

# LOGISTICS ACTIVITY IN THE REGIONAL MARKET OF TOURIST SERVICES

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**Abstract.** This article forms modern theoretical and methodological principles on the nature, place and role of logistics in the field of regional tourism. The influence of the content and quality of logistics activities on the effectiveness and efficiency of tourist services is determined. Modern destructive factors influencing the development of both regional and international tourism have been identified. It is proved that logistics activity helps to strengthen the competitive position of the subjects of the market of tourist services in the regional tourist market. The content of the article reveals a set of basic terms for the interpretation of the definition of "logistics activities" and the main approaches to understanding it. The study of the role and place of logistics activities was carried out within the system-activity approach. The genesis of various aspects of logistics activity on the basis of the analysis of works of domestic and foreign scientists is considered. The generalized purpose of logistics activity is formalized and its tasks within the limits of exogenous and endogenous approaches are defined. Peculiarities of logistics activity in the regional tourism market are considered. The author's vision of the institutional structure of the subjects of the market of tourist services in Ukraine is formed and the place and role of the subjects of logistic activity in this market are determined. The logistic analysis of the subjects of the regional tourism market is carried out. The basic object of management in logistics, namely the logistics flow, is defined as the basic sign of differentiation of these subjects. The tendencies of development of the subjects of the regional tourism market are forecasted and the algorithm of their transformation into the subjects of logistic activity is offered. The process-functional structuring of the logistics activity of the subjects of regional tourism has been carried out. The basic postulates concerning logistics activity in the market of tourist services are formulated. A systematic decomposition of the components of logistics activity is presented. The place of logistic activity in the management system of the organization is determined. The nature of the influence of the organizational mechanism of logistics management on the effectiveness and efficiency of the regional tourism market is established. The directions of managerial activity of managers of logistics companies are revealed. The main types of logistics activities in the field of tourism are presented.

**Keywords:** tourism, regional tourism market, tourist services, tourist flow, logistics activity, subjects of logistics activity, efficiency, effectiveness, social responsibility.

**JEL Classification:** L26, L83

**Formulas:** 0, **Fig.:** 2, **Tabl.:** 0, **bibl.:** 30

**Introduction.** In the priorities of the post-war recovery of the economy of Ukraine, an important place should be given to the market of tourist services as a multifunctional field of activity, which will contribute to the development of a significant number of subjects of the real sector of the economy, an increase in the scale of service and the involvement of a significant number of employees involved in the implementation of these processes. This will contribute to the solution of a number of important socio-economic and educational and cultural tasks related to ensuring employment, well-being, and cultural development of the population, which will be relevant for Ukrainian society. For the realization of this task, there are both favorable and destructive factors that will affect the state of regional and international tourism. The obvious constructive factors include: the international status of Ukraine, projects

and processes of financial and logistical support of the country's economy by the leading countries of the world, primarily the USA and Great Britain, deepening integration with EU countries, Ukraine's successful geographical location, the presence of significant tourism potential of the majority its regions, activation of the foreign economic policy of business entities, especially in the western and central regions. Destructive factors in the development of the tourist services market include the imperfection of the legal framework of the entities involved in tourism and related activities. The lack of an appropriate industrial and technological base of regional tourism and the appropriate level of culture in the business environment, the inadequate condition of transport and other service infrastructure facilities in terms of their compliance with global and European quality standards.

Taking into account the main constructive and destructive factors of the development of the tourist and related services market, it is important to determine the essence, place and role of its logistical support in the realization of the potential of the tourism industry of Ukraine. In fact, such provision is represented in the tourist business by various types of logistics activities. Logistic activity creates appropriate spatio-temporal usefulness of the tourist service and contributes to its effectiveness in relation to the goals of tourism and efficiency in relation to the used resources of both the companies involved in tourist and related services and the service consumer himself. The problem is that science today lacks a comprehensive analysis of logistics activity as a tool that contributes to strengthening the competitive position of entities in the domestic regional tourism market.

