

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**

ФАКУЛЬТЕТ МІЖНАРОДНИХ ЕКОНОМІЧНИХ ВІДНОСИН

КАФЕДРА ТУРИЗМУ

Комплексний консультативний проект

БАКАЛАВР

(освітній ступінь)

на тему: "Концепція маркетингу взаємовідносин у сфері туристичних послуг"

Виконала: студентка 4 курсу

групи 6.06.67.16.03

спеціальності 242 "Туризм"

(прізвище та ініціали)

Шеремет Д.А.

Керівник: к.е.н., доц. Алдошина М.В.

(посада, вчене звання, науковий ступінь, прізвище та ініціали)

Національна шкала _____

Кількість балів: _____ Оцінка: ECTS _____

Члени комісії

_____ Стрижак О.О.
(підпис) (прізвище та ініціали)

_____ Ястремська О.О.
(підпис) (прізвище та ініціали)

_____ Тимошенко К.В.
(підпис) (прізвище та ініціали)

Харків – 2020 рік

CONTENT

INTRODUCTION.....	3
CHAPTER 1. THEORETICAL ASPECTS OF RELATIONSHIP MARKETING IN THE SPHERE OF TOURISM SERVICES	5
1.1. Definition of relationship marketing and its concept and historical background	5
1.2. The principles of relationship marketing, its elements, advantages and scope of application.....	13
1.3. The concept of relationship marketing in the sphere of tourism services	21
CHAPTER 2. TRENDS IN THE DEVELOPMENT OF THE MARKET OF TOURIST SERVICES IN UKRAINE AND ANALYSIS OF SUBJECTS OF TOURISM ACTIVITY	28
2.1. Analysis of the market for the provision of tourism services in Ukraine.....	28
2.2. Characteristics of economic and financial activity of a travel agency “Kraski Mira”	40
CHAPTER 3. PRACTICAL RECOMMENDATIONS ON THE IMPLEMENTATION OF RELATIONSHIP MARKETING IN THE ACTIVITIES OF A TRAVEL AGENCY “KRASKI MIRA”	51
3.1. Increasing customer loyalty of Kraski Mira travel agency as an element of relationship marketing	51
3.2. Work with corporate clients as part of relationship marketing	64
CONCLUSION	75
REFERENCES.....	79

INTRODUCTION

The fast pace of globalization of the economy, the growing similarity of goods and services offered by different manufacturers and suppliers, the individualization of requests and needs of consumers make the use of traditional marketing tools and complexes ineffective in the face of fierce and growing competition. Tourism is one of the most important components of both the global economy and the economy of Ukraine. But also, the tourism services industry is the fastest growing, competition in the tourism services market is growing every day, the number of enterprises offering their services is growing, and the assortment continues to be identical. In this regard, there is a need for a new marketing approach, in particular, relationship marketing, which is aimed at the establishment, development and support of long-term relationships and relationships with consumers, the formation of their loyalty to the company.

The study of the theoretical aspects of relationship marketing has been done by many foreign and domestic scientists: Jan Gordon, Philip Kotler, V. Bagiyev, M. Baker, S. Garkavenko, H. Hackansson, A. Afanasyev, V. Doroshev, K. Grenroos, K.L. Keller, O. Yuldasheva, Martyshev A.V. and others.

The purpose of the consultation project is to study the concept of marketing relations in the field of tourism services in Ukraine.

To achieve the goal, you need to solve the following tasks:

give a definition of relationship marketing and the prerequisites for its formation;

consider the features of the concept of relationship marketing, its elements and advantages;

consider the concept of marketing relations in tourism enterprises;

to analyze the tourism market of Ukraine and identify trends in its development;

to analyze the economic and economic activity of the subject of tourist activity of Ukraine;

to develop the concept of marketing relations at a travel services company.

The object of research is the process of relationship marketing concept implementation in the field of tourism services.

The subject of the study is the theoretical and practical aspects of marketing relations in the tourism market of Ukraine.

The theoretical and methodological basis of the study is the scientific work of foreign and domestic scientists, as well as materials of scientific conferences on relationship marketing. In the research process, the following methods were used: historical and logical analysis to identify inaccuracies in the formation of the concept of relationship marketing, a statistical analysis method for studying the state of the tourism services market in Ukraine.

CHAPTER 1. THEORETICAL ASPECTS OF RELATIONSHIP MARKETING IN THE SPHERE OF TOURISM SERVICES

1.1. Definition of relationship marketing and its concept and historical background

Marketing, like every science, went through many stages of development, in which different approaches and concepts were reflected. Currently, the importance of building mutually beneficial relationships, namely cooperation, between participants in commercial activities is growing. A new approach to marketing management, focused on creating long-term mutually beneficial relationships with both business partners and consumers in the market of goods and services, is relationship marketing.

Relationship marketing began its journey in the field of industrial marketing, where it was seen as an alternative to the old approaches to marketing, since there was a need for a different paradigm different from the one on the consumer market. Relationship marketing in various sources is also called customer relationship management, partnership marketing, customer relationship marketing, and interaction marketing. As the scientific term «relationship marketing», in 1983 this concept was first mentioned by Dr. Leonard Berry, a former president of the American Marketing Association, as a description of a new approach to service marketing that focuses on longer-term relationships between sellers and consumers [1].

In literature, the concept of relationship marketing by the authors is interpreted differently. So, one of the recognized world authorities in the field of modern marketing, an honorary professor at the Graduate School of Management J. L. Kellogg at Northwestern University of the United States, Philip Kotler considered relationship marketing to be a practice of building long-term mutually beneficial relationships with key partners interacting in the market: consumers, suppliers distributors in order to establish privileged relationships. He believed that in this

approach there is a certain “building material”, which is a high level of service and reasonable prices. Kotler described relationship marketing as building close relationships with partners at different levels, which would help reduce costs and save time. The result that the concept seeks is a marketing interaction system. She, in turn, includes not only the company and the buyer, but also each employee, suppliers, distributors and everyone with whom this company has business relations [2].

Authors such as D. Shani and S. Chalasani interpreted relationship marketing as an integrated effort to build, maintain and develop a network of relationships with each individual consumer in order to get the benefits of interaction and individualization of relationships over a long period of time. As follows from this, the scope covered in this approach is expanded and mainly covers interaction with individual clients. R. McKenna supported and continued this direction, suggesting a strategic approach to relationship marketing, and the need to increase the role of the consumer and the transition to the formation of genuine consumer value and his interest in the communication process, and the search for methods of involving the buyer in interaction with the company [3, 4].

P. Temporal and M. Trott, leading branding experts, consider relationship marketing as creating a strong brand, by properly combining organizations, systems and processes that help employees better understand each customer as an individual, and adjust the dialogue with each client to his specific requirements and needs. He believes that if an employee knows detailed information about each consumer, then the company has all the opportunities for business with existing customers and thereby bring the company additional income [5].

Grenroos considered relationship marketing as the result of the development of marketing, which reflected his current state, as the next step after the concept of socially-oriented marketing. Frederick Webster said that there was a shift in emphasis from transactions to relationships, and now consumers are partners. Now the task of companies is to make commitments (long-term) in order to maintain these relationships through quality, services and innovation. Zeitaml and Bitner considered relationship marketing as a business philosophy, and this approach should have a

strategic orientation that focuses on maintaining and improving the current number of consumers, rather than spending time and costs to attract new ones [6].

Relationship marketing, of course, also involves the search for new customers and consumers, but now they are not the most profitable for the company, but they can become them if the company makes a really good impression on them. In this approach, as in others, from an economic point of view, it is necessary to focus mainly on those buyers who will bring the greatest profit, but a good relationship marketing program should not ignore the rest, and this is a key difference. The level of attention to less profitable customers may be slightly worse, but the quality of their service and attitude to them should be no worse. As a result of this program, not very profitable consumers are stimulated to switch to the profitable category.

According to M. Bruhn's definition, relationship marketing refers to all actions aimed at analyzing, planning, implementing and monitoring measures that trigger, stabilize, strengthen and renew business relations with interested parties of a corporation, mainly with consumers, as well as creating mutual value in the process of this relationship. Here, the coordinating component of marketing, its focus on creating mutual value in the process of interaction of various parties, is clearly highlighted [7].

Keller defines relationship marketing as building a sustainable business concept and business strategy, and the main link is a customer-oriented approach. It involves the use of the latest management, information technology, with which the company collects information about its customers, covering all stages. This knowledge is further used in the interests of the company by building profitable relationships with customers for both parties. In this case, we can say that the consumer is directly a participant in the activities of the enterprise, and has an impact on the creation, production and maintenance of goods or services. Kotler and Keller also considered that relationship marketing involves building the right relationships with the right groups of partners [8].

In table 1.1 there are the most commonly used definitions of relationship marketing proposed by different authors.

Table 1.1

Basic definitions of relationship marketing

Author	Definition
Leonard Berry	Relationship marketing is attracting consumers, maintaining and developing relationships with them
Philip Kotler	Relationship marketing is the practice of building long-term mutually beneficial relationships with key partners interacting in the market: consumers, suppliers, distributors in order to establish long-term privileged relationships
D. Shani, S. Chalasani	This is an integrated effort to build, maintain and develop a network of relationships with individual consumers for mutual benefit through interaction, individualization of relationships over a long time
R. McKenna	Relationship marketing is an increase in the role of the consumer and the transition from consumer manipulation to the formation of genuine consumer interest (communication and knowledge sharing)
P. Temporal, M. Trott	Relationship marketing is the creation of a strong brand, and this is achieved through the right combination of organization, systems and processes
Grenroos	Relationship marketing is as a result of the ongoing development of marketing, reflecting its current state, as the next step after the concept of socially-oriented marketing
Zeitaml, Bitner	Relationship marketing is a business philosophy, strategic orientation, which focuses more on the retention and "improvement" of current consumers than on attracting new ones
M. Bruhn	Relationship marketing refers to all actions aimed at analyzing, planning, implementing and monitoring measures that cause, stabilize, strengthen and renew business relations with interested parties of a corporation, mainly with consumers, as well as at creating mutual value in the process of these relations
Keller	Relationship marketing is the direction for building a sustainable business concept and business strategy, the core of which is a "customer-oriented" approach

Summarizing the above, the following definition can be given to this concept. Relationship marketing is a concept of marketing management based on building long-term, mutually beneficial relationships with key partners of the organization: customers, suppliers, distributors, staff, etc. As an object of marketing management, he considers relations (communications) with customers. At the same time, not only

sales and marketing specialists, but also the entire staff of the company should focus on managing customer interactions.

As a scientific concept, relationship marketing has gone a certain way in its historical development. The beginning of the twentieth century was marked by the heyday of an industry-oriented approach to the management of corporate structures. Directly in marketing, the production and then the commodity concepts dominated. The market at that time was relatively poorly saturated, and competition between producers was low. Market power belonged to producers, and consumers were forced to acquire what was offered by the market.

By the middle of the twentieth century, market competition intensified, technology began to actively develop and spread widely. Consumer power has increased. In order to win the attention of the client, manufacturers had to make some efforts. At the same time, the foundation was laid for the development of a competitive approach in marketing. The marketing concept and the concept of traditional marketing got their development during this period. Particular attention was paid to the range of goods and services sold by the company, design and consumer innovations, as well as the communication policy of firms. At the turn of the XX-XXI centuries, it became obvious that in the framework of traditional marketing, based on the elements of the marketing mix and on short-term relationships, it is impossible to rationally and effectively develop transactions in the business and services system.

In the 1970-1980s. the decisive role was acquired by the human factor. At the end of XX century, for the first time, proposals to manage customer-consumer relationships began to appear in the literature. Gradually, the implementation of the latter becomes the most important strategic tool for solving managerial problems. Then, in the 1980s, as an independent scientific direction in marketing, the concept of relationship marketing was formed. During this period, one of the key questions in marketing was posed before the business regarding the cost of attracting new customers compared to retaining existing ones. As practice shows, attracting new customers is much more expensive for a business than achieving repeat sales for

existing customers. This implies the value of customer retention, which is not possible to achieve without building long-term and stable relations with them.

The essential characteristics of the new direction of marketing are most clearly defined precisely in the context of relations with the consumer, which once again emphasizes the priority significance of the latter in the aggregate of all other interactions of the company [9].

The technique, which is often used to concretize the distinctive features of the new direction, is a comparison with traditional marketing. As noted, the most important difference between relationship marketing and traditional marketing is that RM shifts the emphasis and sphere of influence of marketing from separate dual buyer-seller relations to the whole complex of company relations. At the same time, “consumer-supplier” relations remain a key area of interest in relationship marketing, as well as marketing in general. Also, recognizing the advantages of expanding the main area of interest for marketing, it is noted that consumers and relations with them will always be the focus of marketing. Another perceived difference between traditional marketing and partnership marketing is the way customers are perceived and evaluated. The priority goals of traditional marketers are to “capture” impersonal consumers ahead of the competition, often lure customers from competitors and use these resources to realize the company's short-term goals. Relationship marketing, by contrast, focuses not on what you do with your client, but on what you do for your client and what you do with your client to increase customer satisfaction. The company's goal in this case acquires long-term benchmarks. These guidelines set up the entire management of the company to interact with customers as valuable partners, carefully identify their needs and develop loyalty through quality service. According to a new outlook on marketing, customers are seen as full-fledged stakeholders in the value chain [10].

The transition from a traditional marketing model focused on an active sales policy to a marketing activity that forms long-term relationships with customers and other stakeholders was based on a business understanding of the value of retaining regular customers and partners.

Thus, summarizing all of the above, it can be distinguished a number of essential characteristics that distinguish marketing in its traditional sense from relationship marketing that are presented in Table 1.2.

Table 1.2.

Differences between traditional (transactional) marketing and relationship marketing

Category for comparison	Transactional marketing	Relationship marketing
Direction of marketing	Management of the company's product portfolio	Managing a company's relationship portfolio
Focus of marketing	On the distinguishing features of the product	On consumer values
Marketing orientation	On single acts of sales, on attracting new customers	On retention of existing customers, repeat purchases
Time perspective	Short-term interaction	Long-term interaction
Participants in a relationship	Separate occasional contacts with customers	Constant contacts with customers involved in relationships
Characteristics of relations	Distant and depersonalized relationships, interaction is inhibited by distrust and non-coincidence of goals	Close personal contacts based on commitment and trust
Participants goals	Each interaction participant has its own goals and objectives and strives for its own benefit	Goals and objectives are shared by all participants, the common benefit is the benefit of each participant
Interaction with the consumer	Low degree of interaction, consumers are poorly informed, there is no feedback	High degree of interaction, consumers are fully informed, there is a steady feedback
Quality	Quality assurance is a task exclusively for production personnel	Quality assurance is the task of the entire staff of the organization
Production orientation	Mass production	Customization
Role of marketing in company	Marketing is the job only of marketing department	Marketing is a philosophy of management of whole company

The main trends in the development of markets that contribute to the understanding by business representatives of the values of regular partners and customers are:

- 1) intensification of market competition;

- 2) reduced opportunities for extensive market development;
- 3) reduction in product differentiation;
- 4) strengthening the power of buyers;
- 5) increasing individualization of consumer tastes and preferences;
- 6) gradually reducing the effectiveness of traditional marketing tools;
- 7) development of strategic orientation of business;
- 8) development of information technology, etc [11].

All these conditions served as incentives forcing producers from simply producing goods and stimulating their sales to move on to building long-term relationships with customers and retaining them, that is, turning them into the category of regular customers.

Relationship marketing is to treat the client as his partner, whom the company really appreciates. Relationship marketing is also called customer relationship management, partnership marketing, customer relationship marketing, and interaction marketing. The prerequisites for this new approach are: the tendency to focus not on the market, but on the consumer, the appearance on the market of an increasing number of similar goods and services, increased competition among enterprises. Also, the development of relationship marketing is directly related to the development of the market of services, not goods. The service sector is the quality of customer service.

The idea of relationship marketing is based on the fact that with the help of only classical marketing tools it is impossible to solve the problems facing an enterprise in the field of satisfying tastes, requests and preferences of consumers. Without using the potential of the communicative and social elements of the enterprise (improving the corporate culture, personal qualities of personnel, creating an atmosphere of trust and commitment, conflict-free solution to problem situations, personal contacts), the effectiveness of marketing activities is limited and does not allow it to develop as required by the market situation.

1.2. The principles of relationship marketing, its elements, advantages and scope of application

Relationship marketing increases the importance of the individual, personal contacts in the system of effective communications, which are aimed at encouraging the buyer in his sense of individuality and uniqueness. Moreover, he distributes the responsibility for making decisions in the field of marketing to all personnel of the enterprise.

Since the relationship marketing system, like any system, is built on certain principles, it is necessary to dwell on the basic principles that formed its basis. It is precisely the consistent and strict observance of the principles that will ensure the system adequate functioning and effective interaction between its various elements.

Abratt Russell distinguishes the following principles of relationship marketing [12]:

1. Creating a real superiority of your own offer. The presence of a perfect product or service is a necessary but not sufficient condition for real superiority over competitors. A necessary advantage is the very process of “proposal”, which is achieved by the company's constant work on the issues of studying its customers and responsiveness to changes in their needs. In the course of daily activities to study the client and his needs, the emphasis shifts from “what we offer” to “how we offer”, that is, to create an atmosphere of the offer.

