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Educational and research institute “Karazin Business School “

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OF RURAL GREEN TOURISM»

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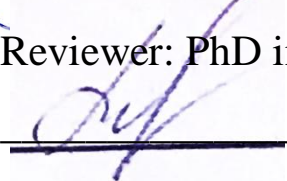
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**TASK FOR**

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№	Names of stages of work
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2	Preparing the first section of paper
3	Improving the first section of paper according to recommendation of supervisor. Preparing second section of paper
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5	Improving the third section of paper according to recommendation of supervisor.
6	Preparing the introduction, conclusions of paper. Improving formatting of the list of references
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## INTRODUCTION

In the context of the unstable development of our country's market economy, the hospitality sector is becoming an important and priority socio-economic link. One of the modern trends in the hospitality industry is rural (green) tourism. This trend is also confirmed by the fact that rural (green) tourism is increasingly becoming an object of scientific research in the hospitality sector, but today the state does not focus its attention on the trends in the development of rural green tourism, the active functioning of which could significantly improve the state of tourism and the socio-economic situation of rural areas and Ukrainian villages.

The issues of studying the development of rural (green) tourism were covered in their works by such scholars as V. Birkovych, M. Gaba, A. Zinchenko, V. Ivanova, O. Kafarsky, M. Kostrytsia, D. Krysanov, and D. Kryshanov, Kudla N.E., Kuzyk S.P., Luzhanska T.Y., Oppeld L.I., Pecheniuk A.P., Papp V.V., Roglev H.Y., Rutynskyi M.Y., Serdiukova O.M., Tyshchuk I.V., Tkachenko T.I., Tuieva O.M., Chegley V.M., Cherkaska N.V., Shimechko H.I. and others. However, many issues remain open, controversial and require constant attention, in particular, the study of tourism development directions, which has led to the relevance of the topic of the qualification work.

The purpose of the study is to substantiate measures for the development of rural (green) tourism. Achieving and implementing the goal set in the work requires solving the following tasks:

- to characterise the essence, types, functions and factors of rural (green) tourism development;
- to study methodological approaches to assessing the natural resource potential of rural (green) tourism development in Ukraine;
- to study the world experience of effective development of rural (green) tourism;
- to study the tourism potential of Ukraine;
- to analyse the state of development of rural (green) tourism;

- to develop ways to improve the activities of a travel agency.

The object of research of the qualification work is the processes of development of rural (green) tourism.

The subject of the research is the theoretical, methodological and practical aspects of the study of the development of rural (green) tourism in Ukraine.

The following scientific research methods were used in the study: morphological analysis, system analysis, critical analysis, tabular, comparison and generalisation.

The information base of the qualification work was formed by the Laws of Ukraine, Codes of Ukraine, Resolutions of the Government, the Cabinet of Ministers of Ukraine and other legal acts, information of the State Statistics Committee of Ukraine, scientific articles, monographs, as well as materials from the Internet.

The field of application of the research results is the practical activity of tourism enterprises in Ukraine. The recommendations proposed in this paper create a basis for the development of rural (green) tourism in Ukraine.

## SECTION I

### RELEVANT UNDERSTANDING OF RURAL GREEN TOURISM

#### 1.1. Basic concepts of rural green tourism

Over the past decades, the number of tourists in the world has been growing steadily and has reached a third of the world's population. According to experts, the 21st century will be the century of tourism, and we need to prepare for it accordingly.

Today, the fastest growing sector of the global tourism industry is rural green tourism. The development of rural green tourism in Europe began in the mid-nineteenth century. The European Union sees rural tourism as the main lever for the economic growth of its rural areas.

For Ukraine, rural green tourism is a new concept, although rural recreation has been used by famous Ukrainian writers, artists, performers and politicians since ancient times.

The following factors contribute to the development of rural green tourism in Ukraine:

- the growing demand of Ukrainian city dwellers and foreigners for recreation in rural areas;
- the unique historical and ethnographic heritage of Ukrainian villages;
- rich recreational resources;
- environmental cleanliness of rural areas;
- relatively free rural housing stock for tourists,
- availability of free labour resources for tourist services;
- traditional hospitality of the owners and an affordable price for the holiday;

- the possibility of providing a range of additional services such as excursions, fishing, picking berries and mushrooms, horseback riding, etc.

The development of rural green tourism can increase real incomes of rural residents by:

- providing services for the reception of tourists;
- development of tourist routes and provision of excursion services;
- transport services for tourists;
- hunting activities (hunting, amateur and sport fishing);
- providing hiking equipment rental services;
- production and sale of organic food to tourists, and provision of culinary services;
- sales of handicrafts.

Holding cultural and entertainment events taking into account the historical and ethnographic heritage (animation).

The most favourable prerequisites for the development of rural green tourism are objectively found in the territories of national and landscape parks, where it is possible to combine knowledge of the natural, historical, ethnographic and cultural potential of the region in a complete holiday.

The highlight of rural green tourism can and should be vibrant animation, i.e. the revitalisation of tourist services, recreation and leisure programmes with game elements and show programmes based on the historical, ethnographic and cultural heritage of the region.

For example, the world-famous protected museum and animation environment of the Cossack era on the island of Khortytsia, where from the first steps a tourist enters the world of the Zaporizhzhia Cossacks and, if they wish, can try to cook Cossack kulesh, learn Cossack crafts, take part in Cossack equestrian games, acquire skills in the art of war, etc.

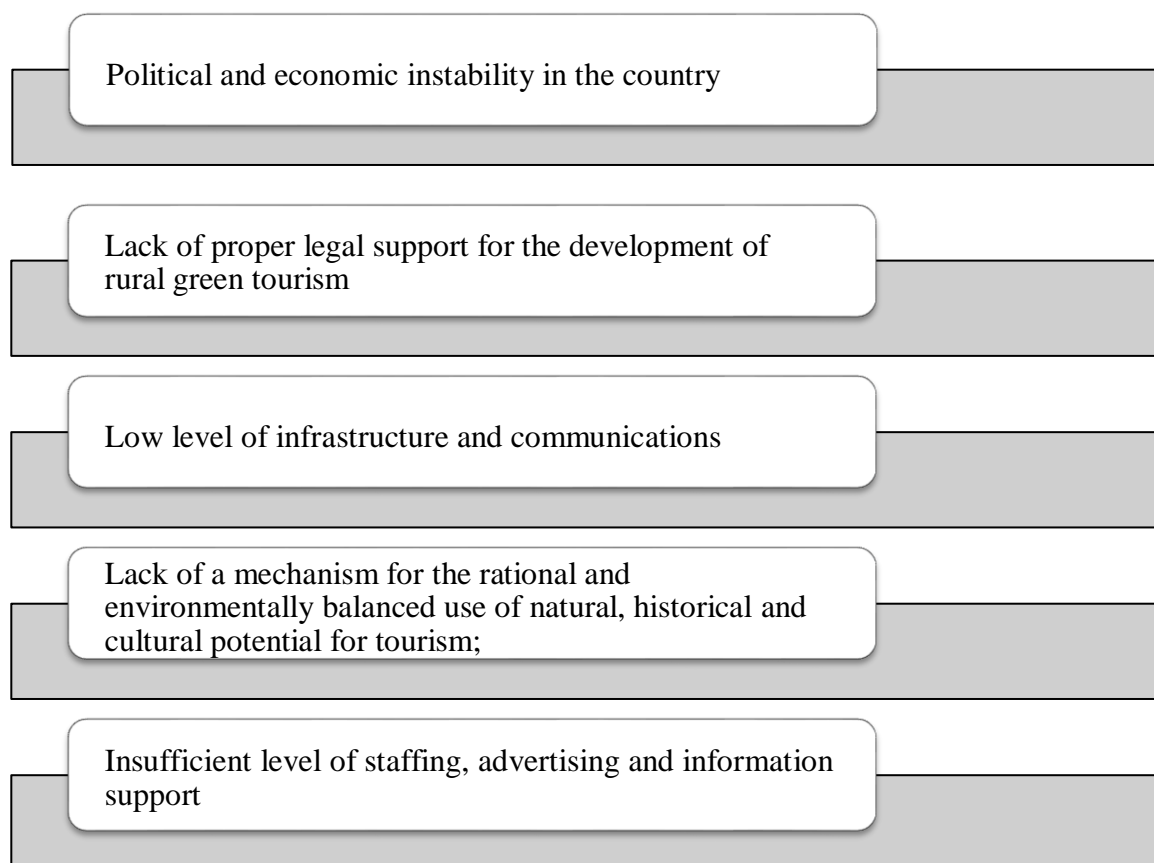


Figure 1.1. Factors that limit and hinder the development of rural green tourism in Ukraine

Today, the development of rural green tourism in Ukraine is limited and hampered by the following factors, as shown in Figure 1.1.

These negative factors can be overcome through a balanced policy of state regulation of rural green tourism development, including at the regional level, using the available levers of direct and indirect influence.

Thus, the development of rural (green) tourism will have a positive impact on both the state and rural areas and tourists (Table 1.1).

Table 1.1

The impact of rural (green) tourism on the state, rural areas and tourists

For the state	For rural areas	For tourists
Top up the budget	Additional income	Active recreation
Reducing the unemployment rate	Creation of additional jobs	Consumption of organic food

Increasing the activity of the rural population	Improving rural infrastructure	Participation in ethno-cultural events, festivals and celebrations
Promoting national cultural traditions	Promoting the development of other sectors of the economy (trade, transport, education, etc.)	Participation in the daily life of the rural population
Use of mainly non-consumable resources, primarily natural, ethno-cultural and historical resources	Promoting education in rural areas	Outdoor recreation
Increase in additional investment and revenue	Creating additional sources of income	
Developing business and cultural ties	Intensification of entrepreneurial activity	Opportunity to receive high-quality and inexpensive services

Types of green tourism and their characteristics At the present stage, there is no unambiguous approach to defining the essence of rural tourism not only in Ukraine but also in other European countries. This is primarily due to differentiated approaches in different countries (and even in certain regions within the same country) to tourism as a type of business activity in rural areas.

Rural tourism is a type of recreational tourism focused on rural areas. It involves the development of tourist routes, recreational facilities, agricultural and folk museums, as well as tourist service centres with guides and tour guides. The term "rural tourism" is often identified with "agritourism", but the concept of "rural tourism" is much broader.

Rural green tourism is the spending of leisure time in a rural environment, characterised by appropriate buildings, rural life, picturesque landscape, etc. It is green because tourist activities such as hiking and horseback riding, sports and recreational trips (even hunting and fishing) take place in rural areas amongst living green nature.

Rural tourism is a complex, multifaceted activity that includes spending time in nature, on a farm or in a private household, and includes hiking, horseback riding, sports and recreation, hunting and fishing, sightseeing, etc.

Rural tourism is a form of recreation in the countryside in a private farmstead with wide opportunities to use the natural, material and cultural potential of the region. It is organized by a rural family that provides its own accommodation and food produced in its private farm.

Rural tourism can be of pure and mixed types. Pure rural tourism involves the provision of tourist services on the basis of a private mini-hotel. In this case, this activity is the main source of income.

Mixed-type rural tourism is the provision of hospitality services in conjunction with personal farming. In this case, the income from hospitality activities for holidaymakers will usually be in addition to the main income from agricultural or other activities.

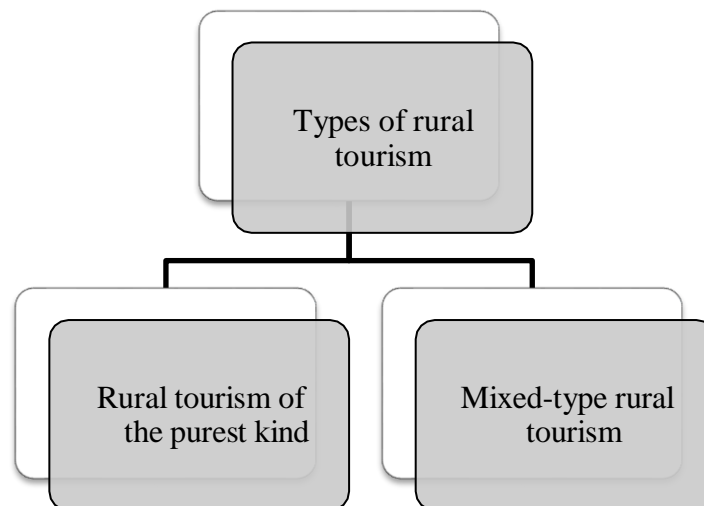


Fig. 1.2. Types of rural tourism

Agritourism is a type of leisure tourism that involves the use of rural (farm) economy. Agritourism can take many forms, but it always involves renting accommodation. There are two basic forms of agritourism: renting a serviced

accommodation directly within the farm or self-catering accommodation on land belonging to the farm, such as campsites and tents.

Agritourism is thus a form of rural tourism. In agritourism, a household (farm) is both an overnight accommodation facility and the main tourist attraction. Agro-recreational tourism is developed on the basis of subsidiary farms of the rural population or land of agricultural enterprises, involves active recreation in nature and voluntary participation of holidaymakers in agricultural work (this type of tourism should be considered as a source of additional income).

Green tourism is a tourist activity on the territory of natural landscapes (forest parks, meadow parks, hydroparks, botanical gardens) with elements of improvement, where there are certain conditions for short-term recreation, mushroom and berry picking.

Green tourism refers to the use of environmentally friendly methods and technologies in the tourism industry. It covers those forms of tourism that aim to reduce negative and increase positive social, cultural and environmental impact.

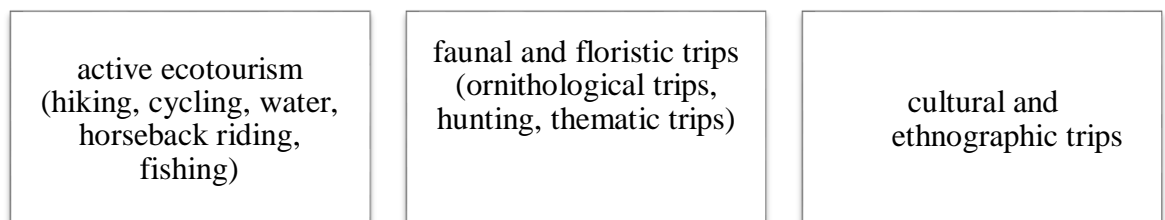


Fig. 1.3. Main forms of ecotourism

Its main features are independent (or in small groups) implementation of slow, controlled, regulated development, integration with the culture of the visited areas, while preserving the traditional values of the community. It assumes that the participants of these trips are people with high environmental awareness.

Farm tourism is a component of agritourism that involves hosting tourists directly on the farm, often with minimal requirements for amenities (especially in

terms of accommodation). In this context, the farm is both the base for overnight stays and the main point of interest for the tourist (food on the farm, leisure on the farm, etc.). The relationship between these concepts and more detailed differences in a number of comparative features are presented in Table 1.2.

Table 1.2

## Comparison of rural (green) tourism components

Components of rural (green) tourism						
Signs	Green tourism	Rural tourism	Agritourism	Recreation and tourism	Rural ecotourism	Agri-recreational tourism
By age group	young people, school children and families with children	young people and pensioners	Families with children and pensioners	Families with children, young people and pensioners	young people and pensioners	young people and pensioners
For the use of natural resource s	forest parks, hydroparks, arboretums, botanical gardens and other landscape complexes	vegetation, relief	rivers, caves, water bodies, flora, fauna, climatic conditions	mountains, rocks, rivers, caves, water bodies, flora, fauna, climatic conditions, aesthetic potential	Flora and terrain	Flora and terrain
For the purpose of the tour	relaxation in nature for emotional and aesthetic purposes	Familiarisation with the conditions of rural life	educational and recreational	Improving mental and physical health	health, aesthetic or educational	education or active involvement in traditional forms of business
by length of stay	lengthy	Temporary residence	temporary stay	lengthy	Temporary residence	lengthy
By the number of visitors	individual and family tours	individual	individual and family tours	massive	individual	massive

In addition to these types of rural tourism, there is also ecological tourism, which is travel that takes place in areas of natural value (national, landscape parks,

etc.). It is aimed at protecting and preserving the natural and cultural environment of regions visited by tourists with high environmental awareness.

Rural tourism and its variant agritourism have much in common with ecotourism and often meet many of its priorities, including:

- preservation of the natural and cultural environment,
- support for the well-being of the local community,
- supplying tourists with food made from local products - raising the standards and ethics of rural homes;
- providing jobs for rural residents.