**Literature review.** The work of the following domestic and foreign scientists is devoted to the study of the genesis of various aspects of logistics activity: V. Alkema [4], O. Bakaeva [5], Donald J. Bowersox [6], David J. Kloss [6], O. Kutakh [5], E. Krykavskii [1], M. Christopher [10], C. Skowronek [9], Z. Saryush-Volskoi [9], A. Tkacheva [10], Yu. Ponomareva [11], James S. Johnson [12], Donald F. Wood [12], Daniel L. Wardlaw [12], Paul R. Murphy Jr. [12], O. Sumets [2-3], N. Smirnov [16], James R. Stock [13], Douglas M. Lambert [13], O. Tridid [15], D. Waters [14] and others. The problems of logistics in the field of tourist services and the peculiarities of logistics activities carried out by organizations in this area of the economy were directly addressed by domestic scientists: V. Banko [20], Yu. Bogach [28], V. Brych [27], A. Bedrakivska [21], M. Gobrei [29], N. Korolenko [22], N. Konishcheva [7], I. Levitska [21], T. Luzhanska [29], V. Mazur [27], G. Mykhailichenko [24], O. Rudkivsky [30], O. Runtsiv [23], T. Skorobogatova [25], S. Skibinsky [26], S. Spivak [29], I. Smirnov [17-19], N. Trushkina [7] and other.

The analysis of foreign and domestic professional sources shows that the essence of logistics activity in modern managerial scientific thought is considered from the standpoint of functional, process, system and integration approaches. According to Nukov residents who are supporters of the functional approach, logistics activity is, firstly, multifunctional, secondly, hierarchical in its structure, thirdly, it always has specific tasks both within the limits of individual functions and in their entire complex. Western scientists believe that the main task of logistics activities consists in the material provision of economic activity, its planning, the search for optimal sources of