2. Definition and orientation to key customers and the creation of an individual approach to each client. Relationship marketing is completely connected with the interaction of the company with each consumer – with the creation of a classic mutually beneficial situation: the company adds value to the everyday life of a particular customer, and in return receives his loyalty. In fact, the company should develop an individual approach to each client. However, if a company seeks to satisfy all consumers, then it risks not being liked by anyone. Different customers have different values for the company. According to the Pareto principle: “20% of buyers bring 80% of revenue or 10% of customers bring 90% of profit.” Thus, segmentation

and orientation of the company's activities to meet the needs of "right" customers and to expand relations with them is important. At the same time, the organization can and should work with all customers; however, the regime of "special relations" should be created only for key customers.

3. Winning customer loyalty. The company needs to treat customers as permanent assets and do everything possible to maintain and increase the value of customers for the company during the "period of their life". The longer the client stays with the company, the greater the return to the relationship between both parties: the client's and organization's requests are more quickly realized, mutual concessions arise, recommendations to third parties, participation in joint projects. Loyalty is a client's attachment to goods, services, staff, the environment and traditions of the company, as a result of his satisfaction. Distinguished between fake and true loyalty: true loyalty is the client's voluntary affection for the company for a long period, and false loyalty is the affection for the company, which is caused by a lack of choice, and when a worthy alternative appears, such clients immediately go to competitors.

According to the principles of relationship marketing, the organization's goal is to manage the systematic growth of loyalty of key customers while increasing the value of relations with these customers for the company. The essence of the above is to correlate key and loyal customers and choose a direction in the development of relations: build programs to expand relations with "right" customers, prepare programs to narrow relations with "wrong" customers, which take the time and energy of the company without giving the expected effect in return. It is becoming relevant now.

The principles of relationship marketing are different from the principles of traditional marketing:

the company seeks to create new value for the buyer, and then distribute it between himself and the consumer;

recognition of the key role of individual clients not only as buyers, but also in identifying the desired value;

the company, following a business strategy and focusing on customers, must create and coordinate a business plan, communication system, employee training to ensure value for customers;

long-term collaboration of the seller and the buyer in real time;

recognition of the value of loyal customers compared to one-time customers or those who often change partners;

creating a value chain of relationships within the organization to form the desired value of the consumer.

Relationship marketing provides the following benefits to the company. Firstly, cost reduction is achieved, especially related to customer acquisition. Secondly, the company receives an increase in the number and amount of purchases, as regular consumers increase their expenses at an increasing rate and the total profit exceeds the discounts of this category of consumers. The loss of such a segment is the loss of high profits. Thirdly, relationship marketing ensures the presence of a key group of consumers, which provides the company with a market for testing and introducing new products or offers with less risk, which reduces uncertainty for the company as a whole. Finally, the company acquires a barrier to entry of competitors by maintaining a stable customer base, and in addition, a stable base of satisfied consumers is the key to retaining company personnel.

Companies that use relationship marketing in their activities focus on working with regular individual customers, revising the 4P concept, using information technology (implementing a CRM system) and using partnership managers.

Due to the fact that in concept of relationship marketing, only elements from the 4P concept (product, price, place, promotion) are not enough, Gordon Ian H. identifies eight key components without which relationship marketing is impossible [13].

They are shown in Figure 1.1. and below, a description of each of them.

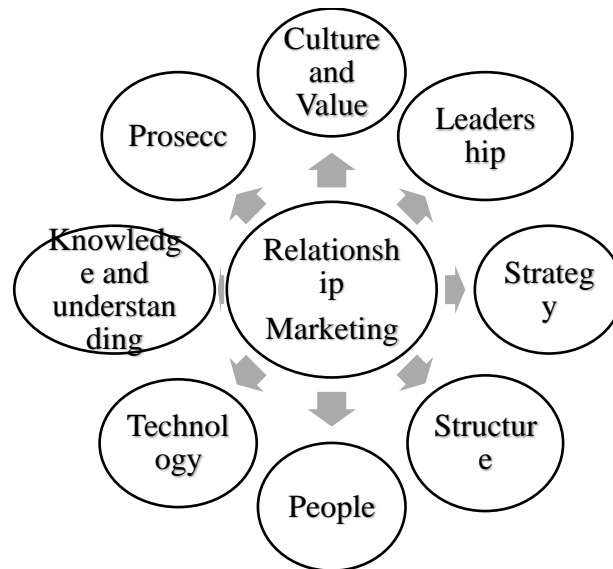


Fig. 1.1. **Elements of relationship marketing**

1. Culture and values. Companies with different cultures can jointly create values, but their similarities or differences in cultures must be recognized from the very beginning. Extreme cultural differences can impede the creation and maintenance of relationships. Thus, a culture and value system should contribute to building strong relationships.

2. Leadership. Company leaders should be ready to focus on the benefits that can be achieved through relationship marketing and on the mutual interests of individual customers, suppliers, etc. It is important to consider the fact that no organization can successfully implement the concept of partnerships while the company's management aims to win at the expense of others. Therefore, management should consider sharing profit as an advantage and understand the real value of relationships before moving the company to the principles of relationship marketing. Companies with market advantages and power in relation to partners should initiate the introduction of marketing relations in the interests of their company and their partners.

3. Strategy. The strategy must be implemented at multiple levels. However, it is the client, but not the product, research and development, or other knowledge and skills that should form the core of the business strategy if the company intends to effectively carry out relationship marketing. The strategy should also be agreed

between the company and its customers in order to ensure that each side understands the direction the other is moving, giving each opportunity to assess the other as a long-term partner and create the value that both of them strive for.

4. Structure. The structure of the company should implement (service) its strategies. Companies that are often reorganized outside the strategic direction and without rationale often have difficulty identifying and implementing a successful strategy. Relationship marketing that affects the company as a whole can change the structure of the company in a completely different way. A company organized according to relationship marketing has managers specializing in special categories of relationships: with current customers, with new customers, with employees, with suppliers, investors, etc. In addition to managing categories of relationships in a company that operates on the principles of this concept, there will be specialists responsible for improving and concentrating the potential of the company, which will help strengthen the interaction of personnel, processes, technologies, knowledge.

5. People. People play a decisive role in all relationships. Business is also people, but here they should be supported by technologies and processes in order to increase their capabilities and make them even more effective. Many, if not most people in a relationship-oriented company must be not only functional experts, but also process owners for specific categories of relationships. Their task is to work with other specialists in the company, its customers and suppliers to obtain new value.

6. Technology. The technology can play numerous roles in the company and between the company and its customers, including: external contacts with the public and the consumer (communications), servicing two-way interaction, providing faster or more informative communication, opening new methods of communication with partners; internal contacts (communications), integration of various communication systems, order processing centers, communication channels and databases; computerization, maintaining a “history” of the company’s relationship with customers, providing the ability to predict and analyze the current state needed by relationship marketing specialists to create new values.

7. Knowledge and understanding. The technology should contribute to the

development of new knowledge and understanding in relations with partners in marketing relations and ensure this interaction with information, therefore, experts recommend investing in the knowledge and understanding of the buyer, it does not matter what situation your business is in.

8. The process. Relationship marketing requires that the process be built around a partner, which may require significant changes to existing processes. Therefore, experts recommend focusing processes around existing customers, offering everyone the benefits that he seeks, and involving them in interaction with the company through the most convenient communication system for them.

Ian Gordon also notes the following features of relationship marketing [13]:

1) a virtually new benefit for the individual buyer is created, and the benefits of this activity are shared among all participants in the interaction.

2) the key role of individual clients is recognized. The benefit is created with the buyers, not for them.

3) the entire business process (technology, materials, communication, personnel, strategies and structures) is formed and coordinated to ensure the end result that the buyer wants.

4) buyer and seller work together in real time.

5) explicit priorities are given to regular buyers with whom relationships develop and improve in the long term.

6) the chain of relationships within the organization, between the organization and its main partners in the market and the end consumer is built and maintained.

Thus, relationships become the most important resource of the company along with material, financial, information, human and other resources.

The advantages of customer relationship marketing were summarized by A. Day, W. Dean and I. Reynolds in 1998 and are as follows:

closer relationships with consumers. Over time, with the help of used technologies, accumulated knowledge and even social contacts, the company develops increasingly strong ties with its partners. All this gives her the opportunity to receive certain benefits. The same is true with respect to the other side: the more

the consumer reports data about himself, the more reluctant he will enter into business relations with competitors of the company;

increased consumer satisfaction. There is a kind of dialogue between the company and the consumer, which allows the company to more fully guarantee the satisfaction of consumer needs. In addition, this dialogue helps the company to modernize goods and services, taking into account the tastes of individual consumers, and to develop new products that meet or even exceed consumer demands;

obtaining financial benefits by the company: an increased degree of customer retention and their greater loyalty (consumers stay with the company for a longer time, buy more goods and services from it and do it more often); high profitability of interaction with consumers, partly due to lower costs for attracting new consumers. For this approach, there is less need to attract new consumers. The level of sales is increasing, as existing consumers usually react more actively to the marketing efforts of the seller. To this is often added an increased degree of retention not only of consumers, but also of their own workers [14].

The consumer also benefits from the use of relationship marketing. First, working closely with the company offers psychological benefits, since the consumer communicates with regular employees, he does not have to get used to new people every time. This contributes to the social benefits of establishing friendly relations with the staff. Second, interaction with the company gives the regular customer economic benefits in the form of discounts. And finally, thanks to long-term collaboration, the service provider can tailor it to a specific consumer. Particularly, these benefits apply to consumers of financial services. Relationship marketing can provide significant benefits in the case of a ready-to-use long-term consumer for whom the switch to third-party services entails significant costs.

The experience of foreign and domestic companies that have adopted the concept of customer relationship management shows that, despite the differences in industry and organizational structure, all companies that have successfully implemented relationship marketing have started with a strategic orientation. One of the main success factors for implementing relationship marketing is the presence of

goals and strategies for customer relations, consistent with the overall strategy of the company. With the skillful use of a specially created marketing database, you can significantly increase the effectiveness of influence on the market provided that the database meets the necessary criteria. Long-term relationships are a decisive factor in competitiveness, and consumers become the corporate parameter of the “value of money”.

The question arises about the need to use relationship marketing in every business. This question should be answered negatively in those cases when there is no benefit to business relations marketing technologies, namely:

- at low consumer value for the company in the long run;
- in a highly unstable business;
- in types of business where there is no direct contact between the seller and the final buyer.

E.P. Golubkov, an academician of the International Academy of Informatization, recommends to marketers of those companies that have decided to use relationship marketing technologies in their activities the following [15]:

- 1) show interest in building long-term relationships with consumers, satisfying the latter and giving profit to the company;
- 2) show the desire to understand each consumer well enough to make him the right offer at the right time;
- 3) this proposal should be based on the profit brought by the consumer, his buying behavior, the preference of the sales channel, the profile of the consumer's preferences, his inclinations and desires, so as not to interfere with his personal life;
- 4) they need to demonstrate an attitude towards consumers, not the same for everyone, but taking into account the characteristics of each.

The introduction of the relationship marketing concept is a phased process, the initial stage of which is the adoption of a customer relationship strategy, the intermediate stage is structural, process and cultural changes in the company, and only the final stage is the installation of a relationship marketing system.

1.3. The concept of relationship marketing in the sphere of tourism services

The travel business has always been very popular and in demand, because regardless of the economic and political situation, people are constantly in need of rest. However, at the present stage, in the conditions of fierce competition between tourist enterprises, it is not enough to produce quality goods and services only, it is also necessary to be able to gain consumer favor. That is why marketing is of great importance, the main task of which is not only the creation of such a demanding product, but also its successful implementation in the tourist services market.

With its widespread use in the manufacturing field, marketing has not gained much importance in tourism for a long time. However, the rapid development of this industry and the rapid growth of competition necessitated the immediate introduction of the main elements of marketing in the practice of tourism enterprises. The modern concept of tourism marketing is focused not only on meeting the needs of consumers, but also on purposeful influence on their consciousness and choice.

The beginning of the XXI century. was characterized by the emergence of important trends that testify to a new level of marketing development:

extraordinary dissemination of the concept of «customization» of production and customer service, that is, a unanimous transition of all management units to the individualization of management and marketing;

widespread introduction to the terminological and instrumental apparatus of such concept and indicator as profitability of interaction with consumers and partners;

development of newest forms of organization of production of products and services, as well as improvement of technologies, first of all, information [16].

All this together formed the necessary socio-economic environment, conducive to the rapid promotion of concepts of relationship marketing.

There are also other prerequisites that the tourism industry needs to move from traditional marketing to relationship marketing. The answer lies in the very concept of "tourist service". Tourist service is a set of purposeful actions in the sphere of

service, which is oriented to providing and meeting the needs of tourists and sightseers, meeting the goals of tourism, the nature and focus of tourist services, tours and not contrary to the universal principles of morality and good order. The tourist service is nothing but useful (expedient) activity of the tourist enterprise on satisfaction of the tourist's need. Travel services also have distinctive features:

1) inability to store. Places in the hotel or on the plane in the absence of demand for them at the moment cannot be stored for the purpose of their sale in the future.

2) intangibility of services. There are no measurable dimensions for evaluating a tour product, it is impossible to have an idea of the quality of a product before its purchase and consumption.

3) susceptibility to seasonal variations. Marketing activities of a tourism enterprise differ in peak season and not in season, when additional measures are needed to stimulate demand.

4) considerable static, attachment to a certain place - a camp site, an airport, as they cannot be transferred to another place.

5) mismatch in time of the fact of sale of tourist service and its consumption. The purchase of tourism services is made weeks and even months before their consumption begins.

6) territorial separation of the consumer and the producer in the tourist market.

7) the buyer travels the distance separating him from the product and the place of consumption, not vice versa.

Based on the above, tourism is a highly contact area where the quality of the offer is inseparable from the quality of service. In contact with the client in the role of sellers come almost all employees of the tourist enterprise, which are a kind of part of the product. Their attitude, appearance and willingness to fulfill the wishes of consumers form an overall impression of service.

An important point in organizing marketing at a tourism enterprise is an awareness of its role and importance on the part of management and all employees (and not just marketing professionals). It should be borne in mind that marketing

requires consumer orientation of all the activities of the enterprise. It commits itself to participating in meeting the market needs of all employees. Therefore, they must clearly represent the marketing philosophy and strive to achieve the overall goal of that philosophy.

The concept of relationship marketing is based on the fact that using only classic marketing tools cannot solve the problems facing the company in the field of satisfaction of tastes, requests and preferences of consumers. Without utilizing the potential of communicative and social elements of the enterprise activity (improvement of corporate culture, personal qualities of staff, creating an atmosphere of trust and obligation, conflict-free solution of problem situations, personal contacts) the effectiveness of marketing activity is limited and does not allow it to develop as required by the market situation.

Thus, the concept of relationship marketing transfers the emphasis in marketing activities from marketing techniques to the social aspects of interaction with consumers – the development of long-term relationships. At the same time, the purpose of marketing activity remains the same – to obtain profits by meeting customer needs more efficiently than competitors. Only the way to achieve it changes. In the case of long-term relationships, customer satisfaction gives rise to its commitment, loyalty, and unwillingness to change the brand when making repeated purchases. This is extremely important from a practical point of view. The fact is that in tourism very clearly manifested the Pareto effect – 20% of consumers bring 80% of profits to the enterprise.

Consumer commitment is a kind of universal criterion for the competitiveness of a tourism enterprise, which reflects its ability to retain its customers by offering them the highest values. If the car manufacturer in its desire to succeed in the market strives for «zero defects», then the manufacturer and seller of tourist services should be oriented to «zero customer leakage» [17].

Relationship marketing implies that every interaction of a tourist enterprise with a client must be considered as individual. Consumer relations are becoming the most important (along with financial, information, material, etc.) resource owned by

enterprises. As relationships are created and developed by people, the most important factor for success in the market is not so much the tourism product offered, but the intelligence, abilities, and personal characteristics of the staff that communicates with consumers of tourist services. Thus, according to expert estimates, contact with consumers is interrupted in 68% of cases due to the fact that they feel inattentive to themselves, and in only 14% of cases - because of dissatisfaction with the product offered. This implies the extreme importance of spreading a relationship marketing philosophy among employees that drives them to think about the customer and to do their best to create and maintain an image of him or her as of the highest value [18].

Traditional marketing (aimed at the market) brings customers to the office of a tourism company, but it benefits little if employees do not meet consumer expectations. The staff should be able to follow the wishes of the customers, analyze them and find a way out of «emergency» situations.

To achieve a stronger relationship with the consumer and better meet his or her needs, one of three approaches can be applied. The first involves the introduction of additional financial benefits to the consumer relationship. For example, airlines offer rewards programs for those who fly frequently on their planes; hotels are more focused on providing rooms to those guests who most often stay with them; supermarkets create funds to return money to customers in the event of their dissatisfaction with a purchased item.

