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**FUNDAMENTALS OF THE QUALITY MANAGEMENT SYSTEM
OF OUTGOING TOUR OPERATING
IN "INTERAVIASERVIS" TOURISM COMPANY**

This article summarizes the arguments and counterarguments within the scientific discussion on quality management in outgoing tour operating. The main purpose of the study is the increase in profitability and competitiveness of tourism enterprise due to improvement of the quality of tourist products; consolidation of economic stability of the enterprise and cost reduction; ensuring systemic and targeted influence on the parameters of the quality of tourism services in the direction of their continuous increase; compliance with the requirements of legislative acts in the field of consumer protection. Systematization of literature sources and approaches to solving the problem of quality management in outgoing tour operating is shown in the works of Tkachenko T. I., Brych V. Ya., Kovalskiy V. S., Goncharenko V. G., Royina O. M. The urgency of solving this scientific problem is that quality management has become the main driver of the development of outgoing tour operating. The study of quality management in outgoing tour operating in the article is carried out in the following logical sequence: analysis of quality management system, investigation of the essence of outgoing tour operating and investigations of "Interviaservis" Tourism Company. The methods of formalization, algorithm development, descriptive, analytical and synthetic methods have become methodical tools of the conducted research. The process of quality management in outgoing tour operating in "Interviaservis" company is the object of the study, because it is a set of theoretical, methodological and practical issues related to the development of quality management strategies of outgoing tour operating. The article presents the results of an empirical analysis of "Interviaservis" Tourism Company that realizes the mechanisms of outgoing tour operating, which has shown the development of quality management strategies. The study empirically confirms and theoretically proves the system of successive procedures of outgoing tour operating presented in "Interviaservis" Tourism Company. The results of this study may be useful for various tourism companies for the development of quality management system in outgoing tour operating.

Keywords: *tourism business, outgoing tour operating, Interviaservis, quality management.*

Actuality of the issue. Over 70 decades, tourism has experienced continued growth and deepening diversification to become one of the fastest growing economic sectors in the world. Modern tourism is closely linked to development and encompasses growing number of new destinations. This dynamics has turned tourism into a key driver for socio-economic progress.

Formulation of the problem. The development of outbound tourism services depends on the development of information technologies, social and demographic factors. Quality management of travel services is a complex process that integrates the activities of various business entities whose purpose is to meet the needs of tourists. Application of modern information technologies in the activities of enterprises will enable to satisfy the needs of consumers of services and provide competitive advantages of enterprises in domestic and international markets. Today, information technology provides opportunities for more

efficient business development, so managers need to use them to promote business. In this regard, the requirements to the level of quality of service provided by the subjects of this market are increasing. The problem of ensuring the competitiveness of tourism enterprises is closely linked to the implementation of research in the field of quality management, provision, support and improvement of the level of provision of outbound touring services. The issue of quality in outbound tourism has been analyzed in two directions: - quality of service – by evaluating its parameters, shaping the needs of consumers of tourism services; - quality of service – through the evaluation of the state of relations of the tourism company with the consumers of services, first of all the staff serving the clients.

Analysis of recent research and publications. The problem of the quality of tourism services has become the subject of active various studies of domestic and foreign scientists. The works of such scientists as: Tkachenko T. I., Brych V. Ya., Panchuk A. P., Apilat O. V., Baumgarten L. V., Gamova V. G., Kudli N. E., Razuvanova V. M., Shvets I., Augustyn M., Haghkhah A., Koch K., Samuel M. A., Bedradina G., Bydgann M., Denisenko M., Kifiak V., Melnichenko S., Saukh I., Chornenkaya N., Shulgina L. S., Tkachenko T. I., who analyzed modern approaches to quality management of tourism services, are devoted to the research of theoretical and practical problems of providing quality services to the tourist complex. Baumgarten L. V. revealed from the position of a practical user the possibility of different mathematic methods and expert assessments for the analysis of tourism services. Shulgin L. M. carefully considered the technology of practical application of the method "Mystery shopper" to assess the quality of service in tourism and hotel enterprises. However, despite some progress in the development of this problem, a number of important quality issues have not been addressed, or have only been addressed without their sound scientific solution. Insufficient research on the problems outlined and the objective need to adapt theoretical, methodological and practical bases of quality management of the tourism services components have made the relevance and choice of the topic of the work.

