and clear tasks that are voiced.



Sergei Bekhtyarev in his book "Mind Management: Solving Business Problems with the help of mind maps" noted that information is better remembered if a larger volume of the cerebral cortex is involved to its memorization. In addition, associative series play an important role.

Associations allow people to memorize new information faster. In the future, when the need arises to recall the experience gained, a chain of associations will help to do it [14].

The visual design of the mind map will greatly facilitate its perception. If the mind map is created on a computer, you can insert the appropriate pictures or graphics. Today we have many variations that facilitate the process of compiling mind maps. There are many educational videos on the Internet on how to create mind map, and there are also online designers. Let's say about MindMeister.com. This is a handy tool that takes over the graphic part of the work.

You can also use a variety of graphic editors. Such as Canva. This application has intuitive controls and many special features using stickers and drawings, which helps to realize your idea on the screen [15].

The great importance have colors which are involved in mind map. Especially if you present them to someone. Each color has its own degree of perception and meaning (Table 1.2)

*Table 1.2*

***The value and degree of color perception***

Color	Meaning	Degree of perception
Red	Reports about the danger if you do not pay attention	High
Blue	Strict and businesslike. Well perceived by people.	Average
Green	The color of relaxing freedom.	Low
Yellow	The color of energy and leadership	High
Brown	Color of reliability	Low

*Continuation of the table 1.2*

Orange	The color of novelty, enthusiasm	High
Sky-blue	Background color	Low
Black	Text color	Average

*Source:[11]*

When you use colors in the presentation, it is important to consider the mentality of the target audience. Especially if there are representatives of other cultures or religions. In this case, it should be understood that the perception of certain colors may differ, so your mind map will need to be adapted.

### **Conclusions to Part 1**

Mind management is an essential knowledge in organizing the work of a tourism company. With its help, you can significantly increase productivity and make the whole team work as one mechanism. In addition, mind management identifies the problems present and helps to find ways to solve them, using the brain at full capacity.

Mind management is especially in demand in tourism. Today, there are regular updates in this area, new destination information is available, and you should always be up to date and bring it to the attention of employees.

Thanks to mind management, the company sets priorities and decides on future strategies using brainstorming. This significantly increases productivity and further helps to make quick decisions.

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## PART 2

### PREREQUISITES FOR THE USING OF MIND MANAGEMENT AT THE TOURISM COMPANY “STAR MICE”

#### 2.1. Characteristics of the management system of the tourism company “Star MICE”

Tour operator "Star MICE" is the basis for analysis in this paper work. According to the organizational and legal form "Star MICE" is a limited liability company, a legal entity, has an independent balance sheet, current and other accounts in banking institutions. The company carries out the activity according to a subject defined by the charter.

Legal address: LLC "Star MICE" 03049, Ukraine, Kyiv, street Architect Kobelev 1/7, "Voksalna" station. The position of General Director is held by Kovalok Natalia Romanivna. According to appendix C the main type of economic activity is activity of tour operators №79.11. The tour operator was registered on the second of July in two thousand twelve. Identification code of the legal entity: 38282738. On the twenty eights of May in two thousand fifteen, the company changed its name to the "Star MICE"[16].

The company was founded on the second of July in 2012. The first order was placed in August 2012. Sale of tourist vouchers. Initially, the company had 2 clients: individual tourist and corporate. But later, orders from corporate customers supplanted individuals. From September 2012 (ie 2 months after registration) the company was already break – even and went to operating income.

2013-2014 – the first successes of the company, but the flight and the economic crisis in the country did not continue to grow. The company had a steady profit, without growth.

2015 – started cooperation with International Programs and Charitable Organizations, Donors, Embassies, Government, respectively, the growth of the company.

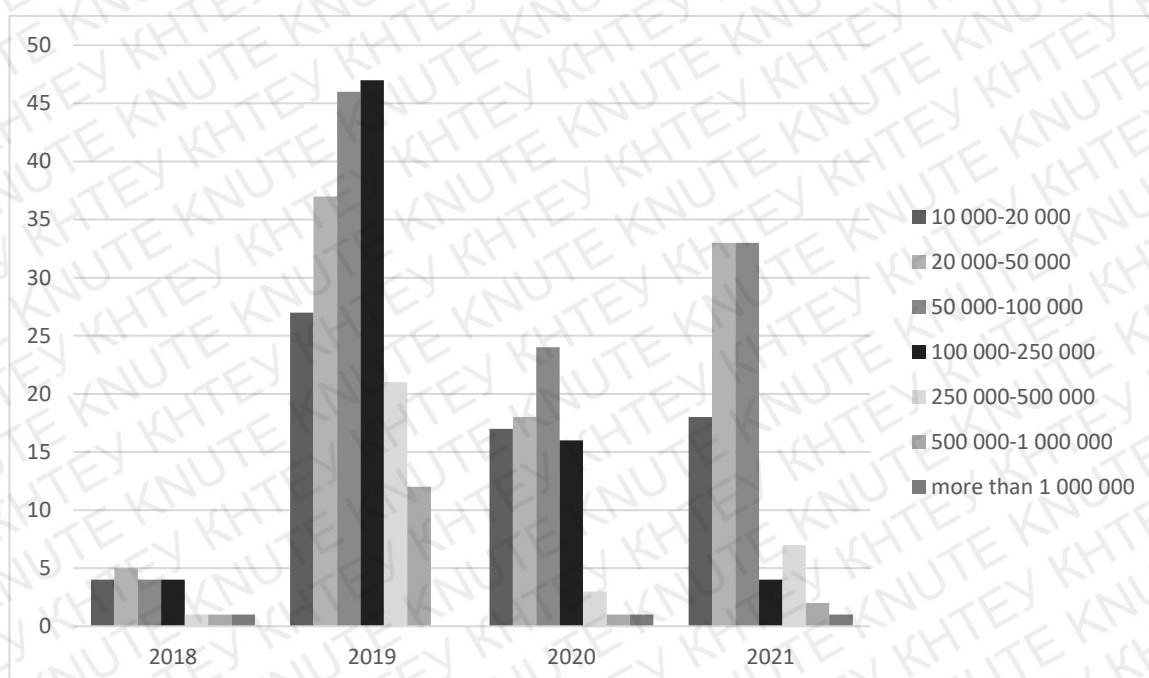
Until 2015, the company existed under the name Travel Force.

From 15.05.15 it was renamed to “Star MICE”.

For 8 years:

- reputation and recognition;
- team;
- regular customers [17].

The figure 2.1 shows the cost of services provided in the period from 2018–2021 (until 05.10.2021):



**Fig. 2.1. The cost of services provided in the period from 2018–2021**

*Source: [18]*

The figure shows that in 2019 the number of services provided increased significantly, while the 2020 pandemic reduced the number.

LLC “Star MICE” is a tour operator of MICE tourism of Ukrainian market and provides services in Ukraine and abroad. The market segment of “Star MICE” is corporate client. The main task of a tourism company is to provide a quality tourist product and service. The purpose of the tourism company is the development and

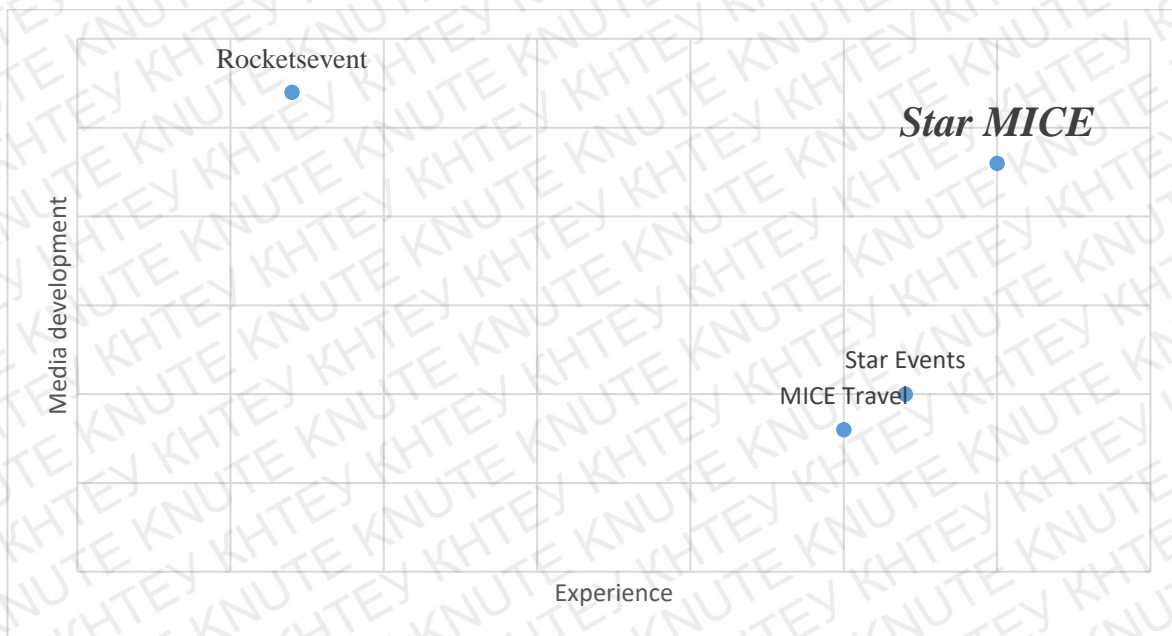
organization of business tourism in Ukraine and the world at competitive prices and high quality; creating a positive image of the company; carrying out profitable activities; staff development.