Some owners of agritourism farms located near protected areas promote environmental awareness among tourists. In rural areas, many additional services are offered to visitors, including eco-tourism programmes: horseback riding, cycling, hiking along marked trails in national and landscape parks, nature trips, berry and mushroom picking.

However, rural tourism (agritourism) and ecotourism differ in the main purposes of using free time, and their main difference lies in the basic motives for travelling.

Rural tourism is a form of leisure time spent in the form of stationary recreation, while the basic goal of ecotourism is the active discovery of wildlife, traditions and culture, their deep knowledge and perception. Rural dwellings can be used as a base for overnight accommodation and meals for ecotourists.

A new concept of eco-agrotourism (or agroecotourism) has emerged, which involves staying with farmers who grow agricultural products using ecological methods. It combines agritourism with ecological agriculture.

The above concepts related to rural tourism and eco-tourism have been used to define the forms of tourist movement in Ukraine. In particular, recreation in Ukrainian villages was defined as "green rural tourism" (green village tourism). It covers a wide range of forms of recreation in the countryside: from stationary recreation in rural areas (rural tourism itself), recreation in tourist centres and

resorts located in villages and small towns (analogous to Bcd&Breakfast), to recreation in rural estates (agritourism). The definition of rural tourism as "green" emphasises its pro-environmental orientation. In many countries, ecotourism and rural tourism are complementary and interdependent concepts. In addition, a number of related types of tourism (including rural, farming, agritourism, sports, etc.) are often combined into a single eco-agritourism sector, which is "soft" in terms of their impact on the environment and local communities and close in motivation.

This is evidenced by the experience of the European organization that included this term in its name – the European Centre for Eco Agro Tourism (ECEAT).

Thus, rural green tourism, agrarian tourism and ecotourism differ in the main goals of leisure time use. Rural green tourism involves stationary recreation with the possibility of radial departures, hiking and involvement in traditional types of agriculture. Ecotourism is a continuous movement, getting to know the nature, traditions, and culture of a particular environment, while agricultural tourism is a holiday involving the recreationist in agricultural activities.

### 1.2. The Essential Characteristics of Rural Green Tourism

The result of the study of the concept of "rural green tourism" by scientists is the existence of many opinions on the definition of this category, some of which are presented in Table 1.3.

Table 1.3

Definition of "rural green tourism"

Foreign definition	Definition	Author, source
	Rural green tourism is defined as a guided trip to a rural area to experience local culture and natural history in a way that does not disturb the integrity of the ecosystem, while making the protection of natural resources beneficial to rural residents	International Union of Ecotourism

	<p>Rural green tourism is defined as a journey with responsibility towards the environment in relatively unspoilt areas for the purpose of exploring and enjoying nature, which contributes to its protection, has a "soft" impact on the environment, and ensures active socio-economic participation of local residents in nature conservation and benefits from this activity</p>	International Union for the Conservation of Nature
	<p>Rural tourism is a type of tourism that takes place in rural areas (not necessarily related to agriculture), e.g., sightseeing or travel</p>	Michal Gazdecki
	<p>Agricultural tourism is one of the alternatives for increasing the income and potential economic viability of small farms and rural communities</p>	Nilsson R.
	<p>Rural green tourism is a complex multidimensional activity that includes hiking, mountain hiking and mountaineering, horseback riding, sports and recreational travel, hunting and fishing, as well as other less specialized forms of tourism</p>	World Tourism Organization UNWTO
Domestic definition	<p>Rural green tourism is a recreational type of rural tourism associated with the stay of tourists in the owner's own residential house, a separate (guest) house or on the territory of a personal peasant (farm) farm</p>	Draft Law of Ukraine "On Rural and Rural Green Tourism"
	<p>Rural tourism is a stationary recreational type of tourism organized on the basis of rural settlements, in particular, private farms, which involves the use of local recreational resources for the purpose of conducting various cycles of recreational activities</p>	Rutynskyi M.
	<p>Rural (green) tourism is a certain type of recreational activity that offers holidaymakers outdoor recreation (lakes, forest parks, arboretums, forests, rivers, hydro parks) in environmentally friendly rural areas in the private residential sector</p>	Skrypnyk N.Y.
	<p>Rural (green) tourism is a specific form of recreation in private households in rural areas using property and labour resources of a private peasant, subsidiary or farm, natural and recreational features of the area, cultural, historical and ethnographic heritage</p>	Birkovych V.I.
	<p>Rural green tourism is a specific form of recreation in the countryside, where the subjects of tourist services are not professionals, but villagers - owners of personal, subsidiary and farms, who rely on available local resources</p>	Shakhrayuk-Onofrey S.I.

Rural green tourism is seen as a means of diversifying the sources of income of the rural population, a component of integrated rural development and rural infrastructure, and a factor in the strategy for overcoming poverty in rural areas	Sokolenko S.I.
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Having analyzed the existing definitions of the concept of "rural green tourism", it can be noted that they contain only external features, i.e. this type of tourism is considered only from the point of view of the consumer. At the same time, there are no essential features, namely, it is not stated that it is a type of entrepreneurial activity, that it is a relationship between the consumer of services and the provider of services, with the latter making a profit and incurring expenses. Also, the authors of almost all definitions of the category of "rural green tourism" did not take into account the interests of the local rural population, and some did not take into account the environmental orientation of this type of tourism.

Based on Table 1.3, it is possible to identify the main principles of rural tourism activities, the essence of which is that the NWT:

- stimulates and satisfies the desire to communicate with nature through purposeful travel to relatively unspoilt natural areas, usually national parks and nature reserves;
- prevents negative impacts on nature and culture and encourages tour operators and tourists to contribute to nature conservation and socio-economic development of the territories;
- combines recreation, entertainment and environmental education of travellers and requires compliance with fairly strict rules of conduct, which are a fundamental condition for the successful development of the industry itself;
- boosts employment of the local population and does not contradict their interests and socio-economic development;
- rural green tourism is a component of the tourism industry that produces and sells its own tourism products and makes a profit from them.

The main objectives of the SPT are summarized in Figure 1.4.

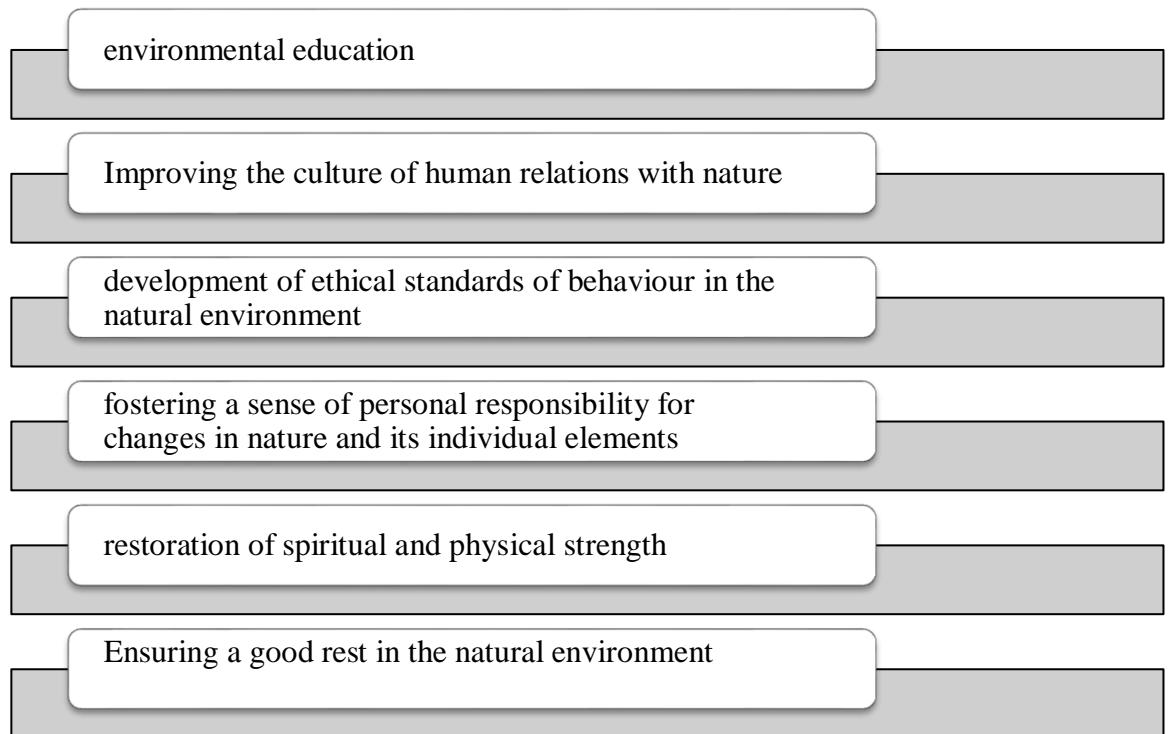


Figure 1.4. Main objectives of rural green tourism

Rural green tourism, as a multidimensional socio-economic and cultural phenomenon, is a serious factor of change both among the participants of the tourist movement and in the territory of its development. These changes can be considered in quantitative and qualitative categories.

One of the research approaches used to describe the changes influenced by rural green tourism, mostly qualitative in nature, is the functions it performs.

Since rural green tourism is a form of tourism, it performs the same functions.

By performing a recreational function, rural green tourism contributes to the health improvement of holidaymakers, improving their physical and mental state, which has a positive impact on health and human productivity; expanding the circle of communication, forming and developing social and cultural ties, sharing experiences; reviving the crafts and traditions of the Ukrainian people; and ensuring the careful use of natural and recreational resources.

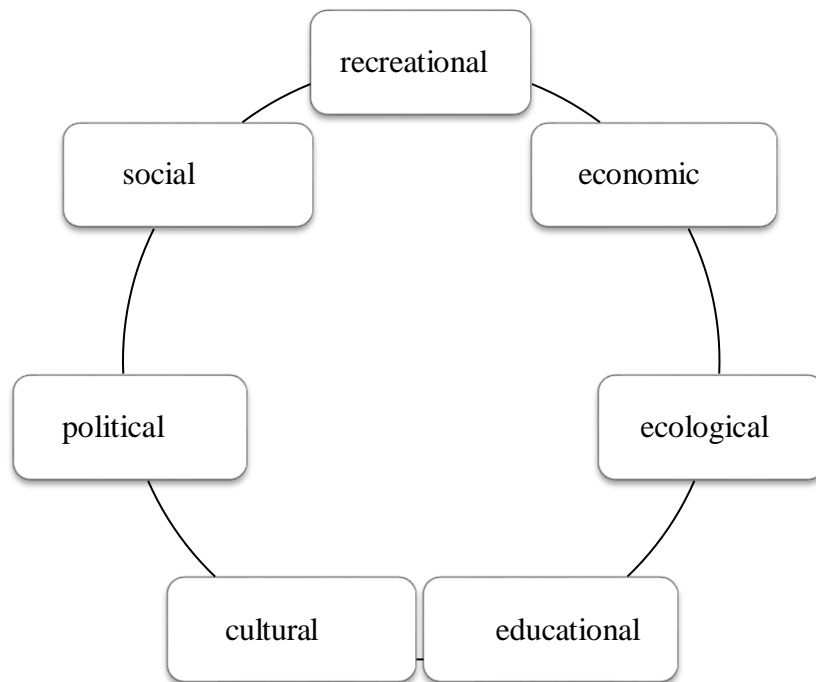


Fig. 1.5. Functions of tourism

The cultural function is carried out through familiarization with the culture, way of life, traditions and lifestyle of rural residents.

NWT has become an "ambassador of peace" in expanding cultural and ethical contacts between urban and rural populations. The educational and upbringing functions of this type of tourism are intertwined. The restoration of tourist routes associated with the national liberation struggle of the Ukrainian people, the historical and cultural heritage of the Ukrainian Cossacks, the heroic struggle against various conquerors, etc., is increasing interest in learning about the native land. This will ultimately influence the patriotic education of the younger generation.

The ecological function of rural green tourism is especially relevant in modern conditions. On the one hand, tourism is a consumer of natural resources and its activities affect its condition, and on the other hand, tourism organisers should be interested in their conservation and rational use. The protection of tourism resources and the environment in general should be a priority for tourism development [12, p. 10-11].

Given the need to preserve the environment at the level of global environmental standards, tourism businesses in rural areas should develop their own eco-strategies aimed at creating high-quality environmentally friendly products and preserving and restoring natural resources. Thus, an environmentally oriented strategy will ensure the future success of agribusiness. At the same time, the traditional principle of agriculture should be respected: maximum crop yields at the lowest labour costs without destroying the natural environment. In other words, the use of innovative intensive agricultural production technologies should not lead to a violation of the ecological balance of the territories.

In revealing the economic content of rural tourism and its activities, it is important to take into account the purpose of a tourist trip. After all, not only the formation of tourist demand, but also the achievement of the desired results from the implementation of the proposed services will depend on the motivation of tourism.

By fulfilling this function, rural green tourism contributes to the formation of additional income in the agricultural sector, intensification of entrepreneurial activity of the peasant family, efficient use of free farm assets, improvement of rural settlements, expansion of opportunities for selling agricultural products, diversification of specialization of farms and private peasant households, stimulation of the development of the service sector, increase of the level of employment of the rural population, intensification of trade in the regions, development of the social significance of GOT is associated with a change in the conditions of human existence, the rhythm of life and health. A.V. Drozdov identifies the following social functions of green tourism:

- enriching tourists with vital general cultural and natural science environmental knowledge, including in the area of personal and public environmental safety;
- emotional recovery, getting rid of "urban" stress;
- socialization of tourists' worldview through the formation of their environmental culture, which includes new value orientations and behaviour that

are important for sustainable development of society and are adequate to the environmental imperative;

- formation of a tolerant attitude towards previously unfamiliar cultures and ethnic groups, their lifestyles and traditions adapted to the natural environment;
- creation of new jobs for the local population;
- improving the well-being of the local population and developing vocational education aimed at acquiring tourism and environmental professions;
- development of crafts;
- improving local self-government [7].

To effectively implement these functions, the state should support the NWT as a priority area for agribusiness development and implement socially oriented strategies for its development.

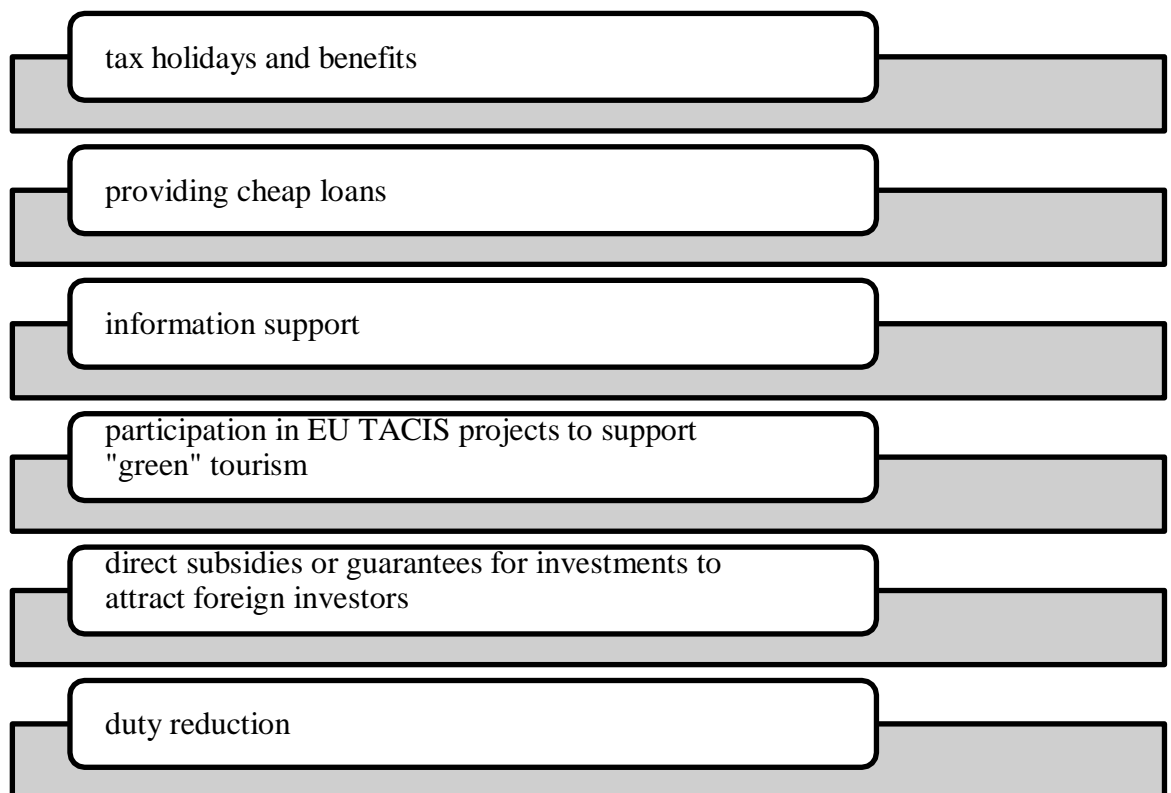


Figure 1.6. Ways to stimulate rural tourism development

The most acceptable strategy is the strategy of centralized diversification, which is based on concentrating the efforts of green estates in the range of using existing opportunities and finding additional ones based on already functioning

tourist resources. This strategy is focused on maintaining the level of demand growth by increasing tourist flows and expanding the range of services.