Highlighting previously unresolved parts of a common problem. However, a comprehensive systematization and detailed characterization of quality management in outgoing tour operating and their influence on tourism enterprises' development have not yet been conducted in detail.

Formulating the goals of the article (Setting a task). The main purpose of this work is to substantiate the theoretical essence and to develop methodological approaches and practical recommendations for improving the quality management of tourism on the example of "Interviaservis" tour operator.

Presenting main material. The tourism business in Ukraine still has many problems. One of the important problems consists in low competitiveness of tourism services, which is formed by the price and quality of services. The main problem for any tourism enterprise is the stability of customers; the loss of consumers adversely affects the income of the enterprise and its position. A major factor in the success of outgoing tour operating is the policy of improving the quality of tourism services. For domestic tourism enterprises, the formula "price and quality" is an important factor in achieving a positive level of profitability.

"Interviaservis" is a company that specializes in air transportation and travel services, aimed at meeting the needs of tourists. The certificate for the right to sell air transportation was issued by the State Aviation Service of Ukraine dated 28.03.2018 No. AP1009. The company is engaged in the opening of scheduled and charter flights for their own flights and for airlines.

"Interviaservis" company specializes only in outgoing tour operating, is a type of specialized tourism business, focused on the development, promotion and realization of outbound international tours. This is the most complex type of tour operating, which requires

the greatest effort and investment. The difficulty of outgoing tour operating is the need for a thorough study of sales directly. The tour operator must have comprehensive information on the organization of transfers, hotels, excursions, the procedure for registration of entry into the country, but also know the policies of local authorities, laws, customs, rules of conduct, security measures of tourists and their property, features of local cuisine, entertainment (Brych V. Ya., 2017).

According to organizational and legal form of organization of activities, "Interviaservis" tour operator is a business company. Namely, "Interviaservis" tour operator is a limited liability company, which has authorized capital, divided into shares, the size of which is determined by constituent documents, and is responsible for its obligations only with its property. The work of the company allows to increase the passenger traffic of airports, to open new destinations for Ukraine, to satisfy the needs of tourists and to provide them with the highest quality level of service.

According to the form of cooperation with foreign resorts, "Interviaservice" company can be classified as a representative form of outgoing tour operating, which is the highest stage of development of tour operating, characterized by the presence of a representative office at the resort. "Interviaservis" company provides high quality services, and the employees of the company know how to find an individual approach to each client.

The services of the high quality enterprise, all routes are thought out to the smallest detail and repeatedly worked out. The consultants of the enterprise develop an individual program taking into account the most up-to-date information and considerable experience in the field of tourism services.

The most important value of "Interviaservis" tour operator are its employees and their potential. "Interviaservis" tour operator values professionalism, knowledge, skills and experience, constantly develops and improves the quality of services provided. "Interviaservis" tour operator is a team of active and purposeful like-minded people who feel the stability and reliability of their company, have the possibility of a fast career growth.

Using values shown in Fig. 1, the company was able to gain a significant place in the modern tourism market, to accumulate great potential for further development, and to expand the sales geography of competitive products.

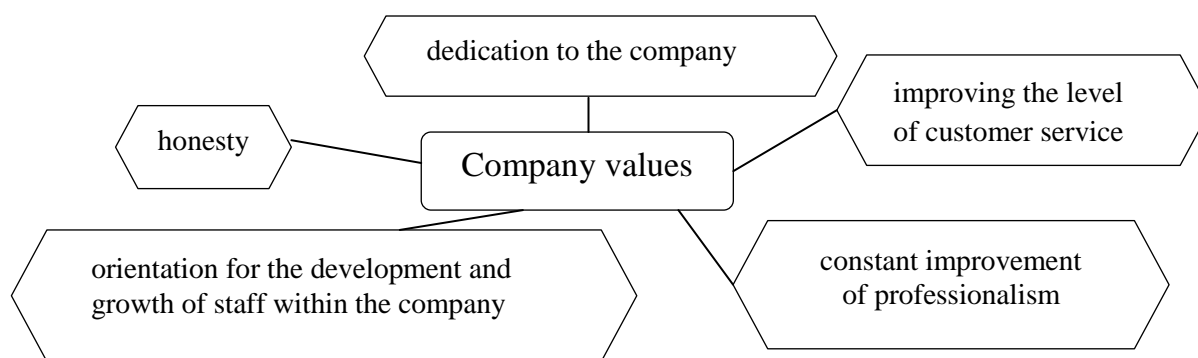


Figure 1 – The values of "Interviaservis" tour operator

Source: prepared by author using <https://ias-avia.com.ua/>

"Interviaservis" tour operator is a monoprofile. The monoprofile tour operator practice activities in a certain geographical direction and offers tours of one kind. "Interviaservis" tour operator specializes only in the sale of tours to the resorts of Spain. Analyzing the work of the tour operator, we have found the benefits of monoprofile activities:

- achievement of high professionalism in working with a certain direction or type of tours;
- maximum awareness of tour operators and high quality of their work;
- the ability to identify the tour operator on the market as the organizer of this type of tours or how it works in this direction;
 - the possibility of obtaining accreditation in the embassies of the countries with which the tour operator specializes (which is especially true in the specialization of the tour operator in dealing with visa states)
 - lower investment compared to multidisciplinary operators.

On the other hand, the disadvantages of monoprofile tour operator include the increase in the dependence of the tour operator on the tourism service providers, the low flexibility of the proposed tours, the need to constantly modify the proposed tours (as they may become obsolete in the market and stop demanding) (Tkachenko T. I., 2006).

The enterprise has a functional-linear type of organizational structure management (Fig. 2.), which provides flexible efficiency in decision making, consistency of actions of executors, unity and clarity of regulation.

Almost all departments (except accounting, HR and marketing) are directly related to external economic activities. The firm has a clear principle of one chief, a high degree of centralization in management. Linear lower-level executives are not administratively subordinate to functional executives of senior management levels, but work closely with them. The highest management body of the company is the general director of the firm and the director of the department of outgoing tourism, which is subordinated to his deputy, heads of departments.

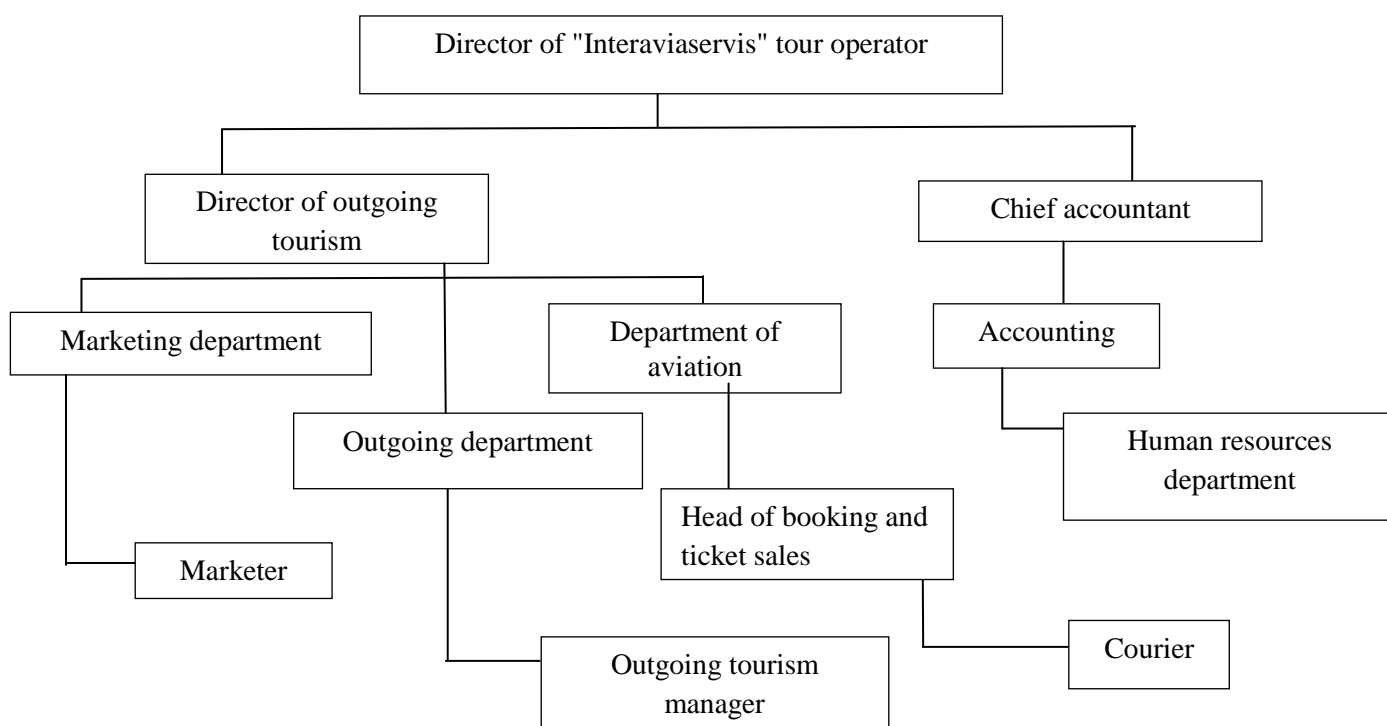


Figure 2 – The organizational structure of "Interviaservis" tour operator

Source: prepared by author using <https://ias-avia.com.ua/>

The specific list of job responsibilities is determined by the job descriptions of managers, professionals, specialists, technical employees, which are developed and approved

by employers on the basis of the Handbook of qualifications of professions of workers (taking into account specific tasks and responsibilities, functions, rights, responsibilities of employees of these groups and features of company staffing list). The job description also sets out the employee's rights and responsibilities. The instructions should reflect the complete list of tasks and responsibilities, if necessary, provide the necessary explanations, and all terms should be clearly defined (Table 1).

Table 1 – Analysis of the distribution of control functions inside "Interviaservis" tour operator

№	The name of the official, the division of the enterprise	Functions of the official, division of the enterprise	The task to solve
1.	Director	Performs the functions of managing the external and internal environment of the enterprise	Engages in relations with the external environment and internationally, supervises the work of heads of departments and chief accountant
2	Chief accountant	Manages the accounting department and the treasury	Reports to the director. prepares job descriptions and staffing of employees of the enterprise and coordinates them with the director
3	Sales and advertising manager	Functions of the official, division of the enterprise	Studies the tourism market abroad, prepares proposals for the development of relations with foreign partners, conducts analysis of customer complaints; constantly conducts marketing research, develops new routes and tours