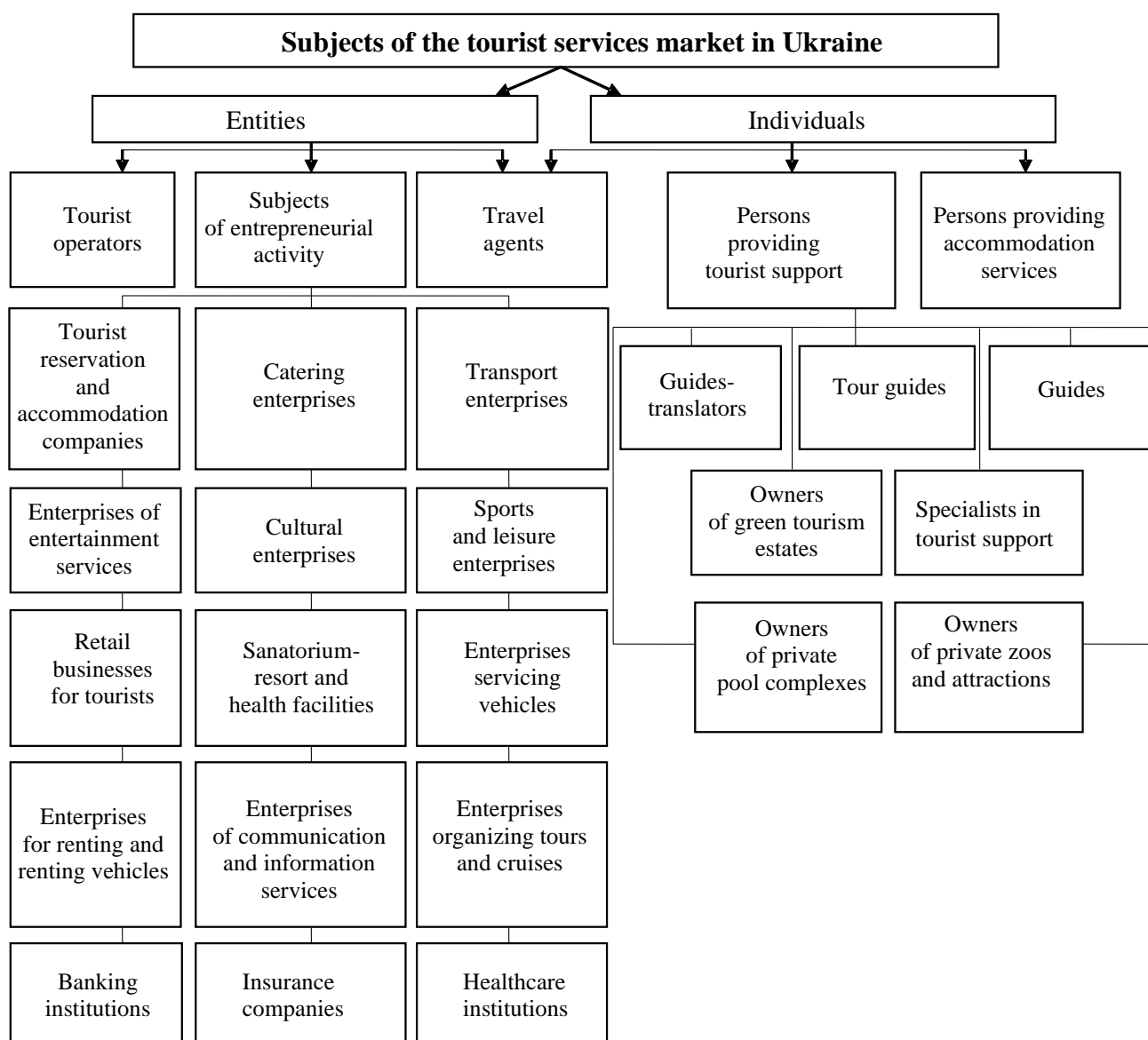
quality resources and their procurement in accordance with the criteria of rationality and service quality [6, 9-10, 12-14]. Some domestic scientists perceive logistics activity within the process approach as a set of spatially coordinated and time-synchronized logistics processes aimed at generating material, information, service, financial and other flows of appropriate quality. Others consider it within the limits of the system approach, understanding it as logistics, the activity of elements interconnected in a single process of managing material and accompanying flows, namely links, the totality of which, the limits and tasks of functioning are combined by the internal goals of the business organization and external goals. Also worthy of attention is the fairly new integration approach to understanding logistics activity, which, in our opinion, has a number of significant advantages. First, it allows to consider this activity from the point of view of integration of functional, managerial and supporting functions, and within them processes and operations. Secondly, it allows you to consider logistics activity as a structural and functional complex of integrated goals and tasks of units of subjects. Thirdly, it involves the integration of logistics flows, methods and mechanisms of their management and the integration of forms and means of their transformation. Fourthly, such activity is not limited to the framework of one organization and in practice forms an integration of subjects involved in the promotion of material and related flows operating in conditions of uncertainty and risk.

**Aims.** The purpose of the article is to study the theoretical and methodological principles regarding the essence, place and role of logistics activity in the field of regional tourism and to determine the importance of the organizational mechanism of its management on the effectiveness and efficiency of the subjects of this activity.

**Methods.** In the process of research, contextual and comparative analysis was used to clarify existing approaches to understanding logistics activities, the decomposition of activity components was studied using systemic analysis, the institutional component of the structure of the tourist services market environment was studied using methods of detailing, formalization, analysis and generalization. Methods of analogy, interpretation, analysis, and synthesis were used to construct a decomposition of types of logistical support for regional tourism entities.

