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Air Transportation Management Department

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“ _____ ” _____ 2020

MASTER THESIS
(EXPLANATORY NOTES)

Theme: “Technologies of airlines and travel agencies interaction”

Done by: Andrii Kukharenko, FTML 510a

Supervisor: Galaguz T.A., Associate Professor

Standards Inspector: Yuliia V. Sevchenko, PhD in Economic, Associate professor

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МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
НАЦІОНАЛЬНИЙ АВІАЦІЙНИЙ УНІВЕРСИТЕТ

Кафедра організації авіаційних перевезень

ДОПУСТИТИ ДО ЗАХИСТУ
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ДИПЛОМНА РОБОТА
(ПОЯСНЮВАЛЬНА ЗАПИСКА)

ВИПУСКНИКА ОСВІТНЬОГО СТУПЕНЯ «МАГІСТР»

Тема: “Технології взаємодії авіакомпаній і туроператорів”

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NATIONAL AVIATION UNIVERSITY

Faculty of Management and Logistics

Air Transportation Management Department

Major (specialty): 275 “Air Transportation Technology”

APPROVED BY

Head of the Department

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_____ 2020

TASK

of completion the master thesis

Andrii Kukharenko

1. Theme of the master thesis entitled “Technologies of airlines and travel agencies interaction” was approved by a decree of the Rector order № 2876/st. of October 14, 2020.
2. Term performance of thesis: from 05.10.2020 to 11.12.2020
3. Initial data required for writing the master thesis: statistics of the State Statistics Committee of Ukraine, State Aviation Administration, global resource for aviation information as flightmaps analytics, ENAC sources, reports of “UIA” by using the method of financial and economic analysis, PESTEL and five forces analysis, statistical analysis and investment analysis.
4. Content of the explanatory notes: introduction, theoretical part, analytical part, design part, conclusions and appendices.
5. List of mandatory graphic materials: Revenue passenger kilometers (RPK) by airline type in 2003, RPK by airline type in 2014, forecast for low cost carrier (LCC) expansion, segment length for flights by LCCs, top 10 airlines be schedules passengers carried in 2014, the structure of the demand for flights be LCC, use of secondary airports in major European cities by ELFAA members, examples of tourism destinations discovered for international air travel by LCCs, the trips in EU by duration and destination, aircraft manufacturer for UIA’s fleet, aircrafts’

modifications, aircraft subtype for UIA's fleet, aircraft category for UIA's fleet, cabin class for UIA's fleet, percentage of foreign and Ukrainian passengers on UIA flights, relation of total population to citizens who travelled abroad, map for passengers' flights operated by UIA, map for cargo flights operated by UIA, routes of UIA's flights, destinations cities for UIA's flights, origin region for UIA's flights, destinations region for UIA's flights, the number of passengers transported from 2009 to 2015, the number of flights operated from 2009 to 2015, Ukrainian GDP growth per capita in USD in comparison with France and Russia, emerging markets are driving growth, PKP annual growth rate, FTK annual growth rate, world traffic varies by market, air travel becoming more diverse, daily jet fuel prices (kerosene, cents per gallon) in different countries, world oil price forecasts, passenger demand for more self-service, the five forces framework, comparative industry structure analysis, value chain analysis of UIA, linear trend for number of passengers for UIA, linear trend for GDP per capita in Ukraine, variants for development of airline business, main factors, which influence the choice of an aircraft, airline creation stages, airline launch phase, European low cost airlines, European low cost airlines in terms of passenger's traffic, European low cost airlines in terms of operational activity, European low cost airlines in terms of fleet, network of HOP!, prices for Paris-Toulouse flight by HOP! And Air France, network of Eurowings, Boeing 737-300 view, market segmentation for an airline, number of Ukrainian tourists by country, short-term and long-term assets and liabilities.

6. Planning calendar

№	Assignment	Deadline for completion	Mark on completion
1.	Considering the concept of a tour operator and an airline	05.10.2020	Done
2.	considering the forms of relationship between tour operators and airlines	16.10.2020	Done
3.	Writing of the analytical part	26.10.2020	Done
4.	Writing of the design part	16.11.2020	Done
5.	Writing of the introduction and summary	26.11.2020	Done
6.	Execution of the explanatory note, graphic matters and the presentation	02.12.2020	Done

7. Given date of the task: October 05, 2020

Supervisor of the bachelor thesis:

Associate Professor Galaguz Tetiana

Task was accepted for completion:

Andrii Kukharenko

REPORT

Explanatory note to the diploma project “Interaction technologies between airlines and travel agencies” consists of 62 pages, 5 figures, 3 tables, 8 sources used.

Key words: TOURISM, AIRLINE, TOUR OPERATOR, IMPACT OF COVID-19, AVIATION.

Object of study: development of tour operators’ industry and mail air transportation in Ukraine.

Subject of study: the investigation of interaction technologies between airlines and travel agencies in order to improve economy situation in Ukraine.

Purpose of thesis: assessment of the strategic management of the travel agency; identification of the possible ways to increase sales; the development of the measures for the strategic management of the analyzed firm.

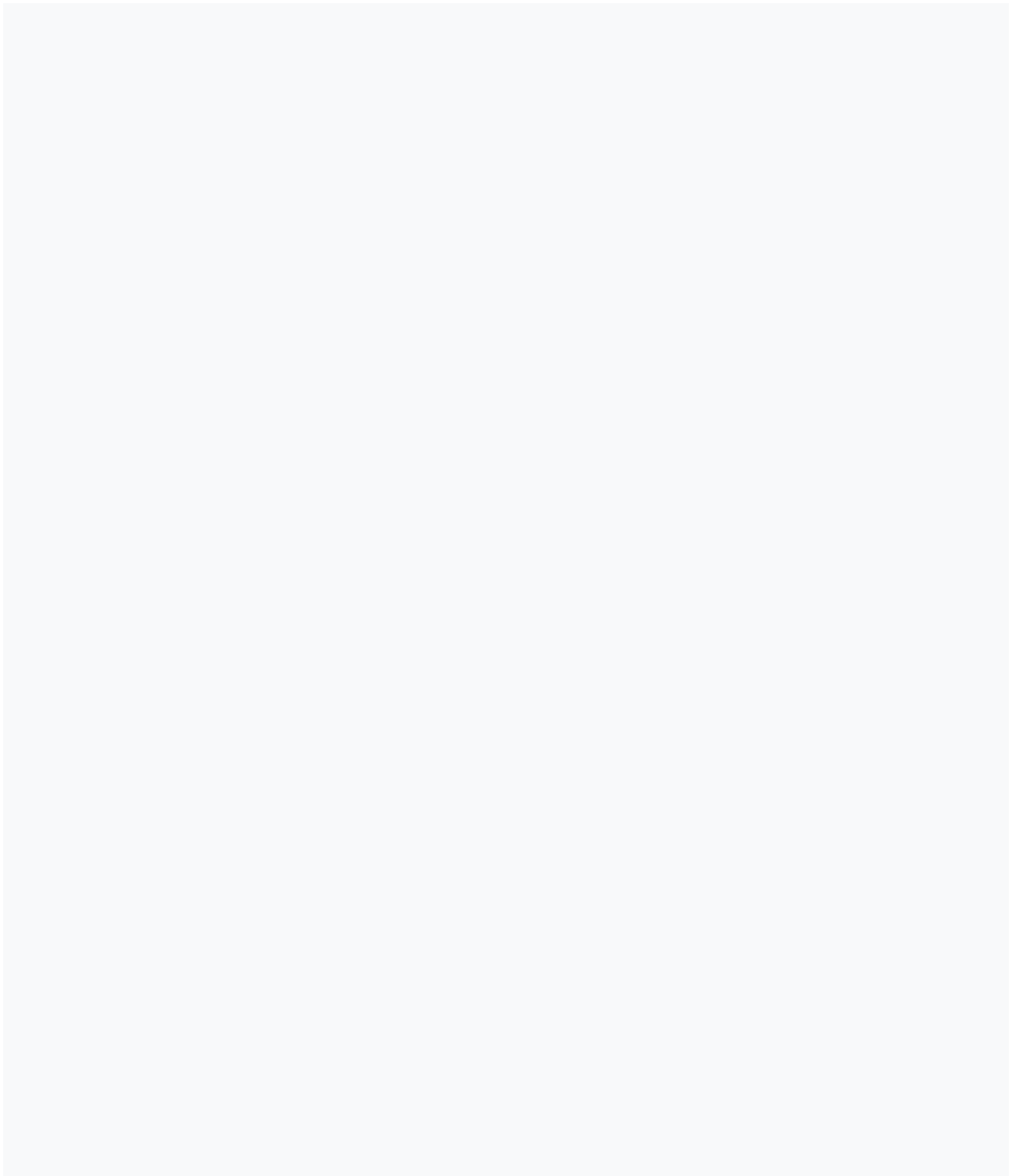
The master’s thesis actuality: the main aim of our diploma thesis is to analyze interaction between travel agency and airline during a pandemic COVID-19 and to find any ways of its improvement.

Recommendations: the data and calculations presented in our master’s thesis can be used in further calculations and research and can be used at any organization which is connected with tourism sphere.

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LIST OF SYMBOLS

USD – United States dollars

UAH – Ukraine Hryvnia

US – United States

EU – European Union

UIA – Ukraine International Airlines

IATA – International Aviation Transport Association

ICAO – International Civil Aviation Organization

INTRODUCTION

Air Transportation Management Department				NAU.20.03.98 001EN				
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Tourism is completely dependent on transport, its safety, speed and convenience provided to the tourist during his travels. Understanding the basics of relationships with airlines, the rules for interacting with them in matters of ensuring the safety of passengers and their property, service, and the use of appropriate discounts and benefits in sales is important for both tourists and travel organizers.

Currently, tour operators are the leading customers of airlines, and air travel is becoming an integral and forming component of an increasing number of tours. First of all, the growth of air tours is caused by the expansion of the geography of international tourism, a huge number of resorts, which are located in different parts of the world, are becoming the direction of tourist flows.