4	Outing tourism manager	The chief manager supervises and coordinates the work of the managers in the destinations and the reception department of foreign tourists, observes and resolves issues and misunderstandings that arise in dealing with clients	Bears personal responsibility for cooperation with the country assigned to it; develops draft agreements on cooperation, provides control over the fulfillment of contractual obligations, participates in negotiations, prepares materials for negotiations on cooperation; monthly prepares data on the volume of tourism services provided, is responsible for organizing the departure of tourist groups in accordance with the approved timetable, controls and organizes the implementation of agreed transportation programs, controls the implementation of contractual relations
5	Head of booking and ticket sales		Controls and organizes the execution of specified transportation programs

Source: prepared by author using <https://ias-avia.com.ua/>

Personnel assessment is part of the overall quality management of "Interviaservis" tour operator, aimed at ensuring the proportional and dynamic development of staff in a highly competitive environment. Average indicators of the number of labor resources of "Interviaservis" tour operator for 2016–2018 are given in Table 2.

The management of "Interviaservis" tour operator has defined the responsibility of each employee for the performance of activities in the field of quality and has given the necessary powers for the performance of the assigned activity. Responsibilities and powers of the employees of "Interviaservis" tour operator are set out in job descriptions and in documented standards of the enterprise governing the performance of certain activities. The granting of new powers and responsibilities to the employees of "Interviaservis" tour

operator is carried out by issuing orders for the enterprise. On the basis of the instructions of the management of "Interviaservis" tour operator changes are made in job descriptions of employees, as well as in the sections of the documentation of the quality system, which establishes the responsibility and authority to perform certain activities. The system of relations between the employees of "Interviaservis" tour operator is established in the organizational structure of the enterprise.

Table 2 – Average figures for the number of human resources of "Interviaservis" tour operator for 2016–2018

Indicators	Values for the period, persons			Growth rate,%	
	2016	2017	2018	2017	2018
Average numbers	77	83	85	7,79	2,41
Average attendance	75	80	82	6,67	2,50
Average number of people actually working	76	82	83	7,89	1,22
Average employment in full-time equivalent	77	83	84	7,79	1,20

Source: prepared by author using <https://ias-avia.com.ua/>

The management of "Interviaservis" tour operator has appointed a representative in the field of quality, which, in addition to his basic duties, is responsible and has the authority to:

- a) establish, implement and maintain processes necessary for the functioning of the quality management system;
- b) report to the management of "Interviaservis" tour operator on the functioning of the quality management system and the need for its improvement;
- c) ensure the awareness of the requirements of consumers by all employees of "Interviaservis" tour operator.