**Results.** The study of the peculiarities of logistics activities in the market of tourist services was considered from the awareness of the modern understanding of the concept of "tourist service". Scientists V.Ya. Brych, V.S. Mazaur understands this concept as "services related to accommodation, food, transport, information and advertising services, as well as services of cultural, sports, everyday life, entertainment, etc., aimed at meeting the needs of tourists (visitors)" [26, p. 163]. This service is generated by the subjects of the tourist services market, which is an open self-regulated and adaptive socio-economic system with connections that regulate relationships related to the production, sale and consumption of tourist services or tourist products in a certain time interval in a certain territorial space. In the study, the main attention is paid to the analysis of the institutional environment of the tourist services market as the organizational base of the subjects of logistics activity. According to the Law of Ukraine on Tourism, the institutional environment of the tourist services market is

formed by enterprises (legal entities) of state, communal and private ownership and individual entrepreneurs [27]. The specific structure of these organizations, which are an institutional component of the logistics environment in the field of regional tourism, is presented in Figure 1. According to the Law of Ukraine "On Tourism" [27], entities that carry out and/or provide tourism activities are "...legal and natural persons who create a tourist product, provide tourist services (transportation, temporary accommodation, food, excursion, resort, sports, entertainment and other services) or carry out intermediary activities for the provision of characteristic and related services". Subjects of regional tourism primarily include [27]: tourist operators (tour operators) and travel agents (travel agents).



**Figure 1. Subjects of the tourist services market in Ukraine**

Source: created by the author based on [27]

A number of business entities (legal entities and individuals) also operate in this market. These are enterprises for the reservation and accommodation of tourists, public catering organizations, companies that provide services for transportation (transfer) of

tourists and goods that are goods of infrastructure, food and other support for their livelihood. The participants of this market are communication and information provision enterprises, institutions of culture and entertainment services, sports and leisure organizations, retail enterprises that sell goods for tourists, sanatoriums and health resorts. An important role in the market of regional tourism is played by companies whose activities are aimed at serving tourists who choose an individual trajectory in the process of implementing a tour. These are companies that rent, hire and service vehicles, companies that organize one-day tours and cruises, and others.

An important role in the regional tourism market belongs to financial intermediaries and, first of all, banking institutions, insurance companies and health care institutions. In the post-war period, important participants in this market will be the Ministry of Community and Territorial Development, local self-government bodies and other commercial and public organizations that deal with issues of security and law and order. The participants of this market should include natural persons who are subjects of business activities that provide accommodation, food, excursion, entertainment and other tourist services. These are primarily tour guides, guides-translators, sports instructors, guides and other specialists in tourist support. On the regional tourism market in Ukraine, these are owners of green tourism estates, owners of private animal farms and zoos, private hunting grounds and fisheries, owners of extreme tourism facilities, owners of swimming pools and attractions, tenants of ponds, lakes, etc. In addition, in this market there are natural persons who are not subjects of entrepreneurial activity and provide services for temporary accommodation (accommodation), food for others.

In the study, a logistic decomposition of the subjects of the regional tourism market was carried out. The main object of management in logistics - logistics flow - is defined as a basic feature of differentiation of business entities. As is known, the tourist information, material, financial and service flows operate in the tourism market. The first group of subjects of this market are companies that are directly related to the maintenance of the main tourist stream. The activities of the second group of subjects are aimed at informational, logistical, financial and other infrastructure support of the tourist market. The third group of subjects are organizations that provide services to ensure the individual trajectory of the tour. For the market of regional tourism in Ukraine, the most characteristic are entities that implement certain types of logistics activities (logistics functions or their complex), which is the subject of their activities. The desired state of development of such subjects is the transformation into organizations that function in accordance with the modern concept of logistics. To implement such a vector of their development, it is necessary to go through several stages of development. In our opinion, these are the following steps: organizational and functional reorganization and transformation into a structured non-hierarchical internal supply chain; formation of the organizational basis of management in the form of a logistics system of the company; development of supply channels between the organization and other market entities on a partnership rather than transactional basis; formation of supply chains and structured network companies in the regional tourism market.

At the next stage, the essence and specific features of the functioning of the subjects of logistics activity were investigated. Analyzing the logistics activity of tourist enterprises, N. Konishcheva and N. Trushkina believe that this is a special type of economic activity, the implementation of which requires coordination in space and synchronization in time of tourist (human) flows with a set of services of the appropriate level of quality, which are adequate to the requests of travelers [ 7]. Scientists emphasize that we are talking about a special function, the implementation of which requires the implementation of consecutive processes of logistics activity in a single complex, which allows minimizing the costs and losses of the enterprise in the field of tourism activities due to the optimization of the logistics chain and reducing the impact of external risks [7].

