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**METHODOLOGICAL PRINCIPALS OF THREE-LEVEL  
SYSTEM OF COOPERATIVE MARKETING  
IN THE UKRAINIAN TOURISM**

**ZASADY METODOLOGICZNE TRÓJPOZIOMOWEGO  
SYSTEMU MARKETINGU WSPÓŁPRACY  
W TURYSTYCE UKRAIŃSKIEJ**

**Abstract:** The task of this article is to work out methodical positions and practical recommendations for formation of the cooperative marketing system. This system is considered to be the

preferred means of Ukrainian travel agencies for effective functioning in conditions of globalization. The subject of research is scientific and methodological issues and praxeological aspects of marketing activity of the tourism agencies, the prospects for effective implementation of the cooperative marketing concept in tourism. The methodology of research includes such methods as: system analysis, morphological analysis, the historical method, desk review, methods of marketing research (desk and field). The foundation of cooperative marketing system development for tourism agencies has been accentuated. The way of organizing a general cooperative marketing system is proposed in the form of three-level closed cycle: macro-, meso- and micro-level. The article confirmed that the concept of balanced tourism is an important condition of development of the cooperative marketing system in Ukraine. The stages of organizing tourism centers have been highlighted. The development of those processes is a necessary requirement to create a cooperative marketing system for tourism agencies. The elements and logic for creating the infrastructure of information support have been worked out for the tourism agencies.

**Keywords:** tourism center, tourism agency, cooperative marketing, three-level system, informational support structure

**Streszczenie:** Celem tego artykułu było wypracowanie metodycznego podejścia i praktycznych zaleceń dotyczących tworzenia systemu marketingu współpracy. System ten uważa się za preferowane narzędzie ukraińskich agencji turystycznych na rzecz skutecznego funkcjonowania w warunkach globalizacji. Przedmiotem badań są kwestie naukowe i metodyczne oraz prakseologiczne aspekty działań marketingowych agencji turystycznych, perspektywy skutecznego wdrożenia koncepcji marketingu współpracy w turystyce. Metodologia badań obejmuje takie metody, jak: analiza systemowa oraz morfologiczna, metoda historyczna, analiza dokumentacji, metody badań marketingowych (zbiór informacji pierwotnej i wtórnej). Sposób organizacji ogólnego systemu marketingu współpracy proponuje się w formie trzypoziomowego zamkniętego cyklu: makro, meso i mikro. W artykule potwierdzono, że koncepcja zrównoważonej turystyki jest ważnym warunkiem rozwoju systemu marketingu współpracy w Ukrainie. Określono etapy organizowania centrów turystycznych. Rozwój tych propozycji jest koniecznym warunkiem stworzenia systemu marketingu współpracy dla agencji turystycznych. Zostały opracowane elementy tworzenia infrastruktury wsparcia informacyjnego dla agencji turystycznych.

**Słowa kluczowe:** centry turystyczne, agencji turystyczne, marketing współpracy, system trójpoziomowy, infrastruktura wsparcia informacyjnego

## Introduction

During last twenty years, the tourism industry has been expanding and has become one of the highest-growth industries in the world<sup>1</sup>. Tourism is developed together with cultural and heritage industries, recreation and leisure industries, sports, health promotion and wellness industries, etc.<sup>2</sup> A framework of tourism marketing knowledge is con-

<sup>1</sup> C.S. Liu, S. Chou, *Tourism strategy development and facilitation of integrative processes among brand equity, marketing and motivation*, "Tourism Management" 2016, Vol. 54, pp. 298-308.

<sup>2</sup> H. Xiao, *Dynamics of China tourism and challenges for destination marketing and management*, "Journal of Destination Marketing & Management" 2013, vol. 2, pp. 1-3.

stantly developing<sup>3</sup>. The discussion about the importance of interfirm networking and partnerships to overcome business challenges is visible in the literature<sup>4</sup>.