The main values of the tourism company “Star MICE” are:

- think and do the client’s work;
- excellent event service;
- full service [17].

The peculiarity of this tour operator is that it positions itself as a company that provides business tourism services with full support from the beginning of the event to its completion. And also work under the motto: "You just thought, and we already did it."

The tourism company “Star MICE” has a lot of competitors on the market of business tourism. On the fig. 2.2 there are the biggest companies and we can see the place which takes “Star MICE” among them according to such characteristics as media development (social media, web-site) and experience.



**Fig. 2.2 “Perception map”**

Source: [19, 20, 21]

The tourism company “Star MICE” has the official website where anybody can find some general information about company, its contacts etc. [22].

Also the tourism company “Star MICE” has accounts in the social media such as Facebook, Instagram, LinkedIn . The pages in social media are showed in the appendix D. The company continues to promote its accounts in the other media.

The company provides next services:

- avia and railway tickets;
- hotels;
- corporate incentive and motivational trips;
- conferences / congresses;
- exhibitions;
- visa support;
- insurance;
- transfers [26].

During its work, the tourism company takes into account the wishes of customers, their corporate culture and tasks. Careful elaboration of all the nuances ensures the quality of the event.

Conference services of “Star MICE”:

- development of the event program and preparation of a timing plan;
- estimation. in their work, the Star MICE team takes into account all the nuances at the stage of preparation for the event. this allows to make a detailed estimate and work exclusively within the established budget;
- work with conference participants;
- acceptance of applications, registration;
- at the request of customers it is possible to make and send invitations to guests of the business event;
- search for a location for the conference;
- equipment rental;
- microphones, flip chart, multimedia projector and so on;
- development and design of additional locations;

- preparation of photo area, round tables and more;
- organization of buffets and coffee breaks;
- preparation of promotional materials for participants (notebooks, pens with a logo, folders, etc.).

The tourism company “Star MICE” with all its strengths has opportunities to develop company`s activity by expansion of the area and to exit to new direction. Therefore, it will helps to have more clients and more opportunities that are new.

However, as any other company, “Star MICE” has threats and week sides that could be improved. There is a problem with informativeness of the site. The site has lack of information. This doesn`t give enough idea about company activities. The web-site of the tourism company “Star MICE” is much more like information booklet rather than a site, where a visitor can find details he/she needs for his/her request, leave some comments or to have a feedback.

When we talk about threats from the internal world, there are a lot of factors, which influence on tourist sphere in general. The good example of such threat was the pandemic of coronavirus in 2020 year, which blocked activities of big quantity of companys, including tourist companies. Such situations don`t depend on solutions inside company.

The tourism company “Star MICE” found itself in a difficult situation in 2020 year. As the company is engaged in business tourism, which in turn includes events in various locations, cities and countries, and in 2020 year due to the coronavirus pandemic, most establishments were closed and borders were crossed, this significantly affected the company's revenues and activities.

There is the travel report of the company “Star MICE” for the 2018-2020 year, showed in the appendix F, which include number and cost of sold travel package, number of tourists served by the countries to which they left / from which they arrived (table 2.1):



Table 2.1

**Number and cost of sold travel packages for 2018- 2020 year**

Indicator	Number of tourist travel packages	The cost of travel packages, thousand uah	The number of tourist nights included in travel packages
2018	465	6 398,1	3040
2019	18	893,8	464
2020	7	289,8	153

Source: [27]

According to this report, we can say that the number of tourists served is small, although the main activity of the company is not aimed at providing tourist services for leisure.

In order to understand how much the 2020 pandemic has affected the activities of the tourism company, it is necessary to analyze the dynamics of indicators for 2019 and the same period in 2020. The dynamics are shown in the table 2.2 and in the appendix E:

Table 2.2

**Dynamics of the main performance indicators of the tourism company "Star MICE"**

Indicator	2018	2019	Absolute change, +/-	Growth, %	2020	Absolute change, +/-	Growth, %
Net income from sales, thousand uah	4180,5	4 496,1	+315,6	+7,2	903,1	-3593	-497,8
Other operating income, thousand uah	136,6	145,8	+9,2	+6,3	571,0	+425,2	+25,5
ther income, thousand uah	-	6,3	+6,3	+100	9,6	+3,3	+65,6
Net profit, thousand uah	2473,0	2 002,0	-471	-23,5	302,7	-1699,3	-661,4

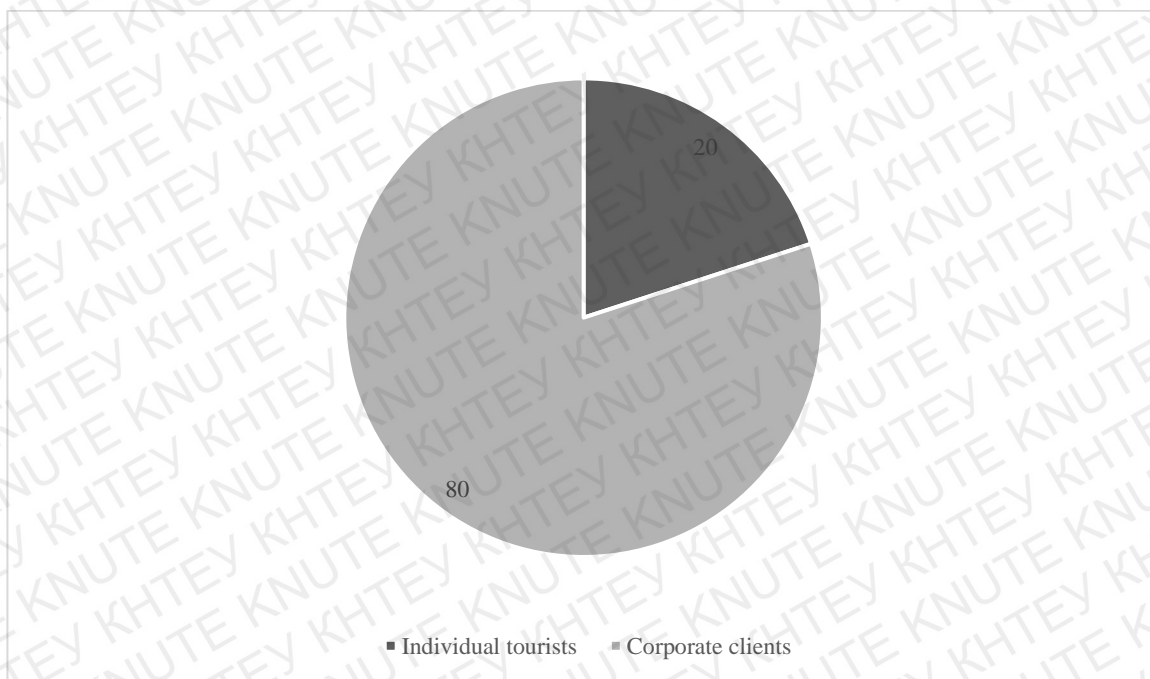
Source: created by the author

According to the analysis, we can say that the pandemic has dealt a major blow to the company "Star MICE". Compared to the previous year, the company's net profit

decreased many times as the borders were closed and there was a ban on holding mass events, which is the main source of income for the company.

LLC “Star MICE” also is the event management agency that provides a full range of conference and event services. Since 2012 the company successfully have managed international and domestic events for International Missions, Programs, Governments, non-public organizations, and so.on. The company have worked with clients such as: The Council of Europe, Embassies, The IOM Mission in Ukraine, DOBRE, DAI, ANTAC, USAID, International Renaissance Foundation and so on.

In order to understand how important the role of holding mass events for a tourism company is, we compare the share of provided tourist services for individual clients, as well as the share of organizing events, according to data for 2019:



**Fig. 2.2. The share of services provided in 2019**

*Source: [30]*

Thus, based on the analysis of the share of services provided, it is safe to say that the main activity for the company “Star MICE” is to hold mass events, namely conferences, round tables and more.

The tourism company “Star MICE” has a rich experience of organization different events as the main direction of company activity. The most important events

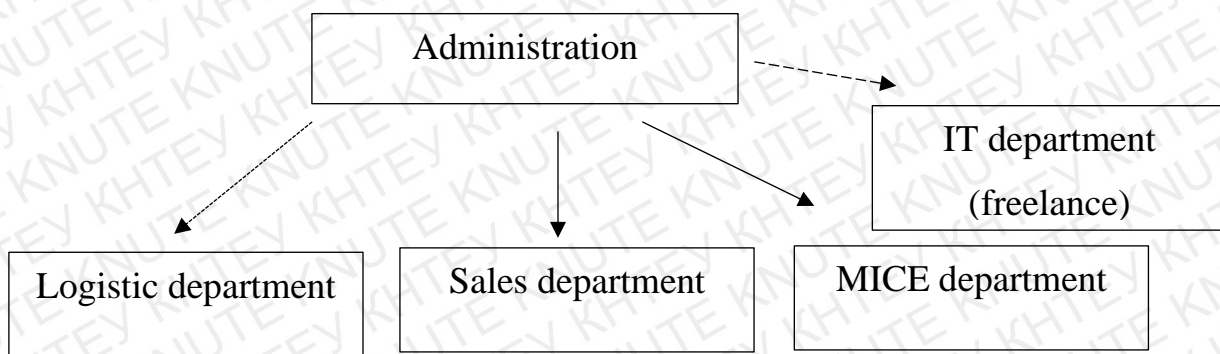
which have been organized by the “Star MICE” during 2020-2021 years, are described in the Appendix B. There are both offline and online events, which have become particularly relevant in the event of a coronavirus pandemic.