Although these consumer incentive programs and other financial incentives create additional benefits for them, they can be easily copied by competitors and thus will not differentiate the offerings of this particular company. The second approach is to introduce additional social benefits along with financial benefits. At the same time, the company staff works to strengthen social ties with consumers by examining the needs and desires of each of them, and then individualizing and personalizing their products and services. This is how they turn consumers into customers. Consumers may be unnamed for the company and customers may not. Consumers are part of the mass or part of large segments of the market; clients are also serviced on an individual basis. Consumers are served by any employee of the firm who is in place;

clients are serviced by a professional designed for them [19].

The third approach to building strong relationships with the consumer is to connect, along with the financial and social benefits of structural ties. For example, airlines offer special booking systems for travel agents. Customers who frequently contact the company have special telephone lines that they can use. Airlines offer special luggage compartments for first-class passengers so that you can send limo to your airport if desired [20].

For the effective functioning of relationship marketing at the enterprise it is advisable to develop an appropriate program, including the following steps:

1) identification of key consumers deserving of special attitude from the management of the firm. Choose the largest and best consumers and call them your guide to establish a special business relationship with them. Other consumers can also be involved, such as those who show exceptional growth or are a pioneer in the development of a new industry.

2) the appointment of a qualified customer relationship manager for each key client. The seller currently serving the consumer must undergo special training in relationship management or be replaced by another, more qualified specialist in this regard. The customer relations manager must have the traits that meet and attract the consumer's expectations.

3) a clear description of the work of customer relations managers. Describe what customer relations reports they should set, what goals their work should pursue, what authority they may have and what criteria will form the basis of their quality of work evaluation. Make this manager the center of all business relationships with this client. Assign each manager only one or a very small number of such connections, which will ensure on his part quality performance of duties.

4) every customer relations manager should have an annual and prospective plan for developing customer relationships. These plans should include goals, strategies, special activities and the resources required to implement them [21].

the appointment of a senior manager is to oversee the work of consumer relations managers. This person should make a description of their work, select the

criteria for evaluating it, and identify resources to support it in order to improve the performance of customer relations managers.

When customer relationship management is properly implemented, the organization begins to focus as much on customer service as it does on its product (product and service). At the same time, although many companies are strictly moving towards the development of consumer relations marketing, this does not always have the desired effect.

The introduction of relationship marketing into the practical activities of a tourism enterprise allows it to manage consumers to the same extent as the products offered to them. Relationship marketing provides benefits for a travel company such as [22]:

- 1) reducing the cost of finding new clients
- 2) the company provides growth in volume and value of sales as regular consumers increase their expenses for purchasing products in a separate company;
- 3) cross-selling and other marketing solutions to increase profitability increase the share of the company in the consumer basket of each individual consumer. That is, the sales volume increases and the cost of sales does not increase, therefore the profitability increases. It also demonstrates the feasibility of creating affiliate networks that can offer partner services to the consumer, and vice versa;
- 4) the presence of a "product panel" that "eliminates" the need to find and use specialized research companies when offering new services. Because the company maintains long-term relationships with its customers, it is easier to ask the customer about his or her preferences. Relationship marketing ensures that there is a group of customers that creates a market for the company to test when launching new product tours or offering other low-risk services;
- 5) advertising of services to consumers. Many consumers take into account the views of their reference groups when choosing a product or service. Relationship marketing is known to offer the highest value to its customers;
- 6) reduction of information asymmetry and increase of consumer confidence. During the interaction, both parties receive more information and therefore can make

more informed decisions. Trust is growing on both sides.

7) retention of employees. Internal marketing (as an integral part of marketing based on relations) ensures the participation of each individual employee in the development of the company and the achievement of the most complete customer satisfaction;

8) the life cycle of the consumer becomes "longer". The longer the life cycle of the consumer, the more predictable will be the financial flows, and accordingly the profit of the company, on the one hand, and the lower costs of the company, on the other. The company is more confident to offer new services to its customers;

9) increasing the role of long-term planning (its likelihood will become greater), since it is much easier to predict the volume of sales and preferences of regular customers.

In this context, one of the promising directions for ensuring the successful competitive position of modern tourism enterprises is recognizing their partnership interaction in the form of sales caused by relationships. It is difficult to convince a loyal customer that it is worth moving to a service in another company. The company receives a barrier to entry into its market competitors by maintaining a stable base of satisfied customers. In addition, a constant base of satisfied customers ensures the retention of company staff.

CHAPTER 2. TRENDS IN THE DEVELOPMENT OF THE MARKET OF TOURIST SERVICES IN UKRAINE AND ANALYSIS OF SUBJECTS OF TOURISM ACTIVITY

2.1. Analysis of the market for the provision of tourism services in Ukraine

The market is an area of activity that combines into a specific system the production and consumption of products similar in properties and purpose. The tourist services market meets the needs of the population for recreation and meaningful leisure activities and operates according to the general laws of the world market. It is an integral part of the services market, its type component. The services market as a component of the world market was formed as a result of the separation of non-productive activity into a separate sphere of economy – the sphere of services, which is an objective process of deepening social division of labor due to the development of productive forces and diversification of social production.

The separation of services into a separate area of activity that has shaped the service market is based on the specifics of the service itself. These specific features can be reduced to four [26]:

- insensitivity (inviolability, invisibility;)
- continuity of production and consumption;
- inability to store and store;
- heterogeneity and variability in quality.

The service cannot be perceived by touch, it is partly invisible, invisible. Hence the impossibility of accumulating and storing them, since the activity in the service sector in most cases implies the simultaneity of the process of production and consumption of services, that is, the realization and consumption coincide in time and space. Hence the peculiarity of the organization of service: the number, nomenclature and quality of services in this place must now meet a similar demand for these services. The consequence of the simultaneity of the production / consumption

process is the heterogeneity and variability of the quality of service. The vast majority of services are not mass in nature, they always carry the features of individualization, and this affects both production and consumption of services. The quality of the service is influenced by the time and place of rendering, the personnel composition, the level of qualification, psychological characteristics, even the state of health and mood of the service provider. The personal characteristics of the consumer also influence the evaluation of the quality of the service received.

The tourist services market or the tourism market is the objective basis for the growth and diversification of social needs and the corresponding deepening of the social division of labor. It is part of the global market for services, its specific component. The tourist market is the sphere of meeting the needs of the population in services related to leisure and meaningful leisure activities on the trip [27].

The specificity of the tourist service is at the heart of the isolation of the tourist market. The tourist service has all the mentioned features of the service, that is, insensitivity, continuity of production / consumption process, impossibility of accumulation and heterogeneity of quality, but before that it has a number of specific features:

complexity. Travel service is always a complex of services, which necessarily includes services of accommodation, food, transportation, excursion service and a number of others that ensure the realization of the purpose of the trip. This complex is characterized by complementarity and interchangeability within each type of service (for example, it is possible to travel by different modes of transport, or by one type, but by different classes, etc.);

mobility implies the mandatory movement of the consumer to the place of service;

the inseparability of the service process is related to the previous features. Service in tourism is a continuous process as only in this way can the travel purpose be realized. The moment of production and consumption of tourist services coincides in time and in space. It is also possible to evaluate the quality of service only at the moment of consumption;

rhythm. This trait reflects the nature of activity in the tourist market. The mechanism of supply and demand regulation in this case is based on the constant variability of demand and relative stability of supply. Demand for tourism services is subject to fluctuations depending on the life cycle: daily, weekly, annual. In addition, it varies depending on the ratio of objective and subjective internal and external factors. That is, there is a certain time gap between the subdued fluctuations in demand and the constant supply. This dissonance is exacerbated by the narrow specialization of most businesses involved in the creation of a tourism service, which, in aggregate, adversely affects the efficiency of tourism activities.

Tourism is one of the leading spheres of Ukraine's economy, providing not only budget revenues, but also creating jobs, developing a positive image of the state, enhancing the competitiveness of national tourism products. Therefore, it has a significant impact on the economy of Ukraine, but the share of revenues from the provision of tourist services does not reach 2% of GDP in 2018, while in countries where the tourism industry is well developed, it can generate up to 10% of GDP [28].

In order to fully assess the market for the provision of tourism services in Ukraine, it is necessary to analyze various indicators. First of all, this is an analysis of tourist flows in Ukraine (according to the State Border Service Administration) [29].



Fig. 2.1. Dynamics of tourist flows of Ukraine, persons

According to the data obtained in Figure 2.1, it can be concluded that during the study period (2014-2017) the dynamics of the number of foreign nationals who visited Ukraine and the change in the number of Ukrainian citizens traveling abroad had similar tendencies. The dynamics are positive except for 2015, when the flow of foreigners decreased by 2,3% due to the events that took place in Ukraine in 2014. But since 2015, the flow of foreign tourists has increased by about 10% annually. Summarizing the dynamics of domestic tourist flows in 2017, the number of citizens traveling abroad increased by 17,8% relative to 2014, indicating a steady increase in demand, despite the economic situation in Ukraine.

Now it is necessary to more thoroughly analyze the inbound and outbound tourism of Ukraine.

In Table 2.1 there is information about number of foreigners crossing the state border of Ukraine, what is an indicator of inbound tourism in Ukraine [30].

Table 2.1

Number of foreigners crossing the state border of Ukraine, thousands of people

	2016	2017	2018	2019	Growth, %		
					2017-2016	2018-2017	2019-2018
I quarter	2 427,3	2 631,5	2 547,7	2 357,8	8,4	-3,2	-7,5
II quarter	3 392,7	3 697,1	3 673,4	3 513,8	9,0	-0,6	-4,3
III quarter	4 559,5	4 769,5	4 935,7	-	4,6	3,5	-
IV quarter	3 226,3	3 323,1	3 050,1	-	3,0	-8,2	-
Total	13 606,0	14 421,2	14 207,0	-	6,0	-1,5	-

The slight decrease in the number of foreigners' arrivals to Ukraine in the first half of 2019, compared to the same period last year (-5,6%), is caused by a decrease in the tourist flow from the border countries.

The leading countries in terms of the number of foreigners entering Ukraine are historically border countries, whose share has been gradually decreasing from 85,5% to 80,7% since 2016, which is explained, inter alia, by the introduction of amendments to the Customs Code of Ukraine from 01.01.2018, which significantly limit duty-free crossing of goods across borders.

Against the background of the decrease in border traffic in the first half of 2019 compared to the first half of 2018, there are qualitative changes in the structure of inbound tourist flow from non-border countries. Thus, significant growth of flows from: Lithuania – by 32,0%, Latvia – 18,1%, Germany – 17,5%, Canada – 11,4%, China – 11,1%, as well as the upward trend of tourist flows from: France – 6,0%, the USA – 5,6%, the Czech Republic – 5,6%, Italy – 3,9%, the United Kingdom – 2,7%, Bulgaria – 2,4% and the flow of tourists from Georgia has resumed – 4,5% (Table 2.2) [30].

Table 2.2

Countries whose citizens visit Ukraine most often

	Country name	First half year 2016, thousands of people	First half year 2017, thousands of people	First half year 2018, thousands of people	First half year 2019, thousands of people	Growth 2018-2019, %
1	Moldova	1 986,8	2 013,2	1 949,6	1 795,5	-7,9
2	Belarus	674,9	1 048,0	1 064,5	909,6	-14,5
3	Russia	596,2	620,3	645,3	623,6	-3,4
4	Poland	555,5	553,0	532,4	513,5	-3,5
5	Hungary	581,3	608,0	447,4	417,3	-6,7
6	Romania	374,8	400,6	354,8	353,7	-0,3
7	Slovakia	206,7	168,9	151,8	127,7	-15,9
8	Turkey	87,8	115,5	134,2	125,8	-6,2
9	Israel	76,5	99,9	125,7	121,0	-3,8
10	Germany	70,5	87,6	98,7	115,9	17,5
11	USA	61,7	71,6	80,5	85,1	5,6
12	Great Britain	29,9	35,4	57,2	58,8	2,7
13	Lithuania	21,1	34,0	40,9	54,1	32,0
14	Italy	32,4	35,6	40,5	42,1	3,9
15	Azerbaijan	43,1	42,0	42,5	41,3	-2,9
16	Czech Republic	18,4	25,6	29,6	31,2	5,6
17	France	22,9	26,9	29,1	30,9	6,0
18	Bulgaria	18,3	21,0	22,4	22,9	2,4
19	Georgia	21,4	23,3	21,7	22,7	4,5

20	Latvia	12,1	16,7	18,7	22,1	18,1
	Others	327,8	281,5	333,6	356,8	7,0
	Total	5820,1	6328,6	6221,1	5 871,6	-5,6

Table 2.3 presents the quarterly data of citizens of Ukraine who left the country for 2016-2019, based on which you can analyze the dynamics of outbound tourism in Ukraine [30].

Table 2.3

Number of Ukrainian citizens who went abroad

	2016	2017	2018	2019	Growth, %		
					2017-2016	2018-2017	2019-2018
I quarter	5 283,4	6 916,6	5 844,4	6 085,3	30,9	-15,5	4,1
II quarter	6 484,9	5 570,6	7 055,2	7 542,1	-14,1	26,7	6,9
III quarter	6 904,1	7 790,8	8 218,4	-	12,8	5,5	-
IV quarter	5 995,8	6 159,2	6 692,6	-	2,7	8,7	-
Total	24 668,2	26 437,4	27 810,8	-	7,2	5,2	

During 2017-2019, the outbound tourist flow has maintained a steady upward trend, due to the introduction of a visa-free regime with EU countries since June 11, 2017. According to the results of the first half of 2019, the increase of the outflow of Ukrainian tourists compared to the same period of 2018 is 5,6% (in the first half of 2018 the increase was 3,3%). Mostly Ukrainian citizens travel to the border countries, the share of which since 2016 has been gradually decreasing from 88% to 77,7% of the tourist flow. The redistribution of tourist flows is explained by the introduction of a visa-free regime with EU countries, the introduction of amendments to the Customs Code of Ukraine from 1 January 2018, which significantly limit the duty-free crossing of goods across borders, the expansion of air travel low cost and the opening of direct flights.

The leading countries that Ukrainians have chosen to travel abroad in the first half of 2018 and 2019 are countries presented at Figure 2.2.

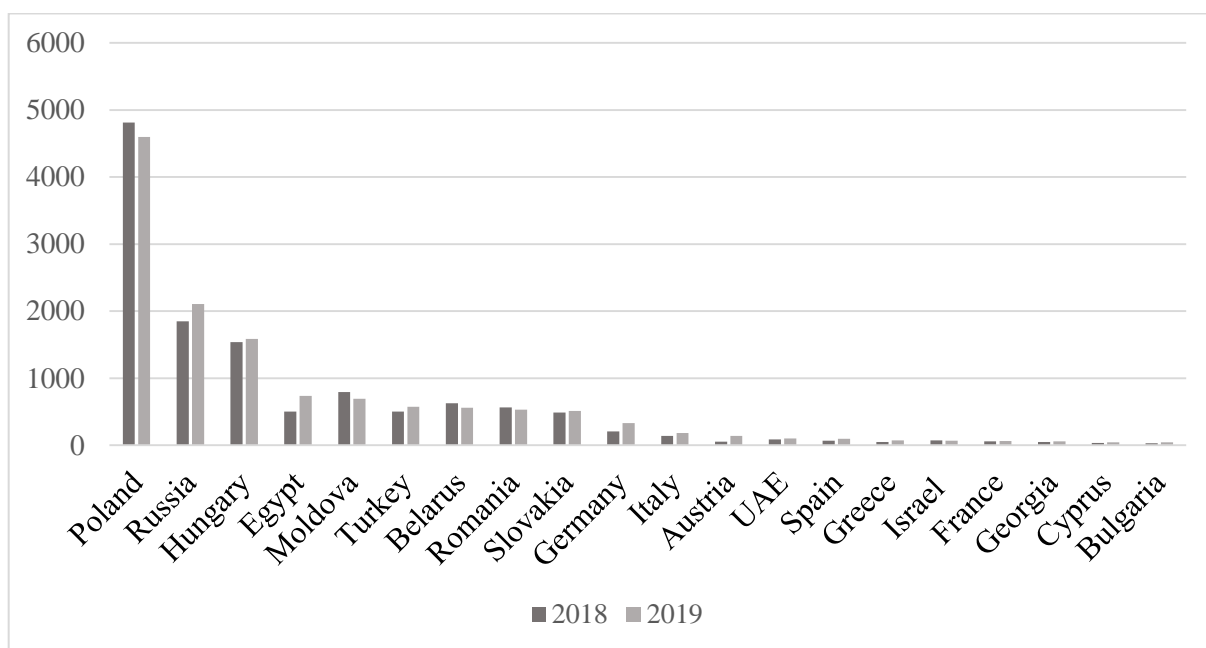


Fig 2.2. Countries to which citizens of Ukraine most often go

There are qualitative changes in the structure of outbound tourist flow to non-border countries. This recorded a significant increase in flows to: Austria – by 157%, Germany – 60,9%, Spain – 50,1%, Egypt – 46,0%, Bulgaria – 42,4%, Greece – 43,8%, Italy – 30,5%, Cyprus – 23,6%, Georgia – 18,4%, Turkey – 14,6% and UAE – 13,9%.

Analyzing the tourist market of Ukraine, it is advisable to make an assessment of both the number of subjects of tourism activity and their performance. The Law of Ukraine on Tourism defines tourist operators and travel agents as the main subjects of tourism activity.