All the industrial factors defining the efficiency of implementation of the cooperative marketing in tourism agencies (TA) can be considered as two groups (*Analysis of the market*, 2014<sup>5</sup>). The first group is called *co-action factors*, as their direction is of similarity to the cooperative marketing: high level of involvement of client in product exchange, long contacts between enterprises and clients of tourism product, and the motivation of the latter to be involved with the provider of services<sup>6</sup>. The second group is *re-action factors* the motivation with the comprehension that they are to be null and void (moreover, by introducing cooperative marketing), i.e.: high risks of change in demand with time and location<sup>7</sup>; flexibility of demand in relation to income and prices, its dependence on political, social and environmental conditions; unbalanced inflexible proposition as opposed to flexible demand<sup>8</sup>; largely subjective choice of the product; alternative means of work and intentions of partners in the industry<sup>9</sup>.

As mentioned above, extension of the cooperative marketing system within a TA must be based on the following:

1) TA's marketing system is a function of, firstly, an objective factor, i.e. its environment; secondly, a subjective ideas of its management referring the rationality of certain concepts concerning TA's objectives<sup>10</sup>.

2) Representing a cooperative marketing micro-system in a TA is part of the process to create state marketing macro-system and regional meso-systems according to international regulations on tourism services<sup>11</sup>.

<sup>3</sup> S. Dolnicar, A. Ring, *Tourism marketing research: Past, present and future*, "Annals of Tourism Research" 2014, Vol. 47, pp. 31-47.

<sup>4</sup> R.M. Dudensing, D.W. Hughes, M. Shields, *Perceptions of tourism promotion and business challenges: A survey-based comparison of tourism businesses and promotion organizations*, "Tourism Management" 2011, Vol. 32, pp. 1453-1462.

<sup>5</sup> *Analysis of the market of tourist services in Ukraine*, 2014, [online]. [cit. 2015-09-24]. Available: <http://pro-consulting.ua/products/131373-analiz-rynka-turisticheskikh-uslug-ukrainy-2014-god.html/>

<sup>6</sup> O. Lubitseva, *Tourism services market*, Kyiv, Alterpress, 2013, pp. 57-59.

<sup>7</sup> A. Mambrisauw, *Planning model collaboration for acceleration local autonomy (case study respect program in Raja Ampat)*, "International Journal of Scientific & Technology Research" 2015, vol. 4, iss. 1 [online]. [cit. 2017-03-11]. Available: [http://www.ijstr.org/final-print/jan2015/Planning-Model-Collaboration-For-Acceleration-Local-Autonomy-case-Study-Respect-Program-In-Raja-Ampat./](http://www.ijstr.org/final-print/jan2015/Planning-Model-Collaboration-For-Acceleration-Local-Autonomy-case-Study-Respect-Program-In-Raja-Ampat/)

<sup>8</sup> A.A. Ibrahim, *Building and increasing the productivity of human resource management*, "International Journal of Scientific & Technology Research" 2015, vol. 4, iss. 1 [online]. [cit. 2017-02-17]. Available: <http://www.ijstr.org/final-print/jan2015/Building-And-Increasing-The-Productivity-Of-Human-Resource-Management.pdf/>.

<sup>9</sup> M. Amsami, *Customers' satisfaction toward staff, products and services of the retail Islamic banks in Northeast Nigeria: an empirical study*, "International Journal of Sciences: Basic and Applied Research" (IJSBAR) 2015, Vol. 24, Iss. 7 [online]. [cit. 2016-11-14]. Available: <http://gssrr.org/index.php?journal=JournalOfBasicAndApplied&page=issue&op=view&path%5B%5D=118/>.

<sup>10</sup> L. Shulgina, M. Tkeshelashvili, *Marketing management of tourist agencies*, Kyiv – Tarnopol, Aston 2011, pp. 16-18.

<sup>11</sup> L. Szulgina, *Marketing współpracy jako najnowsza koncepcja marketingu turystycznych agencji Ukrainy*, "Zarządzanie Publiczne" 2014, Vol. 2, Iss. 26, pp. 149-162.