Appointment of a representative of the management in the field of quality is carried out by the order of "Interviaservis" tour operator, which establishes his responsibility and powers. The quality management representative is accountable to the management of "Interviaservis" tour operator and liaises with consumers and other stakeholders on quality management system issues.

"Interviaservis" tour operator has implemented a process of informing employees on quality policy issues, quality objectives and their achievement, the effectiveness of the quality management system.

Therefore, the company is rapidly developing and due to the professionalism of its employees, an active marketing strategy, the expansion of the assortment brands is constantly increasing its share in Ukrainian market. The company pays special attention to customer service improvement programs. In its activities, it focuses on the interests of consumers, employees of the company, partners, founders and society.

In order to successfully lead the organization and ensure its functioning, its management must be systematic and transparent. Success can be achieved by implementing and updating a management system designed to continuously improve the effectiveness and efficiency of the organization's operations, taking into account the needs of stakeholders. Organization management covers quality management, among other aspects of management.

"Interviaservis" travel company has fully licensed certified and standardized activities. Today, the International ISO Standards (MC ISO) of the 9000 Series are the main policy guides aimed at establishing identical standards and requirements for similar products or services in the international tourism market (DSTU 9000–2007).

The application of ISO 9001 approaches in the enterprise management system helps to solve many internal and external questions: to improve the quality of products and services, thereby increasing the satisfaction of their customers; become competitive in domestic and

foreign markets; sell products at world prices; establish cooperation with foreign partners; gain advantages over competitors when participating in tenders; ensure transparency and ease of management of the organization; introduce a mechanism for continuous improvement of the management system and increase the efficiency of employees at all levels (DSTU ISO 9001–2001).

The internal results that the organization receives from implementing the quality management system are directly dependent on the efforts it is making to improve its operations. The organization obtains external benefits by certifying its quality management system with an independent competent certification body.

Also, the activities of the enterprise are guided by the following documents:

- Certificate of the State Department of Aviation Transport for the right of sale of air transportation No. AA0116;

- Certificate for the right to sell air transportation AA №007414

- Interstate standard GOST 28681.1-95 "Designing of tourism services", which establishes the procedure for the development of documentation for the design of tourism services. It is intended for enterprises, organizations of various organizational and legal forms and citizens-entrepreneurs who provide tourism services (Royina O. M., 2005).

- Interstate standard GOST 28681.2-95 "General requirements for tourism excursion service". It establishes mandatory and advisory requirements for the quality of tourism services provided by tourism enterprises, regardless of their departmental affiliation and organizational and legal form (Royina O. M., 2005).

- Interstate standard GOST 28681.3-95 "Requirements for ensuring the safety of tourists and sightseers". This standard sets requirements for tourism and sightseeing services that ensure the safety and health of tourists and sightseers, their control methods and is required for the purposes of mandatory certification. It is intended for enterprises of all legal forms and citizens-entrepreneurs who provide tourism services to the population (Royina O. M., 2005).

- Interstate standard GOST 28681.4-95 "Classification of hotels." This standard establishes a classification of hotels (motels) of different legal forms with the number of rooms at least 10. The classification does not apply to houses and premises that are rented for accommodation. the use for the purpose of certification of hotels (motels) (Royina O. M., 2005).

- Interstate standard GOST 28681.1-95 "Designing of tourism services". The standard concerning the design of tourism services provides the opportunity to design and complete tourist trips for both individuals and legal entities (Royina O. M., 2005).

The effectiveness of a quality management system depends on the quality of its documentation. "Interviaservis" company uses the requirements of ISO 9001: 2000, so it uses the following quality management system documentation: a) documented policies and goals in the field of quality; b) quality guidelines; c) documented techniques required by the standard; d) documents (procedures and instructions) needed by the organization to ensure the effective planning, operation and control of processes; e) quality protocols (Kovalskiy V. S. et al., 2003).

The quality policy of "Interviaservis" tour operator determines the responsibility of the top management for the quality of products and is an integral part of the overall policy and strategy of the organization. It provides the basis for setting and reviewing quality goals. The quality policy is formulated in the form of a brief statement by the head of the enterprise and is communicated to the workers as an independent document.

After analyzing the formation of quality policy in the company, we have found that the quality of the policies affects the following factors: the situation on the market of sales; competitiveness of products; scientific and technological progress and competition with

competitors; current state of the enterprise; volume of investments in the development of the enterprise.