Tour operators are legal entities established under the legislation of Ukraine for which the exclusive activity is the organization and provision of the creation of a tourist product, the implementation and provision of tourist services, as well as the intermediary activities for the provision of typical and related services, and which in accordance with the established procedure have obtained a license for tour operator activity .

Travel agents are legal entities established under the legislation of Ukraine, as well as natural persons - business entities, which carry out intermediary activities for the sale of tourism product of tour operators and tourist services of other entities of tourism activity, as well as intermediary activities for the implementation of characteristic and related services [31].

Table 2.4

General characteristics of the subjects of tourist activity of Ukraine

	2017			2018		
	Total	Including		Total	Including	
		Tour operators	Travel agents		Tour operators	Travel agents
Legal entities						
Number of subjects of tourist activity, units	1670	498	1172	1772	529	1243
Revenue from the provision of tourist services (excluding VAT, excise tax and similar mandatory payments), thousand UAH	18469501,6	17917371,6	552130,0	21022729,6	20307544,1	715185,5
Individual entrepreneurs						
Number of subjects of tourist activity, units	1630	-	1630	2322	-	2322
Revenue from the provision of tourist services (excluding VAT, excise tax and similar mandatory payments), thousand UAH	497002,4	-	497002,4	556652,4	-	556652,4

Thus, based on the data in Table 2.4, the network of tourist enterprises of Ukraine - legal entities and individual entrepreneurs - in 2018 amounted to 4094

units, which is 794 units less than in 2017. In the structure of the network by types of subjects of tourist activity, the most numerous category is travel agents, whose share exceeds 85% of the total number of subjects (Figure 2.3). As for revenue from the provision of tourist services, in 2018 the total income of entities that provide tourist services (legal entities and individual entrepreneurs) increased by 2 612 878 thousand UAH in comparison with 2017, which is 13,8%.

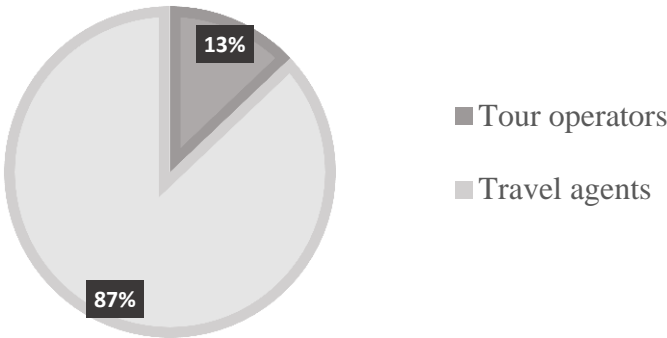


Fig. 2.3. Structure of tourism market of Ukraine

As the number of travel agencies and tour operators and the revenues they receive depend directly on the number of tourists served, it is necessary to analyze the number of tourists served by subjects of tourism activity in Ukraine during 2017-2018 (Fig 2.4).

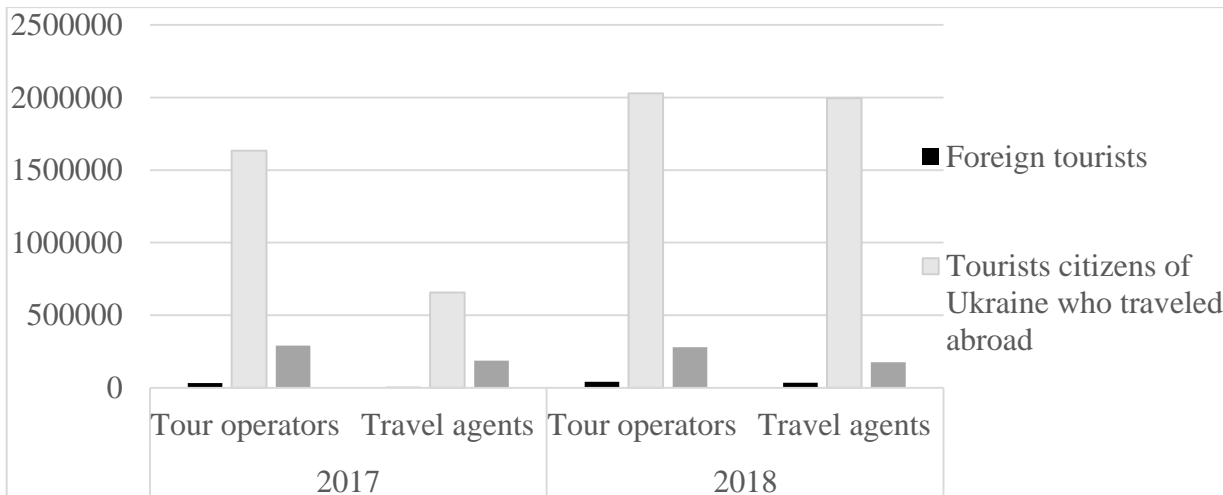


Fig. 2.4. Number of tourists served by subjects of tourism activity, persons

As can be seen in Fig 2.4, most often the services provided by subjects of tourist activity were used by citizens of Ukraine who traveled abroad, and least of all the services of travel agents and tour operators of Ukraine were used by foreign tourists. Also, in 2018, a sharp increase in demand for the services of travel agencies was seen, which almost equaled the number of tourists served with tour operators.

To assess the real situation on the tourist market of Ukraine, let us also consider the regional aspect. The number of tourist entities operating in the regions of Ukraine is characterized by uneven distribution.

Table 2.5

Number of subjects of tourist activity by regions

Name of region	2017	2018
Vinnitsia	66	85
Volyn	57	66
Dnepropetrovsk	325	416
Donetsk	42	92
Zhytomyr	44	58
Transcarpathian	60	89
Zaporozhye	152	178
Ivano-Frankivsk	95	118
Kiev	110	208
Kirovohrad region	38	50
Lugansk	17	28
Lviv	239	291
Nikolaev	61	84
Odessa	240	249
Poltava	91	147
Rivne	57	88
Sumy	58	79
Ternopil'ska	43	58
Kharkiv	258	258
Kherson	61	72
Khmelnitsky	81	79
Cherkasy	90	98
Chernivtsi	61	76
Chernihiv	51	58
m. Kyiv	903	1069
Total	5317	6112

Based on the data of the Table 2.5 it should be said that the number of subjects of tourism activity in the regions of Ukraine is distributed unevenly. In 2018, there

were more tourism entities in such regions as the Dnipropetrovsk, Zaporizhzhya, Kiev, Lviv, Poltava, and the city of Kiev. The largest number of entities are located in Kharkov, Poltava, Odessa, Lviv, Kiev (including the city of Kiev), and Dnepropetrovsk is the lider.

The main subjects of tourism activities are tour operators as they are providers of services to travel agencies, which means that without them the activities of the latter would not have been possible. Therefore, it is necessary to analyze Ukrainian tour operators according to different ratings. The Table 2.6 will provide information on the results of the processing of statistical reports of tour operators for 2018 [32].

Table 2.6

Rating of tour operators by the number of tourists served

	Name of tour operator	The number of tourists, persons
1	LLC "Join UP!"	902 600
2	LLC "'Anex Tour" tourist company"	515 582
3	LLC "Accord-Tour"	297 744
4	LLC "Tez Tour"	284 956
5	LLC "Coral Travel"	243 729
6	LLC "TTVK" (TUI)	230 462
7	LLC "Travel Professional Group"	229 484
8	LLC "Pegas Touristic"	115 887
9	LLC "GTO"	66 400
10	PGSC "Obriy INC."	41 576
Total for tour operators		3 376 350

Since outbound tourism predominates in Ukraine, the Table 2.7 will show the data of tour operators on the number of served Ukrainian citizens who traveled abroad.

Table 2.7

Rating of tour operators by the number of served Ukrainian citizens who traveled abroad

	Name of tour operator	The number of tourists, persons
1	LLC "Join UP!"	878 416
2	LLC "Anex Tour" tourist company"	515 582
3	LLC "Tez Tour"	284 956
4	LLC "Accord-Tour"	260 563
5	LLC "Coral Travel"	242 071
6	LLC "TTVK" (TUI)	230 462
7	LLC "Travel Professional Group"	228 381
8	LLC "Pegas Touristic"	115 887
9	LLC "GTO"	66 400
10	LLC "Zeus Travel"	20 014
Total for tour operators		3 148 162

From the data of the Table 2.6 and the Table 2.7 it follows that the leading positions in the market of tourist services in Ukraine are occupied by such tour operators as Join UP!, Anex Tour, Accord-Tour and Tez Tour. If compare the data of these two tables, it can be seen that most tour operators provide services for outbound tourism.

The UATA Association (Ukrainian Association of Travel Agencies) also presents its rating of tour operators. The UATA Association conducted a survey among directors and managers of travel agencies of Ukraine about tour operators having their own charter programs in the most popular areas. 9 tour operators were evaluated on 10 criteria in terms of convenience of cooperation for the agent (Table 2.8) [33].

Table 2.8

Rating of agent-friendly tour operators of mass tourism

	Name of tour operator	Summary score
1	Tez Tour	4,29
2	Join UP!	4,23
3	Pegas Touristic	4,13
4	Kompas	3,91
5	TUI	3,63
6	Coral Travel	3,58
7	ALF	3,48
8	Anex Tour	3,33

9	TPG	3,21
---	-----	------

The Table 2.8 shows that the leaders among travel agents are such tour operators as Tez Tour, Join UP!, Pegas Touristic.

Analyzing all the above data, it is worth noting that the market of tourist services in Ukraine will develop with positive dynamics. Every year there are more traveling Ukrainians and foreigners who come to Ukraine. But the number of Ukrainian citizens traveling in Ukraine remains low, which can be explained by the insufficient and irrational use of resources necessary for tourism within the country. Also, positive dynamics are observed in the growth in the number of tourism entities, which has a positive impact on the contribution of tourism to the country's economy. Tourism for Ukraine is an area that has great potential for development.

2.2. Characteristics of economic and financial activity of a travel agency “Kraski Mira”

Travel company “Kraski Mira” was founded in 2010 in Kharkov on the basis of the License of the State Service for Tourism and Resorts of Ukraine AB No. 566601 dated 01.10.2010, and in 2014 received a License for tour operator activities AE No. 272863 of the State Agency of Ukraine for Tourism and resorts from 09.24.2014 (valid for unlimited duration). Travel agency “Kraski Mira” is located on Gagarin Avenue 43/2, BC "Aristocrat", 8th floor, office 803-a, which is near metro stations Metrostoiteli, Sportivnaya, Gagarin Avenue. Travel company “Kraski Mira” is youth, professionalism, reliability and honesty. The company offers a variety of leisure activities, a wide range of tourist routes, excellent accommodation and meals at the appropriate level of service prices.

“Kraski Mira” performs the mediation activity on the sale of the tourist product of tour operators and tourist services of other subjects of tourist activity, as well as the mediation activity in the implementation of characteristic and related services (travel agent). The main partners of the travel agency, suppliers of tours, are such

tour operators as Join UP! and Tui. These are experienced players in the Ukrainian tourism market, who in the agent-friendly rating of the Ukrainian Association of Travel Agencies in 2019 occupy the second and fifth places among the 9 largest tour operators in Ukraine, respectively. Also, “Kraski Mira” also cooperate with other Ukrainian tour operators who have good positions in the tourism market. This is TEZ TOUR, TPG, Coral Travel, Anex Tour.

Travel company “Kraski Mira” offers its customers a full range of travel services:

air tours to any point of the Earth - whether it be sightseeing tours, holidays in exotic countries and on “paradise” islands, or Turkey, Egypt, Bulgaria, the United Arab Emirates, Greece, Montenegro, Croatia, Sri Lanka and Thailand, familiar and loved by tourists;

departures from any cities and not only Ukraine (Kharkov, Kiev, Odessa, Zaporozhye, Dnieper, etc.);

bus tours - tours in Ukraine where tourists can discover new, previously unexplored pages of their native country, bus tours in magical Europe, where everything around is filled with a unique history and masterpiece architecture;

ski bus and air tours - winter holidays in the Carpathians, ski resorts in fabulous Poland (Zakopane), hospitable Bulgaria (Bansko, Pamporovo, Borovets), Slovakia (High and Low Tatras), visa-free Montenegro (Kolasin), amazing Austrian Alps (Salzburg land, Tyrol, Carinthia), the French Alps (Meribel, Courchevel, Val Thorens, Chamonix), Italy and other countries;

organization of individual tours;

hotel reservation worldwide;

booking airline tickets in any direction;

travel insurance;

sale and replenishment of travel SIM cards “Travel Sim”.

Travel agency “Kraski Mira” provides Kraski Mira Discount Club for its customers. For the Kraski Mira team, this is another way of expressing concern for their customers. For customers, this is an opportunity to receive additional gifts when

buying a tour. This program is that each member of the Kraski Mira Discount Club is the owner of a bright and beautiful Kraski Mira Discount Card. Kraski Mira Discount Card entitles the bearer to purchase a discounted tour (the discount applies only to “package tours” and does not apply when booking individual services). The size of the discount on each card is individual and depends on the number of trips (upon receipt of the card, the manager fixes the size of the starting discount and adjusts it in the future). The holder of the Kraski Mira Discount Card can transfer it to friends / relatives so that they can take advantage of the discount on the card, after his first trip, a friend / relative receives his own Kraski Mira Discount Card. Members of the Kraski Mira Discount Club receive gifts before each trip. If the customer’s trip is timed to an important event, such as a birthday, honeymoon or wedding anniversary, the company will not disregard this and surprise with another gift.

For the convenience of customers, the travel agency “Kraski Mira” has its own website where there is all the necessary information on tours and services provided. In the “Tour Selection” section, each client can find tours in different directions, see a window of burning tours, and can also use hotel reservations around the world. This is very convenient as the client enters all his wishes: package tour / sightseeing tour / charter, destination, desired dates, city of departure and arrival, resorts, hotels and their categories, types of food. According to the specified parameters, the client will be able to see the cost, description of the tour and send an application for the selected tour. On the website of the travel agency “Kraski Mira” everyone can plunge into the world of travel. The unique section “Travel Stories” is the real stories of real people, including travel agencies teams that share their travel ideas that weren’t invented. This is not just a story about a country or hotel, it is a mini story in which there are a lot of useful and interesting information. Plus, all reviews are illustrated with photographs directly from the scene. The travel agency “Kraski Mira” leads pages on such social networks as Instagram and Facebook, as well as a Viber group with last-minute tours.

A travel company “Kraski Mira” is not only a travel agency, but also a tour operator, which have different organizational and legal forms. The travel agency is

registered as an individual entrepreneur of the third group, and the travel operator is LLC. According to the decision of the owners, it was agreed that the staff of the travel agency would be registered in the LLC. The staff of the travel agency “Kraski Mira” consists of four people: director, tour sales manager, advertising manager, accountant. The organizational and managerial structure of the enterprise in accordance with the lines of work is linear-functional and looks like a Fig. 2.6.

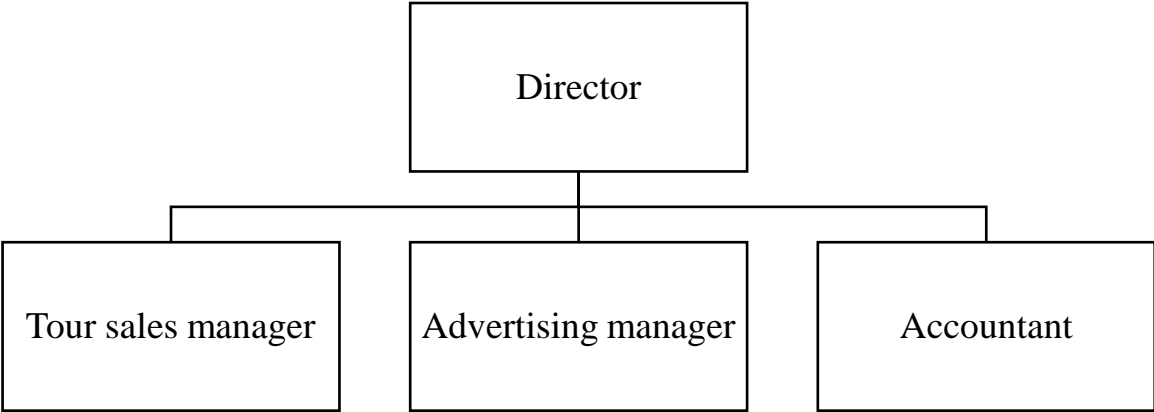


Fig.2.6. Organizational structure of “Kraski Mira”

Management of the current activities of the enterprise is carried out solely by a director. The director reports to an accountant, a tour sales manager and an advertising manager.

Obligations among employees are distributed as follows:

The director manages all types of activities of the organization in accordance with the current legislation, organizes the work and effective interaction between managers, solves all issues related to financing and development of the company, concludes contracts, gets acquainted with the market news, participates in a conference, makes decisions on hiring or firing employees, develops programs to improve internal production relations.

Tour sales managers advise clients on travel products and company services, select and sell individual and group tours, calculate the cost of tours, book hotel tickets.

The advertising manager maintains pages on social networks (Instagram, Facebook) and the official website of travel agents, is engaged in the development and preparation of advertising products and its placement, analyzes the effectiveness of the advertising campaign.