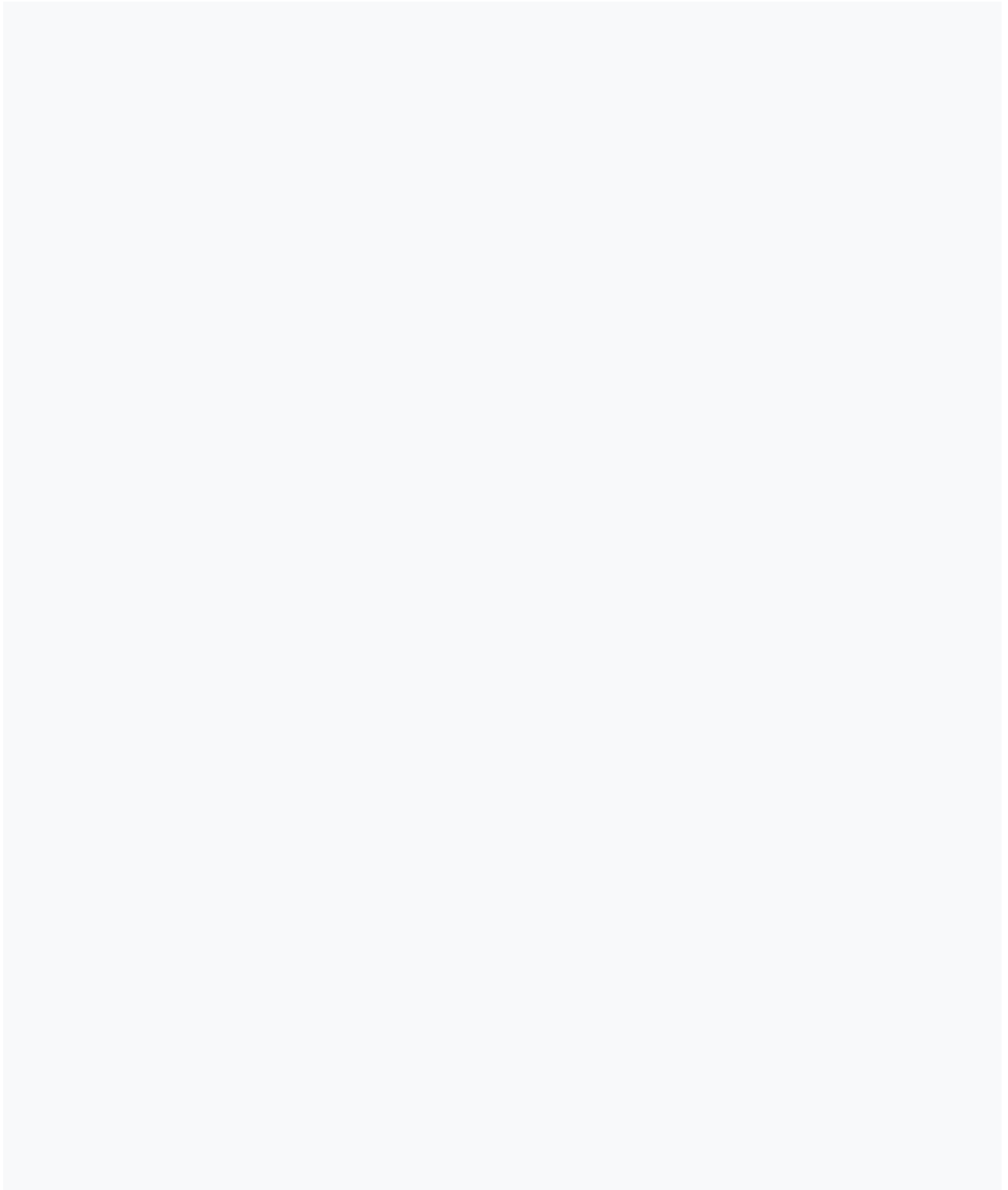
Only aviation can deliver tourists to such remote regions, which simply carries its own passengers across the seas and oceans, deserts and tropical thickets, mountains and plains. Apart from the fact that modern tourism asks from carriers for the highest speed of transportation of passengers and goods, since tourists often do not have much free time to implement distant ground crossings. Only thanks to the spread of aviation, weekly tours for Europeans, for example, in distant Thailand or Turkey, became possible.

Thus, the transformation of airlines into a noticeable and important element of the modern tourism industry is a natural process caused by the globalization of international tourism and the requirements for an increase in the speed of delivery of tourists to holiday destinations.

A more important prerequisite for the spread of air tours, including in the Russian Federation, has become a noticeable reduction in the cost of air travel, caused by the growth of competition in the air transportation market and the widespread use of charter flights at the end of the 20th century, the service on flights has acquired an attractive look for tourists, aviation companies directly and through international networks reservations and reservations pay travel operators and travel agencies a commission for each seat booked on the plane, thereby motivating them to choose air travel.

The relevance of the topic of the course work lies in the fact that tour operators and airlines are tightly connected with each other, and not only the quality and availability of air tours, but also the future of international tourism, namely the direction of tourist flows, depends on the nature of their relationship.

For this Master thesis a lot of methods of study were used: analysis, classification, observation and comparison.



1. THEORETICAL PART

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1.1. Travel agency and airline cooperation

1.1.1. Scenarios of cooperation

Cooperation between a tour operator and an airline can follow several scenarios. The provision of transportation of tourists by air can be carried out by concluding an agreement between the operator and the airline for a quota of seats on regular flights, signing an agency agreement or in the form of a charter, depending on the mass of tourist traffic, seasonality, the capabilities of the tour operator and other factors.

1. The contract with the airline for a quota of seats

The contract with the airline for a quota of seats on regular flights includes:

- the schedule of tours in the direction "there" and "back" with the indication of destinations;
- the number of tourists in each group (seat quotas);
- deadlines for filing applications and redemption of air tickets;
- terms of cancellation of tickets for tickets without deduction of fines (soft block);
- types of ticket fares, redeemed preferential fares, conditions for granting preferential fares;
- discounts and benefits for quota places;
- procedure and terms for the return of redeemed but unused tickets, material liability arising from the terms of return (soft block).

A quota of seats, or a block of seats, can be hard or soft. This affects the terms of the contract and special benefits and discounts. With a strict quota of places, the entire responsibility for the non-sale of block seats falls on the tour operator, regardless of the reason for non-implementation. The travel agency incurs financial losses. With a soft quota of places, the terms of a possible refusal of a travel company from the quota or part of the quota of places through non-implementation are established. These terms provide for the possibility of further sale of these seats by the airline itself or its other agents.

2. Agency agreement with the airline

In principle, some airlines consider as their agents all travel companies that have an agreement with them for a quota of seats. However, in its pure form, the agency agreement provides a travel company with the right to independently act as an airline's agency for the sale of air tickets (both for its tourists and simply selling), which simplifies and speeds up the procedures for booking and issuing travel documents. The travel agency itself acts as a ticket office for the airline's tickets, that is, it issues tickets itself, has the appropriate computer equipment and the right to access the airline's reservation network. This type of work with air tickets is called “work with stock of air tickets” [1].

The airline represented by this travel agency has an additional point of sale (one of the conditions of the agency agreement is usually the preferential sale of tickets for this particular airline for tours).

3. Charter Agreement

When organizing charter air transportation, the customer determines the route with the airline, the obligations of the parties are negotiated with him, the compliance of the lease agreement with international rules is determined, and the cost of the flight is determined. Then a special charter agreement is concluded, which stipulates:

- type (brand) of the aircraft;
- number of places for sale;
- the cost of renting an aircraft;
- route indicating the airports of departure and arrival;
- the term of the contract (season, year, etc.);
- regularity of flights;
- the possibility and deadlines for canceling (canceling) the flight and the corresponding sanctions.

Round-trip charters are widely used in air transport. They are also called "charter chains". During these flights, which take place at a specific time (twice or once a week), charter aircraft fly to and from a specific location.

The peculiarity of charters is such that one full flight (the second and penultimate flights - the first return after the first delivery and the last one there before the last export) is performed without tourists: on the last flight, the plane picks up the last tourists, but does not bring new ones, because it is no longer behind them will return (that is, for 10 tourist arrivals there are 11 flights). The formula $N + 1$ applies here. Thus, the largest number of flights during the period of the air charter program reduces the cost of the flight, drops out, and therefore reduces the transportation tariff.

It is worth noting that it is realistic to organize 20 races during the season (with weekly flights). However, a charter can also be launched with a frequency of 2 times a week - then the number of flights per season increases to 40. This significantly reduces the tariff, but is not available for loading by the absolute majority of tour operators. This explains the appearance on the tourist market of "intermediate" entrepreneurs - wholesalers, who consolidate large charters in their hands and distribute them later among smaller companies in the form of block charters (10-30 seats). The wholesale tour operator, as a rule, carries out the sale of blocks of seats on his charter according to three worked out options: hard, soft and combined blocks of seats.

1.2. Fiches of travel agency airline charter flights

Air transport dominates long-distance tourist transportation. It is thanks to him that international tourism has received intensive development. Air transportation of tourists on domestic routes is no less attractive, especially on the scale of such states as Ukraine, China, and the United States.

The organization and implementation of air transportation of tourists is provided by international and national airlines - commercial enterprises that own a certain fleet of aircraft and the corresponding permits for the implementation of

regular (obeying the schedule) and charter (English charter - "pact", "charter agreement"; execution of a single flight or a certain program of flights outside the schedule on the terms of freight) air transportation.

The main service of airlines is air transportation, which includes the period from the moment the passenger of the aircraft passes through pre-flight inspection to board the aircraft and until the moment when the passenger of the aircraft, under the supervision of the authorized persons of the carrier, left the airfield.

Air transportation is divided into domestic and international. Domestic air transportation takes place when the point of departure, destination and all points of landing are located in the territory of one country. International air carriage is characterized by the fact that the point of departure and point of destination are located on the territories of two states or on the territory of one state, if the point (points) of landing on the territory of another state is provided.

When organizing air transportation, direct and connecting flights are distinguished.

Direct flights involve a flight between the point of departure and destination without an intermediate stop, as well as with one or more stopovers, but without changing the plane.

Connecting flights involve transferring tourists from one aircraft to another (for example, another airline). Airlines are interested in minimizing the loss of passengers' time for transfers. Therefore, when organizing connecting flights for transfers to another airfield, special (branded) buses and even high-speed trains are provided.

Each airline determines the rules for air transportation independently. However, this takes into account the requirements of national legislation (in particular, the Air Code of Ukraine of April 1, 1997, Aviation Rules of October 20, 2007, etc.), as well as international treaties and agreements. In particular, air transportation of passengers in international traffic is regulated by the Warsaw Convention of 1929 "On the Unification of Certain Rules Relating to International Air Carriage" with amendments and additions in 1955, 1975. The International Air

Transport Association (IATA) plays a significant role in the development and establishment of common rules of traffic, safety, regularity of transportation, implementation of international cooperation. Its members are national airlines in more than 100 countries that operate scheduled air services. The activities of this association are aimed at developing recommendations regarding [2]:

- the level and rules for the application of tariffs for passenger and freight transportation;
- approval of uniform rules for air transportation; regulation of the procedure for using benefits and discounts from tariffs;
- development of common standards for passenger and tourist services;
- dissemination of technical and economic experience in operating airlines.