To stimulate the development of rural tourism, it is important to take into account international experience in applying state and regional support mechanisms.

The development of a strategy and implementation of supporting projects and targeted programmes for the development of green tourism will contribute to solving the most important socio-economic problems and form the fundamental principles of the establishment of this industry as a leading type of economic activity in the regions [10].

In addition, the attractiveness of a peasant's choice of official entrepreneurial status should be supported by the availability to him of the benefits of participating in transparent markets for products and means of production, extending to peasant farms that have acquired entrepreneurial status the benefits of being a recipient of state aid or a participant in targeted programmes for the development of certain areas of economic activity, and of being subject to a simplified taxation and accounting system.

The advantages of the social obligations of private peasant farms should include their participation in socio-economic development programmes for local communities, transparent use of the labour force involved, participation of farm members and employees in the pension insurance system, etc.

It is the socio-economic factor that is emerging as a powerful tool for the formation of competitive national production, capitalization of domestic agro-industrial business and tourism activities, and ensuring sustainable economic growth clearly focused on improving the welfare of the nation. This requires improving the existing mechanisms and methods of agribusiness management (a structural element of which is rural green tourism) both by individual business entities and by state institutional bodies, the leading place among which should be occupied by effective social measures [11, p. 16].

In this context, the role of social responsibility of business becomes important, which emphasizes the relationship between economic, environmental and social aspects that are components of sustainable development of enterprises and affect their activities [17].

Social responsibility of business is an opportunity to transform social problems into additional business value through the implementation of its latent components and the potential to increase the market value of business [5].

Therefore, studies of the socially oriented aspect of rural green tourism development indicate that an effective tool for implementing the social responsibility of agribusiness is the multifunctional development of rural areas, which occurs through the involvement of agricultural producers in the development of social infrastructure in the village.

In addition to production, i.e. meeting the needs of consumers with high-quality agricultural products, agribusiness is called upon to allocate funds for the development of those areas where there are advantages of rural green tourism development [4, p. 78]. One of the vectors of implementation of socially oriented business is the voluntary contribution of the business sector to the development of society through the use of the social investment mechanism [6].

Therefore, socio-economic transformations in the agricultural sector should continue towards the development of a multi-structured economy based on various forms of ownership and management and the establishment of entrepreneurship [15], including in such an agribusiness sector as rural green tourism. After all, its effective functioning has a positive impact on solving socio-economic problems of agribusiness and tourism, contributes to the preservation of the peasantry as a carrier of Ukrainian identity, culture and spirituality, and these are additional opportunities for popularising Ukrainian culture, disseminating knowledge and information about the historical, natural and ethnographic features of Ukraine.

### 1.3. Market Characteristics of Rural Green Tourism

The development of tourism makes it possible to gradually restore historical sites located in rural areas and to reuse them in a way that generates income. The development of tourism in rural areas also means (due to increased demand) the possibility of restoring plant and animal production on farms, and the high quality and freshness of products purchased directly from the farm allows for higher prices. Rural tourism, being an important factor in the economic development of territories, also encourages social development.

The fact that tourists learn through direct contacts with farmers' families about the benefits of subsistence farming, the lifestyle and work in agriculture, the cultural values of the village, the strength of traditions and customs increases respect for them and at the same time promotes a sense of self-importance among villagers, local patriotism, an active attitude of the rural community members to the socio-economic development of the village, interest in local architecture and monuments of material culture, traditional crafts, handicrafts, culinary arts, etc.

The presence of tourists on the farm and in the village reinforces cleanliness and aesthetics, and in the long run improves the quality of life of the inhabitants themselves. Moreover, the need to meet the diverse needs of tourists staying in rural areas creates the need for collective action by the rural community to create comprehensive offers that include accommodation, food, transport, recreation, excursions, entertainment, etc.

All existing and researched approaches to defining the essence of rural "green" tourism allow us to identify and summaries the main features of this type of tourism:

- is located and operates in rural areas;
- is based on the unique characteristics of the village, such as open space, agricultural production, contact with nature, traditional rites and customs, and cultural heritage;

- rural authenticity of both tourist attractions and activities;
- traditional in nature;
- diverse, reflecting the complexity of the rural environment, economy and history;
- the specific rhythm of rural life.

In the late 90s of the twentieth century, all national rural tourism organizations in Europe merged into the European Federation for Farm and Village Tourism (EFVT), or EuroGites for short. The main goals of this organization are to promote the development of rural green tourism and targeted investment in rural tourism development projects.

It is worth noting the strong government support for programmes to engage rural communities in green and agritourism in European countries. The European Union sees green tourism as the main lever for the economic recovery of its rural areas. According to experts from the European Bank for Reconstruction and Development, it is 20 times more expensive to settle a person from a rural area in a city than to create conditions for them to live and work in the countryside. It has also been estimated that the income received from one bed is equivalent to the annual income of a farmer from one cow [9].

The modern system of regional tourism organization in the UK was established in 1969 with the adoption of the Tourism Development Act. English tourism is all-seasonal: it is very popular to spend not only summer holidays in this country, but also to celebrate Christmas. In the UK, there is a National Rural Tourism and Agritourism Organisation that provides accreditation of accommodation. The popularity of rural tourism has prompted English farmers to unite to offer more diverse services in their homes. For example, in southwestern England, old farms are being restored, which are popular with tourists, where an increased level of comfort is combined with partially preserved old furniture [5], [6], [8], [13].

Germany is visited by many day-trippers from Eastern Europe on shopping tours, especially from neighboring Poland. In the early 1980s, Germany developed a concept for developing tourism in peripheral regions to promote cheap outdoor recreation without the need for expensive infrastructure and comfortable accommodation. Hosts with up to 8 beds for guests are exempt from paying taxes [5], [7], [10], [13].

Spain and France are considered to be the leaders in the agricultural tourism industry. The peculiarity of rural green tourism in France is the attractiveness of genuinely old villages without imitations. Rural green tourism in France offers a more comfortable stay than in Southern Europe. The country has a National Organization of Holiday Homes and Green Tourism. In 1967, the French government adopted a plan for the joint development of rural areas and tourism in Aquitaine, with financial support from the private sector and coordination by a government commission. According to this plan, the coastal area was divided into 16 sectors, nine of which were equipped with beaches, recreation areas on lakes and water sports facilities. The rest, the so-called green zones, were intended to preserve the landscape and wildlife. In addition to the main category of five-star comfort, the estates differ in ethnicity - estates of Champagne, Provence, Gascony, Normandy, Savoy. There are also special categories of farmsteads that offer holidays for the disabled, children's holidays in the countryside during school holidays, and holidays for owners with their pets. The quality of such recreation is monitored and certified by the French Ministry of Health and Social Security and the Ministry of Youth and Sports. The development of resort villages in the country is supported by the investment programme "Gotes de France programme chalets-loisirs" [5], [7], [8].

In Spain, the external flow of agritourists has equaled the internal flow, thanks to compliance with the quality of service requirements controlled by the associations of farmstead owners and the established network of information support for rural tourism. The classification of rural estates includes three groups: rural hotel (HR - hotel rural); castle, historical estate (CA – castillo); rural house

(CR - casa rural). There is also a categorization of rural hotels according to the INNS OF SPAIN system, according to which they are assigned from 1 to 4 tulips[8].

In Italy, in order to develop the tourism and hotel industry, in 1983 the main law on the development and improvement of tourism was adopted, which defined the tourism management bodies at the regional level and the procedure for their functioning. In the 90s of the twentieth century, prestigious cottages and guesthouses of at least 3-star level appeared in Italy due to the preferential taxation regime for agricultural businesses. In Italy, there is a growing interest in staying in monasteries, and special hotels are emerging near them. For example, the hotel of a monastery near Siena, which is run by Augustinian nuns [5], [7], [8], [13].

Austria has the image of a country with "outdoor recreation and hospitality", where international and domestic tourism has reached a high level. Nature, architecture and environmentally friendly products attract supporters of rural tourism. In this country, the tourism infrastructure was formed in the 1960s, and farmers who receive guests enjoy tax benefits. Austrian tourism unites small and medium-sized family farms that meet certain requirements (shower, balcony, sufficient living space, common room for communication). According to the Austrian constitution, tourism is the responsibility of the provinces, which, together with the limited influence of the federal government, form the main directions of its development policy. Tourism policy is also influenced by the decisions of the Austrian Tourism Congress [4], [5], [8], [11], [13].

Rural green tourism in Poland was born in 1990 and is actively supported by the state. Profits from such businesses are not subject to value added tax. Income may be exempted from taxation if the building is a part of an agricultural farmstead and the rooms are rented out to tourists, not third parties. The categorization of green tourism farmsteads is carried out by the Polish Federation of Rural Tourism "Inns" on a voluntary basis and provides additional promotional support from the Federation of Rural Tourism. The maximum category of farmsteads is III, which corresponds to three suns [8].

Based on the Polish experience, Ukraine also has an environmental certification and voluntary categorization system called Green Manor, developed by the All-Ukrainian Union for the Promotion of Rural Green Tourism. The certification scheme is based on the principles of reducing the harmful impact of an agritourism facility on the environment, supporting folk traditions and crafts, supporting the local economy, and developing environmentally friendly types of entertainment and recreation. Based on the experience of different countries, it is possible to identify areas and prospects for the development of rural green tourism in Ukraine with the improvement of legislative regulation of rural green tourism (Table 1.4).

Table 1.4

## Prospects for the development of rural green tourism in Ukraine

A country with similar experience	Directions for the development of rural green tourism in Ukraine
Germany, Italy, Austria, Poland, Hungary	Preferential tax treatment
France	Joint development of rural areas and tourism with financial support from the private sector and government coordination; division of the district into recreation and green areas
Italy	Development of agritourism business related to the resort business, specialisation in gastronomic and tasting tours
Italy, Spain	The emergence of special hotels in rural areas near monasteries
Austria	Employment of guests in collecting herbs, preparing dairy products, and herding cattle
France	Seaside farmsteads, horse farms, wine farmsteads, fishing houses
Romania	Ethnographic types of rural green tourism

## Conclusions on the first section

Rural green tourism is a relatively new activity. It is beneficial for both holidaymakers and hosts - rural residents, businesses, rural communities, regions and the state as a whole. Rural green tourism contributes to the development of many related sectors of the economy, preservation of Ukrainian spirituality,

popularization of Ukrainian culture, dissemination of knowledge and information about the country's historical, natural and ethnographic features. This deserves all possible support from the state, NGOs, and large agribusinesses. In the future, in order to ensure the development of rural green tourism in Ukraine and its effective management, it is advisable to: improve the regulatory framework for rural tourism activities at both the state and regional levels; constantly monitor indicators of rural green tourism development and study the needs of the rural green tourism services market; create an infrastructure of state financial and credit support for the development of rural green tourism business entities.

The research of scientists points to the need to implement socio-economic strategies for the development of rural green tourism, to find new sources of financing for this sector of agribusiness, which include not only state and foreign investment flows, but also advance resources through social investment of entrepreneurship, in particular, in the field of rural tourism. Its development will not only facilitate the implementation of alternative sources of self-sufficiency for agricultural businesses in times of limited financial resources due to seasonality of production, but also expand the agro-industrial market in the context of access to the global space. This, in turn, will ensure the sustainable development of the agricultural sector and the national economy as a whole.

The transformation processes in the field of agribusiness and rural green tourism are related to the socio-economic, environmental, cultural and patriotic aspects of the development of business entities and the state. In view of the above, rural green tourism should be considered as an innovative means of diversifying agribusiness, which contributes to its sustainable development, intensification of investment processes and competitiveness of the agricultural sector.

Each country has chosen its own methods of organising rural green tourism, and there is no single "recipe for success" in the development of this business. Each country has its own concepts of comfort and hospitality. Each country has its own climatic and ethno-cultural conditions. Thus, we can conclude on the basis of the above-analysed studies that the main directions of development of rural green

tourism in Ukraine should be: creation of favourable conditions for obtaining tax benefits and loans for owners of agricultural farms, advertising of agricultural services, production of various guidebooks, spread of various types of agrotourism business, including resort specialization of rural green tourism.

SECTION 2  
ANALYSIS OF THE ECONOMIC ACTIVITY OF THE TOURIST  
COMPANY «JOIN UP!»

**2.1. General characteristics of the tourist company «JOIN UP!»**

The tourist company "JOIN UP!" is one of the largest business networks in Ukraine, which specializes in services related to tourism (travel organization, ticket purchase, visa issuance).

The history of the company begins with the creation of the subsidiary company "A.E.T." in 2001. ("Art, education and technology"). Join UP!", which was not registered as a licensed operator and as an agent, sold tour packages on behalf of and on behalf of major travel companies such as Turtess, TEZ Tour and Karya Tour. Almost 10 years later, the owners of the company decided to change the style of the tourist enterprise, and in 2010 the company was re-registered as a limited liability company "join ap!" (apparently - "AP! Join")) LLC) and already in October received the distinction of a travel manager and the first destination - Dubai (UAE).

Over time, the travel agency "JOIN UP!" created a network of branches in the largest cities of Ukraine - Zaporizhzhia, Kharkiv, Odesa, Dnipro and Lviv, and also entered the international market in 2014, creating offices in Chisinau (Moldova) and Baku (Azerbaijan).

Until the end of 2021, the travel company "JOIN AP!" will launch its first travel product. operates in 40 tourist locations, has 500 employees, has 115 travel agencies in 48 cities of Ukraine. He was one of the largest patrons of charter flights in Ukraine and the third largest consumer of airline tickets in the country.

Activities of the tourist operator "JOIN UP!" an analogue is considered to be a natural person-entrepreneur Yana Ivanivna Montieva, located in the city of

Kharkiv, who is associated with the tourist company "JOIN UP!" (franchise agreement No. 346-8/KC dated 12.12.2013). The organizational and legal form of the enterprise is Natural person-entrepreneur Yana Ivanivna Montieva.

Travel company "JOIN UP!" In its activities, it is governed by the provisions of the Civil Code of Ukraine [75], the Economic Code of Ukraine [19], the Law of Ukraine "On State Registration of Legal Entities, Individual Entrepreneurs and Public Organizations" [60], the Law of Ukraine "On Tourism" [62], as well as other laws of Ukraine. Legal address of the organization [16]: 61145, Kharkiv region, Kharkiv city, Klochkivska street, building 170, office 1402.

It is important to note that the travel company "JOIN UP!" carries out its activities as a tour operator based on the Permit of the Ministry of Economic Development and Trade of Ukraine to carry out tour operator activities, dated December 4, 2015, in the form of an LLC, in accordance with the provisions of the Resolution of the Cabinet of Ministers of Ukraine "On Licensing Conditions of Operator Activities in the Field of Tourism" dated November 11, 2015 .

Travel company "JOIN UP!" has its own individual bank account and other accounts in financial institutions, separate financial statements, as well as a seal, stamp, letterhead, logo; is taxed on the general taxation system, and is also a payer of additional tax (VAT). The main types of economic activity carried out by the organization are:

The main types of economic activity of the organization are the following:

- 79.11 – "Activities of travel agencies" (main);
- 79.90 – "Provision of other reservation services and related activities";
- 46.16 – "Activities of intermediaries in trade in textile products, clothing, fur, footwear and leather products";
- 46.19 – «Activities of intermediaries in the trade of a wide range of goods»;
- 46.73 – «Wholesale of wood, building materials and sanitary-technical equipment».

The main goal of the travel company "JOIN UP!" facilitate travel between the cities of the country, providing constant and high-quality services in the field of tourism in the field of travel organization, finding cheap tickets, booking accommodation and booking airline tickets, organizing individual, group and children's trips abroad for the purpose of financial gain. Let's consider the organizational foundations of tourism business management.