Managers took additional courses on tourism and service, necessary internships, have corporate communication skills, have reliable information about the routes being developed, and have an idea of the legal basis of tourism activities.

The accountant exercises control over the work of the company, has information about the availability and movement of funds, carries out various business operations, preparation and submission of reports.

Analysis of the financial activities of the travel agency "Kraski Mira" is presented on the basis of state statistical observation in the form No. 1-tourism (annual) "Report on tourism activity" (approved by the order of the State Statistics Committee of Ukraine from 30.11.2012 under No. 498 (as amended)).

The analysis of the main financial indicators of the travel agency "Kraski Mira" for 2018-2019 is presented in Table 2.9.

Table 2.9

Analysis of financial indicators of travel agency "Kraski Mira" 2018-2019

Indicator	2018	2019	Growth	
			Absolute	Relative
Costs incurred by the subject of tourist activity in providing tourist services, thousand UAH.	66,1	73,9	+7,8	+11%
Revenue, thousand UAH.	430,3	502,0	+71,7	+16,7%
Average number of full-time employees	0	0	+0	-
Average number of freelancers (contracted and outsourced)	0	0	+0	-
Number of unpaid	1	1	+0	-

employees (owners, founders of the company and their families)				
---	--	--	--	--

Based on the data in Table 2.1, it can be seen that in 2019 both the costs and income of the travel agency became higher compared to 2018. So, the costs of the subject of tourism activities increased by 7.8 thousand UAH, which is a relative increase of 11%, and income increased by 71.7 thousand UAH, which is 16.7% more than in 2018. As for the staff, no changes have occurred. Consequently, the increase in the income of a travel agency was influenced by either a greater demand for tourism products or an increase in prices for the products offered by tourism operators.

Table 2.10 shows the costs structure of the travel agency "Kraski Mira" for 2018 and 2019, since, based on Table 2.9, changes occurred for the analyzed periods.

Table 2.10

The costs structure of the travel agency "Kraski Mira" for 2018-2019

Costs	2018, th UAH	2019, th UAH	Growth		Share in total, 2018, %	Share in total, 2019, %
			Absolute	Relative		
Fixed costs	49,3	54,1	+4,8	+9,7	74,6	73,2
including rental of premises;	18,0	18,0	-	-	27,2	24,4
taxes	31,3	36,1	+4,8	+15,3	47,4	48,8
Variable costs	16,8	19,8	+3,0	+17,8	25,4	26,8
including communication (phone, internet);	1,4	1,9	+0,5	+35,7	2,1	2,6
utility bills (electricity, water, heat, utilities);	12,4	13,5	+0,9	+8,9	18,8	18,3
maintenance of office equipment;	0,6	0,8	+0,2	+33,3	0,9	1,0
expenses for promotion of tourist products;	2,4	3,6	+1,2	+50	3,6	4,9
salary	0	0	-	-	0	0

Total	66,1	73,9	7,8	+11,8%	100	100
--------------	-------------	-------------	------------	---------------	------------	------------

Table 2.10 shows that the fixed costs of travel agencies in 2019 compared to 2018 increased by 4.8 thousand UAH, which is 9.7%. The reason is income tax and a single social contribution, which is paid monthly by an individual entrepreneur. Variable costs in 2018 were UAH 16.8 thousand and UAH 19.8 thousand in 2019, that is, growth amounted to UAH 3 thousand in absolute terms and 17.8% in relative terms. The change in variable costs was mainly affected by communication costs (telephone and Internet), utility bills and promotion costs. The share of fixed costs in the total volume in 2019 decreased from 74.6% to 73.2% despite the increase in taxes and at the same rental cost.

Table 2.11 is a comparison of the number and cost of sold tourist vouchers for 2018 and 2019 by the travel agency "Kraski Mira".

Table 2.11

Quantity and cost of sold tourist vouchers 2018-2019

Indicator	Number of tourist vouchers, units		The cost of tours, thousand UAH		Number of tour-days according to realized tours	
	2018	2019	2018	2019	2018	2019
Realized tours (vouchers) - total	443	489	5312,9	6370,7	3527	3996
to citizens of Ukraine to travel within Ukraine	7	3	55,3	27,3	63	41
to citizens of Ukraine for traveling abroad	436	486	5257,6	6343,4	3464	3955

The table shows that the sales structure of a travel agency is dominated by the sale of tours abroad - 98.4% in 2018 and 99.4% in 2019. As can be seen from Table 2.3, in 2019 the sales of a travel agency grew by 46 rounds, which in cash equivalent is 1057.8 thousand UAH. It can also be concluded that in 2019 the demand for travel in Ukraine decreased by 57%, and for travel abroad increased by 11%.

Table 2.12 shows the number of tourists served in 2019, which does not include sightseers.

Table 2.12

The number of tourists served in 2019

Indicator	Including	
	citizens of Ukraine (departure)	citizens of other countries (arrival)
Number of tourists served, total persons	489	
including travelers within Ukraine	3	
travelers abroad	486	

So, in 2019, out of 489 completed tours, 486 were passed to Ukrainian citizens for traveling abroad and 3 for traveling around Ukraine, that is as a percentage 99% and 1% respectively (Fig.2.7).

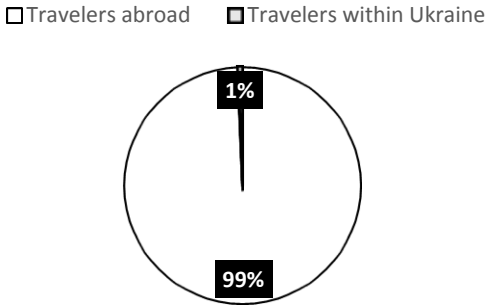


Fig 2.7. Distribution of domestic and outbound tourists

The distribution of tourists by purpose of visit in 2019 is presented in the Table 2.13. Figure 2.8 also shows the distribution of tourists by gender and age.

Table 2.13

The distribution of tourists by purpose of visit in 2019

Indicator	Total tourists, persons	Including for the purpose of visiting					
		business, education	leisure, rest	treatment	sports tourism	specialized tourism	others
Number of tourists, total	489		489				
including inbound (foreign) tourists							
outbound tourists	486		486				
domestic tourists	3		3				

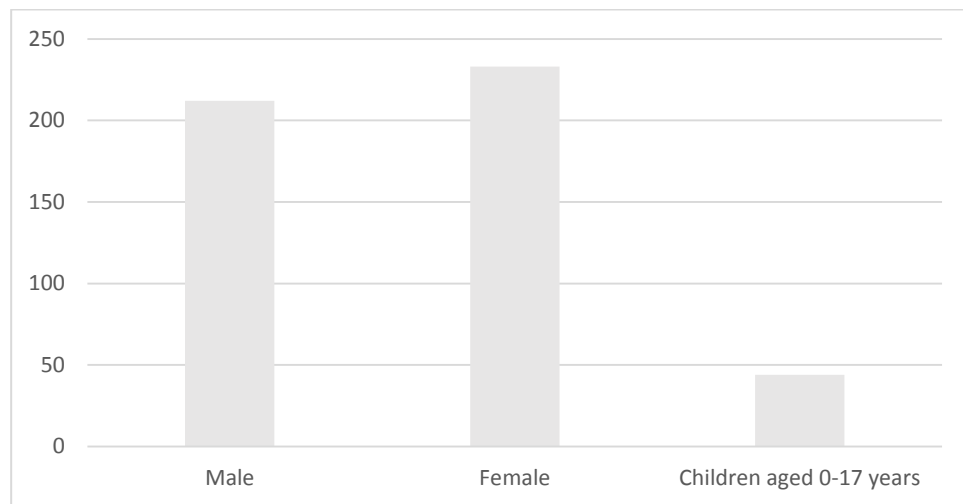


Fig. 2.8. The distribution of tourists by gender and age

Based on the data of the Table 2.13 and Fig. 2.8 it can be concluded that in 2019 100% of tourists the purpose of travel was recreation and leisure, which confirms the direction of travel agency “Kraski Mira”. Of the total 489 tourists in 2019, 48% were women, 43% were men and 9% were children between the ages of zero and 17. That is, we can assume that the main clients of the travel agency in 2019 were couples, families with children, as well as women traveled more than men.

Further, Table 2.14 will provide information on countries of departure of citizens of Ukraine in 2019.

Table 2.14

Distribution of Ukrainian citizens by country of departure

Name of country	Citizens of Ukraine (departure), persons	Share in total, %
Austria	2	0,4
Albania	3	0,6
Bulgaria	8	1,6
Netherlands	3	0,6
Greece	11	2,3
Georgia	6	1,2
Egypt	129	26,6
Israel	1	0,2
Spain	16	3,3
Italy	16	3,3
Cyprus	41	8,4
China	5	1,0
Norway	2	0,4
United arab emirates	17	3,5
Poland	1	0,2
Portugal	23	4,7
Thailand	4	0,8
Tunisia	9	1,9
Turkey	141	29,1
Hungary	12	2,5
France	5	1,0
Czech republic	13	2,7
Montenegro	16	3,3
Sri lanka	2	0,4
Total	486	100

The results of the Table 2.14 are clearly presented in Fig. 2.9.

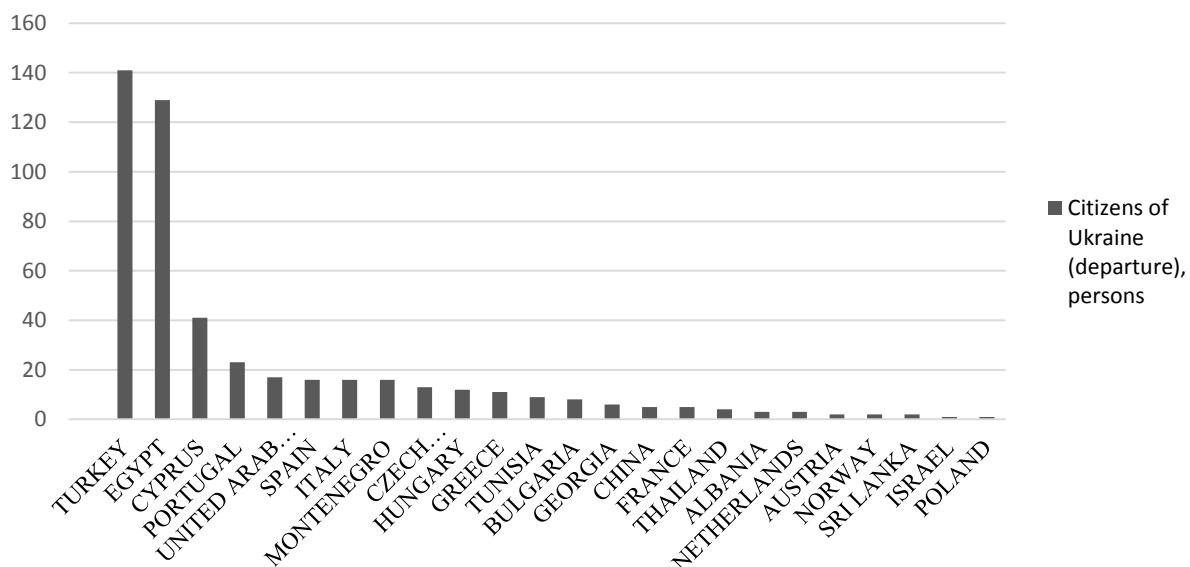


Fig. 2.9. Priority of countries to which Ukrainian citizens traveled in 2019

As you can see from Pic 2.9, the priority destinations for Ukrainian tourists in 2019 were such countries as Turkey (29.1%), Egypt (26.6%), Cyprus (8.4%), Portugal (4.7%), UAE (3.5%), and Israel and Poland became the least popular, where in 2019 only one person went, which amounted to 0.2%.

In general, based on all the information analyzed, it is possible to conclude that there is a tendency to increase sales of tourism products offered by the “Kraski Mira” travel agency. Their main activity is outbound tourism for the purpose of recreation and leisure. In 2019, the travel agency’s income increased by 16.7%, which is a consequence of the greater number of tours sold abroad for a greater total amount of the cost of trips. In order to continue positive dynamics and even greater revenue growth, as well as to have stronger and longer relationships with potential customers, as well as with existing ones in the database, a travel agency needs to introduce relationship marketing tools into the marketing complex.

CHAPTER 3. PRACTICAL RECOMMENDATIONS ON THE IMPLEMENTATION OF RELATIONSHIP MARKETING IN THE ACTIVITIES OF A TRAVEL AGENCY “KRASKI MIRA”

3.1. Increasing customer loyalty of Kraski Mira travel agency as an element of relationship marketing

As you know, the concept of relationship marketing is aimed at building and establishing long-term relationships with key partners who interact in the market: suppliers, customers, distributors. In the tourism business, this interaction is as follows [35].

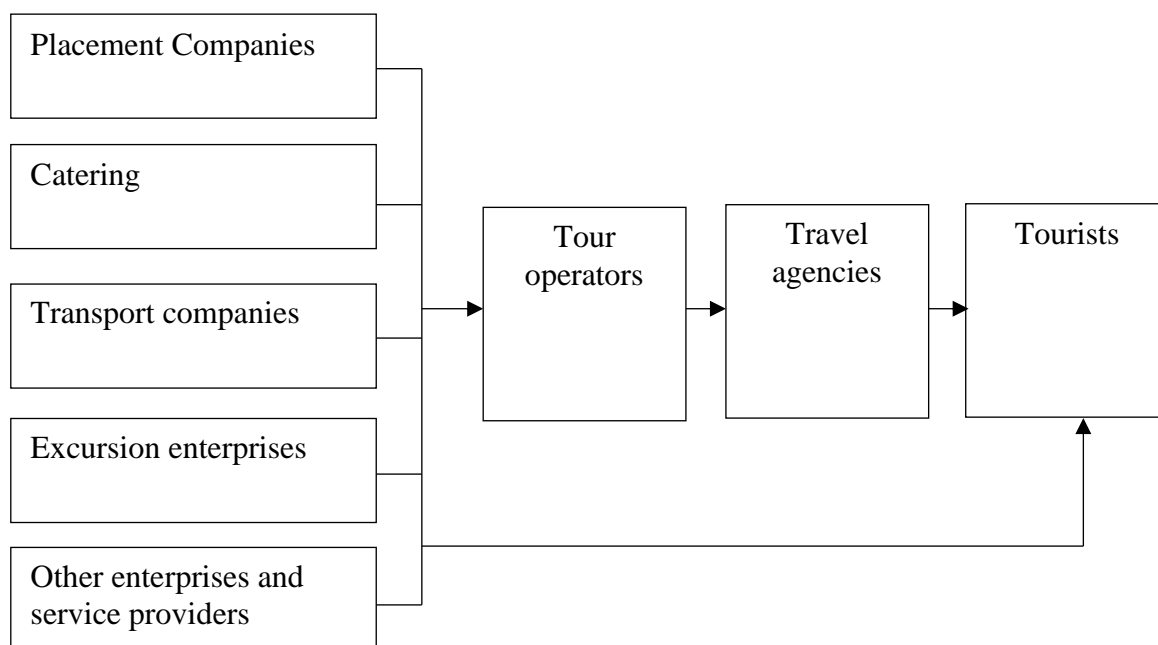


Fig 3.1. The scheme of information and communication links in tourism

Based on Fig 3.1 it can be seen that the key partners in the tourism market are service providers such as accommodation, catering, transport companies and others, tour operators, travel agencies and the actual consumers of these services – tourists. That is, in this case, relationship marketing can be built at several levels depending on the position that the enterprise occupies. So, a travel agency is an intermediary between a tour operator and tourists, and its main activity is the promotion and sale of a tourism product created by a tour operator.

The considered company “Kraski Mira” is a relatively small travel agency that cooperates with major tour operators in Ukraine, and its purpose is to maximize profits from the sale of tours, and for this in the context of marketing relations you need a set of measures to develop long-term relationships with clients. This is also justified by the fact that tourism products and services are becoming more standardized and unified, competition in the tourism market is growing every day, and the number of tourism entities, especially travel agencies, is also growing, which makes the use of only the traditional 4P complex insufficient. It becomes important for a travel agency to “tie” a tourist to itself for as long as possible.

The purpose of the travel agency “Kraski Mira” will primarily satisfy the emotional needs and needs of customers, their desire to feel that they are valued and perceived as unique personalities, and not regular customers. In this context, relationships become the company's most important resource, along with other resources.

The complex proposed may consist of the following elements:

- 1) implementation of CRM technology;
- 2) creating a loyalty program.

These innovations are aimed at gaining customer loyalty. Consumer (client) loyalty is a positive attitude and constant appeal to the services of one and the same company, it is a feeling that arises for a company that encourages people to give their money for this particular product or service, it is the result of psychological contact between the brand (company) and by consumer [36-39].

The level of trust and loyalty is determined by three components:

the quality of the service or product, the degree of compliance with the expectations imposed by communication, the real property of the product or service;

the quality of transformation of the consumer’s mood (what sensations does the consumer experience, which he expected to experience by responding to your proposal?);

the type and quality of interaction with the client (what did the client feel during your short interaction? How do you solve problems?).

Loyal customers are often confused with regular customers. Fig 3.2 shows the components of customer loyalty.