The policy of "Interviaservis" tour operator in the field of quality is in the following directions DSTU ISO 9004–2001):

1. The organization views the customer as a business partner.
2. If the requirements of the partners of "Interviaservis" tour operator are higher than the requirements of the standards, then the requirements of the partner for us.
3. The products and services of "Interviaservis" tour operator should be an order of magnitude better than other travel companies.
4. A reasonable and affordable price is also an indicator of quality.
5. "Interviaservis" company will participate in those projects and orders that it can fulfill with a high degree of reliability and quality.
6. The principle of work of "Interviaservis" tour operator: modern technologies create high quality products.
7. "Interviaservis" tour operator is responsible for its products and services throughout the warranty period of use of products and the final moment of rendering of services.
8. "Interviaservis" company strives to provide employees with good working conditions, to provide all opportunities for the development and growth of professional potentials, to ensure the future success of employees, the company as a whole and partners.
9. "Interviaservis" tour operator should provide current and future employees, while remaining an effective and financially sustainable company.
10. "Interviaservis" tour operator is a supporter of new and advanced, stimulating employees to develop and implement new ideas.
11. The society will receive continuous contributions from "Interviaservis" company to the successful economic development of the region and Ukraine as a whole.

All these standards reproduce the structure of ISO 9000 and are aimed at enhancing the capabilities of international documents, taking into account the specifics of tour operator activity DSTU 9000–2007.

Conclusions. Carrying out a quality management policy for "Interviaservis" tour operator means that all functions and all levels, from director to manager, are involved in quality work. The basic principle of this work is to extend the quality policy from the company director down to the subordinates. Similarly, when it comes to quality control, we mean not only control at the specific level, but also control over improvement at the enterprise. The task of the director is to disseminate quality management work, and it is necessary to review and visit each department to verify that the goals, principles, and plans have been properly understood and verified. Thus, it is a type of quality audit performed by a director and often in line with a presidential audit.

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О. В. Гладкий

ФУНДАМЕНТАЛЬНІ ЗАСАДИ СИСТЕМИ УПРАВЛІННЯ ЯКІСТЮ ВІЌНОГО ТУРОПЕРЕЙТИНГУ В КОМПАНІЇ «ІНТЕРАВІАСЕРВІС»

У статті узагальнено аргументи та контраргументи в рамках наукової дискусії управління якістю віїзного туроперейтингу. Основна мета дослідження – підвищення прибутковості та конкурентоспроможності туристичного підприємства за рахунок підвищення якості туристичної продукції; закріплення економічної стабільності підприємства та зниження витрат; забезпечення системного та цілеспрямованого впливу на параметри якості туристичних послуг у напрямі їх постійного підвищення; дотримання вимог законодавчих актів у сфері захисту споживачів. Систематизацію джерел літератури та підходи до вирішення проблеми управління якістю віїзного туроперейтингу висвітлено в роботах Ткаченко Т. І., Брич В. Я., Ковальського В. С., Гончаренко В. Г., Роїної О. М. Актуальність вирішення цієї наукової проблеми полягає в тому, що управління якістю стало головним рушієм розвитку віїзного туроперейтингу. Дослідження управління якістю віїзного туроперейтингу в статті здійснено в такій логічній послідовності: аналіз системи управління якістю, дослідження сутності віїзного туроперейтингу та дослідження туристичної компанії «Інтеравіасервіс». Методичними інструментами проведеного дослідження стали методи формалізації, розробки алгоритмів, описового, аналітичного та синтетичного. Об'єктом дослідження є процес управління якістю віїзного туроперейтингу компанії «Інтеравіасервіс», оскільки цей процес є сукупністю теоретичних, методологічних та практичних питань, пов'язаних з розробкою

стратегій управління якістю виїзного туроперейтингу. У статті представлено результати емпіричного аналізу туристичної компанії «Інтеравіасервіс», що реалізує механізми виїзного туроперейтингу, що засвідчило розробку стратегій управління якістю. Дослідження емпірично підтверджує та теоретично доводить систему послідовності процедур розвитку виїзного туроперейтингу, що склалася в туристичній компанії «Інтеравіасервіс». Результати цього дослідження можуть бути корисними різним туристичним компаніям для розвитку системи управління якістю виїзного туроперейтингу.

Ключові слова: туристичний бізнес, виїзний туроперейтинг, Інтеравіасервіс, управління якістю.

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