PROJECT MANAGEMENT AS AN ELEMENT OF IMPROVING BUSINESS PROCESSES OF THE TOURIST ENTERPRISE

Abstract. The article substantiates the need to apply project management in order to improve the business processes of the tourist enterprise, which, accordingly, will allow maintaining competitiveness. It was found that project management is an effective tool in managing business activities in the tourism industry. The essence, structure and main criteria of project management application at modern enterprises of the tourism industry are determined. It has been investigated that modern mechanisms of project management make it possible to keep continuous records and control the state and movement of goods and material, financial, and human resources at the enterprise, to receive information about the results of the enterprise in real time, to quickly prepare analytical documents, forecasts and work plans on the basis of reliable and complete information about the company's activities, which is available at any time. It has been established that the use of elements of activity design in the field of management of a tourist enterprise contributes to increasing the efficiency of the enterprise's production and economic activity as a result of clear planned activities, more efficient collection and a more rational mechanism of processing and systematization of economic information, reduction of response time to external changes, optimization of the organizational structure of the enterprise, timely acquisition of more rational options for solving management tasks, increase in labor productivity, rationalization of the production structure, reduction of the volume of operating and management costs, formation of an optimal development strategy in the conditions of a competitive, rapidly changing market environment, increase in the level of efficiency management decisions due to the access of managers of all levels to a single information base of the project, etc. It has been
proven that the implementation of the world experience of entrepreneurial activity based on project management will allow to coordinate and control the business processes of a tourist enterprise at any stage of implementation.

Key words: business processes, project management, tourist enterprise, system approach, business management.

Коваленко Надія Олегівна кандидат педагогічних наук, доцент, доцент кафедри готельно-ресторанного та туристичного бізнесу, Херсонський державний аграрно-економічний університет, проспект Університетський, 5/2, м. Кропивницький, 25031, тел.: 8(066)7702752, https://orcid.org/0000-0002-1651-9750.

ПРОЕКТНИЙ МЕНЕДЖМЕНТ ЯК ЕЛЕМЕНТ ВДОСКОНАЛЕННЯ БІЗНЕС-ПРОЦЕСІВ ТУРИСТИЧНОГО ПІДПРИЄМСТВА

Анотація. У статті обґрунтовано необхідність застосування проектного менеджменту з метою вдосконалення бізнес-процесів туристичного підприємства, що відповідно дозволить підтримувати конкурентоспроможність. З’ясовано, що проектний менеджмент є дієвим інструментом в управлінні підприємницькою діяльністю туристичної галузі. Визначено сутність, структуру та основні критерії застосування проектного менеджменту на сучасних підприємствах галузі туристичної індустрії. Досліджено, що сучасні механізми проектного менеджменту дають можливість вести безперервний облік та контроль за станом і рухом товарно-матеріальних, фінансових, людських ресурсів на туристичному підприємстві, отримувати інформацію про результати діяльності бізнесу в режимі реального часу, швидко здійснювати підготовку аналітичних документів, прогнозів і планів робіт на основі достовірної та повної інформації про діяльність підприємства, яка доступна у будь-який момент часу. Встановлено, що використання елементів проектування діяльності у сфері управління туристичним підприємством сприяє підвищенню ефективності виробничо-господарської діяльності підприємства внаслідок чіткої планової діяльності, оперативнішого збору та раціональнішого механізму обробки і систематизації економічної інформації, скорочення часу реагування на зовнішні зміни, оптимізації організаційної структури підприємства, своєчасного отримання раціональніші варіантів вирішення управлінських задач, підвищення рівня продуктивності праці, раціоналізації структури виробництва, зменшення обсягу операційних та управлінських витрат, формування оптимальної стратегії розвитку в умовах конкурентного швидкозмінного ринкового середовища, підвищення рівня
ефективності управлінських рішень за рахунок доступу керівників усіх рівнів до єдиної інформаційної бази проекту тощо. Доведено, що впровадження світового досвіду здійснення підприємницької діяльності на основі проектного менеджменту дозволить координувати та контролювати бізнес-процеси туристичного підприємства на будь-якій стадії реалізації.

Ключові слова: бізнес-процеси, проектний менеджмент, туристичне підприємство, системний підхід, управління підприємницькою діяльністю.