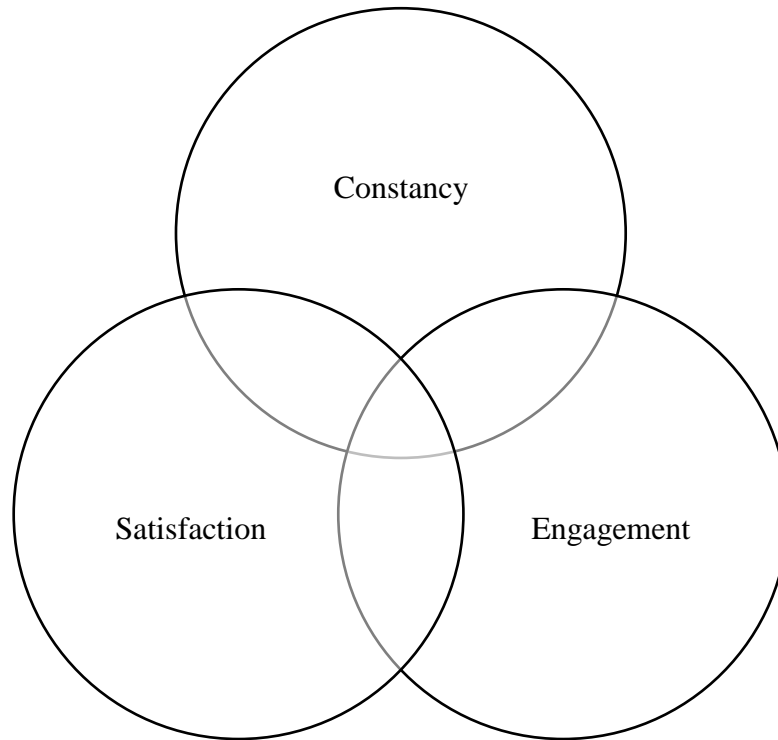


Fig 3.2. Consumer Loyalty Elements

As can be seen from Fig 3.2, loyalty is not only satisfaction and constancy. These characteristics are inherent mainly to regular customers. But a regular customer is not always loyal. A regular customer can use the services offered by one travel agency for many reasons: it is more profitable for him to stay with him because of existing discounts / bonuses, he is more convenient to get to this office because it is located closer to home, and others. But if a competitive travel agency provides this client with a much better offer, he, a regular customer, will not hesitate to use this opportunity. A loyal customer should be involved in the activities of a travel agency, he should feel himself part of it. Loyalty involves emotional connection and activity. The client should be involved in the process, and not just passively consume. When communicating with a client, it is better to always choose a dialogue instead of a monologue, use several “touch points” instead of a single interaction, and alternate

online and offline communication. The client must interact with the travel agency “Kraski Mira” before, during and after the purchase. With the right tactics, the energy that the buyer spends on interacting with the agency is converted into a sustained interest.

The client cannot become loyal after the first purchase, he needs time to get acquainted with “Kraski Mira”. There are several stages of customer loyalty, and work with each group of customers will be different.

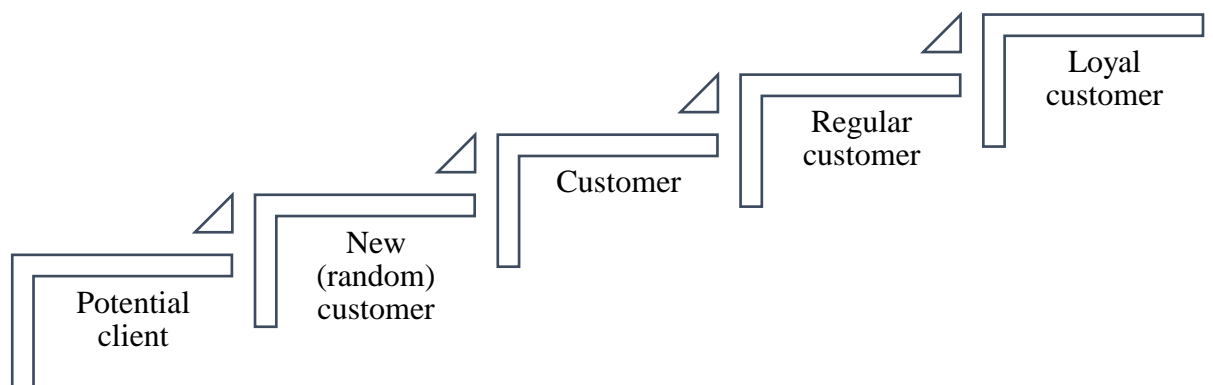


Fig 3.3. Customer Loyalty Stages

From Fig 3.3 it is clear that before becoming loyal, the client goes through five stages. At the first stage – a potential client – a person has not yet made a single purchase at a travel agency, which means that at the moment the task of “Kraski Mira” is to help him decide on the choice of vacation and direct it to purchase. The way to the first nascent manifestation of loyalty from such a client is to inform, attract and provide an “easy entry” (it should be easy for the buyer to conclude a deal because it does not require special efforts from him). At this stage, the loyalty can be affected by the profitability of the proposed travel product, as well as the quality and attentive customer service by the travel agency staff. At the second stage – a new (random) client – the task of the travel agency is to do everything possible so that the client returns again. At this stage, it is important to understand the needs of the target

audience, and it is also important that the process of the first transaction should be easy and quick. Nothing should stop the client from interacting with the agency. Here you can also connect the emotional component. If the client will have a good impression of the travel agency “Kraski Mira”, he will move on to the next stage – the buyer. Being only at this stage, we can talk about consumer loyalty. To achieve it, you need to constantly make sure that each new purchase is a little better and more pleasant than the previous one. Here you can connect unexpected surprises and gifts, offer personal bonuses. At the next stage – a regular customer – the consumer is not yet loyal, and as mentioned earlier, he can go to the competition, but does not. He makes purchases with constancy, and at this stage it is important to find the reason why the client buys exactly at the “Kraski Mira” travel agency, which is precisely that emotional attachment. At this stage, it is important to establish a personalized relationship. And already moving to the last stage, when the client became loyal, the important task is to keep him forever, since these clients are the most profitable, they are less sensitive to crisis situations, price changes and force majeure.

So, for successful business in the realities of existing competition, the fight is for every potential and existing client every day. The travel agency “Kraski Mira” needs to both expand and retain existing customers and bring their relationship with them to the level of loyalty. It is at this moment that there is an urgent need to introduce a CRM system in the activities of a travel agency.

CRM is customer relationship management. A CRM system is software for an enterprise that allows it to automate the collection, storage and operation of customer information to increase sales, optimize marketing and improve customer service by storing information and a history of relationships with them, establishing and improving business processes and subsequent analysis of the results [39].

CRM is needed in order to:

1) do not lose a potential client, do not miss a single incoming call and request. In the tourism business in our country, the competition is very high. Companies are making significant efforts to attract customers to pay attention to. A significant budget is allocated to attract new customers. And it is very important that all these

tools and efforts are not wasted. Automated systems provide confidence that the sales team will work in such a way as to satisfy the requirements and needs of both potential customers who first applied to a travel agency and those who have already made a purchase of a travel product. Thanks to CRM, every incoming call, every request is recorded.

2) control over the work of employees and standardization of work with clients. Without a common standardized CRM system, each employee works the way he is used to. Someone keeps records in spreadsheets, someone in a notebook or diary, someone does not keep records at all, focuses on their own memory. Contacts also occur quite randomly. Letters can be sent to clients from both corporate and personal mailbox, calls can be made from any convenient telephone, quality control is not possible. The CRM system almost completely solves this problem. Information about all incoming and outgoing contacts will be located in one repository, from where it can be extracted at any time.

3) the statistical base is accumulating, which is also very important for the successful development of any business. Thanks to the use of a CRM system, all operational information is collected in one common base in a standardized form. As a result, the manager can analyze work statistics, compile various reports (many of which are already ready-made in CRM systems), i.e. analyze work and plan future work more consciously [40].

Each CRM system is the embodiment of a developers vision of how to work with a client. It contains many ready-made tools that allow you to transfer work to a whole new level. For example, the integration of a CRM system with telephony allows you to record all calls, remember all new contacts and analyze the quality of work of the sales department with leads. Implementation of a CRM system allows you to get not only a tool, but also help, a developers' view of how the sales team should work. In their turn, when developing a CRM-system they usually rely on best practices, on experts in matters of working with clients. Therefore, if you actively use the tools provided by the CRM system, then the work of your sales department will

also be optimized. Various tools of the system themselves suggest what steps should be taken in the process of optimizing work with clients.

The process of implementing a CRM system in the activities of a travel agency “Kraski Mira” will be as follows (Figure 3.4).

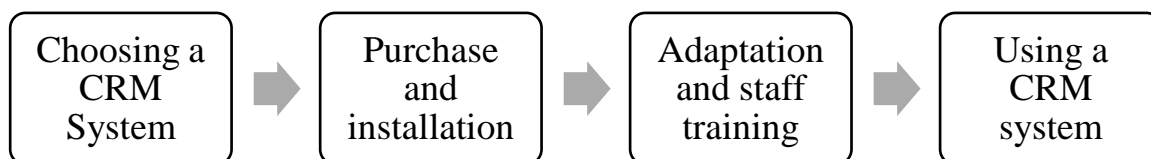


Fig. 3.4. The process of implementing a CRM system

The first stage is the most difficult and important, since further work and efficiency of use will depend on the selected CRM system. A travel agency such as “Kraski Mira” needs a ready-made inexpensive solution that can be partially adapted to its needs, and at the same time does not require any serious technical competence from the travel agency employees (neither during adaptation, nor during implementation, nor when using the system directly) This class of CRM solutions exists and is called “SaaS-CRM solutions” - they are all “cloud-based” (work on the servers of the developer company) and are bought as a “subscription service” - that is, a travel agency pays for months of using CRM.

When choosing a CRM system, you must be guided by the following requirements:

1) CRM is a cloud-based SaaS solution, i.e. all data is stored on the servers of the developing company, and the travel agency has access to the system through a web browser;

2) CRM offers an affordable free trial version, which you can watch and test before paying for the program because, as practice shows, demos are not available only for market players who offer an unfinished and non-functional solution;

3) CRM has all the necessary basic functionality to automate the work of a travel agency;

4) CRM is constantly actively developing, i.e. regular updates are released, thanks to which the system evolves and becomes better (and, it is precisely the necessary functions that are added, and not just additional ones that clutter up the interface and interfere with the development of new managers for CRM);

5) CRM has active technical support, which quickly responds to customer questions and really helps to solve problems;

6) a large number of travel agencies that use this system and are satisfied with the quality of its work.

It is also worth considering five key criteria that provide effective and comfortable work for travel agencies that will work with the system:

1) sales management - how convenient it is in CRM to work with the customer base and customer cards, manage statuses, keep a history of relationships and plan “next manager actions” for each client/application.

2) workflow - all the functionality associated with accounting for payments, financial statements and financial control of the agency;

3) analytics and reports - everything related to the visual presentation of all the necessary statistics for the office as a whole and for each manager individually;

4) convenience and simplicity - how convenient it is to use the CRM interface, to comfortably work with the system and perform typical tasks in it, as well as how quickly agency managers can master it;

5) the possibilities of customization - is it possible to “tune” CRM to the needs of a particular travel agency.

For travel agencies, there is a wide selection of CRM systems. According to requirement and some criteria not each of systems are good for this travel agency. Four options are suitable for requirements and criteria (Table 3.1).

Table 3.1.

Characteristics of CRM-systems for travel agencies

	Name	Characteristics
1	U-ON.travel	This is a SaaS-CRM system that meets all the requirements. This is the most flexible and adaptive cloud CRM tool for automating the work of a travel agency. It is the fastest growing - updates come out every week. But this system is quite saturated with various elements and difficult for "beginners".
2	TourControl	This is a little-known system, but it will suit small travel agencies that do not have serious requirements for finalizing the system to their needs. A competent breakdown of applications into "leads", "selections" and "deals" makes the sales management process quite convenient, although insufficiently developed analytics and reporting, and a large number of small details that cannot be customized in any way, spoil the overall impression of the system and interfere with its effective use.
3	MoiTuristy	This is one of the "oldest" systems that have appeared on the market. Its main advantage is ease of use. This system is suitable for "beginners" who have not previously used CRM. Due to its simplicity, the agency can quickly master the system, taking the first step towards automating the sales process. The main disadvantage of this CRM is that it is absolutely inflexible, there are no opportunities to adapt to the need of travel agencies.
4	ERP.Travel	This is a cloud-based SaaS solution based on 1C 8.3. Since this is 1C development, first of all, this system is aimed at bookkeeping and document circulation, and secondly, it is sales management and CRM. That is, it is suitable for those travel agencies that do not want to optimize the sales process, but want to simplify payments and document circulation.

So, based on the data in Table 3.1, it is concluded that MoiTuristy CRM system is ideal for a travel agency "Kraski Mira" in all respects and characteristics, since this is the simplest version of the system that is suitable for an average travel agency just starting to use CRM.

MoiTuristy is a CRM system for travel agencies that want to take their business to the next level: increase the number of applications and the effectiveness of managers, as well as simplify and optimize work processes. This system will also allow you to optimize marketing mailings (SMS or email) and phone calls [43].

“MoiTuristy” is the accounting of calls and tourists, reminders, transfer of tourists between managers and offices (in case of expanding a travel agency in the future), accrual of bonuses to employees in proportion to the contribution (optional), email and SMS marketing, analysis of sales sources, accounting of working hours.

This CRM system is also quite a budget option. If you pay one month of using the program for three employees of a travel agency (director and two managers), the cost of the system is 290 UAH. If you pay immediately three months, then the cost will be lower - 260 UAH per month and 780 for three months. The most profitable option for a travel agency will be after the end of the trial period - 3 days - to pay for a subscription to the system immediately for 12 months, which will be 1 920 UAH. In the event of any problems or dissatisfaction with the program, you can refuse to further pay for the service at any time.

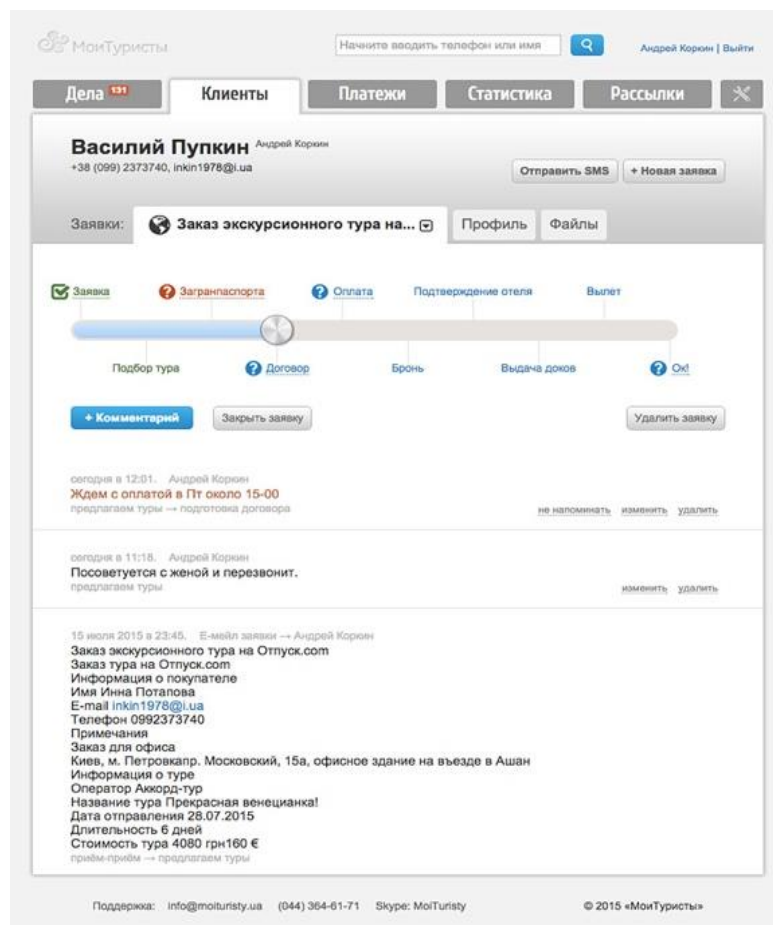


Fig 3.5. Interface of CRM system “MoiTuristy”

Figure 3.5 shows interface of the CRM system “MoiTuristy”. It is quite convenient, so the third stage of CRM implementation - adaptation and staff training - will be quite quick and easy. You can get acquainted with the program in two days, and then you can start its full use.

The implementation of the CRM system will not immediately begin to solve the main tasks of the travel agency on its own, new customers will not start running in droves, existing customers will not become instantly loyal and will not stay with the agency forever. This innovation is the first step towards creating a loyalty program.

The loyalty program is a system of rewarding and rewarding existing customers, which allows you to retain them, develop repeat sales and increase the level of loyalty. The main task of any loyalty program is to increase the company's profitability, increase revenue and market share. It is important to find a way that will allow you to share your values with customers in proportion to the values that the loyalty program will create for the travel agency [44].