## 2.2. Analysis of time management at the tourism company “Star MICE”

For each tour operator, time management implemented within the company plays a particularly important role, because it is not just about allocating time for office work.

The tourism company “Star MICE”, thanks to coordinated teamwork, has the opportunity to effectively use working time for projects.

The company doesn't have the huge structure and branches. It has not a big but effective team which consist of six team-members. They work on different projects and have their own response areas. Below you can see the organization structure of the tourism company “Star MICE” (fig. 2.2):



**Fig. 2.2 Organization structure «Star MICE»**

Source: [20]

The organizational structure of STARMICE LLC consists of the following departments:

- administration;
- sales department;
- logistic department;

- MICE department;
- IT department (on freelance).

The company currently has 7 employees. If necessary, the company uses the involvement of freelance employees – in organizing large-scale events.

Responsibilities of employees and director.

Director – distribution of requests from customers between managers / delegation of tenders, development and maintenance of contracts with customers / suppliers, analysis of activities, etc.

Accountant – bookkeeping, reporting, payment of bills, monitoring the availability of documentation, etc.

Tourist service manager - submission and winning of tenders, execution of direct orders from clients, attraction of new clients. Timely closing of events, transfer of documents to customers and timely receipt of documents from suppliers, etc.

Marketer – maintaining social networks (Facebook, Tik-Tok, Instagram), planning and adherence to marketing goals, working with a team – organizing leisure for the cohesion of employees, etc [31].

Define the event project and set up expectations network issues

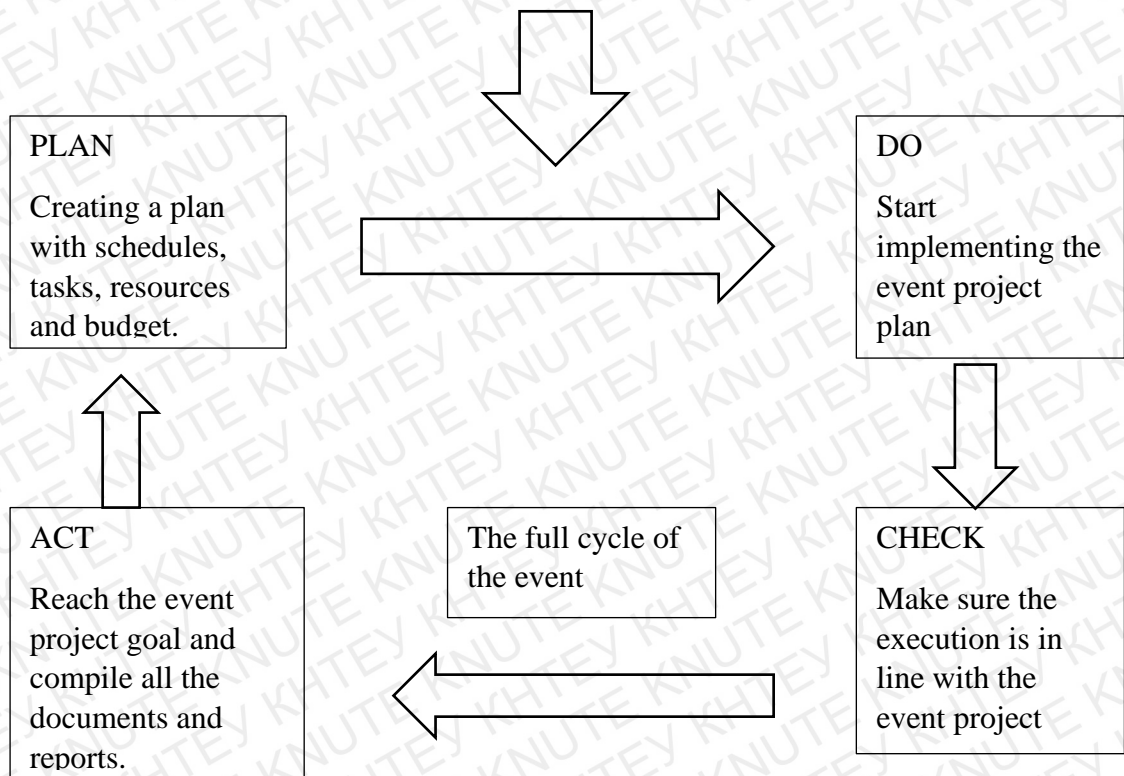
The full cycle of the event is on the figure 2.3.

“Star MICE” has a well–developed corporate culture. First of all, everyone is important in the company! Every opinion, statement about the improvement of work or working conditions is always heard by the manager and taken into account in the further work of the company. Each of the employees is its "creator" and has an important role, which in turn forms a "living, multifunctional and harmonious organism.

Also to the values of corporate culture we include:

- decency and honesty (on which the company's reputation directly depends);
- development of both the company and personal development of each employee. “Star MICE” always promotes and encourages employees to attend various trainings / conferences / lectures for professional growth;

- be passionate and dedicated;
- teamwork [33].



**Fig. 2.3 Full cycle of the event**

*Source: [32]*

Until 2020 year the tourism company “Star MICE” had its offline office where all staff had their workplaces. The working schedule was:

- Monday – Friday from 09:00-18:00;
- time for lunch: one hour in the period from 13:00-15:00;
- Saturday and Sunday – weekends [34].

During pandemic of coronavirus in 2020 and until today, all staff started work online. The main rules of online work are:

- Monday morning-sprint: zoom-meetings every Monday at 10 a.m.;
- offline meeting: meetings by appointment to discuss urging issues;
- on time: execution of set tasks on time [35].

But often there is a need for the manager to be present directly at the event organized by the company. Event timing usually goes beyond the office work schedule.

This greatly complicates the issue of time management in the company. As a result, there is more scope for the necessary control and systematization of work.

The specifics of the manager's working time is that the planned work can be interrupted by clients or partners who can call on various issues.. It is difficult to determine the duration of communication with them in advance. Of course, this affects the planned personal schedule. But if the manager is skilled in communication skills, he will be able to quickly process the request and return to the planned tasks.

Time management is very important for the manager of "Star MICE". He/she should distribute his/her time between big amounts of different tasks before an event:

- get the task (brief) from the customer;
- make a clearance with the customer;
- develop a concept;
- choose contractors;
- choose a location for the event;
- prepare a budget;
- agree the offer and budget with the client;
- do the procedure of the event in detail;
- make a list of necessary works;
- document turnover with all contractors;
- prepare script and technical script;
- check the making of decorations;
- check the manufacture of souvenir products;
- inspect polygraphy production;
- think about all possible crisis situations at the event;
- make a check with all the contractors before the event;
- composition of lists of everything needed;
- make a list of all people in the west;
- collect everything you need from the list;
- deliver everything you need to the location;

- check the installation of the location.

Thus, the manager's working time is focused on processing customer requests, finding contractors and negotiating with them to supply the necessary services.

However, the tasks do not end there, because the responsibilities of the manager also include the event itself, where manager is usually involved. Further difficulties lie in the following: being present at the event, the manager tries to combine the main work of processing requests from other customers and control over the conduct of a particular request at the moment. Often, this happens during a business trip. Because of this, time management skills are integral to work.

*Table 2.3*

**Evaluation of the effectiveness of decision-making of the tourism company «Star MICE»**

№	Indicator	Characteristic	Rating 1-10
1	Involvement of management in decision-making	Management is aware of all workflow issues	10
2	Involvement of employees in decision-making	Management engages employees to address issues and takes their views into account	9
3	Timeliness of decision-making	Issues are resolved immediately and effectively	8
4	The share of erroneous decisions	Making wrong decisions due to failure to reach a consensus	3
5	Effectiveness of decision making	The decisions were the result of increased sales	8

*Source: created by the author*

In addition to the ability to plan, employee flexibility and the ability to quickly adapt your schedule to a variety of unexpected circumstances are important. The sphere of tourism is quite dynamic and is able to present quite unpredictable circumstances and force majeure.

That is why the management should conduct regular trainings and trainings on time management in order to keep its employees in shape and be ready at any time to restructure their schedule, experiencing minimal stress.

Time management certainly affects the efficiency of the tour company and management performance. The more gathered employees are, the more it will affect on their productivity. Otherwise, serious mistakes can be made when making spontaneous decisions, for which there is actually no time to think.