Problem statement. The increasing demands of tourists for the assortment and quality of the tourist product sets the task for the enterprises of the tourism industry to create new attractive services of the appropriate quality and quantity. Solving these problems in Ukraine, which is a member of the World Tourism Organization, is certainly relevant. Any services, including tourist services, are characterized by uncertainty and turbulence, as they depend on changes in the external environment.

Therefore, these features should be taken into account in the process of forming a tourist product, which is understood as «a pre-developed complex of tourist services that combines at least two such services that are sold or offered for sale at a certain price, which includes transportation services, accommodation services and other tourist services not related to transportation and accommodation (services for the organization of visits to cultural objects, recreation and entertainment, sale of souvenir products, etc.)» [1].

It is worth noting that, by its very nature, a tourist product is a project, and the services that form it are the result of the implementation of already completed projects in destinations, as they were created under conditions of a limited budget and aimed at implementing changes, as well as requiring a high level of quality.

Therefore, the use of the project approach, the essence of which in the tourism business consists in the development and implementation of effective and effective projects of a socio-economic and innovative nature, is an expedient and urgent issue. However, the effectiveness of the project approach depends directly on the application of the necessary management methodology for each specific project, which, in turn, requires its development taking into account the specifics of tourism activity.

Analysis of recent studies and publications. In the scientific literature, the issue of using innovative approaches and application of the basics of project management in various spheres of the national economy are studied by many domestic and foreign scientists and practitioners, namely: Bashynska I.O. Hristova A.V. [2], Bezverhnyuk T. M. [3], Bushueva N.S., Bushuev D.A., Kozyr B.Yu. [4] and others. The issue of substantiating the essence of business processes, their classification,
The purpose of the article is to study the use of new approaches to project management using information technology to improve the efficiency of enterprises, as well as the development and implementation of a conceptual model in project management in the enterprise.

Statement of the main material of the study. It is known that the tourism business is characterized by uncertainty and turbulence, as it depends on changes in the external environment. Therefore, the methodology of project management of tourism should take into account the main patterns of the development of world tourism and local project outlook, aimed at the interaction and integration of local, regional and global tourism projects in accordance with the forecasts of the World Tourism Organization (UNWTO).

According to the PMI PMBOK standard, 9 functional areas are distinguished, the main of which are management of the subject area of the project (content), management of quality, time, cost, and additional - management of personnel, communications, contracts, risks and project integration []. Considering the above, it should be said that the management of each specific project requires the performance of basic management functions aimed at managing functional areas based on the use of principles, mechanisms, methods, and tools specific to the field of project implementation [7].

The central functional branch of the project for its successful implementation is the content, that is, a short description of the tourist trip, which is determined by the expected result, formulated by analyzing the needs of tourists in the target market and the possibilities of the tourist operator to satisfy them. Such an analysis should be aimed at the formation of attractive products for tourists and the creation of quality services based on the correct choice of alternative possible options using methods of analysis, observation, comparison, intuition, logic and so on, which requires the use of a marketing management tool.

The main task of marketing management in project management is the constant change, coordination and regulation of goals, results, works aimed at creating a complex of products and services, in the process of the life cycle of the project. It is known that the life cycle of a project in tourism is determined by the sequence of phases that the project goes through during its existence: conceptualization, development, implementation, closure.

At the same time, for each stage, it is necessary to predict the requirements of tourists, which defines the problem, form the project concept, conduct a comprehensive marketing analysis, financial and economic justification, planning
and structuring, use of modern computer control programs integrated with management systems into a single information system using private, state and foreign investment [8, c. 176].

At the stage of conceptualization of the tourist product, the type of tourism, the form of travel organization, its route and standardized characteristics are established, which must not be lower than the requirements of state standards for the relevant type of services and ensure the safety of the trip, the minimization of risks to life, health and property of tourists and the preservation environment. At the development stage, the specification of objects on the route, definition of service classes, additional activities included in the travel program in accordance with the technology of the service process is provided.

The components of the project implementation are quality control and analysis of the project with the appropriate adjustment of its components before the serial launch of the tourist product on the market. Project approval takes place at the stage of its closure.