Yes, the management of the travel company "JOIN UP!" independently forms the management team, staff list and distribution of functional responsibilities among the employees of the tourist organization, employees of the organization are allowed to calculate the wages of their colleagues taking into account regulatory reductions, as well as the amounts of benefits and surcharges. income, the bonus procedure is also established. The tourism industry is managed by the director of the travel company "JOIN UP!" Yana Ivanovna Montieva. Organizational structure of management of the travel agency "JOIN UP!" is linear and is shown in Fig. 2.1.

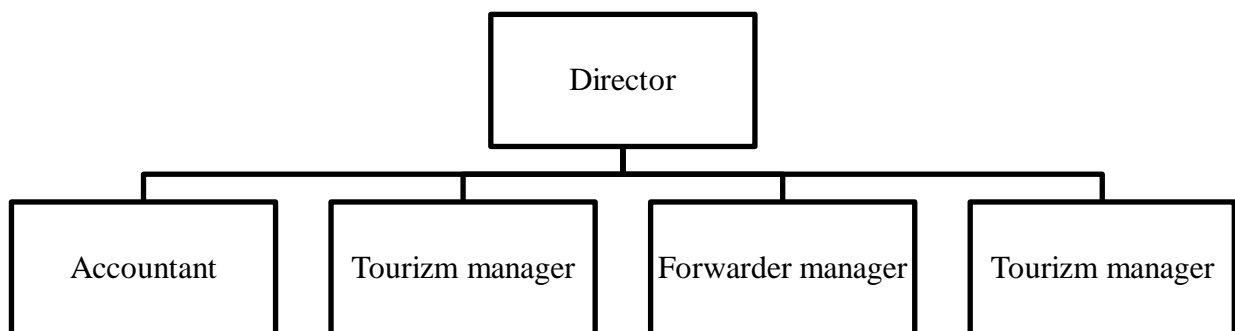


Fig. 2.1 – Organizational structure of management of the travel agency «JOIN UP!» in Kharkiv city

Source: own development of the author.

According to the information in Figure 2.1, it can be concluded that the director of the travel company participates in the organization and management of the travel agency "JOIN UP!" duties, is responsible for all activities related to the tourism industry, is responsible as a defendant and plaintiff in legal cases of all jurisdictions.

In addition, within the scope of his authority, he has the authority to issue orders and directives to all employees related to the tourism business.

General information about the development of the travel company "JOIN UP!" and the direction of his further efforts, determining his potential work, planning activities, coordinating production and summarizing the activities performed. all employees participate in them during meetings held by the company director.

Reviewing the current state of personnel management in the travel company "JOIN UP!", we can conclude that the most popular are internal (informal) sources of personnel selection, which use the functions of searching for candidates through acquaintances and internal employees.

When selecting employees, preference is given to professionally trained candidates – students of higher educational institutions who have completed a full higher education in a specialty related to tourism, in particular in the field of knowledge of the language, English or French (German).

The age of candidates for positions in the tourism industry is from 21 to 35 years, the maximum age is 40 years, the minimum is 21 years, and the experience of working in a similar position is at least 5 years in the field of service provision or tourism. necessary

It is important to note that one of the aspects of employment in the travel agency "JOIN UP!" there is a duty to serve customers. this is the company that, under the franchise ("JOIN UP!"LLC) provides individual entrepreneur Montiev Y. I. All travel agency employees must undergo mandatory training at the head office of the travel operator in Kyiv for all travel agency employees, this is in addition to the 3-week free training and experience.

In order to maximize the efficiency of the employees of the travel company "JOIN UP!" It is extremely important that they observe the rules of professional etiquette when performing their duties and communicating with clients and partners, when interacting with each other. Separate rules listed in Article 8 of the Regulation on business ethics and etiquette of employees of the travel agency

"JOIN UP!" are determined by this article. during the activity of the tourist enterprise from June 20, 2014 and provide for:

1. The first rule is accuracy and punctuality in everything. This rule obliges all employees to "JOIN UP!". Travel companies are not allowed to be late, the director of the company is not allowed to interfere with the work and provide a countdown. Each member of the travel company "JOIN UP!" must have the ability to calculate his time that is important to complete a specific task, including customer service, time is also required for each task with margin, taking into account the potential for major force majeure and urgent problems, these matters need to be addressed immediately.

2. The second rule "Take into account your interests and the interests of others", this rule says that success in personal endeavors is impossible without taking into account the opinions and goals of partners and clients, therefore, the ability of a travel agency employee to "JOIN UP!" are critical to the success of the organization. listen patiently to the interlocutor, respect the other person's opinion and treat it with respect, eliminate the signs of intolerance and dissent.

3. The third rule is "literate and effective speech." This rule is paramount in the activities of all employees of the travel agency "JOIN UP!", which specializes in the travel industry, because the company's reputation, as well as its income, directly depends on the ability of experts to conduct a productive and logical conversation.

All employees of the tourism company, except for the accountant, who does not work directly with clients, are required to take the course "Eloquence in the tourism industry", which is held in Kyiv, this will help them master conversation and pronunciation. , as well as their language, which will be more expressive and emotional.

4. The fourth rule is "confidentiality", which means that employees of the travel company "JOIN UP!" are obliged to keep the commercial secret of the corporation, which relates to the state of affairs of the organization of which they are a part, in particular, information about wages, automated systems used in the

activities of the tourism corporation, partners, etc. With each employee of the travel company, the company "JOIN UP!" a mutual agreement was reached regarding the non-disclosure of confidential information and regulations of the travel company "JOIN UP!" according to the regulations of the travel agency "JOIN UP!" in Kharkiv about confidential information.

5. The fifth rule "Style of clothing". This rule assumes that all employees of the travel company participate in "JOIN UP!". have a uniform at work. The above-mentioned rules are the basis of the work of all employees of the researched tourism company in the city of Kharkiv.

As a result, employees of the travel agency "JOIN UP!" meet the requirements. recognized principles and rules of business ethics during communication, cooperation with clients and partnerships are not only financially beneficial, but also significantly affect the efficiency of the tourism business.

It is important to note that unlike other travel companies (CORAL TRAVEL, TEZ-TOUR), the travel agency does not provide services to its customers on credit or in installments, which leads to the loss of up to 10-12% of customers. monthly. Travel sales channels in the travel company "JOIN UP!" represented by a single 2-level channel: retail - consumer.

It is important to recognize that the travel company does not use other promotion channels in the distribution of travel products, as these promotion methods are authorized by LLC "JOIN UP!", an organization that recognizes the number of travel agencies in a particular region. region.

As a result, the travel company "JOIN UP!" is a business organization that was founded in 2013 and is the official representative of the travel agency JOIN AP! This is a franchise operating on the basis of a commercial concession agreement (franchise agreement) in the city of Kharkiv, specializing in the provision of tourist services. The organizational and legal form of the enterprise is made by the individual owner.

## 2.2. Features of the internal environment of the enterprise of the travel company "JOIN UP!"

We will analyze the features of the internal environment of the travel agency "JOIN UP!" in the city of Kharkiv.

The study of the production activity of the tourism enterprise was carried out on the basis of the annual Report on the tourism activity of the FOP Montieva Yana Ivanovna for 2021 (Form No. 1-tour). Thus, on the basis of the studied data, the structure of realized tourist vouchers (vouchers) of the travel agency "JOIN UP!" was analyzed in the city of Kharkiv (table 2.1).

Table 2.1 – Number and value of sold tourist tickets (vouchers) in 2021.

Names of indicators	Number of tourist vouchers, units		The cost of tourist tickets, UAH		The number of working days according to the realized tourist vouchers	
	2020	2021	2020	2021	2020	2021
Tourist tickets sold, Totally	1 302	1368	31 232	34 695	10 416	10944
including other organizations	193	218	3995	5571	1314	1604
directly to the people	1109	1150	27237	29124	9102	9340
including:						
citizens of Ukraine for travel within Ukraine	139	187	2 964	4 779	1 256	1489
citizens of Ukraine to travel abroad	970	963	24273	24345	7846	7851

Analyzing the data presented in Table 2.1, we can conclude that by the end of 2021, the travel agency "JOIN UP!" implemented 1,368 tourist vouchers (vouchers), which is 4.8% (or 66 vouchers) more than in the previous reporting period. In 2021, the total cost of tourist vouchers amounted to UAH 34,965,000, which is 10.7% (or UAH 3,733,000) more than in 2020. Of them, in 2021, 15.9% (or 218 vouchers) were sold to legal entities (corporate clients of the travel

agency), and 84.1% (or 1,150 vouchers) were sold to individuals, while in 2020 the indicated figures were 14.8% (or 193 vouchers) to legal entities to individuals and 85.2% (or 1,109 vouchers) to individuals, respectively. Comparing the indicated indicators, it can be concluded that in 2021 there is a slight decrease in the number of sold tourist products to individuals (−1.1%) and an increase in the sale of tourist products to corporate customers (+1.1%).

In 2021, 187 (or 16%) of the individual tourists who purchased tourist vouchers for a trip to Ukraine, which is 26% more than in the previous reporting period - 139 (or 12.5%) vouchers. In 2021, among individual tourists who purchased tourist vouchers for traveling in Ukraine, vouchers were purchased for a total amount of UAH 4,779,000, which is 37.9% more than in 2020 – UAH 2,964,000. Vouchers for travel outside Ukraine in 2021 amounted to 963 (or 84%), which is 0.7% (or 7 vouchers) less than in 2020. In 2021, the cost of tourist vouchers abroad amounted to 24,345 thousand. hryvnias, which by 72 thousand hryvnias. more than in 2020. All realized tourist vouchers (vouchers) were sold to citizens of Ukraine both in 2020 and in 2021.

Table 2.2 – Number of tourists served by the travel agency "JOIN UP!" (without tourists) as of 2021

Indicator	Citizens of Ukraine (removal)
The number of tourists served (excluding excursionists), total persons	924
including travelers within the territory of Ukraine	121
travelers abroad	803

Based on the data presented in Table 2.2., it can be stated that at the end of 2021, the travel agency "JOIN UP!" in Kryvyi Rih provided service to 924 tourists (excluding excursionists), of whom 121 traveled within the territory of Ukraine (Transcarpathia, Bukovel, boarding houses and holiday homes in Odesa, Skadovsk, etc.), and 803 traveled for border of Ukraine (mainly UAE, Egypt, Turkey, Cyprus, Spain, exotic countries).

We will analyze the distribution of tourists of the travel agency "JOIN UP!" by the purpose of the trip in 2021, presented in table 2.3.

Table 2.3 - Distribution of tourists of the travel agency "JOIN UP!" by purpose of travel as of 2021

The name of the indicator	Total tourists, persons	Including the purpose of the visit						From group 3 - children aged 0-17 years
		service, business, education	leisure, recreation	treatment	sports tourism,	specialized tourism	others	
Total number of tourists	1 368	132	867	17	338	14		337
including incoming (foreign) tourists								
outbound tourists	989	78	686	3	211	11		285
domestic tourists	379	54	181	14	127	3		52

Analyzing the data presented in Table 2.3, it can be stated that by the purpose of the trip in 2021, the largest specific weight among tourists is observed in the category "Leisure, recreation" - 867 tourists (or 63.37%), among which 686 people - outbound tourists and 181 - domestic. The second place is occupied by trips for the purpose of "Sports tourism" - 338 tourists (or 24.7%), in the structure of which 211 people are outbound tourists and 127 people are domestic tourists. It is worth noting the category "Treatment" - 17 tourists (or 1%) and "Specialized tourism" - 14 tourists (or 1%) among the trips by purpose of the trip.

It is worth emphasizing that out of 1,368 tourists in 2021, 24.6% (or 337 people) are children aged 3 to 17, among whom 285 are outbound tourists, and only 52 are domestic .

As a result of the analysis of the client base of the travel agency "JOIN UP!" in the city of Kharkiv, it was established that only citizens of Ukraine who travel abroad and in Ukraine apply for travel services to the travel company, namely: children traveling separately from their parents; elderly; married couples with children / without children; young people aged 18 to 25 years. At the same time,

there are no citizens of foreign countries who would apply for tourist services to the analyzed business entity.

Therefore, the largest specific weight in the structure of the company's product portfolio belongs to family resort tours (including exotic tours) and sports tours. Tourism products are competitive and attractive to consumers. The sales channel is direct sales: the travel agency is the consumer.

If we consider the personnel management of the tourism enterprise "JOIN UP!", it can be noted that as of the 1st quarter of 2021, the travel agency has 5 employees (table 2.4).

Table 2.4 - Staff list of the tourist company "JOIN UP!" in Kharkiv for 2021

Position	Number of persons	Salary, UAH	Labor compensation fund, UAH	
			month	year
Director	1	26000	26000	31200
Accountant	1	18600	18600	223200
Tourism manager	2	18675	37350	448200
Forwarding manager	1	20100	20100	241200
Total:	5	83375	102050	1224600

Thus, according to the staff list data of the tourist enterprise, given in Table 2.4, the monthly wage fund in the 1st quarter of 2021 is UAH 102,050.00. (excluding bonuses, bonuses, etc.). The total annual wage fund is UAH 1,224,600.00 taking into account the single social contribution.

It is worth noting that separately from the salary fund, the personnel motivation system should be considered as part of the implementation of the company's personnel management policy, the regulation of which is carried out on the basis of such a local regulatory act as the Regulation on the establishment of a system of bonuses and incentive pay for employees of the tourist company "JOIN UP! » (IE Montieeva Y. I.) dated March 14, 2016 [56].

Let's consider it in more detail.

1. Salary is the main incentive that an employee is guided by in the performance of his functional duties. According to the data given in table 2.1, salaries are very high for the city of Kharkiv.

2. Premiums from the salary fund in the travel agency "JOIN UP!" provides payment in the form of a one-time incentive to individual employees for differences in work, as well as in connection with anniversaries and holidays (birthday, birth of a child, etc.) [56].

Monthly bonusing provides for the payment of bonuses for realized tourist services. The size of the bonus is determined in accordance with the percentage of the implemented plan for the implementation of tourist services, which is established for each employee separately. In addition, it is possible to pay a monthly bonus in the amount of 10% of the monthly salary in order to increase the interest of the employees of the travel agency in the efficiency, effectiveness and quality of their functional duties. In addition, a one-time payment of the "thirteenth salary" is also provided, i.e. the full additional salary is paid to the employees of the travel company "JOIN UP!" before the corporate celebration of the New Year holiday. This type of awarding is considered a tradition in the travel agency "JOIN UP!", introduced by the director of the tourism enterprise Yana I. Montiev.

Among the non-material methods of stimulation in the researched tourist enterprise, the following can be distinguished:

- provision of a full social package;
- mobile phone payment;
- comfortable working conditions;
- payment of sick leaves;
- provision of annual paid leave;
- providing a 25% discount on all types of tourist products and services sold by the tourist operator "JOIN UP!" [56].

It is appropriate to conduct an analysis of the main financial and economic indicators of the travel agency "JOIN UP!" (FOP Besedin Ivan Yuriyovych) as of 2017–2019 on the basis of Reports on tourism activity (form No. 1-tourism) for the specified reporting periods (2020–2021). The results of the analysis are presented in Table 2.5.

Table 2.5 – The main financial and economic indicators of the travel agency "JOIN UP!" in the city of Kharkiv as of 2019–2021

Indicator	Period			Absolute deviation		Growth rate	
	2019	2020	2021	2021/2019	2021/2020	2021/2019	2021/2020
Revenue (net) from sold goods and services, thousand UAH.	31 853	31 232	34 695	2 842	3 000	8,92	11
Average annual value of working capital, thousand UAH	9006	0325	9890	884	565	9,82	6,06
Average annual number of personnel, people.	5	5	5	0	0		
Labor compensation fund, UAH	1 199,8	1 203,5	1 224,6	24,8	21,1	2,07	1,75
Turnover ratio of working capital, number of turnovers	3,5	3,4	3,6	0,1	0,2	2,86	5,88
The turnover period of working capital, days	102,3	105,6	99,7	-2,6	-5,9	-2,54	-5,59
Labor productivity of personnel, hryvnias/people.	4 946,0	4 797,0	5 072,0	126	275	2,55	5,73
Labor productivity of personnel, UAH/people.	19 997	20 058	20 410	413	352	2,07	1,75

Analyzing the data presented in Table 2.5, we can conclude that in 2021, the total amount of revenue from sold tourist products and services in the travel agency "JOIN UP!" increased by 11.09% (or UAH 136.8 thousand) compared to the indicators of 2019 and by 8.92% compared to 2017, amounting to UAH 34,695 thousand. The cost of working capital in 2021 compared to 2019 increased by 9.82%, which is due to the expansion of the tourism enterprise: the agency opened new tourist destinations (Bali, Tanzania, Seychelles, the island of Mauritius, etc.), as well as an increase in the number of realized charter flights to the most visited countries - Egypt, Turkey and Cyprus.