The main goals of creating a loyalty program:

- 1) increasing sales revenue by increasing sales;
- 2) increasing the profitability of tourists for a travel agency;
- 3) maximization of the client's lifetime value;
- 4) organization of a customer relationship management system;
- 5) decrease in price sensitivity of customers;
- 6) creating barriers and reducing the client's desire to consider a competitor's offer and go to him;
- 7) encouragement of regular customers;
- 8) individualization of relations with each client [45].

When considering loyalty programs for a travel agency, it is worth noting that there are both tangible and intangible customer reward systems. So, for example, a certain “bonus-discount” program should stimulate the client to buy more and more often, and the “client card” should deter the client from going to other travel agencies. This implies the false mechanism of the travel agency loyalty program - a

new client comes to the travel agency and buys a tour, for which he is given a card for bonuses and discounts, to which an account is tied, in which points will be added for the purchase of the tour (a percentage of the cost of the tour purchased) And at some point, the client will be able to use the accumulated points to pay for part of the tour. And also, the client can transfer this card to relatives / friends to get even more points. That is, the travel agency is confident that this system will help them retain the client, as well as find new clients in the person of their relatives and friends. But all these bonuses have no value for the client.

Such loyalty programs are also not cost-effective for both the travel agency and the clients themselves. A travel agency buys package tours from a tour operator and sells it to tourists with their commissions, which is about 10%. So, the issued discount card may have a discount of only 2-3%, since the travel agency does not have a financial reserve. Conclusion: having implemented a typical bonus or discount loyalty program, the travel agency “Kraski Mira” will not get the desired results from it.

In the context of relationship marketing, a travel agency loyalty program should bring value to the client and increase his loyalty. The value of this program will not be in discounts and bonuses, but in privileged access and in a sense of involvement in the activities of a travel agency.

The loyalty program of travel agency “Kraski Mira” will have the following benefits:

- 1) the ability of the client to feel special, exclusive and individual;
- 2) the opportunity to become part of a closed community of clients of the travel agency “Kraski Mira”, which will be united by common interests, ideas and goals;
- 3) receive exclusive and interesting content from a travel agency;
- 4) receive exclusive offers;
- 5) the ability to participate in interesting events for each client online and offline.

It is necessary to evaluate the effectiveness of implementing a CRM system and loyalty program in a travel agency “Kraski Mira”.

On average, the expected economic effect of introducing a CRM system will be from 5-15% percent of the company's cash flow. Since the introduction of this system affects the growth of customer loyalty, the percentage of retention of old customers is directly related to the increase in the company's income. A 5% increase in the percentage of customer retention due to the introduction of a CRM system increases the company's profit by 20–50% [46].

The average income of a travel agency “Kraski Mira” for 2018-2019 amounted:

$$I_{\text{average}} = \frac{I_{2018} + I_{2019}}{2}, \quad (3.1)$$

where I_{2018} – income of travel agency in 2018, equal to 430,3 th UAH,
 I_{2019} - income of travel agency in 2019, equal to 502,0 th UAH.

$$I_{\text{average}} = \frac{430,3 + 502,0}{2} = 466,2 \text{ th UAH}$$

The growth rate is:

$$\text{Growth rate} = \frac{I_{2019}}{I_{2018}}, \quad (3.2)$$

$$\text{Growth rate} = \frac{502,0}{430,3} = 1,16$$

The growth rate for 2018-2019 is 1,16, therefore the projected income of the travel agency for the future period:

$$I_{\text{projected}} = I_{\text{average}} * \text{Growth rate} \quad (3.3)$$

$$I_{\text{projected}} = 466,2 * 1,16 = 540,7 \text{ th UAH}$$

To calculate the economic efficiency of implementing the CRM system, two forecasts will be considered – pessimistic and optimistic. In a pessimistic forecast, the

income of a travel agency after the introduction of the CRM system will grow by 2%, in an optimistic forecast – by 6%. The economic efficiency (E) formula looks like this:

$$E = \frac{I_{\text{CRM}} - I}{Z}, \quad (3.4)$$

where E – economic efficiency,

I_{CRM} – income earned by the company after implementing CRM;

I – income received without the introduction of CRM, taken income projected;

Z – the cost of implementing the implementation of CRM, equal to 1.9 thousand UAH.

Pessimistic forecast:

$$I_{\text{CRM}} = 540,7 * 2\% = 551,5 \text{ th UAH}$$

$$E = \frac{551,5 - 540,7}{1,9} = 5,7$$

Optimistic forecast:

$$I_{\text{CRM}} = 540,7 * 6\% = 573,1 \text{ th UAH}$$

$$E = \frac{573,1 - 540,7}{1,9} = 17$$

Consequently, in both pessimistic and optimistic forecasts, the introduction of a CRM system in a travel agency “Kraski Mira” will be economically effective and the costs of it will be justified.

3.2. Work with corporate clients as part of relationship marketing

Most travel agencies operate in the B2C segment - business to customer - when a business, that is, a travel agency, sells its services to individuals, but there is also a B2B - business to business segment - when one company sells its goods / services to another company.

In the tourism business, namely in the travel industry, this segment looks like a “corporate travel agency”. There are two trends in this direction of work - every day there are more and more medium-sized and large-sized businesses, whose employees (key specialists and top officials / managers) constantly travel on business trips both within the country and abroad, as well as many large companies fighting for the best personnel are rapidly increasing their social packages, including incentive tours in addition to the standard set.

The two main B2B products that a travel agency can offer businesses are presented in Figure 3.6.

"Ticket" Travel Agency	Corporate travel agency
The agency takes on all the work of organizing business trips and participating in any field events that the client company staff wants / needs to attend.	The agency takes on all the work of organizing vacations for the employees of the client company, and also helps to motivate and retain the best of them through profitable offers.

Fig 3.6. B2B products of travel agency

Based on the data of Figure 3.6, it can be concluded that both options for the travel agency working with corporate clients have a place to be considered by the travel agency “Kraski Mira”.

If you start working as a corporate travel agency, the travel agency “Kraski Mira” will earn on:

- on the sale of tickets / hotels / transfers;

- selling tours to employees of the client company (if everything is done correctly, access to the list of all employees and information about when they have holidays, and thanks to the program of advantageous offers, they will buy from Kraski Mira);

and also, a travel agency can sell the idea of “internal contests in which the prize is a group tour” (which, naturally, the company buys from “Kraski Mira”) to its corporate clients. For example, a client company sets the task for employees to sell goods / services for a certain amount of time at an impressive ambitious amount, for which the company promises them a few days off at the company's expense, as a result, the company’s employees are motivated, the bosses are pretty successful, the travel agency makes money on the sold group round.

The average B2B clients of travel agencies are companies that can be called medium and large businesses that meet the following criteria:

- headcount is relatively high;
- activity involves periodic trips;
- there is a corporate culture and social package.

A thorough analysis of the client bases of large and successful B2B travel agencies shows that it is not possible to single out a specific business segment (in terms of the sphere of activity of client companies) that is guaranteed to buy from a B2B travel agency.

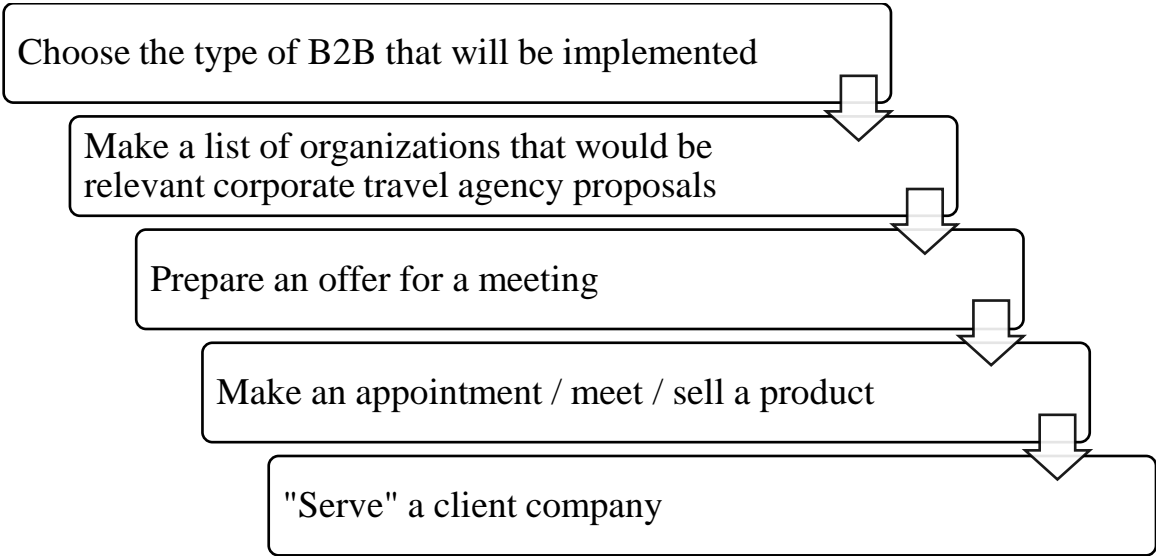


Fig 3.7. Corporate Sales Algorithm

The travel agency “Kraski Mira” has no experience working with corporate sales in the B2B segment, which means that it is necessary to build an algorithm for launching B2B sales (Figure 3.7).

At the first stage, the travel agency "Kraski Mira" has to make a choice, to work as just a ticket travel agency or as a corporate travel agency. Both options are profitable, but it would be more appropriate to operate as a corporate travel agency, which will expand the customer base at the expense of employees of the client company. Also, the main work of the travel agency will continue to be related to the organization of recreation, rather than business trips, which will also avoid the additional costs of expanding and training the staff of the travel agency.

As already mentioned, any medium or large company can become a client of a corporate travel agency. In Kharkov, the following companies can be identified that can be considered as potential customers.

Table 3.2.

The companies that could be potential clients of corporate travel agency

	Name of company	Characteristics	Number of employees
1	Private Joint Stock Company "NOWY STYL"	The company "NOWY STYL" – a modern manufacturing enterprise, which is part of the largest European furniture holding "NOWY STYL GROUP". Today, the company "NOWY STYL" – a leader in the production of office chairs and stools in the CIS and Eastern Europe. Furniture under the Nowy Styl brand is chosen by consumers in 20 countries around the world.	2500 persons
2	IT company Plarium	An international company developing mobile and browser-based MMO games with a multi-million audience. The company was founded in 2009. Their studios are located in Israel, the USA, Ukraine and Russia.	500 persons
3	Pharmaceutical company «Zdorov'ya»	The pharmaceutical company "Zdorov'ya" – the flagship of the domestic pharmaceutical industry – is a modern high-tech enterprise,	1500 persons

		the production level of which meets all international requirements applicable to medicines.	
4	AB InBev Efes	AB InBev Efes is one of the leaders in the Ukrainian brewing market and a joint venture of the world's largest brewery Anheuser-Busch InBev, as well as Turkey's largest brewery Anadolu Efes. On the territory of Ukraine, the company has 3 breweries: in Chernihiv, Mykolayiv and Kharkiv.	3000 persons

Table 3.2 presents those companies that can be managed by the travel agency “Kraski Mira” and that may be interested in offering cooperation, as well as large profitable companies with a large staff.

The next step in the corporate sales algorithm is the preparation of a high-quality commercial offer - one way or another, you will need a document that briefly, in a language that is understandable to the client, describes what Kraski Mira travel agency offers and lists the key benefits it receives from working with a travel agency. To draw up a commercial offer of the travel agency “Kraski Mira”, which will be read and which will sell itself, the following structure has been drawn up:

- 1) a vibrant marketing headline highlighting key benefits;
- 2) a short description of those 2-3 problems that the travel agency will help to solve in the course of cooperation;
- 3) a short wording directly to the essence of the proposal;
- 4) key benefits for the client;
- 5) the block “how it works” describing the process of interaction;
- 6) blocks “who we are” and “why should we trust”
- 7) the "next step" that the client must take in order to buy the proposed services.

An example of such a commercial offer:

“How *the name of a potential client company* to motivate and retain their employees, just asking for help from the travel agency “Kraski Mira”?

The labor market is experiencing personnel shortages. As a leader, you probably know firsthand that good employees - professionals who do not just “go to work” but give themselves 110%, are very difficult to find, and it’s even more difficult to keep them!

Unfortunately, standard methods of motivation and retention work worse every day. The time has come for “non-standard loyalty programs”. We propose launching a corporate travel agency program that will help you further motivate employees and keep them in the company without increasing salaries.

What is a corporate travel agency?

Firstly, we will provide you and your employees with special price conditions for the purchase of tours - due to the fact that a large number of company employees will become our customers.

Secondly, you can introduce a “travel bonus”. This is a motivation tool that works as follows: the company sets ambitious goals for subordinates (or teams / departments). When the goals are fulfilled, instead of a monetary reward, the company sends distinguished ones on a trip at the company's expense. Such a bonus works more efficiently than traditional cash bonuses, and costs the organization much cheaper.

Thirdly, we will be able to adapt to the schedule of your employees' vacations, contacting them in advance and arrange their rest so that upon return, they are cheerful, full of energy and ready to give 100% to work!

Your benefits from introducing a “corporate travel agency”:

1) the image of a company that cares about employees, providing them with additional services and an automatic ticket to the "League of the Best Brands / Employers" (especially if you introduce a "tourist bonus");

2) strengthening the social package for employees, which will be another reason to continue to work with you or get a job for you;

3) additional motivation of employees, each of which will give all the best to get a “tourist bonus”.

And we will replenish with bonus points the personal account of the company for each of your employees who will travel with our company. Bonus points you can spend on future business trips, business trips and travel.

Benefits of employees from the "corporate travel agency": the opportunity to buy a tour at a special price "for their own" in our agency and participate in a special loyalty program, which at the start (even before the purchase of the tour) implies receiving a bonus certificate with a face value of 500 UAH and attending events that We arrange for customers.

Who are we and why can you trust us?

We are a company that has been operating in the tourism market for 10 years. We know all about the best places and resorts. We know where you can spend a month's rest, not bored, or a two-day trip so as to remember this rest for life.

To discuss the details, call our number. Our every specialist will be responsible for your best corporate trip.”

Such a pre-thought out and formulated proposal will immediately interest a potential client in the form of a company and will make the next stage, namely the meeting, easier and faster.

After the meeting and the decision of the company to cooperate with the corporate travel agency “Kraski Mira”, the main task for the travel agency and its employees is to satisfy all emerging needs of the company, organizing both vacations of employees and organizing tours according to the wishes and goals of the client company.

Thanks to such cooperation, the travel agency’s main goal is to achieve long-term relationships with customers, as the company’s authorities are interested in having a travel agency that will deal with all travel issues, and the company’s employees will cooperate with the “Kraski Mira” travel agency due to more advantageous offers from -for partnerships with the company.

Also working as a corporate travel agency, “Kraski Mira” can offer their services not only to client companies with which partnerships and an individual approach are established, but also to any other company, namely to offer ready-made

package corporate tours from their own tour operator “Kraski Mira”, Which becomes even more beneficial for all parties. Corporate tours are an effective team building tool that improves the quality of the work of the company team.

Corporate leisure can be used both as an encouragement for employees to increase motivation, and as a full replacement for team building training for building and improving the interaction of colleagues.

As modern practice shows, it is corporate active recreation that works best as a team building training. It can be a variety of extreme activities: trekking, river rafting, team games in the fresh air or even horse riding. That is, everything that puts people in unusual conditions can be accomplished only in a team and requires non-automatic actions.

The basic goals and objectives of team building in a corporate active tour are:

- 1) team building (effective distribution of roles between participants, based on strengths and weaknesses);
- 2) the formation of teamwork skills (leadership skills, each participant taking responsibility for the team’s overall actions, making agreed decisions);
- 3) creation and strengthening of team spirit (“we” instead of “I”, mutual assistance, support, pride in our company).

Corporate outdoor activities fully solve each of the listed tasks. This is one of the best ways not only to identify the strong qualities of the team or vice versa the “weak link”, but also to strengthen communication between employees, strengthen a sense of community, increase mutual support.

The best solution for a team building tour is extreme (active) recreation. So, for example, when kayaking, it is impossible to act alone - everyone is simply forced to be part of the team, relate their actions to other participants, carefully monitor the actions of others.

Therefore, the travel agency “Kraski Mira” will provide for companies that want to unite the team in an unobtrusive atmosphere, as well as jointly and interestingly spend a weekend, two-day tour. It will be a rafting on the river Seversky Donets.

The most important thing is that during corporate outdoor activities all team building processes occur in a natural way - not in an artificially created training or psychological game situation, but in real conditions and with real human interaction.

The advantage of this tour will be that it will be organized for a specific group of people on specific dates when it will be convenient for the company. Also, the tour program will be designed so that in addition to an arbitrary team building during a rafting on the river, a special team building program will be waiting for the participants in the evening, according to all the wishes of the client's company management.