The creation of new, differentiation of already existing services and tourism products in destinations requires not only the definition of a substantive component of the project, but also a qualitative one. In the State Standard of Ukraine ISO 9000/2001, "quality" is considered as a set of properties (characteristics) of a product, process or system that satisfies the needs or expectations of customers and other interested parties [10, p. 8]. Analysis of the latest publications on quality issues in the tourism business [11] showed that its provision is based on a holistic approach to the management of tourism activities, the main tasks of which are the integration of tourism processes aimed at identifying the requirements and needs of tourists and their best satisfaction, which is reflected in the initiation of new projects. Therefore, it is necessary to determine the parameters of the tourism project at each stage of its development in relation to the features of functional industries. Availability and completeness of information should be counted among the main parameters (characteristics) of quality tourism design; the essence (content) of the tourist product; timeliness of receiving services during the trip; adequacy of provision of a certain category of services per unit of time; service availability by price and time; efficiency of elimination of problems (shortcomings) in the process of serving tourists, etc.

We will build a formal model of the «Tourist Enterprise» system (Fig. 1).
Therefore, quality management in the project has a complex nature, which is checked for compliance of the project result with tastes, perception, service, requirements, hopes and preferences of tourists, on the one hand, and compliance with regulatory and legislative acts, state and industry standards, on the other.
Since the requirements for the quality of tourist services change depending on age and gender, the goals and motivations of the trip, etc., it is important to take into account the need for customer-centric service in destinations in the quality management of the project, which causes the initiation of new projects for the improvement of infrastructure, high-quality training and the use of highly qualified personnel, the introduction innovations and effective mechanisms of state regulation.

A business process is a set of interrelated operations within individual types of enterprise activity that uses enterprise resources to obtain the end result in the form of a product (service) for the satisfaction of the end consumer.

The main emphasis in approaches to the description and modeling of the activities of tourist enterprises is focused on the study of the process of formation of a tourist product. Formal models describing the tourism enterprise as a socio-economic entity have received extremely little attention. The model, the basis of which is not the internal structure of the system, but its interaction with the external environment, is called a "black drawer" type model [12]. This type of model is characterized by a high level of abstraction.

According to the classic components of the model, it includes models of boundaries, inputs, outputs and the external environment of the system. Studying the structure of the system, the relationship between its elements and the internal processes of the system is, of course, an important task of system analysis. However, no less important is the study of the external environment of the system, which is called a metasystem within the system approach [13].

The main inputs of the formal model are the population's need for tourist services, the contingent of tourists, personnel, financial and informational resources. The main output of this system is a tourist product. Consideration of the system at the macro level is associated with significant difficulties that arise already at the stage of determining the system boundary when isolating the system from the external environment [14]. Let's consider the metasystem and its effect on the activity processes of the tourist enterprise.

In the table 1 lists the main business processes of a tourist enterprise; at the same time, only the most important ones that ensure the activity of the enterprise as a whole are highlighted. If necessary, the list of business processes can change, they can be removed and added depending on the specifics of the activity and the size of the tourist enterprise.

It is appropriate to divide and clarify business processes according to the type of activity of tourist enterprises. That is why the business processes described in the table. 1 (with the exception of the 3rd block), are similar for both travel operators and travel agents, since it is the process of formation and sale of travel products that distinguishes operators from agents.
### Table 1

<table>
<thead>
<tr>
<th>Business processes</th>
<th>Project elements (actions, operations)</th>
</tr>
</thead>
</table>
| **Development strategies** | Analysis external environment | Study of the economic situation.  
Regulatory monitoring base  
Assessment of strengths and weaknesses |
| **Definition development priorities** | Selection of market segment.  
Formation of strategic goals.  
Definition of the concept of development. |
| **Market analysis and needs consumers** | Definition consumer needs | Survey of consumers.  
Analysis of focus groups. |
| **Research market** | Monitoring of the price policy on market.  
Monitoring of the existing offer tourist services.  
Monitoring the advantages of competitors. |
| **Formation of tourist product** | Stacking contracts with service providers | Conducting negotiations regarding possibilities of supply of services.  
Coordination of draft contracts regarding the supply of services. |
| **Formation tourist destinations** | Development of tourist routes.  
Development of excursion programs. |
| **Package definition services** | Development of a list of services.  
Development of classes of service. |
| **Formation tourist cost product** | Determining the cost of the product.  
Formation of the final cost tourist product.  
Discount and price planning promotional offers. |
| **HR management** | Recruitment of personnel | Determination of requirements for personnel qualifications.  
Identification of recruitment sources staff. |
| **Teaching staff** | Improvement of staff qualifications.  
Organization of trainings, seminars. |
| **Development staff** | Service promotion.  
Staff rotation. |
| **Management financial activity** | Management financial resources | Cost planning.  
Planning sources of income.  
Financial risk management. |
| **Software project resources** | Planning resources | Search for possible suppliers.  
Estimate the cost of the necessary resources.  
Conclusion of contracts with travel service providers. |
| **Management project resources** | Allocation of resources.  
Optimization of resources. |
| **Control over efficiency of project business processes** | Carrying out internal audit | Identifying the causes of deviations from the established optimal ones parameters.  
Development of remedial measures deviations. |
| **Quality management tourist services** | Assessment of the quality of developed tours and quality of service tourists. |