The airport provides passengers with a wide range of services. On its territory there are usually retail and catering establishments, hotels, car parks, branches of banks, insurance companies, post offices, cash desks, luggage storage, waiting rooms, etc.

The list of services rendered on board the aircraft depends on the duration of the flight, the carrier's traditions, the type of transportation (regular or charter). The most significant influence on the range of services provided by airlines is the class of service.

Traditionally, there are three classes of service: first class (First Class, F), business class (Business Class, C), economy class (Economy Class, Y). The main difference between the classes is the level of service, the comfort of the seats, the quality of food and the size of free baggage.

When buying an air ticket, an air carriage contract is concluded. According to it, the air carrier undertakes to transport the passenger and his baggage (of a certain weight) to the point of destination, providing a seat on the aircraft performing the flight indicated in the ticket, and in the case of the passenger's baggage, also deliver it to the destination and give it to the person authorized to receive it. The baggage receipt issued to the passenger when checking in baggage is, along with

the ticket, a transportation document certifying the conclusion of an air transportation agreement.

The cost of an air ticket depends on many factors: the marketing policy of the airlines, the distance and direction (route) of the flight, the country and duration of stay, the class of service, the conditions of booking and its cancellation, the age of passengers, and the applicable fare.

The fare is the cost of air transportation from the point of departure to the point of destination. The fare does not include ground transport services between airports and between the airport and the city center (except for cases when it is provided by the carrier and is provided without additional charges).

There are the following types of tariffs:

- Normal fares are full fares according to the class of service. They offer a round trip flight, do not impose any restrictions on the validity of the ticket, and provide the ability to book a ticket 365 days before departure with a fixed or open date. The passenger has the right to change the departure date, route, return the ticket, etc.

- Special rates are cheaper, but they have a lot of restrictions when applied. In particular, in most cases they do not allow stopping along the route, have fixed departure dates, minimum and maximum periods of stay abroad, etc. Special fares include:

- preferential tariffs APEX (Advante Purchase Excursion Fare). A passenger who decides to use this fare cannot change the dates of departure and return. A certain period is set before the start of transportation (usually from 7 to 28 days depending on the route), after which the sale of tickets at this rate is prohibited. In addition, the number of destinations for which such tariffs are valid, as well as the number of seats on the flight for their application, are usually very limited [3].

- excursion rates are designed for tourists and have restrictions that make them unattractive for business travel. The main restrictions are - the minimum stay in the country of destination from 1 to 7 days (including Sunday), the maximum

stay from 1 to 6 months. It is allowed to change the date of return flight within the validity period of the fare

- youth fares are generally targeted at passengers under 25. The basis for granting a discount to students is usually the ICIC international student card.

- family fare is used on a limited number of destinations. A 50% discount is available on the Economy Class fare for one of the spouses and children between the ages of 2 and 25.

- Special rates, introduced in accordance with the internal rules and service standards of individual airlines, are associated with the use of incentive programs that provide various discounts, benefits and privileges to regular customers. Special ones also include the so-called "confidential fares", which provide various discounts and benefits for the personnel of tourist enterprises cooperating with airlines.

As part of the organization of travel and the formation of a tourist product, there are several forms of interaction between tourist enterprises and airlines: an agreement for a quota of seats on regular flights, an agency agreement, the organization of charter air transportation.

The agreement on the quota of seats on regular flights usually assumes that the quota (block) of seats provided to the tourist company by the airline can be "hard" or "soft". This affects both the terms of the contract and the applicable rates and discounts. With a "hard" quota, all responsibility for the failure to sell a block of seats (regardless of the reason) falls on the tour operator. He bears all financial responsibility to the airline. When using a "soft" quota, the terms of a possible refusal of a tourist enterprise from a block or part of a block of places due to the failure to sell tourist vouchers are established. This makes it possible for the further sale of these places by the airline itself or its partners.

The contract with the airline for the quota of seats on regular flights includes:

- the schedule of the tours in the direction "there" and "back" with the indication of destination;

- the number of tourists in each group (quota of places);

- deadlines for filing applications and redemption of air tickets;
- terms for canceling tickets for tickets without deducting fines (“soft” block);
- types of fares for purchased tickets, discounted fares, conditions for granting discounted fares;
- discounts and benefits for the provided quota of places;
- the procedure and terms for the return of purchased but unused tickets;
- conditions of liability arising from the terms of return ("soft" block).

The agency agreement with the airline establishes that the travel company acts as the airline's ticket sales agency, that is, it independently books tickets, has the appropriate computer equipment and the right to access the airline's reservation network.

In this case, the airline represented by this intermediary has an additional point of sale (one of the conditions of the agency agreement is usually the formation of tours with transportation by this particular airline). The agency agreement with the airline also stipulates other conditions:

- the condition of the office equipment and the cashier's workplace (a counter restricting clients' access to documentation, office equipment, fireproof safe, etc.);
- training and certification of personnel;
- sales volumes (most often by the number of tickets per month or by sales revenue);
- limits of possible sales (regionally or by consumer segment);
- prices and fares for air tickets;
- terms of payment for air tickets (prepayment or payment as sold);
- the size of the commission for the sale of air tickets (up to 9% of the established tariff);
- the timing and frequency of submission of airline reports by the tourist company, their form and the necessary documentation;
- the amount of bank guarantees in favor of the airline.

In many cases, the condition for concluding an agency agreement with an airline is the accreditation of a tourist enterprise by IATA [4].

Organization of charter air transportation involves the chartering by a tour operator (or a group of tour operators, on behalf of which one of them acts, called a consolidator) of an aircraft with a crew to perform a single flight or a certain program of flights outside a fixed schedule. Charter air travel is usually organized in cases when scheduled flights do not cope with the load (in season). As a rule, these flights are carried out to tourist centers. An important area of their use is also the organization of charters in destinations where there is a tourist demand, but there are no regular flights. Charter flights often provide delivery of delegations, sports teams, spectators to popular competitions or cultural and entertainment events.

The economic rationale for a charter is to fully transfer the risk of under-seat to the customer in exchange for significant discounts on the average cost of a seat from the airlines.

When organizing charter air transportation, the customer and the airline determine the route, stipulate the obligations of the parties, find out the compliance of the lease with international rules and determine the cost of the flight (including aircraft rental, fuel consumption, crew work, airport services). Then a special contract for charter air transportation is concluded, which specifies such conditions as: type (make) of the aircraft; the number of places to be sold; aircraft rental cost; route indicating the airports of departure and arrival; the term of the contract (season, year, etc.); regularity of flights; the possibility and deadlines for canceling (canceling) the flight and the corresponding sanctions.

The peculiarity of charter programs carried out during the season for the transport of large groups of tourists is that they are carried out along the chain. The first charter flies: full there, empty back; all subsequent ones - with a frequency adequate to the time of stay of tourist groups, with loading there and back; the last one - empty there, full back.

Thus, the charter customer is forced to pay for two “idle” (unloaded) flights. These costs are shared across all charter flights of the program. The more flights the program has, the more profitable it is.

The majority of airlines operating regular flights are engaged in the provision of aircraft for rent. In a number of countries, there are specialized airlines that carry out exclusively charter air travel.

2.ANALYTICAL PART

Air Transportation Management Department				NAU.20.04.98 003EN				
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2.1. Interaction analysis between travel agency and airline during a pandemic and its improvement

Tourism restrictions imposed by COVID-19 coronavirus pandemic negatively impact sales of organized travel, industry associations warn.

The situation with the imposed restrictions due to the coronavirus COVID-19 and their further possible expansion, which will affect outbound and inbound tourism, may lead to cuts in the tourism business and the hotel industry. The unfortunate reality is that many travel businesses will simply not be able to withstand the economic impacts of COVID-19.

The most common reasons why tour operators are not able to survive COVID-19 are:

- Overcapitalised: the cash runway (length of time a business' cash will last at the current spend rate) was not substantial enough to withstand the sudden and sustained drop in business.
- Government support: the business is based in a country or region where government support is limited or nonexistent meaning that they had no support to fall back on when their income stream suddenly dried up due to border restrictions.
- Overexposure to labour costs: the business relied heavily on human labour for tasks where software and/or processes could have increased efficiency. Wages are a large investment and account for a large portion of business costs.
- New business or recently purchased business: the business being recently established or purchased may mean that they were relying on uninterrupted travel and tourism to grow financially and gain exposure. As circumstances have changed they do not have the cash to fall back on.

One of the most significant and long-term trends accompanying the formation and development of the world economy is the steady growth of the impact of tourism both on the world economy as a whole and on the economy of individual countries and regions. Today, it becomes obvious that tourism is becoming a large independent branch of the economy of many countries, whose activities are aimed at meeting the recreational needs of the population.

Modern tourism is developing at a rapid pace. The demand for tourism goods and services is constantly growing. Rapid growth rates are characteristic of all indicators in the tourism industry in many countries of the world [4, p.10]. In this regard, in the modern economy, the main direction of the financial, economic and production and sales strategy of each enterprise is increasing its competitiveness in order to consolidate its position in the market in order to maximize profit.

Modern conditions for the functioning of tourist firms make it necessary to create more advanced management systems that ensure their sustainable development in the face of uncertainty in the market environment and adapted to the requirements of the emerging market of tourist services.

At the same time, the issues of improving the strategic management of the development of tourist firms remain unexplored and require more attention from **the Ukrainian economic science**. In particular, the problems of developing a development strategy have not been studied enough, criteria and indicators of the effectiveness of the development strategy of a travel agency have not been developed, the tasks of measuring and ranking the influence of external and internal factors on the implementation of the adopted development strategy of a travel agency have not been solved, there are no effective mechanisms for implementing the adopted strategy of a travel company.

The object of the research is the travel company "Map of the World". The subject of the research is to identify ways to improve the efficiency of the travel agency "Map of the World".

The information base of the research is the teaching aids Voloshin N.I., Isaev N.V., Emelyanova B.V., Ilyina E.I., Opolchenov I.I., Romanova A.N., Koryayugov Yu.Yu., Krasilnikov S .A., Gorbashko E.A., Soboleva I.I., Sobolevov E.A., as well as reporting materials of the company "extra M", analytical articles of the industry magazines "Tourism", "Russian tourist newspaper", as well as databases data "Internet" [5].

The purpose of the work is to analyze the activities of the travel agency "Map of the World" and develop recommendations for its improvement.