Professor Skorobogatova T.M. considers the logistics activity of a tourist enterprise within the framework of service logistics and considers it to be the activity of moving objects (consumers of tourist services) to service entities (and not vice versa) and long-term use of a complex service. The main priority of this activity, in her opinion, is the formation of tourist flows in temporal and spatial dimensions, which have a higher rank in relation to personnel, material, financial and information flows [25].

In the concept of tourism logistics, A. V. Bedrakivska and I. V. Levitska consider logistics in the field of tourism to be the activity of providing quality tourist services, increasing the quality of the tourist product to the level of world standards due to the condition of optimizing the use of material and information flows, as well as reducing total costs for providing tourist support, maintenance and service [21]. Banko V.G. does not define logistics activities in the field of tourism, but defines its functions, which include planning tours, processing tourist orders and forecasting demand for a tourist product, transporting tourists and providing them with the appropriate set of services [20]. Mykhailichenko G.I. under the logistics activity of the field of tourism is understood the activity of managing product flows of logistics enterprises, which includes the rational organization of the formation, sale and organization of the consumption of the tourist product and accompanying these processes through the passage of information flows. Logistics activities in accordance with the phases of the logistics chain, in her opinion, include the following components: information on the input flow, production on the formation and creation of the tourist product, sales, which covers the distribution, promotion and determination of channels for the sale of finished products, and information on the output flow [ 24].

Professor Smirnov I.G. logistics activity in the field of tourism is called tourism logistics, which includes activities whose main subject is the flow of tourists arriving at the locations of tourist resources [17]. It presents the component structure of logistics activity, which includes [18] the logistic activity of recreational and tourist resources (resource base of tourism); logistics activities of the material and technical base of tourism, including logistics activities of tourist accommodation (hotel industry) and catering (restaurant industry); logistical support for the creation and operation of information infrastructure; logistics activities for the creation and operation of transport infrastructure in tourism; logistic activity in the field of excursion service; logistics

activities related to the provision of related services in tourism; logistics activities for the production and sale of tourist goods. Korolenko N.V. considers logistics activities in the field of tourism through the lens of logistics strategies of tourism market organizations, highlighting the management aspect of this activity, namely, the long-term direction of optimizing their resources in the management of main and accompanying logistics flows [22].

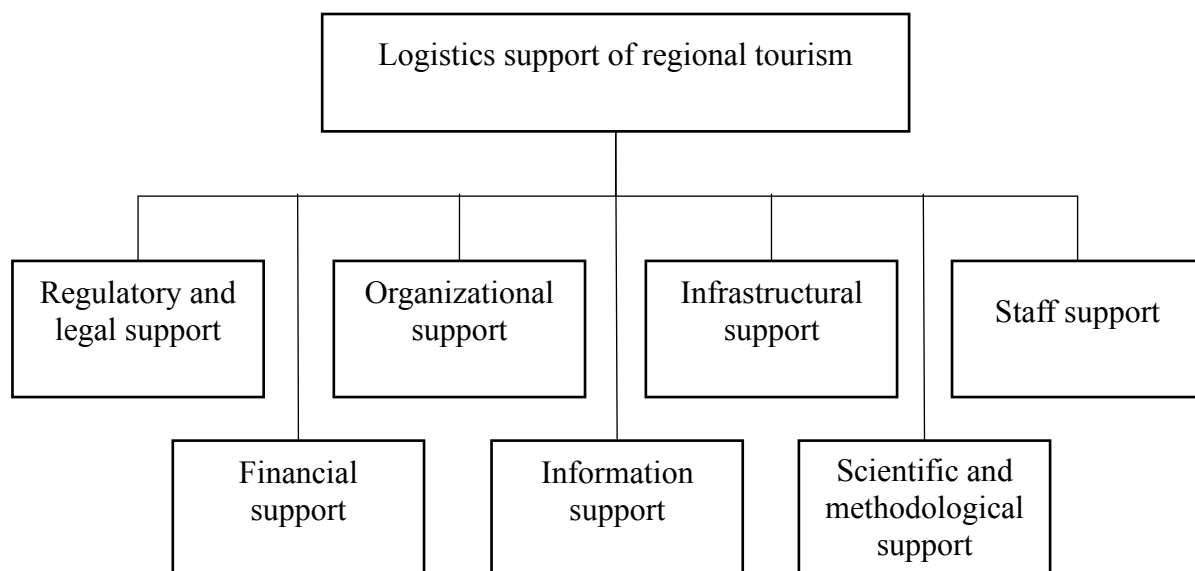
Yuriy Bogach sees information and communication as the main logistics activity of tourist enterprises [28]. The author's team T. Luzhanska, M. Gobrei and S. Spivak understand the integrated management of flows in the enterprise, which covers all its functional divisions and directions - supply, production, marketing, sales, finance, infrastructure. In their opinion, the essence of the logistics activity of a tourist enterprise consists in the management of objects (flows) in the functional spheres of the enterprise by using logistics methods [29, p. 302].