“Star MICE” in case of urgent questions behaves professionally and thoughtfully. Current tasks are solved immediately and clearly, while allowing a small probability of error. Evaluation of the effectiveness of decision-making is given in table 2.3. :

By assessing the effectiveness of decision-making, it is possible to make a general conclusion about the internal work of the tour company "Star MICE!". In general, decisions are made by management, which listens to subordinates. Due to extensive experience, such decision-making is not delayed and gets clearly defined tasks, which, of course, for various reasons can be wrong, but often such decisions are highly effective, which is expressed in increasing sales and customer base.

### **2.3. Evaluation of the effectiveness of the management of the tourism company “Star MICE” in the context of mind management**

In the work of such a tourism company «Star MICE» mind management is especially necessary, because employees have to work every day with large amounts of information. The company cooperates with a large base of partners in various fields and it is necessary to effectively structure the data so that all managers have access to it and, if necessary, can quickly find what they need.

An important mechanism that regulates all work in the company is the distribution of responsibilities between employees.

**EVENT MANAGER**



Role: The full cycle event management.

Responsibilities:

- cooperation and contact with the Client and the anti-corruption institutions;
- event planning and arrangement according to the client`s requirements and expectations;
- assigning tasks to project team members;
- budgeting the event;
- booking event services; arranging all supplementary services (by request);
- supporting during the event;
- schedule services with partners and briefing event team before the event;
- controlling event execution;
- event reporting and compliances.
- providing regular updates to upper management.

#### EVENT MANAGER ASSISTANT

Role: administrative and logistic support to the event manager

Responsibilities:

- cooperation and contact with the Partners and support staff;
- communication with participants concerning the registration and logistic questions ( if necessary);
- operating with expenses documentation for accountant;
- supporting the event manager in all supplementary services; select locations according to the request; a menu formation with catering service, the participants registration, i.e;
- documents and materials delivery;
- providing regular updates to upper management [36].

The relationship between the manager and employees of “Star MICE” is based on absolute trust and mutual assistance. Each manager acts as a separate unit and is

responsible for the decisions made. In case of any questions, the situation is discussed, conclusions are made and taken into account in the future.

In its work, the tourism company «Star MICE» successfully optimizes the work of accounting, namely the income and expenditure of the company and document management.

To do this, the company has an accounting system 1C: Company.

“1C: Enterprise” is a system software that helps an company manage its accounting. In addition, the system allows you to generate financial reports and keep statistical records at the company [37].

The software “1C: Company” systematizes work of company thanks to next opportunities:

- automation of industrial and commercial companys, budgetary and financial organizations, service companys, etc.
- support for the operational management of the company;
- automation of organizational and economic activities;
- accounting with several charts of accounts and arbitrary accounting dimensions, regulated reporting;
- ample opportunities for management accounting and construction of analytical reporting, support for multi-currency accounting;
- solving problems of planning, budgeting and financial analysis;
- payroll and personnel management and other areas of application [38].

For the distribution and delegation of tasks between managers at the tourism company «Star MICE», the platform "Trello".

This platform works on the kanban system. First, the organizer creates a board where he can invite the necessary participants who are working on this project. Then it is possible to identify the necessary tasks, distribute them among the participants, set deadlines and monitor the implementation of works, noting [39].

The convenience is also that this program is available as an application that the manager can install on your smartphone and mark tasks anywhere and anytime.

"Trello" has a user-friendly and bright interface that makes work more interesting. The application also allows you to structure the necessary information, download work files and create checklists.

In addition, "Trello" allows you to connect other applications, such as:

- Confluence;
- Slack;
- Dropbox;
- Google Drive;
- Evernote [40].

Trello cards are a way to organize work well, which is successfully used by the "Star MICE" tourism company. With the help of such cards there is ability to change any part of the task, manage it and send it to team members; learn more about checklists, completion dates, attachments, conversations, and more.

The main element of the organization of work at the tourism company "Star MICE" is remote virtual server of the company for simultaneous access of users to all materials of the company.

There is no need to install any additional applications for the remote desktop, because the program is built into the basic settings of Windows. The main idea of Remote Desktop is to grant administrator rights from one computer user for another [41].

Using remote access, employees have access to a shared company folder, so they can see all files and necessary information about all projects. They can create, edit the necessary files and this will be immediately reflected in the profiles of other managers who have access to remote access.

The availability of remote access in "Star MICE" company has become an integral part, especially when the company started to work online after pandemic of Covid-19.

To structure their work, managers use Excel spreadsheets. Microsoft Excel is convenient for creating tables and making calculations. The work area is a set of cells

that you can fill with the information you need. You can also format, make graphs, charts, summary reports etc [42].

The use of such tables greatly facilitates, optimizes the work of managers and saves time. When using Excel tables, the manager must be careful, because when forming general estimates, the built-in formulas are used. To avoid further trouble, make sure that all the necessary data is taken into account. This file is formatted in PDF format and sent to the customer for approval.

The main features of Excel tables in working process of “Star MICE” company:

- conducting the same type of complex calculations on large data sets;
- automation of final calculations;
- solving problems by selecting parameter values;
- processing of results;
- searching for optimal values of parameters;
- preparation of tabular documents;
- construction of diagrams (including summary) according to available data;
- creation and analysis of databases (lists) [43].

During their work, managers create basic templates for their own convenience, which they then use when processing requests. All templates are stored on a remote desktop that is accessible to all other managers.

Typically, templates are created using a letterhead to fill in the company logo with a star image and company`s name, corporate colors (green, white, black) and a font (Montserrat Light) used to fill in the required columns.

This saves a lot of time and provides information that is immediately structured. The manager does not need to invent and create new files. He/she uses ready-made, and the client at first glance can distinguish the estimate sent from the company “Star MICE” and not any other.

In addition to all the above, the remote desktop server contains folders that contain the necessary information for the work of managers: contacts of trusted partners with whom the company has already had a positive experience; information about regular clients; information on events already taken, etc.

Speaking of the mind management implemented in the company, it is also worth mentioning the training of new employees. As such, there is no separate system that would be created for this purpose. But there is a folder on the Remote Desktop server that contains basic information about working for the company. Including basic templates and presentations with instructions on how to use the 1C accounting system.

Regarding the periodic training of its employees, the company has not implemented regular programs. Mind management is not widespread in the tourism company “Star MICE”. Although several time management applications are used during the work to facilitate the work process, no programs have been implemented to train employees.

*Table 2.4*

**Evaluation of the effectiveness and level of application of mind management at the tourism company «Star MICE»**

<b>№</b>	<b>Indicator</b>	<b>Characteristic</b>	<b>Rating</b>
1	Frequency of training programs	Frequency of training programs Frequency of events during which colleagues have the opportunity to expand their knowledge and get acquainted with the list of areas offered by «Star MICE»	3
2	Involvement of technical programs in work	How actively are applications / programs used in the management of work at the company	7
3	Number of management apps used	How many different programs are used to optimize performance	8
4	Structuring the materials needed in the work	How effectively structured information for work	6
5	Effectiveness of educational activities	Increase in sales of destinations that were presented at the event	5

*Source: created by the author*

Based on the general situation and based on the totality of all the previously listed and mentioned facts, it is possible to assess the general level of application of mind management in the tourism company «Star MICE» (table 2.4):

In order to determine the level of time management skills of the personnel of “Star MICE” company, and the need to attend professional courses, a survey was conducted among managers, where they had the opportunity to answer some yes/no questions and assess their own skills in organizing their own time. The questions and the result of the survey are given in the table 2.5 :

*Table 2.5*

**Survey of employees of “Star MICE” on the ability to organize their time**

№	Questions	Yes (%)	No (%)
1	Do you think you know how to distribute your time effectively?	28,5	71,4
2	Do you have time to implement the necessary tasks during the working hours?	71,4	28,6
3	Do you have free time that you can dedicate at your own discretion?	57,1	42,9
4	Do you feel the need for additional professional training?	100	0
5	Did you take any courses related to your work on your own?	42,8	57,2

*Source: created by the author*

A survey of employees showed that there is a need for additional professional training. Employees would like to improve their time management skills, and some of them have tried to take such courses on their own.

Based on the assessment of the criteria that characterize the involved mind management in the tourism company «Star MICE», we can say that this type of management is not fully involved. It would be appropriate to develop training programs within the company, in order to improve the skills of employees. This would improve the communication process between the manager and the client, would

develop flexibility of thinking, which in turn would have a positive impact on the company's profits.

### **Conslusions to Part 2**

Given all the above, we can conclude that the management of the tourism company «Star MICE» significantly developed and increased its efficiency over the years. Employees have a high level of self-organization and flexibility to external factors influencing the processes of tourism product production. The company uses mind management, which allows to improve the skills of employees. It still needs development and improvement, although it has sufficient effectiveness.

LLC “Star MICE” is a tour operator of MICE tourism of Ukrainian market and provides services in Ukraine and abroad. The market segment of “Star MICE” is corporate client. The main task of a tourism company is to provide a quality tourist product and service. The purpose of the tourism company is the development and organization of business tourism in Ukraine and the world at competitive prices and high quality; creating a positive image of the company; carrying out profitable activities; staff development.

As any company the tourism company “Star MICE” has its strengths, weakness, opportunities to grow up and threats, which can interfere to reach a success. It has rich work experience, which helps to achieve company`s goals and attract new clients. In addition, the tourism company “Star MICE” has business orientation that creates ability to conquer bigger share on the market.