*Source: formed by the author on the basis [3]*
The main business processes of a tourist enterprise are aimed at creating a tourist product. The process of its design and preparation for implementation requires the involvement of a significant amount of resources (human, material, financial, informational, etc.).

The process of designing the business processes of the tourism business begins with monitoring the needs of consumers and finding ways to satisfy them. Designing a tourism product encompasses a significant number of business processes and sub-processes within a single project. Most of the business processes of the tourism business are focused on the search for travel service providers (accommodation facilities, transport companies) and the process of forming a tourist product (tour development).

The specificity of the business process aimed at the realization of a tourist product is manifested in the differentiation of tourist enterprises into tourist operators and tourist agents. The former, in turn, directly form a tourist product and can independently implement it; travel agencies, according to the specifics of their activity, are only engaged in the sale of tourist products of various tourist operators according to previously concluded contracts.

Taking into account the definition of the essence of project management of a tourist enterprise and the identification of its properties, we can say that the project management of business processes of a tourist enterprise is a managerial influence on the process of forming a tourist offer through the implementation of a set of methods and measures that ensure the effective and rational functioning of business processes with the aim of full satisfaction of tourist demand.

On the basis of the identified features of the implementation of project management of tourist enterprises, it is possible to form a list of business processes inherent in a tourist enterprise, which reflect its features and distinguish it from the totality of enterprises in other spheres.

Considerable attention is paid in modern theory and practice process and methods of modeling (description) of business processes as part of enterprise management technology. Modeling of business processes is an important component of reengineering projects business processes and creation of large-scale software systems provision [9]. The main goals of modeling business processes are the transformation of the "as is" model into the «as to be» model (as it should be), understanding how the enterprise acts (should act) to achieve its goals.

Several are used to model business processes methods based on a structural and objectively oriented approach to modeling [7]. Let's consider several methods modeling business processes that are most suitable for specifics of the work of the tourist enterprise.

SADT method (Structured Analysis and Design Technique), the developer of which is D. Ross, is considered a classic method process approach to management []. The basic principle method consists in structuring the activity of the enterprise with
taking into account its business processes and without taking into account the organizational structure. The SADT method is a set of parameters, designed to describe the functional model of the business process, that is, a description of the main operations and their relationship.

According to this principle, the business model is shared on four main levels:

The 1st level reflects the interaction of the enterprise with the processes of the external environment.

The 2nd level describes the main activities of the enterprise and their relationship.

The 3rd level details business processes, dividing them into elementary operations grouped by certain characteristics.

The 4th level describes algorithms for performing elementary tasks functions.

The result of applying the SADT method is a model that consists of a list of diagrams presented individually blocks, and text fragments that are interdependent link. The feasibility of using such a method for construction the business model of a tourist enterprise is found in the possibility of detailing individual business functions, since this principle ensures the orderliness of individual execution operations and warns of their chaotic nature. At this stage, there is a tendency towards integration various methods of modeling business processes, one of which is the ARIS method (Architecture of Integrated Information System).

The ARIS system is a set of tools for analyzing and modeling the company's activities. Its methodical basis is a collection of different modeling methods that reflect different aspects of the studied system [9]. The process of modeling business processes covers all aspects of the company's activity, since each process is considered separately, after which creates an integrated model that displays connections between all business processes.

Like the previous one, the ARIS method consists of a set diagrams, the elements of which are certain blocks describing specific objects. Each object of ARIS systems is inherent attributes that provide the ability to detail individual processes.

So, this method allows you to create a business model of an enterprise that connects the links that in the usual case descriptions are not contiguous.