O. Rudkivsky considers the logistics activity of tourist enterprises as a tool for reducing the level of costs and increasing the level of service, which in turn leads to an increase in the level of competitiveness due to an increase in market share [30].

The next stage of the research was the process-functional structuring of the logistics activities of regional tourism entities. The logistics activities of the subjects of the regional tourism market are aimed at optimizing flow processes in order to reduce costs and increase the level of customer service in order to achieve the established competitive goals. It includes the following components: functional and (or) phase activity aimed at the implementation of transformation processes and the transformation of elements of logistics flows in order to form their proper utility in accordance with consumer expectations; managerial activity aimed at determining the goals and tasks of logistics activities and forming plans for its implementation, developing and implementing scenarios for the organization of the implementation of the specified plans, as well as ensuring control of their implementation; provisioning activity (logistics provisioning) which includes various types of provisioning.

For tourism enterprises, the main types of functional logistics activities should include: tourist flow service as a basic function of companies in this market; transport activity aimed at the transportation of tourists and material and technical resources of their life activities during the tour; purchases and other types of material and technical support; warehouse activity; production of tourist products; sales of tourist products and information activities in tourism. The list of functional components of logistics activity and the logically ordered set of their implementation for different subjects of the regional tourism market may differ significantly. It depends on a significant number of factors. The main ones are: the development of the regional tourism market from the point of view of the resource base, infrastructure and organizational potential, the subject of the enterprise and the degree of its integration with other subjects of this market.

At the final stage of the research, the essence of the main types of logistical support of regional tourism was clarified, which is complex and includes the components shown in Figure 2.



**Figure 2. Complex of components of logistic support of regional tourism**

*Source: compiled on the basis of [4]*

Regulatory and legal support is the basis for the identification of existing regulatory and legal restrictions in the implementation of preparation procedures and management decision-making during the development and implementation of plans within the scope of the execution of contracts. Organizational support is the basis for the formation of logistics systems of individual entities in supply chains and networks. It is aimed at introducing into the practice of regional tourism organizational and management mechanisms for coordinating the actions of specialists of various services of companies involved in the management of tourist, commodity, financial and other logistical flows. Infrastructural support of regional tourism is a set of elements that perform important logistical tasks and ensure the implementation of individual logistical processes.