The tourism company “Star MICE”, thanks to coordinated teamwork, has the opportunity to effectively use working time for projects.

The company doesn`t have the huge structure and branches. It has not a big but effective team which consist of six team-members. They work on different projects and have their own response areas.

The company cooperates with a large base of partners in various fields and it is necessary to effectively structure the data so that all managers have access to it and, if necessary, can quickly find what they need.

In its work, the tourism company «Star MICE» successfully optimizes the work of accounting, namely the income and expenditure of the company and document management.



## PART 3

### PROPOSALS FOR THE APPLICATION OF MIND MANAGEMENT AT THE COMPANY “Star MICE”

#### 3.1. Directions of implementation of mind management at the tourism company “Star MICE”

Employee training is one of the main components that helps the company to develop and achieve greater success. Mind management allows you to create training programs that are more effective with structured information and shaped training program.

Today there are the following types of trainings on the market, which are most often conducted by companies among their employees (table 3.1):

*Table 3.1*

#### Types of training programs for employees

Name of training program	Who provides training program	Cost of training program
Offline training: Technology of active sales	BeeProfi	4500 uah/person
Online training: event-management: how to create incredible events	ProBusiness Center	1070 uah/person
Offline training: Project management	Krok Business School	3000 uah/person
Offline training: Business and management	LABA	5000 uah/person

*Source: [44, 45, 46, 47]*

Such training programs have not been implemented at the “Star MICE” tourism company yet. However, according to the specifics of the company, employees should improve their professional skills regularly. The implementation of training program is especially necessary for new employees, who need to be introduced to the corporate culture, some features of their work and learn how to use the basic programs, which are used in the work.

There is need to decide which the direction of training will be the most strategically successful in terms of conduct and a successful studying program.

Before making a decision about new areas of trainings in the company, it is necessary to draw up some criterias that will determine a certain framework of the curriculum, which will best meet the internal regulations of the tourism company "Star MICE" (table 3.2).

*Table 3.2*

**The main criteria for organizing the training program at the tourism company «Star MICE»**

<b>№</b>	<b>Feature</b>	<b>Decision</b>
1	Curriculum form	Employees will attend trainings that will contain both theoretical knowledge and practical skills that will help consolidate the acquired knowledge.
2	Number of participants	As the company has a small number of employees, the training will be held with the simultaneous involvement of all.
3	Form of hearing	The training will be dominated by an active hearing, where participants will be able to ask questions and discuss a topical issue.
4	Involvement in the initial process	During the training, employees will be detached from the work process, keeping their salaries
5	Type of training	During the training, employees improve their skills and develop their skills, knowledge and abilities.
6	Duration of training	The training is short-term and should not exceed 2 weeks.
7	Workplace attachment	The training will be conducted at the employees' workplace..
8	Training participants	Employees of "Star MICE"

*Source: created by the author*

According to the goals of the company, as well as the wishes of employees in the previous survey, it would be most appropriate to choose Sales Training.

Training is the chosen form of studing program among staff. This is the best option. Since the training is scheduled for a maximum of two weeks, it will focus on developing practical skills. The theory here going to be as supporting information,

because the participants already have some work experience and will not need it in large quantities.

The training allows to study the problem from different sides of view and works out the algorithm of actions. Thanks to practical processing and emotional support, skills are better consolidated.

The purposes of the training are:

- to teach managers of tourism company “Star MICE” communicate with their clients;
- find new ways to encourage customers to purchase travel services;
- improve the skills of employees;
- increase sales of providing services [48].

The “Star MICE” tourism company does not have an in-service training program. However, employees must be guided by the basic criteria of working on projects and constantly expand their knowledge. In addition to professional awareness, managers need to improve systematically their sales and communication skills. After all, sometimes there is a need to promote a particular service to improve the quality of provided service by the company. The ability to sell is a key aspect to achieve the main goal - to increase profits.

Sales training program should include not only theoretical knowledge but also practical skills. This is the essence of the proposed training. The best option is when in this program the theory will immediately intertwine with real life. For example, analyze the process of communicating with the client and the suppliers. This approach will immediately help to identify gaps and mistakes made by the manager in communication.

During the training, the company's leading manager will monitor the progress of the educational process. The training program should include separate topics based on psychological exercises, which will contain examples of typical conflict situations between the client and the manager.

In addition to the typical training, you can include another form of education, which today is popular in various spheres of life. It motivates participants and forces

them to work more intensively on themselves. This form of training is called a marathon.

During the marathon, participants receive new tasks every day, which they must complete over exact period. The responsible person controls execution. It can be made part of the training or organized separately.

If the company choose the last option, employees will be able to learn without leaving the work process. The main idea of the marathon is independence from time. At the beginning of the day, marathon participants receive material and tasks that must be completed within the allotted time. This will require valuable time management skills.

Also this form of training is conducted remotely, which significantly reduces the cost of using the premises and providing training materials. At the end of the marathon, when the results of the achievements of all participants are held, the certificates and diplomas are awarded for new skills and knowledge to the employees, as well as valuable prizes for those who have achieved the highest results.

The disadvantage of such a marathon is that practical skills are not practiced as effectively as during training. But it is developed for more experienced professionals who seek to deepen their knowledge [49].

At the same time, combining such a marathon with training can give better results than they would be used separately. After all, a comprehensive acquaintance with the topic and training of skills will be involved.

The purpose of the marathon is:

- deepening the knowledge of employees «Star MICE»;
- involvement of employees in training without separation from the work process;
- inform employees about current information;
- creation of motivation.

Most of the marathon's training materials consist of video tutorials and webinars. This is the best way to help participants involve all their organs of information perception.

The form of webinars is deprived of personal exchange and communication between all participants, in order to fully gain attention there is need to involve other sources of information.

The introduction of testing the acquired knowledge could increase the effectiveness of the webinar. For example, at the end of the video, ask participants to take a test, which will contain visual materials.

In addition, photos and videos that show the current state of the destination and the objects in question should be included to the presentation, which is used during the webinar.

It is also necessary to add some number characteristics. For examples, charts or statistics. There is a possibility to justify the information using comparisons. It will help to make this information more visible and shape.

Curricula must be devoid of formalism and scope. The brighter and more extraordinary the planned training will be, the easier this information will be perceived by the participants. For this purpose, game forms and mind maps should be used to explain the material. There must be audio and video support, supported by some statistic and visual material [50].

The development and improvement of training programs at first glance is an inconspicuous part of the tour operator's work, but it is a great contribution to the future of the company, because it is the qualifications and knowledge of managers that determine the future level of sales of travel products.

### **3.2. Program of measures for the implementation of mind management at the company “Star MICE” and their predicted efficiency**

Changes and new introductions to the training part of the tourism company "Star MICE" require initial accounting of already available resources for their implementation, as well as compiling a list of those that need to be acquired.

It is necessary to understand and determine what is already available for the implementation of training programs, and what materials need to be developed further.

The proposed activities, namely training, marathon and webinars, are interrelated. Because they can all form different combinations and be conducted independently of each other. There is considering of the activities implementation on the example of training, which contains both forms: marathon and webinars (table 3.3):