Table 3.3

The program of two-day tour “Winding Donets”

	Time	Activity
1 Day	8:00	Group gathering and departure from Kharkov in comfortable minibuses to the place of rafting on the river
	9:00	Arrival on the Seversky Donets River, training of kayaks and the necessary equipment, safety briefing and introduction to the course
	10:00	The beginning of the rafting. This is the beginning of team building. During the rafting, the group enjoys the atmosphere and the landscapes
	13:30	Stop for lunch, time for rest / bathing / sunbathing
	14:30	Continuation of the rafting to the place of accommodation
	18:00	Overnight stop. Setting up a camp, preparing dinner, fishing if desired. At this moment, the next stage of team building is already beginning, where "roles" in the camp will be distributed
	20:00	The beginning of the evening program with the host. The whole group gathers around the fire, the discussion of the day begins. Then the facilitator conducts motivational training for the group (topics - according to the wishes of the leadership and assigned tasks). Next, the presenter offers the group a list of games, the group makes a choice and the game begins.
2 Day	23:00	Rest and sleep
	8:00	Awakening, preparing breakfast, gathering camp
	10:00	Access to the river rafting route

	13:00	Stop for lunch
	14:00	River rafting continued
	17:30	Arrival at the end point
	19:00	Preparation for departure and delivery of souvenirs from the company management
	20:00	Arrival in Kharkov

As a result, camping life - tents, a bonfire, joint gatherings in the evening and discussion of the past day, the exchange of impressions and emotions extremely strengthens ties. Makes participants not just colleagues, but people who have experienced important experiences together. This is not forgotten, and in a working environment, memories of what has been passed can contribute to a quick joint solution to the problem or even extinguish the emerging conflict.

Table 3.3 will show all expenses for the tour.

Table 3.4

Calculation of the cost of the tour per person based on the number of people

Name of expenses	Cost, UAH	Price per person in a group of 10 people, UAH	Price per person in a group of 20 people, UAH
Transfer from Kharkov to the place of rafting on kayaks and back	3000	300	120
Equipment rental (kayak and equipment)	250 UAH/person	250	250
Rental of tents, sleeping bags, etc.	150 UAH/person	150	150
Meals (three meals a day) and an individual set of dishes	300 UAH/person	300	300
Instructor escort all the way	2000	200	100
Transportation of equipment and personal belongings from Kharkov to the place of rafting and back	1500	150	75
First aid kit for the whole group	600	60	30
Evening team building program (event host)	800	80	40
Tour cost price	-	1490	1065
Tour price with a special commission for corporate clients of a	-	1713,5	1224,75

travel commission of 15%	agency			
-------------------------------------	---------------	--	--	--

Thus, the travel agency “Kraski Mira” offers favorable conditions for corporate cooperation with companies, making tours unique, but at the same time the commission is not overstated.

For the travel agency “Kraski Mira”, this new area of work will have a positive effect, as there are not many travel companies on the market of tourist services in Kharkov that offer corporate tours for companies. Also, in collaboration with their own tour operator, these tours will have more favorable prices compared to competitors. Thus, at present, the market for corporate tours in Kharkov is still relatively free, which makes it advisable to develop this direction for the enterprise under study.

CONCLUSION

Marketing throughout its history went through several stages of formation. Today, the current global trend in marketing development is considered to take into account the characteristics of consumers at all stages of production and sale of goods and services. The center of the entire business philosophy is the client and activities aimed at building profitable relationships with him. A new approach to marketing aimed at creating long-term mutually beneficial relations with both business partners and consumers in the market of goods and services is the marketing of relationships.

As the scientific term "relationship marketing", in 1983 this concept was first mentioned by Dr. Leonard Berry, a former president of the American Marketing Association, as a description of a new approach to service marketing that focuses on longer-term relationships between sellers and consumers. Until now, there is no single approach to the term relationship marketing among scientists. But the main definitions were given in the work on the basis of which a key definition of the term was made.

Relationship marketing is based on the principles of traditional marketing, but is significantly different from it. As part of classic marketing, companies strive to identify and meet customer needs better in order to achieve their goals. The principles of relationship marketing are different from the principles of traditional marketing:

the company seeks to create new value for the buyer, and then distribute it between himself and the consumer;

recognition of the key role of individual clients not only as buyers, but also in identifying the desired value;

the company, following a business strategy and focusing on customers, must create and coordinate a business plan, communication system, employee training to ensure value for customers;

long-term collaboration of the seller and the buyer in real time;

recognition of the value of loyal customers compared to one-time customers or those who often change partners;

creating a value chain of relationships within the organization to form the desired value of the consumer.

Using relationship marketing, the company focuses on the individualization of customers, the relationship chain, the rethinking of the sufficiency, or rather failure, 4P marketing to facilitate the creation of new values for the company.

The travel business has always been very popular and in demand, because regardless of the economic and political situation, people are constantly in need of rest. However, at the present stage, in the conditions of fierce competition between tourist enterprises, it is not enough to produce quality goods and services only, it is also necessary to be able to gain consumer favor. The modern concept of tourism marketing is focused not only on meeting the needs of consumers, but also on purposeful influence on their consciousness and choice.

Also, the need to move from traditional marketing to relationship marketing is determined by the specifics of the tourism product. Tourism is a very contact area where the quality of the offer is inseparable from the quality of service. In contact with the client, practically all employees of the tourism company, who are a kind of part of the product, act as sellers. Their attitude, appearance and willingness to fulfill the wishes of consumers form a general impression of the service.

For the feasibility of considering the marketing of relations in the field of tourism services in Ukraine, an analysis of the tourism services market and its subjects was carried out. The tourist services market or the tourism market is the objective basis for the growth and diversification of social needs and the corresponding deepening of the social division of labor. It is part of the global market for services, its specific component. The tourist market is the sphere of meeting the needs of the population in services related to leisure and meaningful leisure activities on the trip.

Tourism is one of the leading spheres of Ukraine's economy, providing not only budget revenues, but also creating jobs, developing a positive image of the state, enhancing the competitiveness of national tourism products. But in Ukraine, the development of tourism is hindered by many factors, which as a result does not allow

it to fully express itself. Therefore, it has a significant impact on the economy of Ukraine, but the share of revenues from the provision of tourist services does not reach 2% of GDP in 2018, while in countries where the tourism industry is well developed, it can generate up to 10% of GDP.

Analyzing dynamics of tourist flows, number of foreigners crossing the border, number of Ukrainian citizens who went abroad, general characteristics of subjects of tourist activity and their number, it is worth noting that the market of tourist services in Ukraine will develop with positive dynamics. Every year there are more traveling Ukrainians and foreigners who come to Ukraine. But the number of Ukrainian citizens traveling in Ukraine remains low, which can be explained by the insufficient and irrational use of resources necessary for tourism within the country. Also, positive dynamics are observed in the growth in the number of tourism entities, which has a positive impact on the contribution of tourism to the country economy. Tourism for Ukraine is an area that has great potential for development.

An analysis was also made of the economic and financial activities of a travel agency “Kraski Mira” to identify problem areas. In general, based on all the information analyzed, it is possible to conclude that there is a tendency to increase sales of tourism products offered by the “Kraski Mira” travel agency. Their main activity is outbound tourism for the purpose of recreation and leisure. In 2019, the travel agency’s income increased by 16.7%, which is a consequence of the greater number of tours sold abroad for a greater total amount of the cost of trips. In order to continue positive dynamics and even greater revenue growth, as well as to have stronger and longer relationships with potential customers, as well as with existing ones in the database, a travel agency needs to introduce relationship marketing tools into the marketing complex.

In practice, relationship marketing at “Kraski Mira” will be implemented through the use of a CRM system containing information about all customers, as well as creating a loyalty program. These innovations are aimed at gaining customer loyalty. Consumer (client) loyalty is a positive attitude and constant appeal to the services of one and the same company, it is a feeling that arises for a company that

encourages people to give their money for this particular product or service, it is the result of psychological contact between the brand (company) and by consumer. A performance assessment from the implementation of the CRM system was also conducted. Two options were considered: pessimistic and optimistic. In both pessimistic and optimistic forecasts, the introduction of a CRM system in a travel agency “Kraski Mira” will be economically effective and the costs of it will be justified.

As part of relations marketing, the travel agency was offered cooperation with corporate clients, that is, to become not only a B2C travel agency, but also B2B. For the travel agency “Kraski Mira”, this new area of work will have a positive effect, as there are not many travel companies on the market of tourist services in Kharkov that offer corporate tours for companies. Also, in collaboration with their own tour operator, these tours will have more favorable prices compared to competitors. Thus, at present, the market for corporate tours in Kharkov is still relatively free, which makes it advisable to develop this direction for the enterprise under study.

REFERENCES

1. Berry L.L. Relationship Marketing. / L. Berry // *Emerging Perspectives on Services Marketing*. – American Marketing Association, Chicago. – 1983. – P. 25-80.
2. Котлер Филипп. Основы маркетинга / Филипп Котлер. – М.: Ростинтер. – 2001. – 704 с.
3. Shani D., Chalasani S. Exploiting niches using relationship marketing. / D. Shani, S. Chalasani // *Journal of Consumer Marketing*. – 9 (3). – 1992. – P. 33-42
4. McKenna R. Relationship Marketing: Successful Strategies for the Age of the Customers / R. McKenna // *Addison-Wesley Publishing Co.: Reading, MA*. – 1991. – 256 p.
5. Темпорал, П., Тротт М. Роман с покупателем / П. Темпорал, М. Тротт // Пер. с англ. под ред. Ю.Н. Кантуревского. – СПб: Питер. – 2002. – 224 с.
6. Gronroos Ch. Relationship marketing: Strategic and tactical implications. / Ch. Gronroos // *Management Decisions* 34 (3). – 1996. – P. 5-14.
7. Bruhn M. 2003. Relationship Marketing: Management of Customer Relationships. / M. Mruhn // *Pearson Education Ltd*. – 2003. – 312 p.
8. Котлер Ф. Маркетинг-менеджмент / Ф. Котлер, К. Келлер ; [пер. с англ. С. Жильцова, М. Жильцова, Д. Раевской; 12-е изд., изм. и доп.] – СПб. : Питер, 2007. – 814 с.
9. Куш С.П. Сравнительный анализ основных концепций теории маркетинга взаимоотношений / С.П. Куш // *Вестник СПб. ун-та. Маркетинг. Серия 8*. – 2003. – №32. – С.3-25.
10. Worthington S., Horne S. A new relationship marketing model and its application in the affinity credit card market. / S. Worthington, S. Horne // *International Journal of Bank Marketing*. – 16 (1). – 1998. – P. 39-44.
11. Багиев Г.Л., Мефферт Х. Маркетинг взаимодействия. Концепция. Стратегии. Эффективность. / Г.Л. Багиев, Х. Мефферт. – СПб.: Изд-во Питер, 2009. – 688 с.

12. Abratt, R., Russell, J. Relationship marketing in private banking in South Africa / R. Abratt, J. Russel // International Journal of Bank Marketing, Vol. 17 No. 1. – 1999. – P. 5-19.

13. Гордон, Ян Х. Маркетинг партнерских отношений: Новые стратегии и технологии привлечения клиентов / Ян Х. Гордон; [Пер. с англ. Е. Нестерова]. – Санкт-Петербург: Питер. – 2001. – 379 с.

14. Иган Дж. Маркетинг взаимоотношений. Анализ маркетинговых стратегий на основе взаимоотношений. / Дж. Иган, [Пер. с англ. – 2-е изд.] – М.: Юнити – Дана. – 2008. – 375 с.

15. Бутенко, Н. В. Маркетинг: [Підручник] / Н.В. Бутенко. – К.: Атіка. – 2006. – 300 с.

16. Е.П. Голубков. Маркетинг для профессионалов: практический курс: [Учебник и практикум для бакалавриата и магистратуры] / Е. П. Голубков. Рос. акад. нар. хоз-ва и гос. службы при Президенте Рос. Федерации. – Москва: Юрайт, 2016. – 473

17. Стоун М., Вудкок Н., Мэчтингер Л. Маркетинг ориентированный на потребителя: [Пер. с англ. М. Веселковой.] / М. Стоун, Н. Вудкок, Л. Мэчтингер. – М.: ФАИР-ПРЕСС, 2003. – 336 с.

18. Шульгіна Л.М. Маркетинг в туристичній індустрії: [Конспект лекцій] / Л.М. Шульгіна. – КНТЕУ, 2010. – 95 с.

19. Алдошина М. В. Програми лояльності в маркетинговій діяльності туристичних підприємств [Електронний ресурс] / М. В. Алдошина // Інфраструктура ринку. – 2018. -№ 16. – С. 52 – 57. – Режим доступу: <http://www.market-infr.od.ua/uk/16-2018>.

20. Наумік-Гладка К. Г. Нормативне забезпечення маркетингових комунікацій у сфері туризму / К. Г. Наумік-Гладка // Бізнес Інформ. - 2017. – № 1. – С. 337-341.

21. Наумік-Гладка К.Г. Тренди маркетингу та менеджменту брендів у туристичному бізнесі на засадах клієнтоорієнтованої економіки / К.Г. Наумік-Гладка // Туристичний бренд як фактор формування позитивного іміджу

України на світовому ринку : [Електронне видання] : Зб. матер. II Всеукр. наук.-практ. інтернет конф. (Львів, 20 лютого 2020 р.) / Міністерство освіти і науки України, Львівський інститут економіки і туризму. – Львів : ЛІЕТ, 2020. – с 191-194.

22. Котлер Ф., Боуэн Д.Т., Мейкенз Д. Маркетинг. Гостеприимство. Туризм: [Учебник для студентов вузов., - 4-е изд., перераб. и доп.] / Ф. Котлер, Д.Т. Боуэн, Д. Мейкенз. – М.: ЮНИТИ-ДАНА, 2018. – 1071 с.

23. Пивоварова М. Стратегия привлечения клиентов в индустрии гостеприимства / М. Пивоварова // Маркетинг. –2001. – №2. – С.63-68.

24. Гаркавенко С.С. Маркетинг: [Підручник] / С.С. Гаркавенко. – К.:Лібра, 2002. – 705 с.

25. Данніков О. В. Маркетинг взаємовідносин в управлінні продажем туристичних послуг / О. В. Данніков, О. В. Кирилова // Інноваційна економіка. – 2013. – № 5. – С. 189-195.

26. Дядечко Л.П. Економіка туристичного бізнесу / Л.П. Дядечко // К.: Центр учбової літератури, 2007. – 224 с.

27. Любіцева О. О. Ринок туристичних послуг / О. О. Любіцева. – К.: Альтерпрес, 2002. – 232 с.

28. UNWTO [Electronic resource]. – Access mode: <http://www2.unwto.org/>

29. Адміністрація Державної прикордонної служби України [Electronic resource]. – Access mode: <https://dpsu.gov.ua>

30. Державна служба статистики України [Electronic resource]. – Access mode: <http://www.ukrstat.gov.ua>

31. Закон України “Про туризм” від 15.09.1995 N 324/95-ВР із змінами і доповненнями [Electronic resource]. – Access mode: <https://zakon.rada.gov.ua/laws/show/324/95-вр>

32. Міністерство розвитку економіки, торгівлі та сільського господарства України [Electronic resource]. – Access mode: <https://www.me.gov.ua/?lang=uk-UA>

33. Українська Асоціація Туристичних Агенцій [Electronic resource]. – Access mode: <https://uata.com.ua>

34. Туристическая компания «Краски Мира» [Electronic resource]. – Access mode: <https://www.kraskimira.com.ua>
35. Сенин В.С. Организация международного туризма : учебник / В.С. Сенин. - 2-е изд., перераб. и доп. - М. : Финансы и статистика, 2005. – 400 с.
36. Носова Н. С. Лояльность клиентов, или Как удержать старых и привлечь новых клиентов / Н. С. Носова. – М.: «Дашков и К», 2012. – 192 с.
37. Хойер Д. Война за клиента. Лояльность раз и навсегда / Д. Хойер–Минск: Попурри, 2010. – 112 с.
38. Кейнингем Т.Л. и др. Мифы о маркетинге и лояльности потребителей / Т.Л. Кейнингем. – М: Добрая книга, 2007. – 305 с.
39. Dearlove Des. The Ultimate Book of Business Thinking: Harnessing the Power of the World's Greatest Business Ideas / D. Dearlove. – Capstone, 2 edition, 2002. – 316 p.
40. Greenberg Paul. CRM at the Speed of Light / Paul Greenberg. – McGraw-Hill Education, 4 edition, 2009. – 688 p.
41. Payne Adrian. Handbook of CRM: Achieving Excellence in Customer Management / Adrian Payne. – Butterworth-Heinemann, 2005. – 288 p.
42. Sewell Carl, B. Brown Paul. Customers for Life: How to Turn That One-Time Buyer Into a Lifetime Customer / Sewell C., Brown P. – Currency, Revised edition, 2016. – 240 p.
43. Мои Туристы – сайт системы [Electronic resource]. – Access mode: <https://www.moituristy.ua>
44. Uncles M. Customer loyalty and customer loyalty programs / Mark D. Uncles, Grahame R. Dowling and Kathy Hammond // Journal of Consumer Marketing. – 2017. – Vol. 20, No 4. – P. 294- 316.
45. Keh H. Do reward programs build loyalty for services? The moderating effect of satisfaction on type and timing of rewards / Hean Tat Keh, Yih Hwai Lee // Journal of Retailing. – 2006. – Vol. 82, No2. – P. 127-136.

46. Луневский Д. Методы оценки и повышения эффективности внедрения CRM [Electronic resource]. – Access mode: <https://www.crm-practice.ru/articles/3873/>