

## IMPLEMENTATION OF MODELS OF INNOVATIVE LOGISTICS IN THE ACTIVITIES OF TRAVEL COMPANIES IN THE CONTEXT OF ELIMINATING THE PROBLEMS OF THEIR FUNCTIONING

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### ABSTRACT.

On articles introduction of innovative logistics models in the activities of tourist companies in the conditions of elimination of problems of their functioning in nowadays. In the study of the research, the following methods were utilized: theoretical (analysis; synthesis; specification; generalization, simulation); diagnostic (questionnaire; prediction); empirical (studying the experience of organizing the tourism activities and regulatory documentation); methods of mathematical statistics and graphical representation of the results Moreover, how can develop the formation of recreational logistics in tourism sections

**Keywords:** Innovative Logistics Models, Travel Company, Management, Recreational Logistics, Logistic Branch, Logistics Paradigms, Traditional Logistics, Service Logistics, Autonomous Consumers.

### INTRODUCTION

Most of the problems in the tourism market arise due to the lack of a culture of corporate relations between travel agencies and the use of unfair methods in competition. Particularly acute are the low professionalism of the staff and the lack of a legislatively elaborated state policy to support the tourism industry. The elimination of existing problems can be facilitated by the introduction of new innovative models in management, for example, innovative logistics.

Innovative logistics is a system of independent logistics for existing and newly created systems, which includes a logistics service and is based on the knowledge and skills of developing scientific approaches. It is worth adding that introducing innovative approaches in logistics cannot be considered an isolated phenomenon, rather the opposite. It is considered an element of the development of the economy as a whole, both at individual enterprises and on the scale of more complex systems.

The strategic landmark in the logistics of tourism enterprises is an innovative approach to managing flow processes and is systemic, which can directly affect the management and control of tourism enterprises in general.

We propose the logistics of flow processes to increase the reserves of efficiency of enterprises in the tourism industry, the essence and advantages of which are best manifested in the formation of logistics systems, logistics chains, and other logistics structures created to optimize economic flows.

The proposed concept is based on the permanent transition from traditional to logistics management and is determined by the degree of logistics penetration at all levels of flow process management in a tourism industry company. At the same time, logistics does not destroy the existing management system. On the contrary, it

involves rationalizing and optimizing the management of material, financial, and information flow at the corporate level.

Formulation of the problem. The development and expansion of logistics as a science and practice of flow management causes the offshoot of new logistics areas. This also applies to material production, but to a greater extent - to the rapidly developing service sector, where new types of services are constantly emerging, the management of consumer flows varies significantly. Therefore, it is rational to present here the medical (patient flow management), educational (students and students flow management), recreational (recreational flow management), and other logistical branches. In our case, the selection of a new logistics direction - recreational logistics - requires appropriate identification and characteristics.

Analysis of recent research and publications. To date, the attention of many logistics has turned towards the recreational sector. However, there is still no holistic concept of recreational logistics. The terminology "recreational logistics" is used relatively rarely, mainly at the level of speeches at conferences (for example, at the traditional conference in Lviv "Marketing and logistics in the management system" [1]), international Internet conference "Issues of modern science and education" [2]) and sometimes flashes in publications (in particular, [3]). In most cases, recreational logistics is identified with logistics in tourism (although all authors unanimously declare the difference between the concepts of "tourism" and "recreation"). It should be noted that many scientists pay attention to logistics in tourism, for example, V.G. Banko, A.A. Volkova, A.A. Gvozdenko, S.V. Melnichenko, D.T. Novikov, T.N. Odintsova, I.G. Smirnov, I.A. Sokolov, F.A. Khachetlev [4-10], and others.

Nevertheless, since recreation is a broader concept than tourism (although tourism is not fully included in it, for example, educational and business tourism cannot be considered recreation) and includes spa treatment, recreational logistics covers much more objects of study. In addition, the publications of these authors concern the use of only the principles of traditional logistics in tourism (which they also apply to the management of human flows), while service logistics, aimed at managing the flows of service consumers, is practically not paid attention. This also applies to the authors of some textbooks. So, A.A. Gvozdenko points out that "the material flow in tourism is understood as moving (transitions, excursions) of citizens of the Russian Federation, foreign citizens and stateless persons from a permanent place of residence for recreational, educational, professional, business, sports, religious and other purposes" to a country of temporary stay and back, as well as the flow of citizens applying for vouchers, purchasing tickets and obtaining visas [5, p.49-80]. Here, the author flows the process (movement) and the moving citizens. The same (taking into account the translation and reference to citizens of Ukraine) definition is given in his textbook by V.G. Banko [4, p.51].

The same applies to the actual management of recreants. In particular, considering the regional logistics system, N.E. Tsyganyuk points out that one of the objects of her material flow is recreants [1], thus making no distinction between material and human flow.