*Table 3.3*

**Measures to increase the efficiency of mind management implemented at the company «Star MICE»**

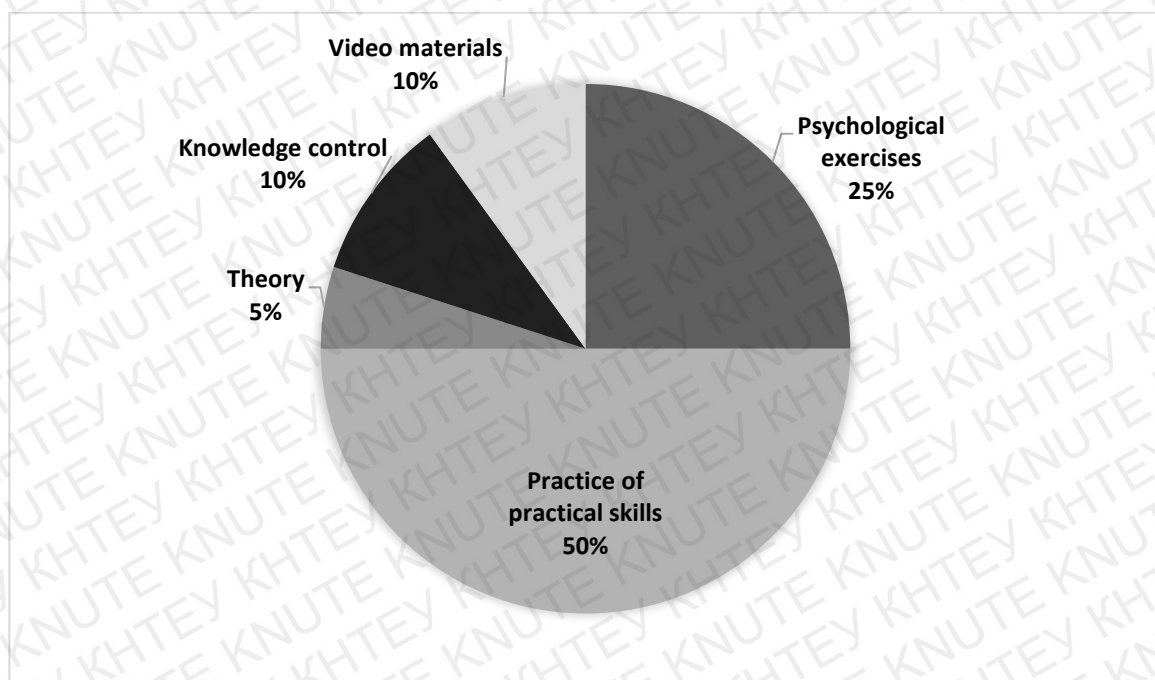
<b>Stage</b>	<b>The content of the stage</b>	<b>Executant</b>	<b>Deadline</b>	<b>KPI</b>
Creating a team that will be responsible for the learning process	Selection of staff to monitor the initial process.	Director	31.01.2022-07.02.2022	A team with distributed responsibilities
Drawing up a curriculum	Drawing up a curriculum, which will indicate the list of topics to be studied, indicating the terms and forms of control	Responsible manager	07.02.2022-07.03.2022	Structured training program
Resource accounting	Determining the availability of the necessary resources to provide training	Accountant	07.03.2022-10.03.2022	Allocated budget
Introduction of motivation	Create an internal bonus account «Star MICE»	Marketer + IT department	10.03.2022-24.03.2022	Working bonus system
Preparation of educational materials	Compilation of intelligence maps, recording of video lessons, preparation of printed information and other materials required by the curriculum	Responsible manager	24.03.2022-04.04.2022	Ready video materials, mind maps and other materials necessary for training process
Choice of premises	The team is determined from the room that is most suitable for future training, according to the program	Director	04.04.2022-05.04.2022	Agreed premise
Approval of the educational process	All the necessary documentation is ready. The management approves the created program and the prepared training materials.	Director+ Accountant	05.04.2022-07.04.2022	Ready documentation
Set of colleagues «Star MICE» for training	The training conditions are announced to the employees	Responsible manager	07.04.2022-10.04.2022	Meeting
<b>Total time for implementation: 3 months 2 days</b>				

*Source: created by the author*

The innovation at the tourism company “Star MICE” is to create an internal bonus account for managers. The bonus system will be calculated by IT-department, which services are used on freelance. The number of collected points will depend on the success of trainings, marathons and online testing during webinars.

The training program and the marathon are similar to each other. In other words, a marathon is a form of distance learning. There is a disadvantage in the lack of full control over the exact execution of tasks, and the advantage over training is the inseparability of the work process. In training, these same disadvantages and advantages are interchangeable.

The curriculum should consist of the following components (Fig.3.2):



**Fig. 3.2 The ratio of educational components in training**

*Source: creates by the author*

This ratio of parts will help participants to feel the complexity of the conditions and in practice determine the algorithm of actions. In the future it won't cause concern during the work process.

Classes will be conducted by a leader and an experienced manager of “Star MICE”, who has worked at the company for at least two years and regularly shows high efficiency.

During the training, employees will also work with real customers and inquiries. Their processing will be under the control of specialists. Such careful work on queries has a chance to reproduce high conversion, because work on projects will take place not by one manager, but by several.

There is an opportunity to conduct distance learning in the form of a marathon. In this case, a remote form of communication will be established, where at the beginning of the day all participants will receive the necessary material and mandatory tasks.

The main motivation for the participants of the training and marathon will be the competition for valuable prizes, where the first places will receive a week of rest abroad, and the second and third - valuable technical devices.

During the training, participants will watch the webinars in the recording. They will contain both informational and educational material.

*Table 3.4*

### **Payback period of implementation training program**

Cost item	The amount of costs, (uah)
Additional payment to employees for additional work	14 000
Freelance staff pay	15 000
Technical support	4 500
Printing materials	2 200
Room rental	7 000
<b>Total (3.5 months)</b>	<b>42 700</b>
<b>The expected profit of the company (3.5 months)</b>	<b>100 000</b>
<b>Payback period</b>	<b>2 weeks</b>

*Source: created by the author*

To ensure maximum effect, the updated structure of webinars, regardless of their purpose, should include:

- image of a live speaker (not a photo);
- display of the presentation, which in turn contains:



- (1) a sufficient number of relevant photo and video materials;
- (2) statistics;
- (3) intelligence maps;
- (4) small tables and diagrams;
- (5) a test control, the successful completion of which will add a certain amount of points to the internal bonus account «Star MICE».

In order to understand the financial feasibility of introducing a training program in the work of the company, it is necessary to determine the payback period (table 3.4):

The main ultimate goal of any training event is to increase sales and profits of the tourism company “Star MICE”. The costs will be covered by increasing the conversion from winning tenders and holding events, which will take place both during practical training sessions and as a result of improving the efficiency of managers.

*Table 3.3*

**Projected assessment of changes in the efficiency of management of the tourism company “Star MICE”**

Sphere of management	Indicator	Rating		Deviation	
		Relevant	Predicted	Absolute +/-	Relative, %
Personnel	Productivity	7	10	3	+42,8
Finances	Profitability	6	8	2	+33,3
Marketing	-Advertising	7	9	2	+28,6
	-Image	7	9	2	+28,6
Production	-Volume of sales	7	9	2	+28,6
	-Service quality	6	8	2	+33,3
<b>Total</b>		<b>40</b>	<b>53 (+32,5%)</b>		

*Source: created by the author*

After analyzing the projected situation in the case of involving the proposed there is a result that shows an increase in efficiency of the analyzed indicators by 32.5%. This indicator will be provided by qualified employees who will make decisions much faster and increase the effectiveness of their work.

Thanks to productive work, the tourism company “Star MICE” will be able not only to maintain its leading position in the MICE tourism market, but also to improve

its indicators. Thereby improving its image and significantly outperforming their competitors.

Due to the fact that not all tour operators are actively conducting training programs, the qualifications of their employees in most cases do not change. This is reflected in the final indicators of the company. But paying attention to this part of the company's work, "Star MICE" can master the most valuable resource that is lacking today in many areas of life - real professionals and professionals.

Reducing staff turnover will ensure stable operation of the company, increase profitability and improve other indicators. After all, it is human resources that are integral to achieving any of the company's goals. With leading specialists in its offices, "Star MICE" provide company with confidence in the future and the opportunity to become a real giant in the MICE tourism market.

Thus, the effectiveness of the implementation of mind management in the tourism company "Star MICE" tourism company was proved.

### **Conslusions to Part 3**

To improve mind management at the tourism company "Star MICE" it is necessary to carry out a number of activities, covering the forms of conduct, which will provide employees with the opportunity to choose the most convenient training option for themselves. Improving the training system will reduce staff turnover, leaving tourism specialists at the company, which will ensure the growth of all performance indicators of the tourism company "Star MICE".

Employee training is one of the main components that help a company develop and achieve greater success. Mind management allows you to create training programs most effective, structuring information and shaping the training program.

Such training programs have not been implemented at the "Star MICE" tourism company. However, given the specifics of the company, employees must regularly improve their professional skills. The introduction of training is especially

necessary for new employees, who need to be introduced to the course and learn to use the basic programs used in the work.

The development and improvement of training programs at first glance is an inconspicuous part of the tour operator's work, but it is a great contribution to the future of the company, because it is the qualifications and knowledge of managers that determine the future level of sales of travel products.

The main ultimate goal of any training event is to increase sales and profits of the tourism company “Star MICE”. The costs will be covered by increasing the conversion from winning tenders and holding events, which will take place both during practical training sessions and as a result of improving the efficiency of managers.

After analyzing the projected situation in the case of involving the proposed measures to improve mind management at the tourism company “Star MICE” , we have a result that shows an increase in efficiency of the analyzed indicators by 32.5%. This indicator will be provided by qualified employees who will make decisions much faster and increase the effectiveness of their work.

## CONCLUSIONS AND RECOMMENDATIONS

According to analysis of the mind management as an integral part of the tourism company, we can say that most companies are not very familiar with this method of management. Although it helps to systematize the work and increase its efficiency.

In the first part of the paper work were studied some works of scientists such as John Richlav, Steve Peters, Denis Dithon and Tony Buzan, who studied the issues of mind management and it was determined that this form of management is effective in staff training. Thanks to mind maps, employees are able to absorb the necessary information by using both hemispheres of their brain. This facilitates the learning process, especially when you need to save time on training, but make it as effective as possible.

It is also important to understand that there are different types of people, depending on the type of perception of information. Thanks to mind management, even such "dry" facts can be presented in an original way and get more benefits from managers, for example, in the form of associative pictures, diagrams, etc. . The better the information is assimilated, the more detailed the manager will be able to advise a potential customer, which, accordingly, increases the chances of a successful sale.

Mind maps simplify the perception of information. That is why they are often used during presentations. They are able to cover several types of human perception, because they have bright colors, numbers and clear tasks that are voiced. Associations allow people to memorize new information faster. In the future, when the need arises to recall the experience gained, a chain of associations will help to do it. When you use colors in the presentation, it is important to consider the mentality of the target audience. Especially if there are representatives of other cultures or religions. In this case, it should be understood that the perception of certain colors may differ, so your mind map will need to be adapted.