The research objectives are:

- consideration of the features and stages of creating a travel agency
- disclosure of the general principles of the formation of the strategy of travel companies
- analysis of the problems of improving the tourism industry
- consideration of the activities of OOO "Map of the World"
- analysis of the management activities of Map of the World LLC
- development of recommendations to improve the management efficiency of "Map of the World" LLC

The development of new directions to improve the efficiency of the management system of the travel agency "Map of the World" will allow it to have high growth rates in sales, profit and profitability in the planned period, to win new customers and occupy a larger niche in the tourism market.

The practical significance of the work is determined by the possibility of using its results in order to increase the competitiveness of the organization Map of the World LLC and improve the performance indicators of the enterprise. Theoretical aspects of creating and managing a travel company

2.1.1. Features and stages of creating a travel agency

There are two types of companies operating in the tourism market - tour operators and travel agents. The first ones create a product: they negotiate with hotels, redeem seats on airplanes, organize transfers for clients from the airport to the hotel, excursions, etc. Travel agents do nothing of this. They simply sell the products of different tour operators, being like a "travel shop" - to Turkey, Spain, Egypt. Moreover, they offer the client a choice of tours from different operators in each specific direction.

So, tour operator as a rather specific and capital-intensive type of business is not suitable for an inexperienced entrepreneur. Let's evaluate the prospects of a travel agency.

At first it may seem that the market is overcrowded, the number of agencies in large cities is simply unthinkable. However, there are still chances to build a stable business.

Seasonality of business is the biggest danger that a newborn agency faces. The number of people going on vacation in summer is incomparable to winter. Sales peaks occur in the second half of April (people are going to relax on the May holidays), July - early August (the height of family vacations), September (childless couples and young people go to resorts), late November - early December (New Year's tours). And there are absolutely disastrous months that "bury" most of the beginning travel agencies: October and January-February.

There are, of course, year-round Egypt and ski tours. But they do not provide sufficient turnover. Even those who started working in April and captured the first peak of sales do not always survive. The money earned by the fall may not be enough until next spring. So, when starting a business, the most correct decision would be to plan for losses during the first two years. It is especially important to take this into account if the project starts with borrowed money.

In fact, the chances of surviving the winter are much greater if you start working fully in April: you can make good money on the rush demand for vouchers for the May holidays.

The flow of tourists is growing every year. The heads of travel agencies believe that the main thing in the first year of work is to survive the off-season and send about 500 tourists abroad. In the second year, the client base will grow two to four times [6].

Before concluding agreements with operators, you need to determine the target audience and directions for which the travel agency will send vacationers.

Typically, a travel agency signs contracts with ten operators. Of these, four or six form tours to key areas in which the travel agency specializes, for example, Turkey and Egypt (these are the most popular routes). The rest are selected so as to load the agency with work when it is off-season in the main countries, and to expand the range for sophisticated clients who have been abroad more than once.

A much more serious procedure that will require a lot of red tape is obtaining a certificate confirming that the services you provide meet the established quality standards. The certification center, where you need to contact, will necessarily require you to present a real lease agreement. Therefore, by this time it is necessary to rent an office. It is also necessary to prepare several documents, and first of all - a copy of the work book of at least one employee of the company with more than three years of experience in tourism.

The third obligatory paper to be framed on the wall is the hygiene certificate. Essentially, a travel agency is a store. Therefore, the appropriate room is chosen for it - in a crowded and rather prestigious place. The office must inspire confidence in clients. Therefore, it is very important to show that the agency has been operating for a long time and without complaints.

It is important to consider the psychology of the clients. A person buying a ticket to a five-star hotel in Bali will have more confidence in a company operating in a stylishly furnished office. And chic design sometimes, on the contrary, repels poor clients.

Travel business is one of the most advanced in terms of information technology. Therefore, the workplace of each manager must be equipped with a modern computer. In addition, you should set up a dedicated Internet line and subscribe to access systems that provide operational information about the availability of free rooms in hotels and air tickets. Then employees of the company will be able to book vouchers online.

Tour operators have the highest advertising costs. Sending brochures describing your services is not enough. We'll have to organize study tours for partners. No agency will work with a novice tour operator until its managers themselves visit the hotels, the merits of which they have to describe to clients.

Travel agencies, of course, have incomparably less advertising and promotion costs. According to experts, about 25% of clients bring a beautiful sign. According to experts, all advertising in the end comes down to the inclusion of "word of mouth": the agency is gradually overgrown with a circle of regular customers who

give recommendations to their friends. It turns out that the best advertisement is professionalism.

In a travel agency, everything is built on direct sales. That is, success depends on the manager who sits at the table and talks to the visitor.

Clients value most of all competence (having information about which hotel is better to stay and why), clarity in work (the ability to find the remaining two places in the whole of Kyiv - but in the desired hotel) and, of course, pleasant communication. Everything is simple and complex at the same time.

The standard staffing table of a travel agency consists of a director, an accountant (it is possible in combination), managers and a courier. For some reason, the last post is considered insignificant. Meanwhile, this is a person who carries with him around the city really large amounts of money (received from a dozen clients), paying for vouchers from tour operators. Who checks if all the documents are in place and correctly executed. He is the link between the agency and the tour operator in the event of an emergency.

The main enemy of a travel agency is a disgruntled client. Unfortunately, anti-advertising spreads much faster and better than positive reviews.

If we talk about the prospects, then a quite typical picture is developing here: the tendency towards consolidation and globalization has not spared the tourist business either. Moreover, it manifests itself very clearly in this market. Even large foreign firms are hesitant to start operating in Russia in such areas as Turkey. There are also plenty of companies on exotic destinations where individual tours are in progress.

Competition makes everyone work equally well. With the growing prosperity of Russians, the tourist market is also growing. According to experts, the volume of sales in tourism has already returned to the pre-crisis level. In large cities, there are more and more representatives of the middle class who go on short tours 2-3 times a year [7].

The most promising destinations that are definitely worth pursuing are Turkey and Spain. The quality of rest on the Mediterranean Sea is an order of magnitude higher than in the Crimea or Sochi, and the prices are comparable.

Thus, we will highlight the stages of creating a travel agency: finding an office, registering a legal entity, certification of the "outbound tourism" service, registering a signboard or outdoor advertising, equipping an office, training employees, visiting hotels, visiting tourism exhibitions, concluding agreements with tour operators, advertising in the press, sending the first clients on tour.

2.2. General principles of developing a travel company strategy

The development of a strategy for a tourism organization begins with the definition of the main guidelines for entrepreneurial activity (the so-called philosophy) and the announcement of the corresponding message, which informs about its purpose (mission). Based on this, the form of the strategy implementation is established and its final choice is made.

The philosophy of the organization includes the following elements:

- main idea, reflecting the goals of the organization, its strategy and direction of activity
- description of the organization - its history, parameters, capabilities and advantages, strategic goals and ways of their implementation in modern conditions, motives of activity, motto;
 - customer philosophy - target groups, their interests, sales policy;
 - intra-organizational policy - the basics of managing an organization, an information and communication system, a remuneration system, ways to improve the qualifications of employees, innovation and social policy, adherence to management ethics;
 - relations with partners - capital investments, financial policy, risk reduction, profit distribution;

- relations with other organizations - fulfilling obligations, ensuring stability in work, protecting the environment, investing in the development of the region.

An entrepreneurial philosophy in combination with a motivational idea determines the main directions of the organization's development, i.e. the area of activity that meets the needs of consumers is indicated, the markets for the services provided are described.

The principles and foundations of an entrepreneurial strategy are an integral part of an organization's public relations. They reflect the ethics of its management, which is given great importance when establishing its rating.

A core vision and entrepreneurial philosophy is needed to set strategic goals for the owners of the organization, its managers, employees, and also to win the trust of customers and other stakeholders so that there is no conflict of interest. In addition, the strategic goals of tourism organizations should take into account the impact of the general and immediate environment.

A well-articulated message, entrepreneurial philosophy, and vision are not the only sources of information for shaping strategic goals.

A global prerequisite for the successful development of a management strategy at any level is the correct definition of goals. Only knowing the goal can we look for ways and means of their realization. Objectives should be set in the following areas of activity: competition and market participation; profit growth; service offer to consumers and target markets; marketing and sales; distribution of income; Research and development; production results; finance and control.

In strategic planning in transnational corporations focused on the export of services, the so-called intercultural management is extremely important. We are talking about taking into account the complex of factors that form the organizational culture of the organization, creating its image both in the regional and international terms. The task of management, in particular planning, is to ensure that the individual factors contribute to the implementation of the organization's strategy. They should be taken into account in the course of strategic management and implemented, first of all, by top and middle managers.

Obviously, in order to use specific tools in the development of a development strategy for a travel company, first of all, it is necessary to solve the problem of information support and the choice of information processing methods. It is no coincidence that data from price lists and analysis of competitors' pricing policies account for 56% of information obtained through industrial espionage, and information on the creation of new services - 33, information on methods of services implementation - 6, the results of fundamental research and study of the strategy of organizations - 5%. When defining strategic goals, as well as choosing the type and type of strategy, various methods of analysis (forecasting), approaches and technologies are used [8].

Table 2.1.