## 1. The aim, research subject and research methodology

Basing on the referred above, the aim of this article is the development of methodical positions and practical recommendations to form the cooperative marketing system, which is believed as the preferred means of Ukrainian travel agencies productively functioning under globalization.

The subject of research is scientific and methodological issues and praxeological aspects of marketing activity of the tourism agencies, the expectations for effective accomplishment of the cooperative marketing concept in tourism.

The methodology of research includes: the historical method (to investigate the evolution of marketing concepts and the role of marketing in the enterprise activity); desk review (to research the latest theoretical and practical developments in marketing), system analysis (to detect the effect of macro-, meso- and microfactors when creating conditions for the development of marketing approaches in tourism), morphological analysis (to develop the overall and corporate systems of cooperative marketing and describe the important characteristics of their components), and field marketing research – questionnaire (to substantiate a three-level infrastructure of information decision support).

Field study was supervised in 2013–2015 basing on sample population of 126 tourism agencies' managers by using PASW data processing.

## 2. The conditions for the development of three-level system in Ukrainian tourism

Objective processes occurring on the world tourism market (its globalization, interdependence of countries, weakening of the political and economic borders; introduction of modern service technologies and corporate quality systems; client's familiarity with information and increased demands) cause new demands for arising of national tourism companies. Now, many companies understand that using separate marketing elements is less and less effective. They are intuitive and search for unified business strategy basing on the secure and complete information as for resource potential of tourism and its market profile. The confirmation of the growing popularity of cooperative marketing software is that the annual expenses on CRM-systems within 2000–2015 increased for 146% (from USD 2,6 to 48,9 billions)<sup>12</sup>.

At the same time, all levels of state authorities, scholars and entrepreneurs are all expending aware that it is necessary to move from just declaring of tourism priorities to creating real conditions for its fast development. In Ukraine, tourism (as worldwide) can become a potential instrument of economic, social and cultural

<sup>12</sup> L. Bozhko, *The genesis and evolution of scientific tourism discourse*, "Bulletin of the State Academy of Culture", Kharkiv 2012, vol. 37 [online]. [cit. 2016-10-23]. Available: [http://tourlib.net/statti\\_ukr/bozhko2.htm/](http://tourlib.net/statti_ukr/bozhko2.htm/).

extension, as well as assist openness and PC, consolidate relations between cultures and the feeling of being related to a single community.

However, enlarging the tourism activities has negative as well as positive impact: increase of traffic, overexploiting of natural resources, changes in landscape due to uncontrolled construction and pollution due to behavior of tourists. This altogether can generate (and has generated) serious environmental problems. Besides, uncontrolled tourism (due to negative experience of many countries) distorts local traditions and lifestyle and destroys cultural resources.

### 3. Basic requirements for the development of the system

Hereby we can assume that performing cooperative marketing on any TA shall need organized relations both within it and in higher level systems, such as: industry meso-system and state macro-system.

Firstly, the foundation for formation of an internal corporate quality system (QS) as a part of the cooperative marketing has to be national QS of a National tourism product (NTP).

Secondly, the performing of a marketing system on a TA must coincide with the national concept of balanced tourism, implementation of which is reasonable in order to get progressive development of the state, region, enterprise, or a person.

Thirdly, the TA attractiveness for clients and investors (and thus the outcome of its activity) shall expand if the regional tourist centers are organized throughout Ukraine consistently.

Fourthly, realization of the cooperative marketing in TA shall be more effective in case a system approach is used for the organization of the information support infrastructure regarding decision-making on both the state and regional level.

### 4. Characteristics of the macro-level of the system

Due to the suggested procedure, the organization of general economic marketing system is introduced as a closed three-level cycle. *Macro-level* (cooperation within “state–region–state”, “state–region–agency–state” and “state–agency–state”) provides that respective authorities initiate standardizing distinct criteria that allow defining the level of correspondence between NTP quality and international regulations, as well as its accordance to the balanced tourism concept<sup>13</sup>.