In the period from 2019 to 2021, there has been no change in the average number of personnel of the tourism enterprise, which has remained stable at 5 full-

time units. This indicates personnel stability in the organization and a properly organized personnel management system.

Analyzing the salary fund in the travel agency "JOIN UP!" in the city of Kharkiv, it is possible to note the tendency of its gradual growth during 2019–2021: in 2021, the wage fund for the year increased by 1.75% (or by UAH 21,100) compared to the indicators of 2020 and 2.07% (or by UAH 24,600.00) compared to the indicators of 2019, amounting to UAH 1,224.6 thousand. This, in turn, led to an increase in the average monthly salary of travel agency employees. So, over the last year, the average salary of personnel increased by 1.75% (or by UAH 352), amounting to UAH 20,410, while in 2020 this figure was UAH 20,058.

It is especially important that the stability of personnel ensures a rapid increase in the productivity of workers at a tourism enterprise. Thus, in 2021, the highest indicator of labor productivity of the personnel in the last 3 years is observed - 5,072,000 UAH/person, having increased by 5.73% compared to 2020 (4,797,000 UAH/person). Changes in the labor productivity index of labor resources are determined by the change in the income index from the sale of tourist products and services and indicate the effective distribution of labor resources at the tourism enterprise. Table 2.6 presents indicators of the financial results of the travel agency "JOIN UP!" as of 2018–2019

Table 2.6 – Indicators of financial results of the travel agency "JOIN UP!" in the city of Kharkiv as of 2020-2021, thousand UAH.

Indicator	2020	2021	Deviation	
			Absolute	Relative, %
Net income from the sale of products (goods, works, services)	31 167	34 619	3 452	11,08
Other income	65	76	11	16,92
Total income	31 232	34 695	3 463	11,09
Cost of sold production (goods, works, services)	17 137	17 933	796	4,64
Other expenses	3 452	3688	236	6,84
Total costs	20 589	21 621	1 032	5,01
Financial result before taxation	10 643	13 074	2 431	22,84
Income tax	5 621	6 231	610	10,85
Net profit / losses	5 022	6 843	1 821	36,26

Analyzing the data presented in the table. 2.6, it can be concluded that in the period 2020–2021 in the travel agency "JOIN UP!" in the city of Kryvyi Rih in 2021, there is an increase in net income from the sale of tourist products and services by 11.08% (or by UAH 3,462,000), amounting to UAH 34,619,000. In addition, in 2021, there is an increase in other income due to exchange rate fluctuations on foreign currency, amounting to UAH 76,000, which is 16.92% (or UAH 11,000) more than in the previous reporting period - 65 thousand hryvnias.

The expenses of the tourism enterprise in 2021 amounted to UAH 21,621,000 UAH, increasing by 5.01% compared to the figures of 2020 – 20,589,000 UAH. Net profit in 2021 increased by 36.26% compared to the previous reporting period, amounting to 6,843,000 UAH. Table 2.7 presents the analysis of profitability indicators of the tourism enterprise.

Table 2.7 - Analysis of the dynamics of profitability indicators of the travel agency "JOIN UP!" in Kryvyi Rih as of 2020–2021

Indicators	Norm	Value by year		Deviation (+/-),
		2020 p.	2021p.	
Profitability of sales, %	>0	29,30	38,15	8,85
Profitability of activity, %	>0	24,39	31,65	7,26

Based on the data presented in the table. 2.7, it can be stated that the profitability of sales of tourist products and services in the travel agency "JOIN UP!" in the city of Kharkiv in 2021, it was 38.15%, having increased by 8.85%, compared to the indicators of the previous reporting period - 29.30%. The profitability of operations in 2021 was 31.65%, which is 7.26% more than in 2020 – 24.39%.

So, the analysis of financial and economic indicators shows that the tourist enterprise is actively developing, since the revenue from sold tourist products and services in 2021 increased by 11.09% compared to the indicators of 2020 and by 8.92% compared to 2019, amounting to UAH 34,695,000. The cost of working capital in 2021 compared to 2019 increased by 9.82%.

The wage fund also has a tendency to a gradual slight growth in 2021 – 1.75% compared to the indicators of 2018 and by 2.07% compared to the indicators of 2019, amounting to 1,224.6 thousand, which caused a slight increase in the average monthly salary of travel agency employees by 1.75%, amounting to UAH 20,410 in 2021. The labor productivity indicator of personnel over the last 3 years in 2021 is the highest and amounts to 5,072,000 UAH /person.

We will conduct an assessment of the personnel potential of the travel agency "JOIN UP!" in the city of Kharkiv based on the analysis of the structure of the labor potential of the tourist enterprise.

In order to obtain indicators of the specific weight of employees of the researched tourist organization, the data of the statistical reporting of the IE Y. I. Montiev were used, in particular the Labor Report (form 1-PV) (quarterly) for 2020–2021, and the staff list of the enterprise, and the obtained results were entered to table 2.6.

Table 2.8 - The structure of the labor potential of the tourist enterprise "JOIN UP!" in Kharkiv according to quantitative and qualitative characteristics

Category	2020		2021	
	Number of people	%	Number of people	%
The structure of labor potential by gender				
Man	2	40	1	20
Woman	3	60	4	80
Total	5	100	5	100
The structure of labor potential by age				
Up to 35	3	60	2	40
35-45	1	20	2	40
More than 45	1	20	1	20
Total	5	100	5	100
The structure of labor potential by level of training				
Higher education in the specialty	4	80	3	60
Secondary education in the specialty	-	-	1	20
Without professional education	1	20	1	20
Total	5	100	5	100
The structure of labor potential by personnel category				
Manager	1	20	1	20
Specialist	4	80	4	80
Technical staff	-	-	-	-
Total	5	100	5	100
The structure of labor potential by experience in the industry				

Without	1	20	1	20
Up to 5	1	20	1	20
5-10	1	20	1	20
More than 10	2	40	2	40
Total	5	100	5	100

Based on the data presented in Table 2.8, it can be concluded that in the structure of the labor potential of employees of the travel agency "JOIN UP!" in the city of Kryvyi Rih, women predominate, since as of the end of 2021, 80% of women (or 4 persons) worked in the tourism enterprise, which is 20% more than in 2020. As of the 1st quarter of 2021, the structure of labor resources according to the number of women and men remained unchanged.

Analyzing the structure of the labor potential of the tourism potential by age, it is worth noting that the largest specific weight is observed among workers "up to 35 years old" and "from 35 to 45 years old" - 40% each (or 2 people each), while 20% (or 1 person - manager).

According to the quality of training in the structure of the labor potential of the travel agency "JOIN UP!" in the city of Kryvyi Rih in 2021, the specific weight belongs to employees who have a full higher education in the specialty "Tourism", "Hotel management" - 60% (or 3 people), having decreased by 20%, compared to 2020. The enterprise employs 1 person with a secondary vocational education in his specialty (20%). In addition, the director of the travel agency also does not have a higher education in the field of tourism (legal education).

According to the personnel category in the structure of the labor potential of the tourism enterprise, the largest specific weight belongs to the "Specialist" category, making up 80% (or 4 people) in 2020-2021, while the "Manager" category only includes the director of the travel agency.

Analyzing the structure of the labor potential of a tourism enterprise by length of service in the tourism industry, it is worth emphasizing that it is quite different, since during 2020-2021 in the travel agency "JOIN UP!" personnel without work experience in the field of tourism work - 20% (or 1 person), up to 5 years - 20% (or 1 person), from 5 to 10 years - 20% (or 1 person). At the same

time, the largest specific weight is made up of employees with more than 10 years of experience in the tourism industry - 40% (or 2 people).

In order to assess the staff stability in the travel agency "JOIN UP!", it is advisable to conduct an assessment of staff turnover. Thus, Table 2.9 shows the indicators of the movement of labor resources in the analyzed tourism enterprise as of 2020–2021.

Table 2.9 – Analysis of personnel movement indicators in the travel agency "JOIN UP!" in the city of Kharkiv as of 2020–2021

Indicators	2020	2021	Відхилення	
			Абсолютне	Відносне, %
The average registered number of personnel, people	5	5	-	-
The number of hired personnel per year, people	2	1	-1	-50%
The total number of dismissed employees for the year, people	2	1		
Including the number of dismissed employees: - voluntarily - for absenteeism and other violations of labor discipline	2 -	1	-1	-50%
The number of employees who were in the accounting staff of the enterprise for the entire reporting year, people	8	6	-2	-25

Based on the above data in Table 2.9, we will calculate the staff movement coefficients in the travel agency "JOIN UP!" in the city of Kharkiv. As a result of calculations of staff movement coefficients in the travel agency "JOIN UP!" as of 2020–2021, it was determined that the staff recruitment rate, staff attrition rate, and staff turnover rate in 2021 were 0.2, whereas in 2020, the indicated indicators were 0.4.

In the travel agency "JOIN UP!" personnel stability is observed, since the coefficient of stability in 2021 is 0.8. It is worth noting that in the travel agency "JOIN UP!" a democratic management style has been formed and operates, which is based on the principles of collegiality, mutual trust between the management of the travel agency and its employees, timely informing of subordinates, self-discipline, awareness and responsibility of each of the employees of the tourism

enterprise, mandatory encouragement of the creative initiative of the staff, as well as the targeting of the owner of the travel agency (Montieva Yana Ivanivna) not only for making a profit, but also for the formation and preservation of a good moral, psychological and friendly climate in the team.

We will analyze the marketing activities of the travel agency "JOIN UP" in Kharkiv as an agent of a tour operator.

Yes, the travel agency "JOIN UP!" is quite prestigious in the market of tourist services in the analyzed region, since the tour operator "JOIN UP" is considered the largest in Ukraine, occupying about 30% of the domestic outbound tourism market.

The company has its own logo and carries out an active advertising policy, acting as a sponsor of children's sports festivals in the Kharkiv region.

In the process of selling tourist products by employees of the travel agency "JOIN UP!" of particular importance is their ability to determine the psychological type of the latter during interaction with customers, which allows not only to simplify the process of customer service, saving both their time and the time of customers, but also to ensure the maximum satisfaction of their needs and requests, which, in turn, , will result in an increase in the profitability of the tour operator agency.

Therefore, in order to determine the type of potential client, managers of sales of tourist products in the travel agency "JOIN UP!" they use psychodiagnostics as one of the means of communicative management, which is based on: first, determining the internal emotional state of the client; secondly, identification of the client's psychodiagnostic type, which is possible by using several key parameters:

- 1) activity and emotional responsiveness of the client;
- 2) the client's lifestyle.

In order for the tourism manager of the analyzed travel agency to learn how to interact professionally with different types of clients, determining their psychological internal state, the employee should work at a tourism enterprise for

at least 1 year. Therefore, in the travel agency "JOIN UP!" practical instructions for the employees of the tourism enterprise were formed, which defined the rules of behavior of the employees of the tour operator agency with clients of one or another type of temperament, which simplifies the work of the employees of the tourism enterprise and ensures a higher level of service.

Depending on the behavioral parameters (activity and emotional state), tourism managers in the travel agency "JOIN UP!", as a rule, after the first two phrases during the introduction/communication with the client, can identify one of the following four types of clients, namely:

- 1) "Client-analyst";
- 2) "Enthusiastic customer";
- 3) "Good customer";
- 4) "Client-activist".

As part of the activities of the tourist enterprise "JOIN UP!" also a particularly important role is given to the business etiquette of employees, since the correct behavior and upbringing of managers directly affects the authority and profit of the tourism enterprise. This is due to the fact that any rudeness or inappropriate comments of a "JOIN UP!" travel agency specialist, providing a client with a crumpled business card or document, clumsiness of a manager or providing the client with different information about the same tour product, any minor display of disrespect to the client, etc. may lead to his loss, and, accordingly, to the loss of potential profit from the sold tourist product, or if the inconvenience occurred during a tour already purchased by the client, to the subsequent refusal of the client to be served by this particular tourism enterprise.

In this regard, the management of the travel agency "JOIN UP!" obliges its employees to strictly adhere to the principles and rules of business etiquette set forth in the Regulations on the Rules and Principles of Business Ethics and Etiquette of Travel Agency Employees "JOIN UP!" during the operation of the tourism enterprise", approved by the FOP MOniyev Ya. I. dated June 20, 2014.

Moreover, the duties to observe the rules of business etiquette are also regulated in the job instructions of each of the employees of the tourism enterprise.

Let's consider the principles and rules of business etiquette applied in the tour operator company "JOIN UP!" in more detail.

In accordance with the provisions of Article 5 of the Regulations on the Rules and Principles of Business Ethics and Etiquette of Travel Agency Employees "JOIN UP!" during the activities of the tourism enterprise", approved by the IE Y. I. Montiev on June 20, 2014, specialists of the tourism enterprise are obliged to adhere to the following principles when communicating with clients:

1. The principle of common sense.
2. The principle of freedom.
3. The principle of ethics.
4. The principle of convenience.
5. The principle of expediency.
6. Principle of economy.
7. The principle of casualness during communication between a travel operator specialist and a client.
8. The principle of conservatism.
9. The principle of universalism.
10. The principle of business etiquette effectiveness.

Thus, the follow-up by employees of the travel agency "JOIN UP!" principles of business ethics during communication, cooperation with clients, partners is not only economically beneficial, but also significantly affects the efficiency of the tourism enterprise.

One of the main indicators of the internal market opportunities of a tourism enterprise is the formation of a communication relationship with potential consumers of tourism products.

The target audience of the travel agency "JOIN UP!" - these are potential consumers of tourist products in the city of Kharkiv, as well as people and organizations that influence the activity and image of the tourism enterprise

(media, banking institutions (for example, Ukrsibbank JSC), tourist enterprises-competitors).

Today, the target audience is at the stage of preferences - a large number of regular customers prefer the travel agency "JOIN UP!" among other competing enterprises. Table 2.10 presents the system of marketing communications of the travel agency "JOIN UP!".

Table 2.10 – Analysis of the structure of marketing communications of the travel agency "JOIN UP!"

№	Element of marketing communication policy	Varieties used at the enterprise	Share, %
1	Advertising	City lights, Internet	15
2	Sales promotion	Hot tours, discounts for regular customers, seasonal discounts	35
3	Public relations (PR)	Participation in exhibitions, tourist forums and fairs	10
4	Personal sale	Sale of tours in the office of the travel agency "JOIN UP!"	40
	Total		100

Based on the data presented in Table 2.10, the tourism enterprise has formed four channels for the promotion of tourism products. At the same time, the largest specific weight belongs to personal sales of tourist products in the office of the travel agency "JOIN UP!" - 40%, in the second place in the structure of the marketing communications system are sales promotion methods such as the organization of hot tours, providing a discount for regular customers in the amount of 5% to 15% and seasonal discounts in the amount of 10% is 35%. External advertising (city lights, city radio and contextual advertising on the Internet) in the structure of the marketing communications system occupies 15%.

It is worth noting that in the future it is possible to use telephone marketing for advertising in the tourist enterprise, which is currently not used.

Summarizing the indicators of the state of the internal environment of the travel agency "JOIN UP!", the general assessment of the internal potential of the tourism enterprise will be presented in table 2.11.

Table 2.11 - Characteristics of the main business processes of the travel agency "JOIN UP!" in the city of Kharkiv

Business process name	Description	Score on a 10-point scale
Providing of basic services	Development of new tourist products and services, implementation of tourist products and services	8
Providing of additional services	Organization of exclusive tours for VIP clients, sale of air, rail and bus tickets (domestic and international transportation)	10
Material and technical support	Rented premises, availability of computer and office equipment, office equipment, software, etc.	10
HR management	Availability of highly qualified personnel, established system of recruitment and selection, adaptation of personnel, etc.	8
Financial position	The availability of funds for conducting business in the field of tourism, the financial plan of the enterprise, the absence of debt to the state budget/employees	9
Marketing	Carrying out an advertising campaign of a travel agency, forming new travel products and travel services, promoting them on the market of travel services, sales channels of travel products (services)	10
Innovation management	Application of innovative marketing technologies by the enterprise, ICT	9
Environmental management	Pollution by the tourist operator "JOIN UP!" the natural environment through the use of land vehicles and air charter flights for the purpose of travel	8
Corporate culture	Principles and values formed in the travel agency, management style	10
Image	The quality of the services provided, a place among competing enterprises	8

Thus, as a result of entering the internal environment of the travel agency "JOIN UP!" it was established that the travel agency "JOIN UP!" in Kryvyi Rih specializes in providing a wide range of tourist services, namely: formation of individual tours abroad and in Ukraine, excursion group tours, organization of tours to exotic countries, VIP tours, sports tours, etc.