In the second part the management system of the tourism company "Star MICE" was studied. The peculiarity of this tour operator is that it positions itself as a company that provides business tourism services with full support from the beginning of the

event to its completion. LLC “Star MICE” is a tour operator of MICE tourism of Ukrainian market and provides services in Ukraine and abroad. The market segment of “Star MICE” is corporate client. The main task of a tourism company is to provide a quality tourist product and service. The purpose of the tourism company is the development and organization of business tourism in Ukraine and the world at competitive prices and high quality; creating a positive image of the company; carrying out profitable activities; staff development.

The company doesn't have the huge structure and branches. It has not a big but effective team which consist of six team-members. They work on different projects and have their own response areas. Mind management is not widespread in the tourism company “Star MICE”. Although several time management applications are used during the work to facilitate the work process, no programs have been implemented to train employees. The manager's working time is focused on processing customer requests, finding contractors and negotiating with them to supply the necessary services.

In its work, the tourism company «Star MICE» successfully optimizes the work of accounting, namely the income and expenditure of the company and document management. In its work the company uses such programs as “1C: Enterprise”, remote virtual server, Excel spreadsheets and “Trello”. A survey of employees showed that there is a need for additional professional training. Employees would like to improve their time management skills, and some of them have tried to take such courses on their own.

In the third part, as a result of the identified gaps in the functioning of mind management at the tourism company “Star MICE”, it was proposed to implement measures that will emphasize the training of employees, motivate them to improve their skills, resulting in improved analysis of company management .

It was proposed to develop a sales training for employees “Star MICE” and other travel agencies, remote marathon and improve the format of webinars. In addition, implement an internal bonus program that will motivate participants to be more productive and responsible in learning.

Thanks to innovations in training programs, “Star MICE” will be able to become a central tour operator, which brings together leading specialists and professionals in the field of MICE tourism and reduce the turnover of valuable staff. After all, human resources are really an important part of the whole production process.

If the company pay attention to this, the result will not have to wait long: the tourism company will be able to respond more flexibly to environmental circumstances and achieve its key goal - to maximize profits.

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APPENDIXES

*Appendix A*

## Description of work experience of "StarMice"

PORTFOLIO					
Description of online experience and hybrid measures 2020-2021					
Organization	Name	Period of cooperation	Type of event	Number of participants	Link
Ukrainian Women's Foundation	Regional forum: Women's voice for equal and inclusive local development	24-25.09.2021	Hybrid event	60 participants offline, speakers online	Closed event
EUACI	Steering Committee Meeting	21.09.2021	Hybrid event, simultaneous translation	30 participants offline	Closed event
DAI Global LLC, executor of the Hoverla Project	ROUND TABLE "ADMINISTRATIVE-TERRITORIAL STRUCTURE: NEW REALITIES AND NEW RULES"	20.09.2021	Hybrid event, simultaneous translation	60 participants offline, 570 views	<a href="https://www.youtube.com/watch?v=wePjQTqxY-0&amp;t=6467s">https://www.youtube.com/watch?v=wePjQTqxY-0&amp;t=6467s</a>
Anti-Corruption Center	Democracy in Action: Zero Corruption Conference 2021	7-8.06.2021	Hybrid event, simultaneous translation	746 participants, 81 speaker, more than 6,000 views	<a href="https://www.youtube.com/watch?v=rWchO5UO7g4&amp;t=1801s">https://www.youtube.com/watch?v=rWchO5UO7g4&amp;t=1801s</a> <a href="https://www.youtube.com/watch?v=pHWTji4DXVA">https://www.youtube.com/watch?v=pHWTji4DXVA</a> <a href="https://www.youtube.com/watch?v=W4Lmh601DG0&amp;t=22658s">https://www.youtube.com/watch?v=W4Lmh601DG0&amp;t=22658s</a> <a href="https://www.youtube.com/watch?v=X_EqLL258K8&amp;t=6s">https://www.youtube.com/watch?v=X_EqLL258K8&amp;t=6s</a>
International Organization for Migration, Representation in Ukraine (IOM)	Seminar-training for journalism students "Coverage of human trafficking in the media" day 4	22.05.2021	Online event	3 people offline, 30 people online	<a href="https://youtu.be/NZn2iwigEqbw">https://youtu.be/NZn2iwigEqbw</a>

## Continuation of the appendix B

International Organization for Migration, Representation in Ukraine (IOM)	Seminar-training for journalism students "Coverage of human trafficking in the media" day 3	21.05.2021	Online event	4 people offline, 30 people online	<a href="https://youtu.be/N-hSmI7l_YY">https://youtu.be/N-hSmI7l_YY</a>
International Organization for Migration, Representation in Ukraine (IOM)	Seminar-training for journalism students "Coverage of human trafficking in the media" day 2	20.05.2021	Online event	3 people offline, 30 people online	<a href="https://youtu.be/0IqwUEq5ocU">https://youtu.be/0IqwUEq5ocU</a>
International Organization for Migration, Representation in Ukraine (IOM)	Seminar-training for journalism students "Coverage of human trafficking in the media" day 1	19.05.2021	Online event	4 people offline, 30 people online	<a href="https://youtu.be/Nvr4TYuMVfk">https://youtu.be/Nvr4TYuMVfk</a>
International Organization for Migration, Representation in Ukraine (IOM)	Perspectives of the regularization migration amnesty programmes implementation in Ukraine 14 04 eng	14.04.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/2LrsNoFQMlo">https://youtu.be/2LrsNoFQMlo</a>
International Organization for Migration, Representation in Ukraine (IOM)	Prospects for the implementation of migration amnesty regularization programs in Ukraine 14 04 2021 ua	14.04.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/8LUhNBHkyX0">https://youtu.be/8LUhNBHkyX0</a>
International Organization for Migration, Representation in Ukraine (IOM)	Presentation of the results of the study "Migrants with unregulated status in Ukraine" 14.04.2021 UA	14.04.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/6S794DLQGD">https://youtu.be/6S794DLQGD</a>
International Organization for Migration, Representation in Ukraine (IOM)	Irregular Migrants in Ukraine Study Results Presentation 14 04 2021 eng	14.04.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/87VMhGieOQc">https://youtu.be/87VMhGieOQc</a>
International Organization for Migration, Representation in Ukraine (IOM)	Prospects for the implementation of migration amnesty regularization programs in Ukraine 14 04 2021 ua	14.04.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/8LUhNBHkyX0">https://youtu.be/8LUhNBHkyX0</a>

## Continuation of the appendix B

International Organization for Migration, Representation in Ukraine (IOM)	THE BEST, BECAUSE CARE The final meeting of the participants of the Youth Online School "Together for Success" ENG	17.03.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/JkhObwWzIAA">https://youtu.be/JkhObwWzIAA</a>
International Organization for Migration, Representation in Ukraine (IOM)	THE BEST, BECAUSE CAREFUL Final meeting of the participants of the Youth Online School "Together for Success" UA	17.03.2021	Online event	5 people offline, _____ people online	<a href="https://youtu.be/IlelhVgVxpU">https://youtu.be/IlelhVgVxpU</a>
Online event for 5 cities of Ukraine Pharmaceutical company "GRINDEX"	Management of a patient with post-cognitive syndrome	21.12.2020	Online event for 5 cities of Ukraine	100 participants offline and over 600 online	<a href="https://www.youtube.com/watch?v=W0d8oHpzeEc&amp;feature=youtu.be">https://www.youtube.com/watch?v=W0d8oHpzeEc&amp;feature=youtu.be</a>
Ukrainian Women's Foundation	Promoting human rights and gender equality by mobilizing communities for empowerment	17-18.12.2020	Hybrid event	30 people offline, 20 people online	Closed event
International Organization for Migration, Representation in Ukraine (IOM) and OSCE	Final conference of the project "COMBATING TRAFFICKING IN CHILDREN AND YOUTH IN UKRAINE: ACHIEVEMENTS AND CHALLENGES"	02.12.2020	Hybrid event, simultaneous translation	20 people offline, 85 people online	Closed event
USAID Safe, Affordable, and Effective Medicines for Ukrainians Project (SAFEMed).	Round table on providing patients with innovative medicines using controlled access agreements	22.10.2020	Online event, with the involvement of the Minister of Health of Ukraine, simultaneous translation	45 people online	Closed event

*Continuation of the appendix B*

USAID Safe, Affordable, and Effective Medicines for Ukrainians Project (SAFEMed).	2nd National OMT Forum "	24-25.09.2020	Hybrid event, simultaneous translation	20 people offline, 50 people online	Closed event
HTAi International Pharmaceutical Conference	HTAi Regional Meeting in Kyiv	8-11.09.2020	Virtual event, simultaneous translation, international speakers	250 participants offline	Closed event
DAI Global LLC, Executor of the Project "Transformation of the Financial Sector in Ukraine"	Presentation of the Strategy of the financial sector of Ukraine until 2025	16.01.2020	Hybrid event, simultaneous translation	570 participants are offline	Closed event