Besides licensing of tourism agencies and certifying the hotel and restaurant services, we must introduce the lobbying of urgent laws needed to stimulate the tourism development and negate faults within existing national legislation that in-

<sup>13</sup> G. Gorban, *Features of formation of demand for tourism product*, 2010 [online]. [cit. 2017-04-03]. Available: <http://tourlib.net/>.

terfere with enterprise initiative in this industry. Foremost, the tax liability must be reduced and a clear procedure of land plot acquisition for tourism centers must be set. That will limit possible corruption due to ambiguous exegesis of Land Code.

The recently implemented relationship between business and authorities needs reforming to a more constructive format.

First, one should introduce governmental visits to tourist agencies beyond regular inspections, to stop possible hindrances. Secondly, a forum should be opened on the governmental site to hold open discussions on most vital issues. It will give the government opinions of both entrepreneurs and clients and ensure monitoring of market processes. All stages of solving the problem should be discussed, including suggestions and alternatives, responsibilities and sanctions should the complications arise, the violation of terms or tasks that failed to be achieved.

## 5. Features of the meso-level and micro-level of the system

*Meso-level* (cooperation between “region–agency–region”) sustains that organization of the QS of NTP is a matter of both tourism departments on the level of regional state administrations and local tourism centers.

Main tasks of these structures shall be development of the programs for tourist regions as per concept of balanced tourism of the country and its realization by involvement of investments that will ensure innovation of local enterprises and quality of their product. The latter shall largely depend on further communication between entrepreneurs and local authorities, as well as local tourism information support.

*Micro-level* (cooperation between “agency–client–agency”) has a double function in economic system. On one hand, this is a core level (thus the main object) of the system, as the TA produce NTP. On the other, the system efficiency is controlled on this level. TA is in most direct contact to the client, and their needs is the reason for the system's existence<sup>14</sup>.

## 6. Balanced tourism as a necessary request of cooperative marketing system in Ukraine

The ideological basis to create an effective state system and within TAs should consist of ***balanced tourism principles***, environmental- and culturally-friendly. Tourism cannot be just a way to make money, as even landscape is not more than a resource. The approach on all levels (international, interregional and local, entrepreneurs and clients), the scope and vision of tourism have to be re-detected, adjust-

<sup>14</sup> T. Islam, S. Rahman, N. Nahar, *Factors affecting customer satisfaction in 3G service*, “American Scientific Research Journal for Engineering Technology and Sciences” (ASRJETS), 2015, Vol. 14, Iss. 3 [online]. [cit. 2016-06-28]. Available: [http://astrjetsjournal.org/index.php/american\\_scientific\\_journal/article/view/1186/](http://astrjetsjournal.org/index.php/american_scientific_journal/article/view/1186/).

ing it to local mentality, traditions and reasonable management of local resources and environmental protection. In the meantime, it should be advocated that fast short-term advantages are often unreasonable and rational and careful use of tourism resources should be implemented for the future.

The importance of the mentioned above is even more obvious in regard of the measures taken to develop the product of XXI century – people's health. The idea of health protection, increasing resistance to stress, life expectancy and elimination of diseases has to control both production and services in post-industrial society. However, we need to mention that performing this is only possible through health environment, the important part of which is tourism<sup>15</sup>.

## 7. The framework events and documents for sustainable development

This concept is being implemented *internationally* through the following:

- The Charter of Balanced Tourism being approved by the participants of the International Conference on Balanced Tourism<sup>16</sup>;
- “XXI Century Agenda of Travel and Tourism Industry Development: environmental balance” documented by three leading international organizations (WTTC<sup>17</sup>, WTO<sup>18</sup> and Earth Council)<sup>19</sup>;
- “Recommendation on Balanced Tourism Development for Local Plan Developers” being published (WTO);
- The foundation of WTTC Global Program of Environmental Management and Information Green Globe;
- Introduction of the Program of grants by EU for environment (Thermie, LIFE etc.);
- The Discussion by EC on environmental issues, Colloquiums on developing a new Ethic Code for Tourism among other measures.