Tourism products are competitive and attractive to consumers. The sales channel is direct sales: travel agency - consumer (corporate clients or individuals).

The organizational structure of the management of the tourist activity enterprise is built on the basis of the linear-functional principle. The organization employs 5 people (a director, an accountant, 2 tourism managers and a forwarding manager). One of the main criteria that is paid attention to when hiring a tourist

organization is mandatory knowledge of a foreign language (English, French or German).

The analysis of financial and economic indicators shows that the tourist enterprise is actively developing, since the revenue from sold tourist products and services in 2021 increased by 11.09% compared to the indicators of 2020 and by 8.92% compared to 2019 ., amounting to UAH 34,695,000. The cost of working capital in 2021 compared to 2019 increased by 9.82%.

The wage fund also has a tendency to a gradual slight growth in 2021 - 1.75% compared to the indicators of 2020 and by 2.07% compared to the indicators of 2019, amounting to 1,224.6 thousand, which caused a slight increase in the average monthly salary of travel agency employees by 1.75%, amounting to UAH 20,410 in 2021. The labor productivity indicator of personnel over the last 3 years in 2021 is the highest and amounts to UAH 5,072,000/person.

In the travel agency "JOIN UP!" formed corporate culture. The leadership style is democratic. All employees of the travel agency "JOIN UP!" strictly adhere to the principles and rules of business ethics during communication, cooperation with clients and partners.

### **2.3. Analysis of the external environment and competitive position of "JOIN UP!" on the tourist market**

In order to determine the general level of competitive advantages of the travel agency "JOIN UP!" in the city of Kharkiv, it is advisable to conduct an analysis of the external market opportunities of the tourism enterprise.

So, for the purpose of researching the service market, studying the external environment of a tourist enterprise, it is advisable to conduct a study of the influence of the main factors of the external environment on it. The generalized results are listed in table 2.12.

Table 2.12 – Analysis of factors of the macro environment of the travel agency "JOIN UP!" in the city of Kharkiv

Sphere of the macro environment	Name of the factor	Assessment of the impact of macroenvironmental factors on the 10th scale	Average indicator by factor
1. International	1.1. Establishment of international cooperation between Ukraine and other countries	10	10
	1.2. Cancellation of the visa regime for Ukrainian citizens	10	
2. Political	2.1. Changes in tax legislation	8	7,5
	2.2. International and domestic politics vector	7	
3. Economical	3.1. The level of economic development of the state	9	9,75
	3.2. Rising inflation	10	
	3.3. Exchange rate fluctuations on the foreign exchange market	10	
	3.4. Unemployment rate	10	
4. Social - demographic	4.1. The level of social security of the population	10	9,5
	4.2. Educational level	9	
5. Technological	5.1. Application by competitors of innovations in the field of technology and marketing	8	8,5
	5.2. Scientific potential	9	
6. Ecological	6.1. Level of environmental pollution	6	6
	6.2. The state of the state's natural resources	6	

Analyzing the key macroeconomic factors affecting the activities of the travel agency "JOIN UP!", it is worth emphasizing that economic factors have the greatest influence, in particular, exchange rate fluctuations on the foreign exchange market, inflation growth, the level of unemployment and the level of economic development of the state - 10 points each, the average score is 9.75. In addition, international macroeconomic factors have a strong influence, in particular, the conclusion of agreements between Ukraine and the EU on Associate Membership and the cancellation of the visa regime - an average score of 10 points (these factors, on the one hand, improve the level of tourism in the country, developing international tourism, and on the other, - reduce the number of tourists who contact

a travel agency, as tourists are able to organize their trips independently and do not need the help of travel agencies).

Today, the travel agency "JOIN UP!" there are three main competitors in the market of tourist services in Kharkiv: tourist enterprises of tour operators ANEX TOUR, TEZ-TOUR and CORAL TRAVEL.

We will analyze the main competitors of the travel agency "JOIN UP!" in Kharkiv with the help of a SWOT analysis of each of them and we will determine their weaknesses and strengths. Table 2.13 analyzes the strengths and weaknesses of the ANEX TOUR travel agency.

Table 2.13 – SWOT analysis of the travel agency "ANEX TOUR" in Kharkiv

	Strengths	Weaknesses
	<ol style="list-style-type: none"> <li>1. Stable position on the market.</li> <li>2. Quality service for tourists.</li> <li>3. Providing tourists with quality tourist products.</li> <li>4. The functioning "FORTUNA" system and discounts for employees of the travel operator and regular customers.</li> <li>5. A high level of ensuring consumer awareness of new tourist products and their benefits.</li> <li>6. Average cost of tourist products and services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Average level of service.</li> <li>2. Lack of opportunity for the tourist to get an individual exclusive tour product.</li> <li>3. Failure to use all marketing opportunities of the tourism enterprise in full.</li> </ol>
<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Expanding the customer base</li> <li>2. Entering new sales markets</li> <li>3. Expanding the range of tourist products and services.</li> </ol>	<b>SO- strategic solutions</b> 1. Expanding the range of tourist products by developing new tourist destinations and creating new tourist products.	<b>WO- strategic decisions</b> <ol style="list-style-type: none"> <li>1. Conducting an advertising campaign to attract new customers.</li> <li>2. Development of individual tours for clients..</li> </ol>
<b>Threats</b> <ol style="list-style-type: none"> <li>1. The possibility of the appearance of new competitors in the regional market and the growth of competitive pressure.</li> <li>2. Decrease in the purchasing power of the population.</li> <li>3. Setting lower prices for tourist products and services by competitors.</li> <li>4. Unstable economic and political situation in the country.</li> </ol>	<b>ST- strategic decisions</b> <ol style="list-style-type: none"> <li>1. Conducting marketing research of competitors and the market.</li> </ol>	<b>WT- strategic decisions</b> <ol style="list-style-type: none"> <li>1. Optimization of costs for marketing communications.</li> <li>2. Keeping your regular customers by establishing special offers on tourist products.</li> </ol>

Table 2.14 analyzes the strengths and weaknesses of the TEZ-TOUR travel agency.

Table 2.14 – SWOT analysis of the tourist agency "TEZ-TOUR" in Kharkiv

	Strengths	Weaknesses
	<ol style="list-style-type: none"> <li>1. Consumer interest in this travel agency.</li> <li>2. Stable position on the market.</li> <li>3. Premium service for tourists.</li> <li>4. Providing tourists with high-quality tourist products.</li> <li>5. A wide variety of exclusive tourist products.</li> <li>6. A high level of ensuring consumer awareness of new tourist products and their benefits.</li> </ol>	<ol style="list-style-type: none"> <li>1. High prices for services and tourist products.</li> </ol>
<ol style="list-style-type: none"> <li>1. Expansion of the customer base</li> <li>2. Expansion of the range of tourist products and services.</li> </ol>	SO-strategic decisions <ol style="list-style-type: none"> <li>1. Formation of a customer database.</li> <li>2. Expanding the range of tourist products by developing new tourist destinations and creating new tourist products.</li> </ol>	WO- strategic solutions <ol style="list-style-type: none"> <li>1. Conducting an advertising campaign to attract new customers.</li> </ol>
Threats <ol style="list-style-type: none"> <li>1. The possibility of the appearance of new ones competitors, regional market growth and competitive pressure.</li> <li>2. Decrease in the purchasing power of the population.</li> <li>3. Setting lower prices for tourist products and services by competitors.</li> <li>4. Unstable economic and political situation in the country.</li> </ol>	ST- strategic decisions <ol style="list-style-type: none"> <li>1. Conducting marketing research of competitors and the market.</li> </ol>	WT- strategic solutions <ol style="list-style-type: none"> <li>1. Optimization of costs for marketing communications.</li> <li>2. Keeping your regular customers by establishing special offers on tourist products.</li> </ol>

Table 2.15 analyzes the strengths and weaknesses of the CORAL TRAVEL travel agency.

Table 2.15 – SWOT analysis of travel agency "CORAL TRAVEL" in Kharkiv

	Strengths	Weaknesses
	<ol style="list-style-type: none"> <li>1. Stable position on the market.</li> <li>2. High-quality service for tourists.</li> <li>3. Providing tourists with high-quality tourist products.</li> </ol>	<ol style="list-style-type: none"> <li>1. High prices for services and tourist products.</li> <li>2. Absence of business tours and educational tours.</li> <li>3. Failure to use all marketing opportunities of the tourism enterprise in full.</li> </ol>

	<p>4. An extensive system of bonuses, discounts and package promotions for regular and corporate customers.</p> <p>5. The greatest variety of exclusive means of accommodation.</p> <p>6. A high level of ensuring consumer awareness of new tourist products and their benefits</p>	
<p>Opportunities</p> <p>1. Expansion of the customer base</p> <p>2. Access to new sales markets</p> <p>3. Expansion of sales channels of tourist products and services after obtaining permission from the managing franchisor organization.</p> <p>4. Expansion of the range of tourist products and services.</p>	<p>SO-strategic decisions</p> <p>1. Formation of a customer database.</p> <p>2. Expanding the range of tourist products by developing new tourist destinations and creating new tourist products.</p>	<p>WO- strategic decisions</p> <p>1. Conducting an advertising campaign to attract new customers.</p> <p>2. Development of business and educational direction of tourism.</p>
<p>Threats</p> <p>1. The possibility of the appearance of new competitors on the regional market and competitive pressure.</p> <p>2. Decrease in the purchasing power of the population.</p> <p>3. Setting lower prices for tourist products and services by competitors.</p> <p>4. Unstable economic and political situation in the country.</p>	<p>ST- strategic decisions</p> <p>1. Conducting marketing research of competitors and the market.</p>	<p>WT- strategic decisions</p> <p>1. Optimization of costs for marketing communications</p> <p>2. Keeping your regular customers by establishing special offers on tourist products..</p>

In order to clarify the competitive status of the analyzed tourism enterprise, it is advisable to carry out its position among the indicated competitor enterprises (table 2.16).

Table 2.16 - Point assessment of positions of the travel agency "JOIN UP!" in Kharkiv among the main competitors

Indicators	«JOIN UP!»	«ANEX TOUR»	«CORAL TRAVEL»	«TEZ-TOUR»
Location	10	8	10	9
Average load level	8	7	8	8

Popularity among the population	9	8	9	10
The level of professionalism of the staff	8	10	10	10
Quality of basic services	8	8	10	10
Assortment of additional services	10	10	10	10
Quality of advertising media	10	8	10	8
Pricing policy	10	9	7	7
Total score:	73	68	74	72

Based on the data presented in table 2.16, we can conclude that the main competitors of the travel agency "JOIN UP!" in the city of Kryvyi Rih there are such competing enterprises as tourist operators "TEZ-TOUR", "ANEX TOUR" and "CORAL TRAVEL", whose main advantages are either providing similar tourist products at lower prices with a worse level of service, or providing tourists with more expensive, but at the same time premium tourist products. At the same time, the main competitor is the tourist operator "CORAL TRAVEL", which has the highest indicators of service quality, the level of professionalism of the tour operator's staff, the quality of the advertising campaign, the range of additional services, totaling 74 points. At the same time, the travel agency "JOIN UP!" 73 points out of 80 possible.

Summarizing the analysis of the external environment of the travel agency "JOIN UP!" in the city of Kryvyi Rih, it is possible to form a SWOT analysis (table 2.17).

Table 2.17 - SWOT analysis of the travel agency "JOIN UP!" in the city of Kharkiv

	Strengths	Weaknesses
	1. Stable position on the market. 2. Low prices for tourist products and services. 3. An extensive system of hot tours and discounts for potential and regular customers. 4. A high level of ensuring consumer awareness of new tourist products and their benefits	1. Average level of service to tourists. 2. A large number of dissatisfied tourists who used the tourist services of the tourism enterprise. 3. Failure to use all marketing opportunities of the tourism enterprise in full.
Opportunities	SO-strategic decisions	WO- strategic solutions

<ol style="list-style-type: none"> <li>1. Expanding the customer base</li> <li>2. Entering new sales markets</li> <li>3. Expanding the range of tourist products and services.</li> <li>4. Improving the quality of customer service.</li> <li>5. Improving the quality of tourist products sold by the tourism enterprise.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expanding the range of tourist products by developing new tourist destinations and creating new tourist products.</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducting an advertising campaign to attract new customers.</li> <li>2. Review of the customer service system and recruitment system at the tourism enterprise</li> </ol>
<p>Threats</p> <ol style="list-style-type: none"> <li>1. Increasing competitive pressure on the regional market at the expense of competing enterprises with higher quality tourist products.</li> <li>2. Decrease in the purchasing power of the population.</li> <li>3. Unstable economic and political situation in the country.</li> </ol>	<p>ST- strategic decisions</p> <ol style="list-style-type: none"> <li>1. Conducting marketing research of competitors and the market.</li> </ol>	<p>WT- strategic decisions</p> <ol style="list-style-type: none"> <li>1. Optimization of costs for marketing communications.</li> <li>2. Keeping your regular customers by establishing special offers on tourist products.</li> </ol>

Based on the analysis of the strengths and weaknesses of the travel agency "JOIN UP!" presented in Table 2.17, as well as the analysis of its competitors, it can be concluded that the main advantages of the analyzed tourism enterprise are the following: relatively low prices for tourist products; stable position of the tour operator in the tourist market of the region; the possibility of providing regular customers with bonuses (for example, in the case of early booking of a tourist product for 1 day of rest as a gift, etc.), discounts from 5% to 20%; availability of own charter carrier SKY UP!

The main weaknesses of the travel agency "JOIN UP!" is failure of the enterprise to use all marketing opportunities in full, providing tourists with an average level of service, as well as the presence of a large number of dissatisfied tourists who used the tourist services of the tourism enterprise due to cancellation/postponement of flights.

In order to identify external marketing opportunities of the tourism enterprise "JOIN UP!" consider the factors of the external environment affecting the organization's activities (table 2.18).

Table 2.18 - Factors affecting the activity of the tourism enterprise "JOIN UP!" in the city of Kharkiv

Factors that can affect the activities of the travel agency "JOIN UP!"	How a factor can affect a tourism enterprise
Decrease in the purchasing power of customers	Decrease in turnover, profit, profitability of the travel agency
Increasing competition in the regional tourism market	The emergence of the need to review the price, product and sales policy of the tourism enterprise
Reduction of the tax burden	Increasing the profit of the tourism enterprise, promoting the allocation of part of the funds for the development of the tourism business
Lack of qualified workers on the labor market	A decrease in the quality of service of the tourism enterprise, which may result in a decrease in the turnover and profit of the tourism enterprise
Lack of financial resources / increase in tax burden	Decrease in turnover and profit of the enterprise

The analysis of the factors presented in Table 2.18 shows that one of the main obstacles to the development of a tourism enterprise is the frequent change of personnel of a travel agency, which has a negative impact on both the turnover of the enterprise and the quality of service to consumers of tourist products and services. A lack of financial resources or an increase in the tax burden show the inability of a tourism enterprise to expand its range of tourist products, reduce the competitiveness of tourist products on the market and attract a larger number of customers.

Thus, as a result of the analysis of external market opportunities of the travel agency "JOIN UP!" three key competing enterprises were identified in Kharkiv - "TEZ-TOUR", "ANEX TOUR" and "CORAL TRAVEL", the main advantages of which are either providing similar tourist products at lower prices with a worse level of service, or providing tourists with more expensive, but at the same time premium tourist products. The main external factors that affect the market opportunities of a tourism enterprise are the emergence of new competitors in the regional market, the provision of cheaper tourist services by competing enterprises, an increase in the tax burden and a decrease in the purchasing power of consumers.

## **Conclusions to the second chapter**

1. Today, on the domestic market of tourist services, the tourist operator "JOIN UP!" is one of the largest commercial networks in Ukraine, specializing in the provision of tourist services and charter air transportation.

2. Analysis of the internal environment of the travel agency "JOIN UP!" indicates that the tourism enterprise specializes in providing a wide range of tourist services, namely: formation of individual tours abroad and in Ukraine, excursion group tours, organization of tours to exotic countries, VIP tours, sports tours, etc. The main sales channel for tourism products is direct sales: the travel agency is the final consumer.