The purpose of the research is to define a new logistics branch - recreational logistics and characterize the flows of recreants as the main objects of its management.

## METHODS

In the study of the research, the following methods were utilized: theoretical (analysis; synthesis; specification; generalization, simulation); diagnostic (questionnaire; prediction); empirical (studying the experience of organizing the tourism activities and regulatory documentation); methods of mathematical statistics and graphical representation of the results (I.T. service for the tourism industry, 2021).

Presentation of the primary material. As we know, the concept of traditional logistics is the end-to-end management of flows, namely material and related ones. About recreational logistics, end-to-end management ensures the coordination of the work of the divisions of the recreational enterprise. This situation is adequate to the currently prevailing integration paradigm of logistics. It should be noted that the stages of development of logistics paradigms: analytical, technological, marketing, integration - are described in many literary sources, in particular [11, 12, 13], but we propose their concretization for the recreational sphere (Table 1).

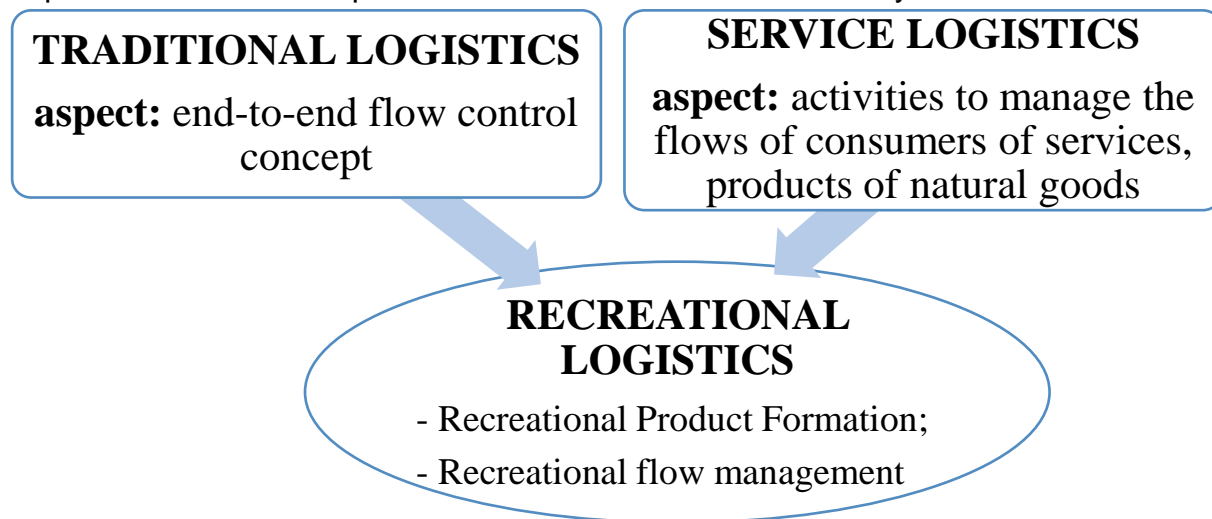
**Table 1.** Concretization of logistics paradigms about the recreational sphere.

<b>Paradigm</b>	<b>Approach to logistics*</b>	<b>Concretization of the paradigm about the recreational sphere</b>
<b>Analytical</b>	Theoretical and methodological, using complex economic and mathematical models	Application of specific provisions of the paradigm, for example, the method of operations research - when designing a recreational product, the theory of inventory management - when providing tourists with food and others.
<b>Technological</b>	Systemic, providing the formulation of managing logistics flows and information and computer support for solving it.	Creation of a single information field that defines a close relationship between service providers and determines the variation of products that are assembled for different consumer groups
<b>Marketing</b>	Economic and social, analyzing the consistency of the development of the logistics system and the implementation of the competitive strategy of the enterprise as its base (term)	Evaluation of the effectiveness of creating a logistics system in the recreational sector in terms of the competitiveness of the base enterprise (aggregate of enterprises)
<b>Integration</b>	Integrated, coordinating components (subsystems) of logistics systems of different levels	Integration of divisions (subsystems) recreational enterprise as a logistics system, where the invasive goal is the complete service for vacationers

**Source:** Developed by the author based on: [11, p.27,28; 12, p.15-17; 13, p.8, 10]

In service logistics, the conceptual provisions of which have been developed relatively recently, the main managed flows are the flows of service consumers, and the rest: personnel, material, financial, information, act as servicing—recreational

logistics bows down the principles of both logistic directions suitable for it (Fig. 1). We point out that many of the principles of traditional logistics apply to the provision of services but are subject to adjustment. This applies, for example, to the transportation of materials to the workplace, where delivery conditions in the service are subject to requirements due to the performance of the service immediately after the order for it.