Varying international activities on balanced tourism are not constrained to the abovementioned list, but no more than set a framework. The transition from identifying the problems caused by tourism to taking measures on solving them must happen *nationally* by considering laws and regulations, as well as programs, recommendations and strategies for governmental and non-governmental organizations.

<sup>15</sup> *Tourism Trends and Marketing Strategies UNWTO – UNWTO “World Tourism Barometer”, 2015 [online]. [cit. 2015-10-17]. Available: <http://mkt.unwto.org/en/barometer/>.*

<sup>16</sup> *Davos Declaration, Climate Change and Tourism, “Responding to Global Challenges”, Davos, Switzerland, 3 October. Second International Conference on Climate Change and Tourism, 2007 [online]. [cit. 2017-02-12]. Available: <http://www.sdt.unwto.org/sites/all/files/docpdf/decladavose.pdf/>.*

<sup>17</sup> WTTC – World Travel and Tourism Council.

<sup>18</sup> WTO – World Tourism Organization.

<sup>19</sup> O. Lubitseva, *Tourism services market*, Kyiv, Alterpress, 2013, pp. 264-273.



## 8. The main tasks for the all-level system-participants for the balanced tourism accomplishing

Regarding this, the main parameters of cooperative marketing system implementation within TA in Ukraine are an effective frame of sanctions where harm is inflicted and efficient motivational measures. Thus among insistent tourism activities for the state, the development of Environmental Code is necessary to stimulate:

- Proper attention to the organization of structure, location and plans of tourism centers and routs;
- Effective management of tourist attraction to Ukraine;
- Natural and cultural heritage protection and preservation (i.e., by introduction of obligatory expertise of construction plans on any tourism objects and their environmental influence);
- Technical decision-making on power-perseverance;
- Use of environment-friendly products etc.<sup>20</sup>

As for the expanding the concept of balanced tourism, founding the contests among TAs with environmental prizes is of importance.

Meanwhile, if the proposed principles are ignored it is probable that following risks can occur. They are: international companies shall ignore local interests, and won't take care for local economics, transferring income out of the country; weak ecosystems shall be ruined for the development of tourism infrastructures and a lot of tourists; the architectural and landscaping dissonance; anthropological overload on certain tourism objects etc.<sup>21</sup>

*Locally*, the models of tourism development strategies tend to be more detailed. Since mostly local people feel the consequences of tourism, the decisions should allow the local community to be the beneficiary of the positive outcome of tourism development. In order to achieve this, tourism professionals, politicians and representatives of local community should work out the plans.

Some TA can contribute to balanced tourism development by adding in their programs such initiatives as: motivating environment-friendly attitude among employees and tourists; creating reservations; correct planning of the land-plot; decrease of pollution; economical consumption of water and power; minimizing of the transport use (differentiating); rational anthropological burden.

Consequently, the concept of balanced tourism is an important condition of development of the cooperative marketing system in Ukraine, as all mentioned levels help accentuate keeping of the existing natural and historical resources and stimulates making decisions on turning this potential into tourism products which will be attractive on the world tourism market.

<sup>20</sup> L. Shulgina, M. Tkeshelashvili M., *Marketing management...*, pp. 104-112.

<sup>21</sup> *Tourism: practice, problems, prospects*, 2016 [online]. [cit. 2016-10-26]. Available: <http://www.tourism.ru/>.



## 9. The order of formation of tourist information centers

As an evidence of the importance of these suggestions, we can name negative pre-dispositions, like low pace of sales of tourism products, high level of illegal tourism, poor evaluation of hotel and tourism services by clients etc. These are regarded symptoms of a more serious problem, which can be seen as: most of internal and external tourists do not consider Ukraine, except of a few regions, to be an attractive tourism country. This is mostly due to lack of **tourism information centers (TIC)**. Creation of such centers is another important point of cooperative marketing system of TA.