Methods and technologies of strategic management

TYPE OF WORK (OPERATIONS, ACTIONS)	METHODS, APPROACHES, TECHNOLOGIES
Situational analysis Macroenvironment of the organization: economics and politics, technology and ecology, legal support, demography, society	-reviews, information summaries, projects, reports, bibliographic references, statistical abstracts - desk research, various methods of segmentation, data collection, analysis and statistical evaluation - PEST analysis
The immediate environment (external relations, market actors): customers, intermediaries, competitors, external influences, the public, suppliers	- analysis of the market position, attitude to the brand and the prestige of the organization - analysis of competition and other influences (desk research and direct observation)
The organization itself: the results of the implementation of the goals of the previous strategy, assessment of the state of the marketing population, opportunities, resources, marketing infrastructure	- comparative analysis "goals - plan - fact - optimization - deviations" - causal analysis, pyramidal structure - analysis, scoring of opportunities and abilities - information service, accounting and operational accounting
Confrontation analysis (organization - competition): identification of strengths and weaknesses based on an assessment of opportunities using the marketing mix toolkit	- SWOT analysis - methods of comparative analysis
Detailed analysis of the parameters of the marketing aggregate: analysis of the positions of strategic units in the field of market prices, analysis of the sales process of products, costs and profits during the product life cycle, analysis of the share of trade costs, analysis of the cycle "products - market - goods turnover - profit - costs"	- analysis of the portfolio of orders (according to the methodology of Boston Consulting Group, Mc Kinsey, a combination of portfolio analysis and cash flow) - product classification according to P. Dracker - method of analysis of sales during the life cycle of products - ABC analysis, Pareto optimum

Table 2.1

Synthesis: identifying topical problem areas, bottlenecks, constraints, chances, dangers, risks	<ul style="list-style-type: none"> - causal analysis - SWOT analysis, order portfolio analysis
Forecasts and predictions: dynamics of the organization's environment, dynamics of market parameters, dynamics of organization parameters	<ul style="list-style-type: none"> - development scenario - normative method - time series analysis, trend extrapolation, critical link analysis - operational research, simulation models - methods of expert assessments of Delphi, brain
Planning goals: mission of the organization, its identification, development path, selection of the target market (segments and local markets), profiling of proposals, target priorities, target trajectories, scope of goals (technical and economic assessment, efficiency taking into account temporal and spatial parameters)	<ul style="list-style-type: none"> - order book (plan) - SWOT (plan) - decision-making models, methods for evaluating options - operational research, modeling - risk analysis - methods of creative thinking in value analysis - methods of expert assessments
Strategic Operations Plan: <ul style="list-style-type: none"> - the allocation of strategic business units - typical growth strategy, competitive strategy - strategic operations using the marketing mix toolkit - formulating strategic options - identification and assessment of potential nodal problems and risks - correction based on feedback 	<ul style="list-style-type: none"> - order book (plan) - SWOT (plan) - operational research, modeling - methods of inventory theory, theory of queuing (queuing) - methods of network analysis - risk analysis - brainstorming method, other methods of value analysis - methods of expert assessments

Consequently, tourism organizations work with information drawn primarily from analyzes, forecasts and trend studies. The basis of information support is a deep multi-level study of the domestic and foreign markets for a wide range of indicators and values that affect the management and performance of the organization. In this case, an important role is played by the so-called analysis of the parameters of the marketing aggregate, which, through information about the price, services and methods of their promotion to the market, largely influences the decisions taken when forming the organization's strategy.

2.3. Problems of improving management in the tourism industry

Currently, one of the most significant, permanent and long-term trends accompanying the formation and development of the modern world economy is the steady growth of the influence of tourism both on the world economy as a whole and on the economy of individual countries and regions. Tourism has become a large independent branch of the national economies of many countries, whose activities are aimed at meeting the recreational needs of the population. The variety of these needs is satisfied not only by tourism enterprises, but also by enterprises of other industries, which determines the importance of tourism as one of the factors of the multiplier effect on the development of the economy.

Tourism, in the modern world, is also one of the main factors of global integration processes, and the tourism business is becoming an important sector of the world economy.

The rapid development of electronic computing technology all over the world and the introduction of accounting automation tools in tourism make it also a sphere of international information technologies and processes.

Ukraine, despite its colossal tourist potential, occupies a very modest place in the world tourist market. It accounts for about one percent of the world's tourist flow.

According to WTO estimates, the potential of Ukraine makes it possible to receive up to 40 million foreign tourists a year. However, today the number of foreign visitors coming to Ukraine for business, tourism and private purposes is 7.4 million, which is significantly less than its tourist potential.

The radical socio-economic transformations that have been taking place in Ukrainian society since the beginning of the 90s, the mistakenly adopted paradigm of economic development, which consists in the policy of an accelerated transition to a liberal economy, has led to the destruction of the public administration system, a multiple drop in the efficiency and revenue side of the federal and regional budgets. Inflationary processes, a huge state budget deficit, a crisis of budget

financing, irreversible changes in all areas of public life, could not but affect the state of the tourism industry in the country.

Under the influence of changes in the economy, politics, social standard of living of the population, the needs and effective demand of the population, the types and forms of tourism activities, forms of organization and management, both in the industry and in individual enterprises, have changed.

For many years, social tourism has been successfully developing in our country. The commercial interests of travel agencies were secondary. The situation has now changed radically.

In connection with the transition to market relations and a significant rise in the price of tourist services, recreational activities are increasingly becoming available to the wealthy part of the population [9].

Another important feature is the reduction in the time spent on recreational activities. This is due to the fact that, on the one hand, most of the population does not have sufficient funds necessary for good rest during the entire vacation time and they are forced to spend part of their vacation in order to engage in additional work activities. On the other hand, wealthy people are limited in their free time and cannot afford to break away from work for a long time.

The requirements for the quality of recreational services have changed. Comprehensive voucher service has become unpopular among consumers, including accommodation in multi-bed rooms, obligatory meals at strictly defined times, scheduled excursions, etc. At the same time, the demand for comfortable living conditions and a free choice of services has increased. This has led to the fact that many institutions of comprehensive services (sanatoriums, rest houses, tourist centers) in modern conditions work as boarding houses or tourist hotels. It must be assumed that the process of reducing and re-profiling recreational institutions will continue in the future, since inflationary processes will lead to an increase in prices for fuel, energy, building materials, food, etc.

The geography of places of recreation and tourism has changed, since a significant part of the resorts ended up in neighboring countries, and became less

accessible. The change in the geography of recreation sites was strongly affected by the decrease in the level of income of the population. This led to a reduction in the radius of recreational trips and an increase in the attractiveness of suburban recreation

The transformation of the settlement system and changes in housing policy had a significant impact on the nature of demand for recreational services. The mass multi-storey construction is being replaced by the construction of low-rise cottages, the demand for summer cottages and garden plots has increased, and therefore agro-recreational types of recreation in the near future will be the most affordable and popular among the population. At the same time, the recreational use of rural settlements in well-accessible areas of suburban areas of large and large cities is increasing. On the one hand, these areas are beginning to be used more intensively by their owners for recreation purposes, on the other, they are becoming places for new individual and suburban construction for people with high incomes.

Significant changes have taken place in the structure of foreign tourism. In recent years, there has been a sharp increase in travel by Ukrainian citizens abroad on a variety of shopping tours and business tours. At the same time, the flow of foreign tourists to Ukraine has significantly decreased.

The system of offering recreational services is being reformed. There has been an increase in the number of private tourism and intermediary firms involved in organizing tourism. Currently, there are about 4 thousand specialized tourist organizations registered in the country, as well as about 10 thousand companies that can provide tourist services within the framework of their statutory activities. Many of them do not set goals for the development of tourism and the improvement of tourist services. Their main task is to make as much money as possible by investing as few resources as possible. But this situation cannot persist indefinitely. A well-thought-out state policy in the field of tourism development in Ukraine is needed.

Competition began to develop in the tourism industry. But this did not lead either to a decrease in the cost of tourist services, or to an increase in their availability to the general population. This situation is explained, on the one hand, by an increase in the quality of services, on the other hand, by the orientation of tourist firms in the production of services for the wealthy segments of the population.

A new Ukrainian consumer of tourist services, for the most part, who has already been abroad and has an idea of quality service, sophisticated, more informed, demanding, critical of the goods and services offered to him, spoiled by an abundance of foreign countries, thirsting for a variety of impressions and pleasures, active, independent - is changing its behavior in the tourist market.

Based on the analysis of the processes taking place in the country, it can be argued that in the development of the tourism industry in Ukraine there are contradictions in the direction of development, in the state of qualitative and quantitative characteristics. On the one hand, the current state of tourism in Ukraine can be regarded as a crisis, since the previously achieved volumes of tourist services have fallen sharply, the material base has significantly decreased, and the discrepancy between the level of provided tourist services and the needs of the country's population has increased. The main reason for this is that the tourism industry receives insufficient attention from the state. It still ranks ninth in the system of territorial and sectoral priorities for the development of the country's economy.

On the other hand, there is a high rate of construction of tourist facilities that meet the high requirements of world standards, a significant increase in the number of foreign trips, an increase in the number of tourist organizations throughout Ukraine. That is, there is a kind of tourist boom.

But, despite this in Ukraine, the impact of the tourism industry on the country's economy is still insignificant. It is adequate to the state's contribution to the development of this industry and is constrained mainly by the lack of real

investment, a low level of hotel service, an insufficient number of hotel rooms, and a shortage of qualified personnel.

The positive shifts taking place in the tourism industry of our country, first of all, include measures aimed at improving the management of the industry. So, in recent years, processes have begun aimed at streamlining the management structure of this industry and creating an economic and legal framework necessary for the functioning of the tourism industry. The federal target program "Development of tourism in Ukraine" [3], the Decree of the President of the Ukraine "On additional measures for the development of tourism in Ukraine and on streamlining the use of state property in the field of tourism" [2] were adopted. These documents talk about supporting the development of tourism in Ukraine, about improving the material base of tourism, about creating economic conditions for the development of the tourism industry by providing tax and other benefits.

Tourism support is put among the priority tasks of the state in order to ensure conditions for the development of the tourism industry in Ukraine, as a basis for increasing the potential and competitiveness of the tourist complex. Tourism development programs have been developed and are being implemented in many regions of the country. They provide for the solution of such problems as: the formation of a modern tourist market; deepening of specialization and cooperation; development of a regulatory framework for the development of tourism in the regions; stimulating the development of the material base by attracting investments for the reconstruction and new construction of tourist facilities; effective use of the existing material base and recreational lands; formation of a modern system of training, retraining and advanced training of tourist personnel; scientific research in the field of tourism; improvement of the information support system, etc [10].

3.DESIGN PART

Air Transportation Management Department				NAU.20.03.98 004EN				
Done by:	Kukhareenko A.Y.			DESIGN PART	Letter	Sheet	Sheets	
Supervisor	Galaguz T.A.					D	40	17
Normative Supervisor	Shevchenko Yu.V				FTML 275 OII- 202Ma			
Head of the Department	Shevchuk D.O.							

3.1. Features of the travel agency "Map of the world" LLC

3.1.1. General characteristics of "World Map" LLC

A travel agency is a private retailer or public service that provides travel and tourism-related services to the general public on behalf of accommodation or travel suppliers to offer different kinds of travelling packages for each destination. Travel agencies can provide outdoor recreation activities, airlines, car rentals, cruise lines, hotels, railways, travel insurance, package tours, insurance, guide books, VIP airport lounge access, arranging logistics for luggage and medical items delivery for travellers upon request, public transport timetables, car rentals, and bureau de change services.

Full corporate name of the Company: Limited Liability Company "Map of the World". Location of the Society: Barnaul, st. Molodezhnaya, 54. Working hours of the travel agency "Map of the world": on weekdays - from 10.00 to 19.00; Saturday, Sunday - days off. Organizational and legal form - limited liability company.