**Rice. 1.** Recreational logistics as a derivative of traditional and service logistics.

So, our study's main management objects are the flows of consumers of recreational services. These services also include services at the level of daily recreation, which is short-term, namely: cultural and entertainment and excursion services. For the first, the logistics task is only the delivery of recreants to the event venue and back. As for the excursion service, the movement along the route itself can be considered a recreational element, so the logistics tasks are expanding.

Recreational logistics is formed at the intersection of traditional and service logistics. Based on the integration paradigm, the principles of traditional logistics are used to form a recreational product, service logistics - in managing the flow of recreants. Recreational flows can be both short-term and long-term. The latter includes flows of tourists and vacationers in sanatoriums. Their activity determines the complexity of managing the flow of tourists as an opportunity to counteract the general trend. The state of health of persons undergoing sanatorium treatment determines their potential dissatisfaction with the attitude of the staff and the quality of service, which creates difficulties in managing the corresponding flows of recreants. The complexity of the recreational product, which includes catering and accommodation services, as well as cultural and entertainment (including excursion), sports, and health and medical services, determines the diversity of the parameters of the flow of recreants when they receive different types of services. The use of related services by recreants has several differences compared to "autonomous consumers" due to the primary purpose of their trip.

### **RESEARCH RESULT**

The transformation of the management process into logistics support should occur according to certain criteria set by specific conditions and areas of application of logistics and taking into account restrictions. The result of all this should be an increase in manageability, mobility of the resource potential of enterprises in the tourism industry, optimization, and rationalization of all economic flows.

In addition, considering tourism industry enterprises as parts of a large and complex economic system, it is necessary to determine the objective and subjective prerequisites for applying the logistics approach to managing efficiency reserves, which, among other things, involves the logistics of economic relations of tourism industry enterprises.

Among the subjective factors that have a significant impact on the formation of economic relations of enterprises in the tourism industry include:

- a sufficiently high degree of monopolization of the stream processes of the industry and related industries (for example, monopolization of tour operators, airlines, and others);
- a pronounced specialization of individual enterprises in the tourism industry, which does not always meet the requirements of the market;
- the need to increase the investment attractiveness of the tourism sector of the country's economy;
- the ratio between state and private property in the hospitality complex in the country;
- existing conditions of competition in the domestic and foreign markets.

It should be noted that in the conditions of transition to a market economy, the internal and external environment of the enterprise of the tourism industry is in a stable relationship since the market is for the enterprise both the source of the formation of streaming processes and the ultimate goal of their movement.

Reducing all types of costs and reducing logistical risks will allow enterprises to free up funds for additional investments in information and computer systems, advertising, marketing research, and others. Optimal logistics solutions can be obtained not only by the criterion of minimum total costs but also by such critical indicators as order execution time and the quality of logistics services in developing the group and individual tours.

Modern integrated logistics involves end-to-end management of the flows of the logistics system passing through all its links. This direction is entirely consistent with the structural division of the logistics system into functional areas (logistics of supply, production of tourist services, and distribution), whose activities are subject to the entire system's general (corporate) goal. This division allows us to more accurately define and solve local problems of organization and control within the links and elements of the logistics system since the objects of practical logistics can not only flow but also single transactions.

In addition, the logistics paradigm is embodied, as a rule, in a specific system that functions in a natural organizational environment. At the same time, forming a logistics system is based on ensuring and maintaining the product's life cycle: from conception to liquidation, the center for creating a logistics system, in this case, is the direct production of tourist service.[1]

An integrated approach requires the integration of various functional areas and their participants within a single logistics system. This approach extends to the



microeconomic level of the travel company itself and the business platform. It is vital that, when solving the problems of optimizing management at the micro-level within the enterprise, managers proceed from the task of optimizing the logistics system as a whole. Combining the supply, production, and distribution of tourism services is the best prospect for solving the issues of achieving goals within the framework of the logistics system for managing the efficiency reserves of tourism enterprises. This approach allows us to get accurate information about the satisfaction, condition, and location of tourists at any time - from the "input" in developing a tourist product to the "output" - the receipt of the service by the end-user.

The advantages of the integrated approach of tourism industry enterprises are expressed by:

- in the separation of distribution, development management, and supply at enterprises. This can lead to disagreements between functional areas and relevant departments, which hinders the optimization of the system as a whole;
- There are numerous contradictions between the design of tourist services and marketing in the industry under consideration. Consolidation into a system is the most productive way to resolve them;
- The requirements for the information system and management organization are single and apply to all types of logistics operations. The coordination task is to optimally link the various requirements that arise in the logistics system at the operational level.

### **CONCLUSION**

Thus, the ideal management system based on a logistics approach is a system based on an innovative and integrated approach that will create a real opportunity to combine the functional areas of logistics by coordinating the actions performed by independent links of the logistics system that share joint responsibility within the target function of managing efficiency reserves of tourism enterprises.

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