This problem must be resolved in stages and multidimensional<sup>22</sup>. The proposed procedure supposes two conditions important for the project: local authorities and enough local TA desiring to promote the tourism product professionally. State restrictions must be removed and sanctions for interfering with tourism development implemented.

*Stage one* – preparations (analysis). The workshops of regional tourism development are organized. They include scholars (guides, marketing specialists etc.), business representatives (tourism, hotels and restaurants) and state bodies. They agree on regional tourism data and plan of mutual activities. If necessary, this stage can include a few activities, such as brainstorming, SWOT-analysis, ranging ideas (attractiveness for clients, needed investments, income, risks, implementation etc.). This stage is important due to its ontology. The fortune of the whole project depends on the choices on tourism that were made during such activities.

*Stage two* – projects. The stage is based on the analysis of a cooperation program that is being developed. Mutually attractive projects are also agreed. The main strategy for most Ukraine on this stage is accumulated marketing. When there is lack of resources, it is more useful to concentrate on a few projects. They must include the main characteristics of attractiveness for tourists and be different from other regions, available, harmonies with other tourism products.

*Stage three* – pilot. The developed projects are tested in real life. All the participants should concentrate their efforts to attract clients. The *tourism information centers* (TIC) are of great importance, they are opened with purpose to inform (on local attractions, tours, hotels, restaurants etc.); to consult (TE on selling and clients on buying tourism products); to investigate (data to correct the programs) etc. Moreover, an educational program with prospective dissemination is to be started on social responsibility of tour experience for guests that includes not just TEs, but ordinary too (like in Turkey, Bulgaria etc.). This program should include state, educational and business institutions and social organizations.

*Stage four* – correction and performance of the tourist center programs. They finally should be: complex (able to meet the demands of different levels of clients); due

<sup>22</sup> E. Milinchuk, *A systematic approach to the study of the main problems of tourism*, "Tourism and cultural heritage" 2013 [online]. [cit. 2017-01-26]. Available: [http://tourlib.net/statti\\_tourism/milinchuk2.html/](http://tourlib.net/statti_tourism/milinchuk2.html/).

diligence (guarantying the obligations and providing real information on the company and its service); able to self-expand (include components that are flexible to the environment); socially and economically reasonable (as for social, cultural, environmental and other development of the region); conceptually and culturally effective (harmless to local specifics and creating pride in the region and desire to attract tourists)<sup>23</sup>.

Therefore, developed tourism centers are the basis for good development of national tourism as they help attract clients and differentiate local TAs. One of basic elements must guarantee their productive existence, TIC that must create a complete **informational support structure** for TA decision-making.

## 10. The informational support structure for TA decision-making

This structure is to be planned for specific purposes in providing current, truthful, complete and correct data.

Part of the structure on *TA level* is MIS, *the purpose* of creating which is to compose the database for reasonable decision-making. This is reached by following *tasks*:

- Collecting inner data on activity results of the TA (tourist flow through the TE, dynamics on marketing and finance, effectiveness and innovations etc.);
- Creating a data base on clients (their social, demographic and behavioral habits, desired tourism products, attitude to products and TA, communication specifics);
- Developing a database on local and international tourism partners (their strategies, area of work, management, funds and equipment, service technologies etc.).

Accomplishing those tasks needs respective organizational, time and funding resources, as well as qualified personnel. That is why TA usually chooses one of two MIS saturation means: fill it with data on their own or transfer the obligation to consultants company.

We consider that mainly, TAs, especially small ones, have a lot of reason to involve outsourcing as it allows them to have access to (on contracted terms) properly collected, analyzed and systematized data. From here on it is apparent that such organizations are to be created first, by need in local TICs.

Thus, *the regional structure level TIC* is to be created *in order to* organize the database of tourism development in the region by broadening the TA information capabilities and assist the clients.