The main areas of activity of the company are:

- carrying out tourist activities both within Ukraine and abroad;
- organization and provision of visa support;
- organization of individual and group tours;
- organization of transport services, including booking tickets for all types of transport;
- providing accommodation for tourists in any country in the world, including booking hotel rooms;
- organization of tours related to training and professional activities.

The staff of the company includes: general director, accountant, 3 business managers, passport processing manager, advertising manager, courier. The total number of staff of the travel agency is 8 people.

Since 1997, "Map of the World" has become one of the first companies to open the pearl of Europe "BENELUX" for Ukrainian tourists, and such classic

destinations as France, Czech Republic, Italy, Finland, and Sweden have not gone unnoticed. In summer, the company is actively selling the best resorts in Turkey, Bulgaria, Cyprus, Greece.

Table 3.1

Country	2019 year		2020 year		Deviation (%)
	UAH	in % to the total	UAH	in % to the total	
USA	150000	10,22	2050000	7,69	136,67
Educational tourism	150000	1,02	330000	1,24	220,00
BENILUX	420000	2,86	2520000	9,45	600,00
Germany	150000	1,02	210000	0,79	140,00
Holland	90000	0,61	510000	1,91	566,67
Greece	612000	4,17	3196000	11,98	522,22
Egypt	2125000	14,47	2200000	8,25	103,53
Italy	630000	4,29	540000	2,02	85,71
Canada	90000	0,61	2160000	8,10	2400,00
China	225000	1,53	135000	0,51	60,00
Turkey	6820000	46,45	8060000	30,22	118,18
Finland	1200000	8,17	1800000	6,75	150,00
France	160000	1,09	2000000	7,50	1250,00
Czech Republic	90000	0,61	180000	0,67	200,00
England	420000	2,86	780000	2,92	185,71
Total	14682000	100	26671000	100	181,66

Analysis of the structure of the volume of sales of services as of 2019-2020

Based on the results of the calculations, the following conclusions can be drawn: sales of vouchers to France, Czech Republic, Canada, Holland, BENELUX, educational tourism, sales of vouchers to Italy, China decreased significantly. In addition, the general increase in prices for most of the vouchers should be noted. In 2019, sales of more expensive tours increased. At the same time, the total volume of services rendered in 2019 is 81.66% more than in 2018.

Tours lasting 13-18 days are in the greatest demand. The most popular months for rest were June, July and August. The most popular holiday destination is Turkey [11].

This enterprise - like all enterprises in the tourism industry - is subject to seasonal fluctuations. Tourist activity increases in the summer. This is caused by many factors, the main of which is the vacation period, the peak of which is just in the summer. Accordingly, the volume of sales of tourist services increases significantly in the summer. In addition, the volume of sales can increase due to increased productivity and an increase in the number of employees of the firm.

But it should be noted that at this enterprise, the influence of these factors is minimal or negligible, since since its foundation the number of employees has not changed and labor productivity cannot be increased due to the specifics of the service sector and the fact that the employees of the enterprise work in maximum mode, including summer period, i.e. due to the limited labor resources and the impossibility of replenishing them, the employees have maximum labor productivity.

Planning in the enterprise is also carried out, if it is, it is based on the previous experience of employees. All this is due to the limited staff of the travel agency, lack of time to perform planning functions, knowledge in the field of methods and models of decision-making and the inability or unwillingness to hire a specialist in the field of planning and forecasting.

All employees of the travel agency, with the exception of the courier, have higher education and experience in the tourism industry for at least 10 years.

3.2. Areas of work of "Map of the World" LLC and the organization of tourist services

At the first stage, it is necessary to capture the client's attention, arouse his interest and desire to purchase a certain tour. For this, catalogs, visual advertisements, photographs are usually used. Seeing that the client is interested in listening to the arguments about the proposed service, the manager needs to focus his attention on this service. Getting in touch with the visitor is essential.

Contact is understood as the community, the psychological state of the employee of the contact area and the customer, due to their mutual understanding and interaction. Establishment of contact is facilitated by the well-being of the employee, a firm conviction in the usefulness of the offered service, and emotional expressiveness of speech. He should always be able to "read" the expressions on the faces of clients and judge by their eyes how much they are interested in the offered service. The ability to establish contacts with clients is many times determined by the individual psychological characteristics of the employee. The visitor should be offered only what he may like in the opinion of the employee. Demonstrating an example of a service it is necessary: to emphasize its dignity, to give precise characteristics and not to give its assessment of the properties of the product [12].

At the second stage, an employee of the travel agency "Map of the World" justifies the price of the tour. The uniqueness needs to be calculated. The speech with the client is built in the form of a dialogue. The client's decision to place an order is often determined not by one motive, but by several, among which there may be contradictory ones. In this case, the end of the decision will be preceded by

a struggle of motives. Decision making is different for different clients. Some make an order on their own, others resort to family advice, and still others wait for the employee's advice. The last word when placing an order must belong to the client. You need to skillfully, tactfully, lead the client to a positive decision. Bringing a client down in the office can be passive and active. If the behavior is active, then the client came to the firm with a ready-made solution, i.e. he clearly expresses his thoughts and desires. If the client is passive, he often does not dare to place an order, so in this case he needs help. If the client doubts the advisability of the order, you should try to tactfully find out the reason for this hesitation. If the client cannot clearly state his objections, then it is possible with convincing arguments to form his mind about making an order.

Completion of the service process. The client should not be delayed while finalizing the documentation. The client will feel great satisfaction if the employee competently approves his purchase. When completing the service, you also need to thank the client of your company and express the assumption that in the future he will become a regular customer. Ask him to call after the end of the tour to get the client's opinion.

The service strategy of Map of the World LLC affects three main components of any business in the field of tourism:

- Customer Needs - What customer needs and costs are we serving?
- The ability of the company to meet these needs - Do we have the knowledge and experience to serve better than anyone else?
- Long-term profit - How should we serve in order to have an income that allows us to be competitive for a long time and receive sufficient return on investment?

A service strategy is a master plan of action that prioritizes strategic goals in service, the achievement of which serves to form a positive image of a travel company, a permanent clientele and a stable financial position in the market.

Attention should be paid to the main components of tourist service in the organization of recreation, providing priorities in the work of a tourist enterprise.

Quality and culture of service, awareness, richness of programs, unobtrusive service, etc. - this is one of the "Map of the World" service areas.

3.3. Participants in international tourism operations and the system of relationships in the performance of services in LLC "Map of the World"

The implementation of international tourist operations presupposes certain relations between tourists - consumers of tourism services and travel companies - their producers and distributors, as well as the relations of the latter with various organizations (banks, transport and insurance companies, etc.) that ensure the performance of this type of international services.

The contractual relationship between the tourist and the travel agency "Map of the World" is formed as a relationship between the buyer (customer) and the seller (performer). It should be emphasized the special nature of the "product" purchased from a travel agency. By entering into a contractual relationship with her, the tourist expects to receive in the end the set of services he needs. The company, as a rule, provides him, as a rule, not the services themselves, but the rights (guarantees) to receive at a certain time, in a certain place, services directly carried out by other companies that do not have direct contractual relations with this tourist, but are in contractual relations with the tourist guide. firm. The tourist also acquires guarantees for the provision of certain types of services by the directing company itself. The totality of these rights is reflected in the voucher,

which is the final "product" of the travel agency and, accordingly, the subject of its implementation.

The relationship between the travel agency "Map of the World" and the tourist is most often built on the basis of an agency agreement on granting the first to the second the right to sell the tourist product formed by the tour operator.

That is why, when organizing tours, "Map of the World" cooperates with insurance companies. The insurance premium is included in the price of the tour. Its value depends on the tariff. There are four types of tariffs that are based on:

- the conditions of the embassies, which can determine the minimum amount of the insured amount, for example, for Western Europe it is about \$ 30;
- the duration of the trip;
- the number of people in the group (discounts from 5 to 20% are possible);
- age (over 60 years of age, the sum insured can be doubled).

Travel agency "Map of the World" sends the supplier a request and a letter of guarantee with the travel dates, the name of the destination country, means of transportation, the host company, the number of tourists by name, indicating the passport number and age.

So, according to the laws "On Protection of Consumer Rights" and "On the Basics of Tourist Activities in the Russian Federation", the tourist must be provided with reliable and complete information about the upcoming trip.

Therefore, the set of mandatory documents issued to the client includes an information sheet and, if necessary, other documents (program, route of stay, brochures, catalogs, metro map, and so on).

3.4. Recommendations for improving the efficiency of management in "Map of the World" LLC

An enterprise without a clear and effective development strategy is not a business, but a set of assets burdened with obligations. In order not only to survive, but also to strengthen their competitive position in the market, it is necessary to engage in strategic planning at a professional level. Strategic planning is the development of a strategy using a set of formalized procedures that are aimed at building both a model of the company's future ("as desired") and a program for the transition from the current state to this model.

The whole complex of works on the development and implementation of the development and management strategy of the company can be conditionally divided into the following large blocks (stages):

- analysis of the investment attractiveness of the industry;
- development of a scenario forecast for the development of the industry;
- forecast of changes in the conjuncture of supply and demand in the domestic and foreign markets; analysis of the company's competitive position in the industry (business strength);
 - financial assessment of strategic alternatives; shaping the image of the company's future;
 - development of strategic goals and objectives; a set of works on the implementation of the strategy

A modern tool for managing the development of an organization in the face of increasing changes in the external environment and the associated uncertainty is the methodology of strategic management. Practice shows that those organizations that carry out comprehensive strategic planning and management are more successful and receive profits significantly higher than the industry average. Many executives with planning experience or just energetic people do not achieve the

desired success by splitting their energies to cover as many markets as possible, produce as many different products as possible, and satisfy the needs of various customer groups. For success, however, a purposeful concentration of forces and a correctly chosen strategy are required.

The study of the existing strategic management system of Karta mira LLC includes the following procedures:

- assessment of the compliance of the work of the travel agency "Map of the World" with its goals and development strategy;
- diagnostics of the causes of sales decline problems;
- development of specific recommendations for the creation and implementation of new systems of strategic management of a travel company.

The purpose of the study of the strategic management of Karta mira LLC is to increase consumer interest in the tourist routes sold, services provided by Karta mira LLC, to create a business image of the organization and increase sales.

Research objectives:

- assess the strategic management of the travel agency;
- identify possible ways to increase sales;
- develop measures for the strategic management of the analyzed firm.

To solve the identified problems for the development of measures for the strategic management of a travel company, we will build a goal tree in Figure 3.1.