Domestic tourism, which was less popular before the war, can become the company's main activity. The travel company has experience in developing and selling such tours, so this can be used in the future.

The organizational structure of the management of a tourist enterprise is linear. The travel agency has 5 full-time employees.

The analysis of financial and economic indicators shows that the tourist enterprise is actively developing, since the revenue from sold tourist products and services in 2021 increased by 11.09% compared to the indicators of 2020 and by 8.92% compared to 2019 ., amounting to UAH 34,695,000. The cost of working capital in 2021 compared to 2019 increased by 9.82%. The wage fund also has a tendency to a gradual slight growth in 2021 - 1.75% compared to the indicators of 2020 and by 2.07% compared to the indicators of 2019, amounting to 1,224.6 thousand, which caused a slight increase in the average monthly salary of travel agency employees by 1.75%, amounting to UAH 20,410 in 2021.

In the travel agency "JOIN UP!" formed corporate culture. The leadership style is democratic. All employees of the travel agency "JOIN UP!" strictly adhere to the principles and rules of business ethics during communication, cooperation with clients and partners. The travel company uses the logo of the travel operator

"JOIN UP!", employees have a corporate style of clothing. The company conducts an active advertising policy and acts as a sponsor of children's sports festivals in the Dnipropetrovsk region.

3. Analysis of the external environment of the travel agency "JOIN UP!" in the city of Kharkiv indicates the existence of three competing enterprises - tour operators "TEZ-TOUR", "ANEX TOUR" and "CORAL TRAVEL".

The main external factors that affect the market opportunities of a tourism enterprise are the emergence of new competitors in the regional market, the provision of cheaper tourist services by competing enterprises, an increase in the tax burden and a decrease in the purchasing power of consumers.

## SECTION 3

### FORMATION OF A STRATEGY FOR THE DEVELOPMENT OF RURAL GREEN TOURISM

#### 3.1. Development strategy of the company

Modern scientists put forward certain requirements for a competitive strategy:

- 1) the development of the management object covers various aspects, such as management, environmental, economic, technological, technical, etc.
- 2) achieving a certain integration of various components of the managed object;
- 3) achievement of strategic goals is a key goal;
- 4) when developing a strategy, it is recommended to integrate the achievements of economics and other related fields of research into the action plan [13, p. 147].

We believe that the list of necessary requirements for the effective functioning of enterprises in the current, rapidly changing external environment is wider than previously thought. As a result, it is necessary to take into account additional requirements, especially when developing a competitive strategy. In addition to the requirements mentioned earlier, the following factors are decisive:

- the ability to quickly adapt to economic fluctuations both inside and outside the company is crucial.
- attention should be paid to the field of knowledge where the benefit is obtained.
- highlighting the strengths of the company, it is important to avoid overemphasizing its competitive advantages and at the same time underestimating the advantages of competitors.

- it is important to ensure that the business has ample chances to create a product that can compete in the market.

The company's competitive strategy must meet two main requirements: the ability to produce a product that can compete on the market, and the ability to quickly respond to adverse environmental conditions. Failure to comply with these prerequisites makes the competitive strategy ineffective and redundant. The choice of a competitive strategy is influenced by various factors that require careful consideration in practice:

- current market situation;
- types of competitors;
- stage of the company's life cycle;
- the ability to produce various types of goods;
- ensuring the quality of goods and services.

Taking into account the previously mentioned factors, as a rule, a choice is made from the main strategies listed in Table 1.2.

Table 3.1 – Competitive strategies

№	Author	Types of strategies	Description
1	M. Porter Creation competitive advantages in the market	Leadership strategy for expenses	A target industry can achieve minimum costs through various sources. These include the influence of the effect of the scale of production, "product simplification", the use of less expensive materials and technologies, as well as cheaper labor resources. In addition, the application of organizational and production expertise can also help in achieving this goal.
2		Product differentiation strategy	A distinct market position that differentiates itself from competitors can be established by using a number of sources, including products, packaging, services, employees and corporate identity.
3		Focusing strategy	Focusing and narrowing activities to meet the needs of a particular segment without trying to address the entire market.
4	Ph. Kotler / Competitive position and marketing direction companies on	Strategy of the market leader	The main strategy for protecting and expanding a significant share of the market is to maintain a dominant position.
5		The strategy of a candidate for leadership	The goal is to increase market share with the ultimate goal of achieving market dominance. The main strategy used is offensive

6		Follower firm strategy	Maintaining market position and market share is achieved through various strategies. First of all, they include a defensive strategy aimed at preserving established positions in the market by resisting external threats. Another strategy is imitation, which involves imitating the actions of the market leader. Compliments and adaptation are also used as strategies to maintain market position and share.
7		Niche company strategy	Achieving competitive advantage in a specific market requires a well-implemented differentiation strategy. There are several types of strategies to consider, including maintaining a current market position, integrating different strategies, establishing a leadership role in a niche market, and expanding beyond a given niche.
8	I. Ansoff / Source competitive advantages firm	The strategy of maximizing the company's market share	The goal is to reduce costs for manufactured products and offer them at a lower cost than competing companies.
9		The company's product differentiation strategy	A company's ability to provide a product that meets the exact requirements of a specific customer group.
10		Market differentiation strategy (market niche)	The company's ability to create innovative market demands, fostering consumer loyalty by creating and maintaining a favorable company image.
11		A growth strategy that ensures future development	The expansion of the sales market to new geographic regions, as well as the strategic division of the market into separate segments are important components of successful marketing strategies.
12	R. Miles, C. Snow / The company's intentions about merchandise market positions	The «scout» strategy	They pay attention to the definition of new possibilities and the solution of existing problems.
13		«Defender» strategy	Focusing on operations in interesting markets and solving engineering issues
14		«Analytics» strategy	The main goal is to identify new prospects, as well as to solve dilemmas that the company is facing.
15		A «reactionary» strategy	This approach consists of a combination of methods focused on solving administrative tasks until a specific task stands out from the rest. However, they lack the ability to develop their own strategy.
16	M. Tracy, F. Wirsem / The principle of value disciplines.	Functional advantage	The business provides exceptional value by being at the forefront of the market in terms of both affordability and ease of access. Their goal is to satisfy consumers who want reliable, premium products and equipment, but prefer to have it easily available at reasonable prices.
17		Close contact with the consumer	A company's ability to provide exceptional value lies in its careful segmentation of markets. This involves creating products or services that are tailored to the specific needs of target consumers. The company excels at meeting the individual requirements of customers by fostering intimate relationships and gathering in-depth information about

			their characteristics, preferences and habits.
18		A leading position in novelty goods	A business can increase its appeal to consumers by constantly introducing fresh products or services that replace not only its own outdated offerings but also those of its competitors. Customers who prefer to receive the latest products or services, regardless of cost or convenience, are the main target audience.

It is important to note that these strategies are not mutually exclusive, as there is no one-size-fits-all approach for any organization. Typically, business owners combine two or three strategies, recognizing that each approach has its own set of requirements, characteristics, and limitations that come with certain risks.

In the early stages of a company's development, it is extremely important to create a competitive strategy that will ensure profitable and sustainable competition in the industry. Strategic planning focuses on securing and maintaining a company's competitive advantages, which are indicators of its growth potential and provide answers to fundamental questions for managers, such as whether it is worth investing in certain projects and whether such projects will generate sufficient income to compensate for the expenditure of resources and effort. Figure 3.1 shows the criteria used to form competitive advantages

#### Institutional and managerial

- state support; the image of the enterprise; integration into state institutions

#### Social and professional

- culture of employees, culture of consumption

#### Organizational and economic

- production concept; technological advantages; market share; speed of adaptation to changes; efficiency of the management system; diversification of production; productive capitalization

#### Natural and ecological

- product quality and safety; geographical location; environmental protection measures; resource provision

Figure 3.1 - Criteria for determining the competitive advantages of an enterprise (Compiled by the author based on the source [14])

In order to effectively develop small business enterprises in the tourism business, we have proposed a series of adaptive strategies, which are described in detail in Table 3.2. These strategies have been developed with the specific context of government reform in mind, making them practical and applicable to current conditions. In fact, it is rare to find any adaptive strategy used in isolation in a company's operations. In addition, each strategy has the potential to simultaneously influence several areas of business performance. The four adaptive strategies we have proposed are no exception, as they are designed to effect change in several areas simultaneously, with particular emphasis on the main direction of the table.

Table 3.2 – Adaptive strategies of enterprise development

Characteristic	Strategies			
	Innovative	Managerial	Market	Investment
Development indicators	<ul style="list-style-type: none"> <li>- small obstacles to the development of the industry;</li> <li>- the potential of waste processing with the help of technologies and innovations is limitless;</li> <li>- creation and promotion of R&amp;D, research and implementation of new concepts;</li> <li>- high level of technical and technological base;</li> <li>- optimal use of resources</li> </ul>	<ul style="list-style-type: none"> <li>- raising the professional acumen of employees;</li> <li>- the level of qualification of the organization's management;</li> <li>- social responsibility - ethics,</li> <li>- introduction of new organizational and management structures.</li> <li>- improvement of the labor motivation system.</li> </ul>	<ul style="list-style-type: none"> <li>The concept of market competitiveness</li> <li>- significant rates of market growth;</li> <li>- significant market volume;</li> <li>- the level of satisfaction and advocacy of the enterprise's customers;</li> <li>- image among business partners;</li> </ul>	<ul style="list-style-type: none"> <li>- the ability to attract financial resources to implement the strategy;</li> <li>- investment activity;</li> <li>- change in the main indicators of the company's activity;</li> <li>- stabilization of the financial and economic condition of the company</li> </ul>
Implementation goals	<ul style="list-style-type: none"> <li>- strengthening of positions in the market due to the development of new or improvement of existing products.</li> </ul>	<ul style="list-style-type: none"> <li>- increasing stability both in the market and in production;</li> <li>- reduction of risks associated with financial factors.</li> </ul>	<ul style="list-style-type: none"> <li>- expansion of undeveloped markets;</li> <li>- increasing the competitive advantages of organizations;</li> <li>- expansion of export opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- increasing profitability;</li> <li>- commercialization of innovations;</li> <li>- development of research and development of the firm;</li> <li>- stabilization of the company's financial condition.</li> </ul>
Direction of development	<ul style="list-style-type: none"> <li>- product improvement.</li> </ul>	<ul style="list-style-type: none"> <li>- improvement of the management system.</li> </ul>	<ul style="list-style-type: none"> <li>- a change in the company's position on the business market</li> </ul>	<ul style="list-style-type: none"> <li>- increasing the investment attractiveness of the firm.</li> </ul>
Disadvantages of implementation	<ul style="list-style-type: none"> <li>- lack of highly qualified personnel;</li> <li>- the possibility of reducing production capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- improvement of the management system.</li> <li>- the need to change the management system;</li> <li>- improvement of the organizational structure of the firm;</li> </ul>	<ul style="list-style-type: none"> <li>- product adaptation to new markets;</li> <li>- growth of costs, both financial and production.</li> </ul>	<ul style="list-style-type: none"> <li>- too high expectations regarding changes;</li> <li>- search for possible partners or investors;</li> <li>- coordination of the interests and needs</li> </ul>

		- expenses for education, professional development and retraining of workers; - improvement of management and social adaptation.		of the company's stakeholders.
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In practical application, it is rare to find each adaptive strategy implemented separately at a given enterprise. In addition, each of these strategies can lead to changes in several indicators in different departments at the same time.

Let's consider the main factors of influence on the choice of strategy, in the existing conditions. Table 3.3 presents the key factors influencing the choice of strategy

Table 3.3 – Significant influencing factors on choosing a strategy

Description of factors	Factors of influence			
	Positive influence	Negative influence	Negative influence	Positive influence
	Internal	External	Internal	External
Regular factors of direct influence	Update of means of production. Qualified staff and their sufficient motivation. Management effectiveness. Innovative activity	Insufficient level of scientific and technological infrastructure development	Obsolescence of means of production. Unqualified staff and their insufficient motivation. Management inefficiency	High level of scientific and technological infrastructure development
Irregular factors of indirect influence	Involvement of employees in the planning processes of the company's development	Political instability, including in terms of tax and monetary policy. Incomes, mobility and population size.	Insufficient involvement of workers in the company's development planning processes	State policy of development of cities and territories. Development of suburban areas
Regular factors of indirect influence	Good location of the enterprise and sufficient infrastructure	Imperfection of normative and legal regulation	Bad location of the enterprise and lack of infrastructure	Level of economic development region Development of community industry.
Irregular factors of direct influence	The company's funding level (sufficient)	Ecological condition of the territory of the community.	The company's funding level (insufficient)	Availability of facilities for other types of intercity and international transport

As a result of the study of possible factors influencing the formation of an economic strategy based on the proposed classification features, it was possible to systematize them in the form of a table with four criteria, which will allow to identify the possible influence of a specific factor and to provide in the strategy means to counteract it or refer to a positive effect. However, it is worth noting that the abundance of factors can be variable and modified, that is, transform, in particular, external factors of direct negative unregulated influence into threats to activity, the main reason of which is uncertainty - the impossibility of influencing the result of their influence or even predicting it.

As a rule, small business organizations in the food and other industries are anonymous. On the one hand, they have a high degree of instability, this is due to a high degree of competition and an insufficient position in the market, a lack of financial resources, a high shortage of qualified personnel due to the inability to provide them with wages. comparable to larger companies, lack of technological capabilities, lack of funds for scientific research and other problems. On the contrary, small businesses often have an incredible ability to react quickly to adverse changes in the market and survive in the most difficult conditions, regardless of the circumstances.

Successful enterprises are those that have the ability to assess the current state of affairs faster than others, develop an adaptive strategy for changes and overcome established stereotypes.

### 3.2. Creating new services in travel agency «JOINT UP!»

The travel industry, according to its main characteristics, has no basic differences with other forms of economic activity. However, in in this case, tourism has its own feature that distinguishes it not from trade in products, but also from other forms of trade in offers.

Tourism involves the sale of both offers and products (according to expert analyses, the share of services in tourism is approximately 75%, and products - 25%), and also the specifics of the use of tourism services and products in the area of their production, and most of all, in the established conditions.

In tourism, the result of work is reduced to a tourist product. According to its essence, a tourist product is any service that satisfies these or other needs of travelers (clients) and is subject to payment by them.

Such offers include excursion, hotel, motor transport, household, intermediary and other services.

Tourist products may be interpreted in a simple and narrow meaning. Tourism products in a narrow sense are services of any established section of the tourism industry (for example, tourist products of a tour operator, hotel product, transport company, etc.). In the broader sense, it is a set of products and services that together form a tourist trip (cruise) or is related to it.

Traditional definition of a tourism product:

A tourist product is a set of tangible (or consumption) and non-material (in the case of services) consumer values that are required in order to meet the needs of the traveler, which appear at the stage of his tourist trip and stimulated by the actual information of the trip.

According to the legislative act "On the Fundamentals of Tourist Work", a tourist product is defined as "a set of services for accommodation, transport, feeding of travelers, excursion services, as well as guide and interpreter services and services provided in connection with the purpose of the trip itself".

The main tourist product is called a comprehensive service, in other words, the usual set of services sold to travelers in one "package".

A tourism product has the following specific features:

- First, it is a complex of goods and services characterized by a complex system of relations between its various components.

- Interest: this product is elastic with respect to prices and income levels (however, the tourism product is highly dependent on social and political conditions).

- The consumer usually has no idea that the tourism product is still his or her consumption, and consumption itself is mainly produced directly at the place of production of the tourism service itself.

- The consumer overcomes the distance that separates him from the product and determining the place of consumption.

- It depends on such factors as time. And the tourism product is characterized by fluctuations in demand.

- The supply of tourism products is characterized by inflexible production. This product can only be consumed directly at home. An airport, hotel, or camping site cannot be moved to the end of the season or to another region. Tourism products that unable to adapt to changes in demand in space and time.

- A tourist product is created by the efforts of many companies, each of which has methods of operation specific of which has its own methods of operation, specific needs and various commercial methods.

- A tourist product of a high quality level can be achieved in the presence of the presence of even minor shortcomings, since the service of tourists consists of such "little things", which are already judge the service as a whole.

- Assessment of the quality of a tourism product is characterized by a significant subjectivity: a great influence on the consumer's assessment is exerted by persons who are directly related to the package of services purchased (for example, members of a tourist group, local residents, etc.).

