**Повышение конкурентоспособности услуг в дефинициях сервисной логистики:
адаптация для предприятий индустрии туризма и гостеприимства**
**Improving the competitiveness of services in the definitions of service logistics: adaptation to
the enterprises of tourism and hospitality industry**

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Аннотация. В статье представлены теоретико-методологические аспекты применения концепции сервисной логистики на предприятиях индустрии туризма и гостеприимства. Для приобретения дополнительных конкурентных преимуществ предприятиям рекомендовано рассматривать потоки услуг и потоки клиентов как основные объекты логистического управления.

The paper presents the theoretical and methodological aspects of implementing of the concept of service logistics in enterprises of tourism and hospitality industry. To acquire additional competitive advantages enterprises recommend to consider service flows and flows of customers as the main objects of logistics management.

Ключевые слова: логистическая сервисная система, предприятия туризма и индустрии гостеприимства, сервисная логистика, сервисные потоки, туристский продукт, обслуживанию туристов на маршруте.

Keywords: *logistics service system, enterprises of tourism and hospitality industry, service logistics, service flows, tourist product, tourist services on the route.*

The possibility of using the service logistics for enterprise management in the sphere of services, according to the author, is doubtless and it is extensively implemented in the design of logistics service system.

Due to the problems in the management of service flows of enterprises of tourism and hospitality industry, there is a demand for the use of technology of logistic management of flows.

Peculiarities of this perception are the understanding of the concept of logistics for tourism, according to which human flows are not considered, but "flow of services - as the subject" and "the flow of customers - as the object" are distinguished. Moreover, the flow of services in this context and the flow of customers in the process of providing services are at different levels of interaction, which is reflected in the type of service in their classification according to the degree of contact in the process of service on the route, whether it is "clean", and mixed quasimanufacturing services.

Typical problems of management of service flow and the flow of customers in the implementation of tourist product by tour operators and travel agents:

- lack of effective management of client base;
- absence of a clear policy aimed at retaining customers and increasing their loyalty to the company and its services;
- lack of integration of service policy with the means of telecommunication (CallCenter and recording telephone conversations);
- obscure segmentation of tourists-customers (for loyalty, frequency of purchase of tourism products, the other characteristics of consumer behavior and socio-demographic criteria);
- the absence of non-financial stimulation of "right" customer behavior.

In accordance with the peculiarities of the implementation of tourism products and the specificity of tourist services on routes, taking into account the shift to amateur tourism and declining international outbound tourism due to geopolitical and currency fluctuations of the market, it can be stated that it is necessary to find the management tools of relationship with customers and optimization of the quality of service that is aimed at improving the competitiveness of enterprises of tourism and hospitality industry.

A logistic service system with distinguishing its specific features as compared with the logistics system of an industrial enterprise, includes the following: purpose, object database (main manageable flow), main characteristics of territorial limitation of logistic system, survival conditions, exposure to change, flow direction, flow rate, connections with customers, the number of connections, logistics mix [1].

We present characteristics of logistics service system of tourism enterprise in the context of the identified parameters, presenting the data in a table 1:

**Parameters of logistics service system of an enterprise
in tourism and hospitality industry***

Parameters of the system	Characteristics of the parameter
Purpose	Provision of tourist services to consumers in accordance with the stated requirements for the composition, quality and usefulness of the service at a convenient time with reasonable costs and fixed downtime
Object database (main manageable flow)	Flow of services and flow of customers (active objects); material flows (passive objects)
Main characteristics	Openness, mobility, adaptability, autonomy, focus on the expansion and integration
Territorial limitation of logistic system	There is for support services and accompaniment; there is no for professional services
Survival conditions	Focusing on innovative development
Exposure to change	Highly dynamic
Flow direction	Stochastic for professional services and clearly defined for support services and accompaniment
Flow rate	Variable for professional services, constant - for support services and accompaniment
Connections with customers	Parity formal and informal
The number of connections	Large
Logistics mix	Tourist services, individualized to a specific consumer, in accordance with the stated quality provided to the customer at a convenient time and at a reasonable price and a fixed downtime

* Compiled by the author based on [2]

Because of the presented characteristics we can focus on various types of tourist services, depending on their content, so in the determination of logistics service system it is necessary, in our view, to take into account the services that meet the industrial, personal and social needs.

Taking into account the selected parameters and properties of the system, we should clarify that the author considers a logistics service system in the market of tourist services as a complex of elements whose functional relationship allows to provide customers with services relevant to stated

qualitative and quantitative logistics parameters most completely, in a timely manner and with maximum usefulness for business processes.

It is advisable to carry out further analysis of the logistics service system, in our opinion, according to the following elements: the class of the system, the purpose of the system, management objects (flows), flowing process of an enterprise taking into account the specificity of its activity, the structure of the system [3].

A logistic service system is characterized by its allocation to the class of a micrologistical system, the real basis of which is the complex tourist product. In this case, the system can be characterized as a service-product continuum [4, 5], the results of activity of which is pairing of products and services with a predominance of the share of the latter. This is shown in the duality of tourist services considered in content both as support, accompaniment of a package tour, and as professional services formed by a tour operator in the ready tourism product.

The purpose of logistics service system, therefore, is to provide services to consumers in accordance with the stated requirements for the composition, quality and usefulness of the service at a convenient time with reasonable costs and fixed downtime.

Flows considered under the tour operators as a logistics service system include basic management objects - flows of service and flows of customers, as well as the material, information and financial flows [5, 6]. In accordance with the definitions of logistics, the flow has to be in motion, have a certain focus and be measurable. The flow of services thus reflects the whole list of tourist services of providers, enclosed in the tourism product. For enterprises that do not have group services and their division in accordance with the given classification we can make structuring of services for context (purpose). The information is presented in more detail in the research of the author [1].

Within the framework of expert research management processes should also be considered from the point of view of application of the best international experience, that is, groups of tasks, aimed at optimizing the efficiency (cost / risks) and productivity (service levels) business disciplines or processes. These tasks are a standard set of initial data that can be replicated and easily adaptable to different objects. Examples of best international experience reflect, as a rule, the impact on the current status of implementation, and the total cost of ownership, while the target representation is a view on the desired state of implementation [3].

Areas of research include:

1. Audit of processes of management of the flow of tourist services;
2. Evaluation of process of management of quality of services in the provision of each service included in the tour package;

3. Evaluation of the process of changes in the service of the tourist on the route;
4. Evaluation of the process of tourist services;
5. Evaluation of the process of training of personnel involved both in the formation of tourism products, and those who work directly with the tourist on the route.

On the basis of the conducted analysis for the purposes of logistics subsequently the model of process ownership for service of tourists is selected, specific recommendations for its improvement, depending on the characteristics and content of the tourist product, orientation to meet different needs of tourists on the route and, of course, the specifics of work of a tourism enterprise are considered [1].

In practical terms, the use of the logistical approach to enterprises providing tourism services, is to establish an adequate flow, to determine the technology of optimal transfer of resources, to develop standard requirements for quality of service, to identify centers of loss of time and a waste of resources for the purpose of subsequent optimization of the system.

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