The main *task of TIC* is to promote tourism products of their region, helping TA in finding best divergent points and clients in opening new tourism possibilities. To fulfil this task, TIC gather information from regional TAs; research, analyze and publish data on historical, cultural, natural and other peculiarities of the region; helps in holding massive marketing research (including on omnibus terms);

<sup>23</sup> L. Shulgina, M. Tkeshelashvili, *Marketing management...*, pp. 117-124.

provides TA (as per contractual terms) with the results of national and their own research; supports informational assistance and consultancy for new product development; co-organizes regional and national communication campaigns.

Besides, TIC take active and advantageous part in promoting adjacent or thematically or otherwise related regions, as well as corrects informational flow within the structure. The efficiency of its work is mostly dependent on regional development, and it determines the main direction of its efforts. On the other hand, it's also important to not just separate functions reasonably (to avoid double-tasking) on different structure levels, but provide TIC with important general information, which is the competence of the highest – state – level of the system.

*State level of the structure is intended* to create beneficial informational field for national tourism progress as an industry in general and regionally and on TA levels specifically. This can be achieved through following tasks<sup>24</sup>:

- monitoring national tourism market features (competition and their parameters, market corresponding dynamics between participants, peculiarities of their marketing complexes, connection between demand and offer on the market, price fluctuation etc.);
- research of international tourism using the abovementioned characteristics, as well as comparing it with local data, defining the prospects of new technologies worldwide, managing services and accomplishing possibilities of those for local TAs;
- examining the consumers of tourism product using representative panels for their deep segmentation, classification of real and latent needs of segment representatives, defining of the level of its satisfaction and brainstorming new ideas on marketing complexes and TA placement, defining the scope of found and hidden problems as well as methods of their solving;
- making conclusions on local, national and worldwide tendencies of tourism development, suggesting recommendations to create strategies to promote national and regional tourism product of TAs.

Meanwhile, the possibility of problems to do with sole ownership of important information arising nationally or regionally has to be minimized through certain actions.

First of all, Central Laboratory is State tourism and resort authority business partner making TIC a regional authority partner. This partnership is mutually useful: State tourism and resort authority attracts the Central Laboratory as a long-term massive client, while the laboratory in order to keep client's trust offers a beneficial and various cooperation programs. Both CL and TIC are to be thought rather flexible, allowing them to perform research independently and attract other marketing companies for it when there is a need.

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<sup>24</sup> Ibidem, pp. 216-218.

Secondly, the conclusions of CL and TIC are not compulsory, and the relationship between TAs and both these structure levels are concentrated on mutually beneficial basis. TAs gives important information as per statistical forms, providing the base with its data. Regarding this, the latter leave the TAs their right to get fragments of data report with necessary general information.

Thirdly, the financial results of these departments' activity is to be dependent on beneficial activities of the tourism industry in general. While the first are to interest the market participants in the importance of their complete and correct information and suggestions and prove its productivity, the latter can only be interested if the advantages of this and the capability of investments is respective.

## **Conclusion**

Thus, the proficient way to lead Ukraine out of the outskirts of worldwide tourism industry and economy in general is stimulating the economy development through protecting definite industries, especially tourism. This needs primarily comprising that the tourism enterprises are unable to compete with companies that arisen on the market due to globalization not just from other countries, but international groups.

The proposed construction of macro- and meso-systems of cooperative marketing allows co combine the efforts of industry professionals of all levels and become a solid ground for effective realization of this concept of the enterprises of the tourism industry all over Ukraine. The main supplying on the development of the cooperative marketing system include the creation an internal corporate quality system, coordination of a marketing system on a TA with the national concept of balanced tourism, organization of regional tourist centers throughout Ukraine, and development of the information support infrastructure considering decision-making on state and regional levels.

Effective carrying out of marketing collaboration should be based on the concept of sustainable tourism, which will bring to the preservation and development of the existing natural and historic potential and encourage the making of practical solutions of transformation of this potential into appealing tourist products.

The author believes that the given methodology of systematic monitoring of environmental factors will be the basis for the formation and development of tourist agencies marketing information system.

Possibilities for future research contain the development of evaluation criteria system for assessment the significance of cooperative marketing accomplishing to travel agencies activity in Ukraine.

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