Infrastructural provision of regional tourism includes the following components: transport, recreational and industrial, warehouse, information, customs. Information support for the implementation of logistics operations in tourism consists in the design and organization of a complex of logistics information systems of companies participating in the value chain. Personnel support for the performance of logistics functions during the implementation of contracts consists in the implementation of the processes of formation and development of personnel potential of logistics companies. This type of support should implement the processes of recruitment and involvement of personnel, their assessment and selection, deployment and engagement of personnel, their adaptation and development, motivation and control of activity results, etc. Financial and economic support of logistics activities is primarily related to the economic assessment of resources and operations of logistics support. Basic in financial and economic security is the thinking in categories of total losses for the execution of logistics operations within the scope of the implementation of agreements, which involves not only their identification and evaluation, but also the rationalization of their structure and the level of individual components. Scientific and methodical



support of logistics activities in tourism is based on a significant complex of knowledge, models, methods, techniques, algorithms and effective practices and tools. The scientific base of modern logistics includes a number of methods: methods of forecasting the need for infrastructure facilities, technical and technological means and resources. Methods of ABC and XYZ analysis, methods of determining the coordinates of logistics service centers, methods of choosing logistics intermediaries, the Pareto method, methods of statistical evaluation and control of processes, methods of volume-calendar and volume-dynamic planning and others.

**Discussion.** Thus, the analysis of sources regarding the essence of the concept of logistics activity, approaches to its understanding and analysis of its components shows that this activity is part of the economic activity of organizations. The modern understanding of logistics activity is considered within the framework of functional, process, system and integration approaches. Each of these approaches considers activity based on the selection of a specific research subject. Differences in scientists' understanding of logistics activities even within the same approach have been identified. This difference is related to the diversity of logistics activities in different areas and organizations. Depending on the profile of the organization, it can be operational, functional or a set of business processes.

It was established that the nature of the activity depends on its place and role in the commercial and production cycle of the organization. Logistics activity is not limited to the boundaries of the economic system of the organization and even at the level of the organization is associated with the formation of incoming logistics flows of resources, their transformation into flows of finished products and the delivery of outgoing logistics flows to the consumer. The need of the hour is to study the peculiarities of logistics activities of organizations and enterprises in various spheres and branches of the economy.

Taking into account the importance and perspective of the development of the tourism sector and the important place of logistics activities in the field of tourism business, the study examined in detail the peculiarities of logistics activities in the market of tourist services. For this purpose, the institutional structure of the subjects of this market was identified and analyzed and their differentiation was carried out. It was established that there are three groups of entities in the regional tourism market based on the nature of the logistics flow.

Within each group, subjects were divided according to the main utility of the flow into subjects that generate and transform mainly information flows (reservation services, Internet, etc.), material flows (purchases of food, inventory, tourist goods, souvenirs, etc.), financial (insurance services and banking operations). This differentiation is not a limitation in the integration of the subjects of this market into a single service stream. Based on this circumstance, all economic entities in the logistics environment in the regional tourism market are entities of logistics activity. The subject of logistics activity as a concept in Ukraine is still not legally established. In the professional and scientific literature, under such entities, various scientists understand business entities that are very different in terms of their activity, which are often called logistics entities or logistics companies.

From our point of view, this approach is not entirely correct. Business entities (both legal entities and natural persons that have at least one of the above characteristics, namely: enterprises or their associations that implement types of logistics activities (logistics functions) that are the subject of logistics activities should be classified as logistics activity subjects their activities; firms or their companies whose organizational basis is the logistics system; institutions or organizations that function in accordance with the modern concept of logistics. The analysis of different points of view on the logistics activity of the subjects of the regional tourism market indicates the absence of a unified and systematic view on the logistics activity of sub "objects of this market. Some scientists distinguish within this activity functional, management or supply components. Others consider it at an overly generalized level insufficient for a proper analysis of the essence of logistics activity.

As a result of the analysis and generalization of professional sources regarding the essence of logistics activities of business entities in general and logistics activities in the regional tourism market in particular, we have formulated basic postulates regarding logistics activities in the market of tourist services. Based on the structural-phase structuring of the logistics activity of the subjects of the regional tourism market, it can be stated that the logistics activity is a system of phased logistics processes, and within them, logistical operations coordinated in time and synchronized in space both within the organization and between participating subjects chain of value promotion in order to achieve the appropriate level of service to tourists at optimal costs. The analysis of managerial aspects of logistics shows that the strategic goal of the regional tourism market entities as a whole is to achieve long-term success in business.