The application of the above-described business process modeling methods in the activities of tourist enterprises will ensure the following advantages:

− orderliness of business processes of the tourist enterprise;
− clear division of individual business processes into sub-processes with the establishment of a relationship between them;
− identification of weak links of the business process and their elimination;
− establishing a logical sequence between operations (actions, procedures, functions) of the business process.
− construction of process-oriented activities of the enterprise.
Of particular importance for ensuring efficiency business process during its modeling acquires a distribution obligations between performers and the coherence of their performance, because the final result depends on the quality of execution duties by individual performers. This is the distribution process responsibilities can be called structuring.

The process of structuring business processes is decomposition or detailing, that is, presenting the elements of the initial level of the model at the next stages by describing them characteristics [2]. One of the main factors of provision the effectiveness of such structuring is the distribution of responsibility between process executors. Each type of work within a separate business process is accompanied by a certain level of complexity and the degree of performance of one type of work directly affects on the other, since all jobs within the business process are interdependent.

To determine the advantages and disadvantages of the business process a business model is created, which is formalized (graphical, tabular, textual, symbolic) description of the business process, reflecting the actual or possible ultimate result.

In practice, they are used to analyze the business process complex models built on the basis of specialized Software. That is why it is advisable to develop an approach that which will allow describing and analyzing business processes management personnel, which will make detection much easier and elimination of deficiencies in the implementation of individual business processes. So, we offer the following sequence of business process description:

1. Setting the initial parameters of the project, i.e. definition goals and main tasks of implementing business processes. Such can satisfy the needs of consumers in tourism services, receiving economic benefits, promotion competitiveness of the enterprise, etc.

2. Detailing the business process of the project into individual operations is a description a list of operations and procedures that collectively form separate business process. Such a description allows you to determine the necessary resources for the implementation of the business process that follows makes it possible to minimize excess costs.

The methods of structuring business processes are described above allow to analyze and eliminate the negative consequences of project management, which contributes to the creation of the necessary prerequisites for the rational and effective functioning of the business processes of the tourist enterprise.

Conclusions. The conducted research on the implementation and use of project management as a tool for improving business processes by Ukrainian tourism enterprises is at the stage of formation. Most tourism enterprises do not apply a systematic or complex approach in the form of forming a complete project in order to adjust both individual business processes and activities as a whole.

It has been established that project management is the application of knowledge, methods, skills, tools and technologies to the project in the conditions
of the available material and non-material resources of the tourism enterprise in order to achieve the best results of business process management. Implementation of projects requires the availability of appropriate methodological, methodological and applied, and organizational and cultural support.

Considering projects as a mechanism for improving business processes in order to achieve the organization's goals and based on the key principles of project management, it makes sense to define a project as a systematic set of measures aimed at achieving the original development goals through the implementation of qualitative, irreversible changes in the state of the organization's tourism business processes, which occur during a certain period with a defined budget and limited resources.

So, the implementation of project management, as a toolkit for improving business processes of an tourism enterprise, as a subject of study is only developing. There are many reasons that stop it development and implementation in all spheres of our present: military actions in Ukraine, unstable economic system, low level of investments, decline in production, however, the effectiveness of the implementation of project management by European countries and business leaders prove the necessity and perspective of the implementation of experience by Ukrainian tourism enterprises.

References:
1 Bat’kovets’ N.O., Kordek E.I., Stetsyuk L.R. Virtualizatsiya biznes-protsesiv cherez vprovadzhennya suchasnykh informatychnykh tehnolohiy v turyzmi. URL: http://tourlib.net/statti_ukr/batkovec2.htm


Література:
1 Батьковець Н.О., Кордек Е.І., Стецюк Л.Р. Віртуалізація бізнес-процесів через впровадження сучасних інформаційних технологій в туризмі. URL: http://tourlib.net/statti_ukr/batkovec2.htm
3 Безверхнюк Т. М. Технології проектного менеджменту в регіональному управлінні програмами і проектами: розробка та впровадження. Сучасна регіональна політика: освіта, наука практика. Матеріали підсумкової науково-практичної конференції за міжнародною участю. 28 жовтня 2022. Том II. С. 140-142.
7 Давидова О. Особливості застосування інновацій у розвитку туристичної галузі України. Вісник Київського національного університету імені Тараса Шевченка. Економіка. 2022. № 7 (172). С. 65–69.


13 Тофанюк. А. Бізнес-планування в туризмі: тенденції в сучасних умовах. URL: http://tourlib.net/statti_ukr/tofanjuk.htm