Official documents of "Star MICE" company

28.05.2015

року № 1526583400314

**ВИТЯГ****З РЕЕСТРУ ПЛАТНИКІВ ЄДИНОГО ПОДАТКУ**

Код ЄДРПОУ/реєстраційний номер облікової картки платника податків або серія та номер паспорта\*

38282738

(Для фізичних осіб, які через свої релігійні переконання відмовилися від прийняття реєстраційного номера облікової картки платника податків та повідомили про це контролюючий орган і мають відмітку у паспорті)

Найменування суб'єкта господарювання або прізвище, ім'я та по батькові фізичної особи – підприємця

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "СТАРМАЙС"

Податкова адреса суб'єкта господарювання:

УКРАЇНА, 03049, М. КИЇВ, СОЛОМ'ЯНСЬКИЙ Р-Н, ВУЛ. ФУРМАНОВА, БУД. 1/7

Місце провадження господарської діяльності:

УКРАЇНА, 03049, М. КИЇВ, СОЛОМ'ЯНСЬКИЙ Р-Н, ВУЛ. ФУРМАНОВА, БУД. 1/7

Дата обрання або переходу на спрощену систему оподаткування:

13.07.2012 року

Група та ставка платника єдиного податку:

 3 група

відсотків до розміру мінімальної заробітної плати  
або

 із реєстрацією ПДВ 4 ставка у відсотках до доходу без реєстрації ПДВ

Дата формування витягу

28.05.2015 року

Найменування контролюючого органу, що видав витяг  
2658 ДПІ У СОЛОМ'ЯНСЬКОМУ РАЙОНІ ГУ ДС У М. КИЇВІ

Дата видані витягу 28.05.2015 року

Примітка:

Витяг є мінним до внесення змін до Реєстру. Якщо до Реєстру внесені зміни щодо відомостей, які зазначені у витягу, витяг втрачає чинність.

Перший заступник начальника  
Державної податкової інспекції  
у Солом'янському районі  
Головного управління ДФС у  
м. Києві



Н.І.Римарська

Star MICE”in social medias

**STARMICE**  
@starmice.agency · ★ 5 (8 reviews) · Планувальник подій

Надіслати повідомлення  
Вітаємо! Чим ми можемо допомогти вам?

Головна Послуги Відгуки Світлини Більше ▾

Подобається 🔍

**Ask STARMICE**

- "Яка ваша адреса?" [Запитати](#)
- "Які ваші робочі години?" [Запитати](#)
- "Розкажіть більше про свою компанію." [Запитати](#)
- "Які послуги ви пропонуєте?" [Запитати](#)

Type a question [Запит...](#)

**Інформація** [Переглянути всі](#)

улиця Богдановская 7В Київ 03049

КАДЕТСЬКИЙ ГАЙ ЗАЛІЗНИЧНЕ КОЛО

Агенція ділового туризму (MICE)

Ми – агентство п'ятизіркового сервісу, яке спланує, організує та простежить за виконанням будь-якого корпоративного івенту. Як то конференція, зустріч... [Показати більше](#)

Створити допис

Світлина/відео Відмітитися Позначити друзів

**STARMICE**  
3 вересня · 🌐

#DIA\_ZCC Частина три

Завершуємо нашу серію постів про захід "Демократія в дії 2021" звітним роликом.

Хочемо виказати слова вдячності за плідну роботу всім причетним та виокремити наших любих партнерів, без яких цей івент не був би таким феєричним ✨... [Показати більше...](#)

YOUTUBE.COM  
**Democracy in Action Zero Corruption Conference by STAR M.I.C.E.**

The image shows a social media profile for 'star.m.i.c.e'. At the top, there is a back arrow, the username 'star.m.i.c.e', a notification bell, and a menu icon. Below this is a circular profile picture featuring a green star with a smaller star inside. To the right of the profile picture are three statistics: '128 Дописи' (Comments), '378 Читачі' (Readers), and '831 Відстежуються' (Followers). The profile name 'Event agency STAR M.I.C.E.' is displayed, followed by the description 'Туристична агенція'. A list of services includes 'сучасні івенти в онлайн-просторі' and 'стильні та креативні заходи офлайн'. A YouTube link 'youtu.be/J06Rn1Hx5iM' and the address 'Bohdanivska Street, 7, Kyiv, Ukraine' are provided. Below the address, there are three profile pictures of users following the page, with the text 'емма\_karlovna, svydeniuk.o і ще 7 стежать'. A row of action buttons includes 'Відстежується', 'Повідомлення', 'Зв'язатися', and a dropdown arrow. A row of category icons follows: 'Team', 'Incentive', 'Event', 'Conference', and 'Tik'. At the bottom of the profile section are icons for a grid, a play button, and a camera. The main content area shows three images: a conference room with a screen, a green banner for 'Democracy in action 7-8 June 2021', and a group of people on a red carpet. The bottom navigation bar contains icons for home, search, add, heart, and profile.

## Appendix E

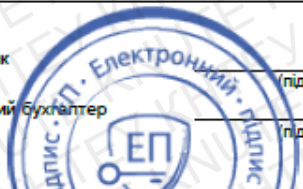
## Financial reports of "Star MICE" 2018-2020

2. Звіт про фінансові результати  
за Рік 2018

Стаття	Код рядка	Форма № 2-м Код за ДКУД 1801007	
		За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	4 180,5	3 929,3
Інші операційні доходи	2120	136,6	63,2
Інші доходи	2240	-	-
Разом доходи (2000 + 2120 + 2240)	2280	4 317,1	3 992,5
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	( - )	( - )
Інші операційні витрати	2180	( 1 778,4 )	( 1 066,0 )
Інші витрати	2270	( 65,7 )	( 42,2 )
Разом витрати (2050 + 2180 + 2270)	2285	( 1 844,1 )	( 1 108,2 )
Фінансовий результат до оподаткування (2280 – 2285)	2290	2 473,0	2 884,3
Податок на прибуток	2300	( - )	( - )
Чистий прибуток (збиток) (2290 – 2300)	2350	2 473,0	2 884,3

Керівник

Головний бухгалтер



(підпис)

(підпис)

ЕП КОВАЛОК  
Н.Р.

КОВАЛОК НАТАЛІЯ РОМАНІВНА

(ініціали, прізвище)

(ініціали, прізвище)

2. Звіт про фінансові результати  
за Рік 2019 р.

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

Керівник

Головний бухгалтер



(підпис)

(підпис)

ЕП КОВАЛОК  
НАТАЛІЯ  
РОМАНІВНА

КОВАЛОК НАТАЛІЯ РОМАНІВНА

(ініціали, прізвище)

(ініціали, прізвище)

## Continuation of the appendix E

2. Звіт про фінансові результати  
за Рік 2020 р.

Стаття	Код рядка	Форма № 2-м Код за ДКУД 1801007	
		За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	903,1	4 180,5
Інші операційні доходи	2120	571,0	136,6
Інші доходи	2240	9,6	-
Разом доходи (2000 + 2120 + 2240)	2280	1 483,7	4 317,1
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	( - )	( - )
Інші операційні витрати	2180	( 1 181,0 )	( 1 778,4 )
Інші витрати	2270	( - )	( 65,7 )
Разом витрати (2050 + 2180 + 2270)	2285	( 1 181,0 )	( 1 844,1 )
Фінансовий результат до оподаткування (2280 – 2285)	2290	302,7	2 473,0
Податок на прибуток	2300	( - )	( - )
Чистий прибуток (збиток) (2290 – 2300)	2350	302,7	2 473,0

ЕП КОВАЛОК  
НАТАЛІЯ  
РОМАНІВНА

КОВАЛОК НАТАЛІЯ РОМАНІВНА

Керівник

(підпис)

(ініціали, прізвище)

Головний бухгалтер

(підпис)

(ініціали, прізвище)

### Tourist reports of "Star MICE" 2018-2019

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

Назви показників	№ рядка	Кількість туристичних путівок, одиниць	Вартість туристичних путівок*, тис. грн.	Кількість туроднів за реалізованими туристичними путівками
1	2	3	4	5
Реалізовано туристичних путівок - усього	36	465	6 398,1	3040
у тому числі				
іншим організаціям	37	-	-	-
безпосередньо населенню	38	465	6 398,1	3040
з них				
громадянам України для подорожі в межах України	39	411	1 852,7	1616
громадянам України для подорожі за кордон	40	54	4 545,4	1424
з них по країнах СНД	41	4	83,0	78
іноземцям для подорожі в межах України	42	-	-	-
з них громадянам країн СНД	43	-	-	-

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

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

Назви показників	№ рядка	Кількість туристичних путівок, одиниць	Вартість туристичних путівок*, тис. грн.	Кількість туроднів за реалізованими туристичними путівками
1	2	3	4	5
Реалізовано туристичних путівок - усього	36	18	893,8	464
у тому числі				
іншим організаціям	37	-	-	-
безпосередньо населенню	38	18	893,8	464
з них				
громадянам України для подорожі в межах України	39	1	19,7	16
громадянам України для подорожі за кордон	40	17	874,1	448
з них по країнах СНД	41	-	-	-
іноземцям для подорожі в межах України	42	-	-	-
з них громадянам країн СНД	43	-	-	-

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