- The quality of a tourism product is influenced by external factors that have a force majeure character (weather, natural conditions, tourism policy, international events, etc.)

Thus, unlike tourism services, a tourism product has the form of a commodity. A tourism product in the sense of an economic good that is intended to be exchanged.

The main difference between a tourism product and a service is that a service can be purchased and consumed only at the place of its production, while a tourism product can be purchased, for example, in product can be purchased, for example, at the place of residence. This distinction is used by travel agents when selling tourist vouchers. By purchasing a voucher, a tourist has not yet purchased tourist services (but has already paid for them), but acquires a guarantee of a holiday. Therefore, the task of the tour operator is to include only basic services in the tour, which is enough to make the consumer agree to bear the transport costs.

Join Up Travel Agency offers a range of services such as:

- Sale of package tours to more than 50 countries
- Issuance of travel insurance policies around the world
- Sale of air and railway tickets
- Assistance in obtaining visas
- Hotel reservations around the world
- Transfer organisation
- Organising excursions
- Top up your Travel-SIM account.

An analysis of customer needs revealed the need to change the existing types of design of the company's products and services.

The current level of design of travel products at travel agency Join Up does not meet market requirements. In this regard, after additional research this it is proposed to introduce new types of registration of products for sale in target markets.

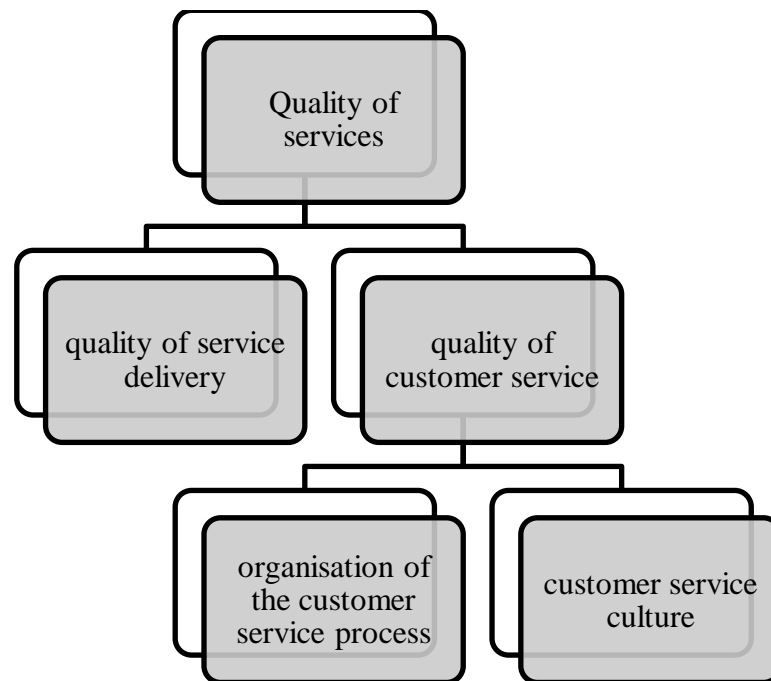


Figure 3.2. Components of service quality

A necessary requirement for improving the quality of services in Join Up Travel Agency is compliance with the following principles:

The first is compliance with the basic and most important principles of modern service for the tourism sector: maximum compliance of services with consumer requirements and the nature of consumption; inextricable connection of service with marketing, its basic principles and objectives; flexibility of service, its focus on taking into account changing market requirements and preferences of consumers of tourism services.

The second is the creation of the necessary conditions for the staff to provide quality service. These include: ergonomics of workplaces; clear formulation of rules that are mandatory for each employee; a clear system for assessing the quality of work of each employee, which allows for objective quantitative and qualitative measurement of service efficiency, especially such hard-to-measure elements as friendliness and politeness; staff motivation, their sincere interest in the prosperity of the entire enterprise, the desire and ability to do all work as efficiently as possible; and a system for staff development.

The third is the optimization of the organizational structure of the management of the enterprise providing travel services. The optimal organizational management structure is one where the number of elements is extremely small (but without compromising the quality of service), i.e. the more stages of order processing, the greater the likelihood of making a mistake. A prerequisite for ensuring the continuity of the technological process with the same level of service quality is also the effectiveness of the interaction of all elements of the structure, which allows for immediate correction of errors and eliminates the possibility of their recurrence.

Fourthly, comprehensive, complete, objective and continuous control over the quality of service, which involves: guest participation in quality assessment and control; creation of methods and criteria that allow to correlate the requirements of the standards with the actual state of affairs; creation of staff self-monitoring systems; constant work with quality groups; application of clearly formulated quantitative criteria for assessing the quality of services provided; participation of staff in the creation of quality systems and criteria; application of technical means of quality control; creation of control services that would include representatives of various services: management, financial department, security department, personnel service, managers or employees of all functional areas.

In accordance with the requirements of both foreign and domestic markets, it is necessary to start implementing a system of presentation of tourism products.

In order to achieve the company's strategic goal and expand the product range, it is advisable to become a sales representative of related travel products that will complement the range of travel services. Prices for these products will significantly reduce overall costs and increase the level of customer perception, and the quality characteristics will meet to international standards. Also, if there are orders for products that are not produced by the travel company, it is recommended to conclude dealer agreements with Ukrainian manufacturers.

The dealer scheme will allow studying the demand for these types of products in order to take a stable position in the market. In the future, company can

purchase such equipment and manufacture it at its own production facilities, if it is economically feasible.

A preliminary review of the market shows that the demand for domestic tours with additional heat treatment and various supports is constantly growing on Ukrainian market. The product can be provided in sufficient quantities, which will bring additional revenues to the company's budget.

Constant changes in tourism contribute to the need for new types of tourism products, which in turn requires changes to the existing product range of the enterprise.

Previous studies of the tourism goods and services market have shown a tendency to increase the demand for domestic tours, increase in demand for related products and the level of comfort. This is reflected in the growing level of profitability of the population.

To implement all the proposed measures, it is advisable to make changes to the organizational structure of the company and create a commercial department that will deal with the implementation of direct contracts, take measures to supply of related products, as well as the purchase of related products from other manufacturers.

The following services are provided at the Join Up travel agency:

- sale of package tours
- sale of ground handling services
- sale of plane and train tickets
- registration of insurance policies

In order for our company to have an advantage over competitors, we need to improve existing travel services and add new ones that are relevant today.

To improve existing products, we need to expand the base of tour operator partners. Since Ukraine's airspace is currently closed, the following is true air tours are only available from European countries. And although our Ukrainian tour operators offer travel packages departing from Europe, it is worth to sign agreements with European companies to increase the number of offers and have

diversification in prices for the same services. First of all we need to start cooperation with the main tour operators in Poland, as this is the country where the largest number of our refugees (and potential clients), as well as Polish companies offering travel packages with departures from most European countries. We choose the following tour operators: Rainbow tours, ITAKA, Exim Tours, Sun&Fun Holidays, LogosTour, Ecco Holiday.

Also, in order to offer our customers the best prices for hotels around the world, it is worth cooperating with more hotel booking services.

Join Up works with Booking.com and the Vitiana service, and is looking to start cooperation with Expedia and Agoda.

Since the company under investigation is a travel agent, not a tour operator, and therefore has no right to create travel packages, it is possible to expand the line of services by adding new services:

1. In addition to travel medical insurance for tourists, today it is important to obtain a green card - an international car insurance, as many Ukrainians cross the border and travel by their own transport.

2. Assistance in obtaining tourist visas, in particular to Canada and the UK, as these countries have created special programmes for Ukrainians during the war: CUAET and Homes for Ukraine. Since the procedure of filling out all the forms is extensive and in English, the help of a tourism specialist is in high demand.

3. Given that the sale of airline tickets and ground handling services separately from services separately from travel packages is gaining more and more popularity, there is an urgent need to organize a transfer from airport to the hotel, because using public transport is not always convenient with a lot of luggage or small children.

Not all tourists want to do this on their own and take on responsibility, which is why it is worth signing contracts with companies that organize transport to the most popular destinations today.

To create a USP that will distinguish Join Up company from others, Join Up can add cruise travel to its services. This niche is not occupied in Ukraine, and

there are many potential customers living abroad. We are considering cooperation with the following companies:

- Royal Caribbean - cruises in the Caribbean
- Princess Cruises - cruises in the Americas and Europe
- Celebrity Cruises - cruises around the world.

In order to reduce the impact of seasonality on the activities of a tourism the following steps should be taken to reduce the impact of seasonality on the business:

- active advertising of tours under the Early Booking program, which implies cost savings due to pre-booked trips and an extremely low percentage of the first prepayment (from 1%).
- promotes tours to ski resorts and exotic countries to avoiding large losses in the low season.
- providing discounts and bonuses to regular customers through a referral program.

The state of development of the tourism services market is accompanied by the intensification of business activity, increased competition in the market, changes in the needs and preferences of tourists. The survival and development of tourism enterprises in our time requires a responsible approach to brand development. Branding is necessary for individualizing the image of the company, creating an image in the minds of consumers the appropriate image and commitment to a particular company; helps to create and maintain the company's image and compete in the market.

A brand means an excellent reputation, an impeccable image that people immediately recall when they hear or see the company's symbols or name. A brand is all the properties of a company, including its history, symbols, and the impression of the company.

A brand in tourism is very important because people buying a tour package can't be sure of the quality of the services provided, and only after the trip is over

can express their opinion. In this area, the brand is designed to create a positive image in the minds of potential customers.

A sustainable competitive advantage in the current state of the travel market services market should be to achieve valuable differences from the competitor. This can be achieved by developing a set of measures aimed at improving the quality of the company's image and services, applying a customer-centred approach to customer service and strengthening the brand.

As a result, the recommendation is the development of local tourism and rural tourism to stabilize the company's activities in the conditions of martial law. These changes form a certain strategic complex of the company, which is presented in table 3.2.

Table 3.2 – Strategic complex «JOINT UP!» company

№	Characteristic	Description
1	Target customer	Women and children, people with middle and middle plus income
2	The problem that the company solves	The need for low-cost holidays within the country due to geopolitical instability and the war in Ukraine. Adaptation of domestic weekend tours and short-term resources with low quality to world-class tourist tours
3	Product	Tours for 5-7 days of local tourism or within the country
4	Promotion channels	Social media and various channels, contextual and targeted advertising, targeted mailing
5	Event marketing	Conducting online events - seminars, educational events to increase public awareness of historical and cultural monuments, etc.
6	Expert marketing	Blogging, speaking at events, video marketing, etc

Formation of a set of strategies and summary in Figure 3.6.

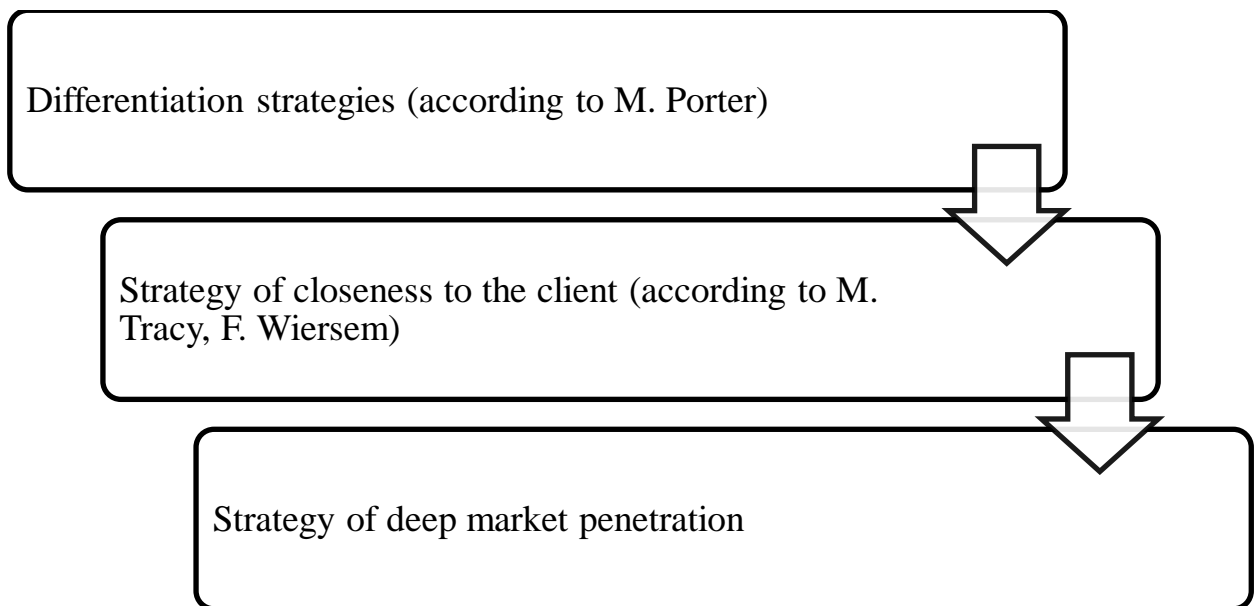


Figure 3.3 – The company's strategic complex «JOINT UP!»

Thus, we have formed a complex competitive strategy of the company «JOINT UP!», which meets the challenges of uncertainty, which takes into account modern trends in the development of the tourism sector both in Ukraine and the world as a whole.

### Conclusions for the third section

Tourism product is a set of tangible (articles of consumption) and intangible (in the form of services) use values necessary to satisfy the needs of the tourist, arising during his/her journey and caused by this journey.

For successful functioning of the tourist firm it is necessary to constantly improve the methodology of creation and introduction of new tourist products on the market, as it determines the demand for the products of the tourist enterprise, its reputation and, accordingly, the profit received. For this purpose it is necessary to thoroughly study each stage of development and introduction of a new product. It is also necessary to use a scientifically science-based approach and reliance on accurate market research data. Introduction of innovations, namely products-

novelties is one of the main directions of formation of strategic, competitive advantages of enterprises in the industry.

Success in the tourism services market increasingly depends on the creation of a favourable overall image of the service and the travel agency itself among customers. The creation and further development of this perception is a task of paramount importance for travel agencies and it is directly related to the price of services. The customer's attitude to the tour services on the market is determined by his previous experience, actions and statements about the service of other customers, first impressions, and the price of services helps to create a certain perception of the travel agency.

The tour operator should take into account some factors:

1. The perception of the travel agency should be determined by the type of buyers to whom it wants to provide its services.
2. The entry into certain market sectors should be considered as a goal that the company has.
3. The image that a company can create in the eyes of its customers about itself or its services depends to a large extent on its financial and other capacities, which, if limited, may prevent or delay the creation of the desired image.

## CONCLUSIONS AND SUGGESTIONS

Rural (green) tourism in Ukraine as one of the tourist destinations can be defined as a large open socio-economic mechanism that consisting of interdependent and interacting elements under the influence of external and elements, such as the farming itself, tourists, hosts, village infrastructure and other structural units and elements whose activities are aimed at providing services to tourists in accordance with their needs and capabilities on the basis of to their needs and capabilities on the basis of current rules and regulations. In the process of tourist services within the framework of rural (green tourism) management own economy plays a particularly important role and acquires specific features, which makes it possible to distinguish private farming as the main component of the rural (green) tourism industry. But despite the fact that the fact that rural (green) tourism is developing unevenly and has a number of negative factors, it has a significant socio-economic importance. In Ukraine, rural (green) tourism is gradually gaining importance as a as an actively developing socio-economic factor, showing its potential. Rural (green) tourism creates jobs in rural areas jobs in rural areas, thereby minimising the number of unemployed people in agriculture, promotes the use of tourist and natural resources, increases recreational opportunities for the average resources, and increases recreational opportunities for middle-income people.

The mechanism that influences the development of rural (green) tourism can be can be determined by objective factors that have already been formed historically in accordance with the development of society, and those that purposefully regulate tourism activities. Considering all the factors, rural green tourism has significant advantages and opportunities for functioning and development, and the field of its implementation is the Ukrainian village and the countryside and the environment that surrounds them.

Join Up Travel Agency offers a range of services such as:

Sale of package tours to more than 50 countries: issuance of travel insurance policies around the world, sale of air and railway tickets, assistance in obtaining visas, hotel reservations around the world, transfer organisation, organising excursions, top up your Travel-SIM account.

An analysis of customer needs revealed the need to change the existing types of design of the company's products and services.

The current level of design of travel products at travel agency Join Up does not meet market requirements. In this regard, after additional research this it is proposed to introduce new types. We have formed a complex competitive strategy of the company «JOINT UP!», which meets the challenges of uncertainty, which takes into account modern trends in the development of the tourism sector both in Ukraine and the world as a whole.

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