The organizational and economic mechanism for realizing this goal is a logistics system aimed at the transformation and transformation of logistics flows generated in this market. A fundamental difference in the management of logistics activities in the regional tourism market is the management of three types of functions: functions related to the tourist flow and maintenance of its elements; functions related to material flows of provision in this market; functions of regulation of coordination and synchronization of all types of logistics flows of the regional tourism market.

In our opinion, the goal of the logistics activity of the subjects of the regional tourism market at the strategic level is the formation of the comprehensive usefulness of the tourist product and (or) tourist service in accordance with the requests of consumers, provided that the necessary level of economic security of the subject of logistics activity is ensured.

The task of logistics activity is to ensure the appropriate level of competitiveness in the regional tourism market by increasing its own share in this market, balancing its own interests with the interests of other subjects participating in this activity. At the same time, the ways to ensure competitive advantages are the logistics service profile that meets the needs of consumers and achieving maximum adaptability of the subject of logistics activity to the conditions and requirements of the regional tourism market environment with the lowest costs. The realization of this goal requires the solution of a strategic task (second-level goal) regarding the organization of the optimal geographical placement of tourist, service and other infrastructure facilities that meets

the defined level of service to tourists and ensures minimal logistics costs. The presented vision of the strategic goal of logistics activity corresponds to its understanding within the framework of the integration approach.

Based on the process-functional structuring of this activity, as well as from the systematic decomposition of its component submissions, it is necessary to distinguish: external, in relation to the subjects of participants in the tourism market, and internal, in relation to the internal supply chain of the enterprise, the goal and task of logistics activity. The external strategic goal of logistics activities, as mentioned above, is to balance the interests of the enterprise with other participants in the promotion of value for the participants of the tourist flow. As well as ensuring a proper competitive position by forming the comprehensive usefulness of the tourist product (service) adequate to the expectations of participants in the tourist market. The purpose of internal logistics activities is to form the appropriate logistics potential of the entity to solve the tasks of ensuring an adequate level of its economic security and realizing competitive advantages in the regional tourism market. The purpose of logistics activity at the tactical level, depending on the phase or function of its implementation, can be: optimization of the cycle of reproduction by means of a comprehensive, consumer-oriented approach to the regional tourism market, service flows, materials and information; quick response to the requests of tourism market participants; the minimum volume of resource reserves; consolidation of physical distribution and management of materials, etc. The goal of the operational level of logistics activity is aimed at the implementation of current tasks. Taking into account the understanding of the tasks of logistics activity as steps in the direction of achieving the goal, they can be classified according to the same characteristics. The management component of logistics activities is carried out by implementing the following functions: analysis, forecasting, planning, organization, motivation, regulation, etc.

The main components of the logistics management system are: subjects of the company's logistics activities; components of this activity and forms of its organization; objects of logistics activity and methods, principles and management styles adopted in the organization. The main subjects of logistics activity management are managers of various levels and committees and management teams, which are the centers of responsibility for individual areas of logistics flows and ensuring their proper properties and quality parameters. Objects of logistics management in the regional tourism market include tourist, service, material, information and financial flows.

**Conclusions.** Thus, the content of the "tourist service" category is disclosed in the article, the institutional component of the logistics environment of the regional tourism market is decomposed, and a systematic analysis of the essence, place and role of logistics activities of regional tourism market subjects is carried out. Alternative views of scientists regarding the understanding of the category "logistics activity in the field of tourism" are considered in detail, and the components of the content of logistics activity in the field of tourism and approaches to understanding its organizational and economic essence are determined. The algorithm of transformation of subjects of the regional tourism market into subjects of logistics activity is presented. The main aspects of logistics management at different levels have been established. The components of

logistic activity support were identified and analyzed both at the level of individual subjects and their integration formations.

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