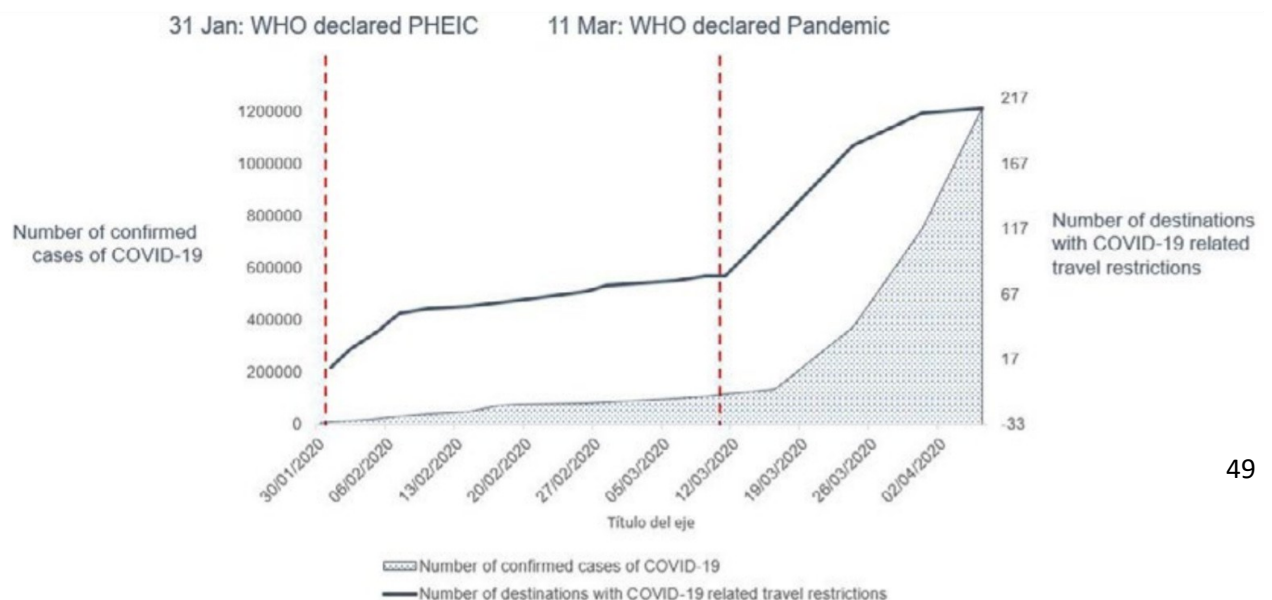


Figure 3.1. COVID-19 in tourism

The cornerstone of a Goal Tree is a Logical Thinking Process that is linked to the Theory of Constraints. It can be described as a tool to outline all the necessary components to achieve the goals, from objectives called Critical Success Factors (CSFs), to its Necessary Conditions (NCs)

With the transition to a market-based business, to achieve a certain level of economic stability, the role of advertising in the activities of a travel company has to optimize the work of the tourist form of "Map of the World" LLC it is necessary to carry out the following activities:

1. In order to organize professional growth of managers and professional development, it is planned to organize training. Business training "Technique of effective sales". The training program includes:

- study of the features, strategy, stages of sale, their characteristics and significance;
- studying the technique of managing the attention and liking of the client, the technology of adjusting to the client and managing the communication process;
- improving the individual style of communication;
- assessment of the professional qualities of the seller;
- exploring ways to identify the true motivation and needs of the client and how to use them;
- teaching the art of service presentation;
- consideration of possible conflict situations and ways to eliminate them;
- training in self-analysis of sales results;
- studying the strategy of transferring clients from potential to permanent.

2. In order to improve the working conditions of managers, it is planned to carry out the following measures:

– raising salaries for employees. The purpose of the increase is to interest the employee in improving the quality of his work, in increasing labor productivity, and, consequently, in increasing sales for the services provided.

– improvement of working conditions. Improving the conditions for organizing work, according to psychologists, affects not only the psychological climate in the team, but also the increase in labor productivity and, above all, involves the renewal of fixed assets of the enterprise.

3. Placing information about their offers on the Internet in the form of a banner.

LLC "Map of the World", using the opportunity to attract additional clients, places information about itself on the Internet. LLC "Map of the World" plans to use this direction of advertising in the form of posting information about its offers on the Internet in the form of a banner placed on the page of the web publisher and having a hyperlink to the website of the advertiser, and it is also planned to connect to the banner network.

When using banner networks, the travel company Map of the World LLC will be able to manage impressions by such parameters as the user's geography, the theme of the sites for impressions, the display time and some others, depending on the mechanism and policy of the banner network. By varying these settings, a travel company will be able to maximize the effectiveness of an advertising campaign and save a lot of money, because banner exchange networks are the lowest-budget Internet marketing tool for market promotion.

3.5. Development of a new tourist destination - educational tourism.

When developing a new tourist destination, Map of the World LLC will work as a travel agent, i.e. will be able to provide only one type of service - the

execution of purchase and sale transactions on its own behalf, but at the expense of the tour operator. From the beginning to the end of the fulfillment of its obligations, the travel agent will dispose of tourist vouchers, but will not be their owner, and will also provide services to the tour operator for a fee.

The size of the commission will be set as a percentage of the price of the transaction made by Map of The World LLC.

The main directions that increase the competitiveness of the company "Map of the World" in the tourism market of Kyiv are also:

- Expansion of the proposals of the travel agency "Map of the World" (assortment policy), for example, the development of excursion tours.
- Improving the promotion of travel services of the travel agency "Map of the World", namely: the development of a printed catalog of the travel agency "Map of the World".
- Improving sales and pricing policy.

In the context of increasing competition in Ukrainian markets, more and more enterprises are paying close attention to various methods of marketing research, including advertising, in order to minimize the cost of finding effective strategies that allow them to firmly hold their market positions and increase sales, while retaining existing consumers and attracting new. At present, more attention should be paid to the development of a planning methodology, since it is it that affects the effectiveness of all promotional activities [13].

The emphasis of the company's activities on the needs of customers and increasing the degree of customer loyalty to the company and its products calls for a serious revision of marketing work with a focus on a new understanding of the role of the client in the chain of relationships between the manufacturer and the consumer.

The most important marketing activities that require improvement in order to increase the competitiveness of the firm "Map of the World" include:

Improving sales policy, namely:

- Building relationships with corporate clients;
- Improving pricing policy.
- Information support of marketing activities.

3.6. Assessment of tourist traffic at Kyiv Sikorsy Airport in 2019-2020

Taking stock of current travel restrictions/bans as well as the current epidemiological situation globally, ACI Europe now predicts that passenger traffic across Europe's airports will not return to 2019 levels until 2024, rather than 2023 which was mooted in the organisation's previous forecast issued in May 2020.

Full Year 2020	Loss (billion)	% change vs. 2019	Loss (billion)	% change vs. 2019
Airport Passengers (#)	-1.75	-71%	-1.57	-64%
Total Airport Revenues (€)	-€35.68	-74%	-€32.44	-67%
Aero Revenues (€)	-€21.15	-74%	-€19.19	-67%
Non-Aero Revenues (€)	-€14.53	-75%	-€13.25	-68%
Retail/F&B/Parking (€)	-€11.20	-79%	-€10.45	-74%

Fig. 3.2. Pax traffic in 2020

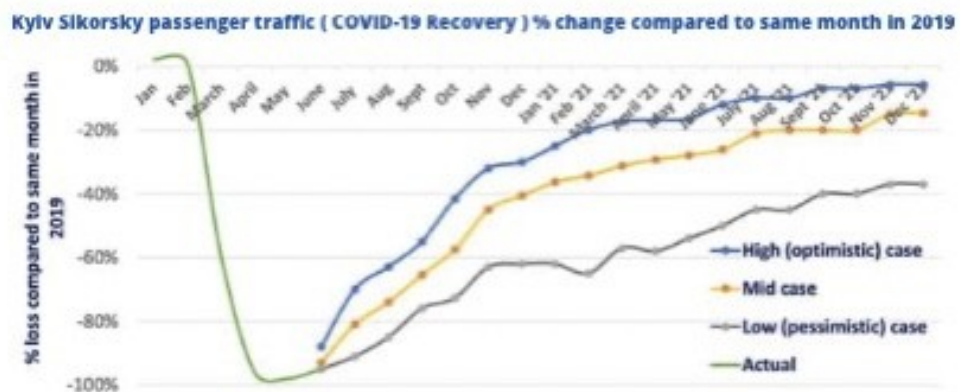
Passenger traffic across European airports stood at -93% in June compared to the same period last year; a marginal improvement over the previous month (May 2020: -98%).

Europe's airports served just 16.8m passengers in June, compared to 240m in the same month last year.

The improvement over the preceding month reflects the progressive lifting of travel restrictions within the EU and Schengen area. As a result, the European airport network saw daily passenger volumes increasing nearly threefold from

267,000 passengers on 1 June to 757,000 passengers on 30 June, but still a far cry from last year's daily average of 8m in the same month.

Olivier



Jankovec, Director General of ACI Europe said: “The recovery in passenger traffic is proceeding at a slower pace than we had hoped for. This was the case in June, and initial data for July also indicates we’re likely to recover only 19% of last year’s traffic rather than the 30% we had forecast.

Fig. 3.3. Kyiv Sikorskiy passenger traffic % change compared in same month in 2019

This is down to the still incomplete lifting of travel restrictions within the EU/Schengen area and the UK – as well as the permanence of travel bans for most other countries.

The fact that EU and Schengen states have not yet managed to effectively coordinate and align over their travel policies does not help, as it is not conducive to restoring confidence in travel and tourism in the middle of the peak Summer season.”

With reinstated flights generally achieving low load factors, passenger volumes are trailing behind flight numbers, highlights ACI Europe.

This is particularly impacting airports, as their operating costs are driven by aircraft movements while the bulk (76%) of their revenues comes from passengers, through passenger charges for the use of their facilities and a wide range of passenger-driven commercial revenues; in particular retail. This means that the current recovery pattern disproportionately increases costs relative to revenues.

Jankovec commented: “The financial situation of airports is not significantly improving – with some even making more losses now compared to their situation prior to the restart.

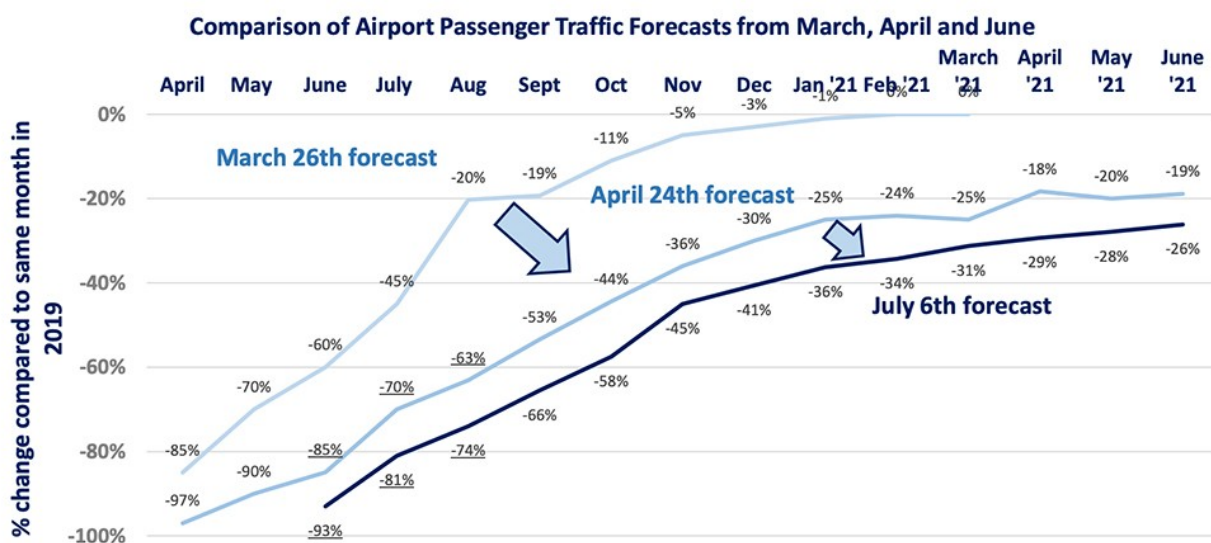


Fig. 3.4. Comparison of Airport Passenger Traffic Forecasts

Considering that the peak Summer season normally accounts for a large share of annual revenues and the fact that temporary unemployment schemes are coming to an end in many EU States – not to mention fierce airline pressure on airport charges – liquidity will remain an on-going concern through the winter.

Many airports, especially smaller regional airports, will need financial relief. This requires looking beyond the current EC Temporary Framework on State aid which is ending next December.”

Since making the revised traffic forecast, Jankovec, and Patrick Ky, Executive Director of the European Union Aviation Safety Agency (EASA), have signed a ‘groundbreaking’ agreement supporting the ongoing safe and secure recovery of aviation.

The Cooperation Agreement for the implementation of the joint EASA/ECDC Covid-19 Aviation Health Safety Protocol further consolidates this operational guidance to airports and airlines as the European standard and reference for States to follow.



Fig. 3.5. Signing of an agreement supporting the aviation safety according to the impact of Covid-19

L-to-R: Olivier Jankovec, Director General of Airports Council International Europe (ACI Europe), and Patrick Ky, Executive Director of the European Union Aviation Safety Agency (EASA), have signed a ‘groundbreaking’ agreement supporting the ongoing safe and secure recovery of aviation following the devastating impact of the Covid-19 pandemic [4].

Following ACI Europe’s close involvement in the development of the Protocol, this agreement now commits the European airport trade body to coordinate the ongoing engagement of EASA with the European airport community. Specifically, the cooperation agreement establishes a monitoring model in order to fine-tune and improve the Protocol in the light of operational practice and further developments. As such, this agreement complements EASA’s Aviation Industry Charter for Covid-19, through which a number of airports report data back to the Safety Agency. Along with the signature of the cooperation agreement, ACI Europe also published its Guidelines for a Healthy Passenger Experience at Airports. Endorsed by EASA, this comprehensive document marks the culmination of ACI Europe’s ‘Off the Ground’ initiative to support a safe and coordinated restart.

Olivier Jankovec said: “Working hand in hand with regulators and industry stakeholders is key to a safe and effective recovery of aviation. This is what airports have been committed to all along in this crisis and the cooperation agreement we have signed today with EASA is another reflection of that.” He added: “There is no doubt that the Aviation Health Safety Protocol developed by EASA and ECDC has been instrumental in restarting of aviation. This is indeed the standard that Europe’s airports are following. The ACI Europe Guidelines we are releasing today are built upon this Protocol. They complement it by providing airports concrete advice and solutions to adapt to the new normal in operations and customer service.

In doing so, our guidelines take stock of a new category of passengers – the health-concerned passenger – and also look at how we can harness technological

developments and digitisation. The priority and focus are clear: this is about delivering a safe end-to-end journey unrivalled in any other transport mode.”

Patrick Ky said: “We welcome the leadership shown by ACI Europe in embracing the EASA/ECDC Aviation Health Safety Protocol and developing further practical implementation advice for their members. Effective implementation and consistent application of the Protocol in Europe and beyond is fundamental to the restoration of customer confidence in the aviation industry after the collapse in passenger traffic as a result of the pandemic.” He added: “Recovery from this unprecedented crisis requires coordination at European and international level and in this context EASA is pleased to build on its partnership with ACI. The pledge made by many ACI members through the EASA Aviation Industry Charter to contribute to the monitoring of the Protocol implementation ensures that we have the feedback loop necessary to consistently refine the guidelines, so as to provide the best and safest possible experience for travellers.”

CONCLUSIONS

Air Transportation Management Department				NAU.20.03.98 004EN				
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A travel operator is an active entity in the tourism market that participates in the planning, development, promotion and implementation of a tourism product for commercial purposes. But in order to bring the tour to the consumer, the tour operator enters into direct interaction with the infrastructure and suprastructure enterprises of the tourism industry, for example, hotels, banks, insurance companies, including airlines.

Airlines are municipal, city or personal commercial companies that own a specific fleet of aircraft and the corresponding permits for the implementation of permanent and charter air travel.

Each of the parties, entering into a relationship, expects to benefit from each other, for example, the airline wants to receive lucrative offers and orders from a tour operator, and that, in turn, affordable prices that would provide a high class of service.

There are two forms of relationship between a tour operator and an airline. These include: regular and charter air travel.

The difference between these forms of relationship is that regular flights are flights that are planned on the basis of a permit, that is, a license to operate an air line and are operated in accordance with a published schedule, and charter flights are non-scheduled transportation that is performed on the basis of air charter. the vessel in whole or in part of its commercial capacity.

The functions of a tour operator in working with regular air carriers are limited to booking and selling air tickets from the tour operator's office, but in order to provide tourists with air tickets, agreements are concluded between the tour operator and the airline on the transportation of tourists on air lines within the country and interstate.

On regular flights, the airline's management establishes and provides its customers with various benefits, discounts, fares, which is part of their pricing and marketing strategy.

When organizing charter air transportation, tour operators jointly rent an aircraft of a specific airline for a certain period: one flight, month, season, or all

year round, or sublet a block - seats to smaller companies. When renting an aircraft, payment is provided by the tour operator according to the contract with the obligatory summing up of the balance after each flight. The airline, in turn, offers the tour operator a convenient transportation schedule for tourists, and also carries the risk of filling the plane there and back. The charter is beneficial for the carrier, as he receives payment in advance for the entire charter, regardless of the load.

Also on charter flights, various types of programs and types of charter are provided. All of them differ from each other in the organization of transportation, and tour operators can use any of them, depending on, for example, which program or type of charter is most preferable for them.

As for the legal relationship between the tour operator and the airline, air transportation is carried out on the basis of a contract for the carriage of passengers, cargo or mail by air with the carrier. The contract is concluded between the airline on the one hand and on the other hand with individual citizens, travel companies, in this case, with a tour operator. An air carriage agreement consists in the fact that the carrier undertakes to transport the passenger and his baggage to the destination, providing the passenger with a seat on the aircraft performing the flight indicated in the ticket, and the passenger undertakes to pay for the carriage at the established tariff.

The carrier and the passenger in this case are parties to the contract with their rights and obligations, which must be respected, regardless of whether it is a regular or charter carriage.

An air carriage agreement may be canceled at any time unilaterally, provided that it does not contradict the requirements of the state authorities of the respective country.

As for a separate charter transportation, the basis of charter schemes of cooperation between the tour operator and the airline is the charter transportation agreement. According to the agreement, one party, namely the airline, undertakes to provide the other party, that is, the tour operator, with the entire capacity of one

or more aircraft for one or several flights for the carriage of passengers and baggage on a certain route.

The contract for a charter flight is concluded for a year, quarter, month, season based on the interests of the customer and the capabilities of the airline, in two copies in writing, having the same legal force. One copy remains with the tour operator, the other with the airline. The content of the agreement should not contradict the Provisions of International Conventions in the implementation of international transportation and the Provisions of the Air Code of the Russian Federation in the implementation of domestic flights.

The agreement may be terminated unilaterally, if the tour operator does not pay for transportation, aviation fuel or a reduction in its limit, if they want to use the plane for government transportation, the flight delay is longer than the period of time specified in the agreement, if an aircraft has been replaced, which does not ensure the quality of transportation and the required number of seats provided for in the contract. Termination of the contract is fixed by the relevant act.

Tourism at the beginning of the 21st century has become one of the leading areas of socio-economic activity in most states, and the tourism industry is an integral element of consumer models and social behavior of a significant part of the population. At the same time, Ukraine, despite its high tourism potential, in terms of revenue from tourism, still occupies an insignificant place in the world market. It accounts for about 1 percent of the world's tourist flow.

Deterioration of activity of Karta mira LLC in 2009 is partly explained by the company's marketing problems, among which are:

- the development strategy of the enterprise has not been determined,
- employees do not know the goals and objectives of the company,
- there is no single information environment,
- there is no planning and control system,
- poorly known consumer

- the advertising campaign is weak enough, it lacks creativity and scope.

The long-term strategy of the company should be aimed primarily at shaping the image of Karta mira LLC as a high-level company. The main goal of this strategy is to attract new clients and partners, including potential investors.

To improve the position of Karta mira LLC in the tourism market, a deep market penetration strategy was chosen. The positive factors allowing to implement this strategy have already developed in the company.

To implement this strategy, it was proposed to pay attention to the development and promotion of educational tourism. The word combination "educational tourism" is used to refer to trips abroad for the purpose of study. According to the tradition of recent years, student holidays and the vacation season in Ukraine have a peak of interest in educational tours abroad.

The paper presents the main directions of strategic management of the company "Map of the World".

In general, it can be noted that in the absence of a strategic vision or development plan for the company for a strategic perspective, without strategic goals, without defining its mission in business, it is impossible not only to develop in the long-term aspect, but also to effectively solve current tasks.

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