ISO Standards in The Concept of Quality Management of Travel Companies of Ukraine

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Abstract

The article considers the system of forming a quality management system of a travel company based on ISO standards and proposes a model of quality management system based on a process approach, using elements of integrated management; a procedure for forming the quality management system of a travel company and a typical organizational structure of the quality management system of a tour operator.

Key-words: ISO Standards in Tourism, Quality Management, Sustainable Development, Tourism Services, Innovations.

1. Introduction

Problem statement

Sustainable development of tourism in Ukraine in an environment that is constantly changing and overcoming a period of macroeconomic financial and economic instability makes demands for improving the quality of tourism products and determines the introduction of a quality management system at tourism industry entities of Ukraine.

Advantages in the competitive market of international tourism can be achieved with the introduction of integrated management systems, using, in quality management systems, along with the standards of the ISO 9000 series, other standards. According to the analysis of quality of tourism in Ukraine, the priority is to address the issue of satisfaction of consumers of tourism products, so the extended management model includes standards focused on the settlement of complaints and disputes (ISO 10001-10003).

Recent Research and Publications Analysis. A significant contribution to studying the theoretical and practical foundations of tourist services quality has been made due to works by such scholars as Bayev V., Bakhov I., Antonenko I., Sologub Y., Veres K.

2. Proposed Methodology

The aim of article is to define ISO standards and their role in the concept of quality management of travel companies of Ukraine. Pursuing this goal necessitates the solution of the following problems: formation of a quality management system of a travel company on the basis of ISO standards, introduction of a quality management system model based on a process approach, using elements of integrated management; procedure for forming a quality management system of a travel company and a typical organizational structure of a tour operator's quality management system.

3. Result Analysis

The international standard ISO 9001:2018 [1] and harmonized with it NSU (National Standards of Ukraine) ISO 9001-2019 [2], current in Ukraine, contributed to the adoption of a process approach in developing, implementing and improving the effectiveness of a quality management system to increase the customer's satisfaction with fulfilling his/her demands. A model of a quality management system, which is based on processes based on the above standards, is presented in Fig.1. The adopted NSU ISO 9004:2018 "Quality Management. Quality of an Organization. Guidance to Achieve Sustained Success" [3], which came into force on 01.01.2020, is identical to the international standard ISO 9004:2018" Quality management - Quality of an organization - Guidance to Achieve Sustained Success" [4]. The introduction of the above standards allowed to develop a new extended model of a quality management system [5, p. 89]. Such a model, adapted to the sphere of tourism, is presented in Fig.1.

The proposed QMS (Quality Management System) model, based on a process approach, is based on the standards NSU ISO 9004:2018 and ISO 9004:2018, but it organically includes the main provisions and elements of ISO 9001:2018: responsibility of management; resource management; tourist product production; measurement, analysis and improvement.
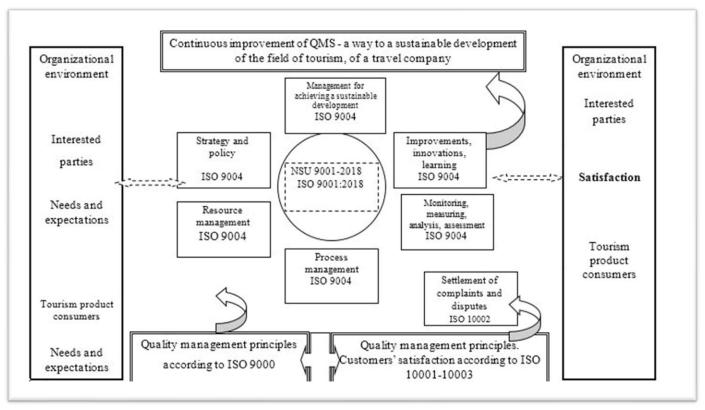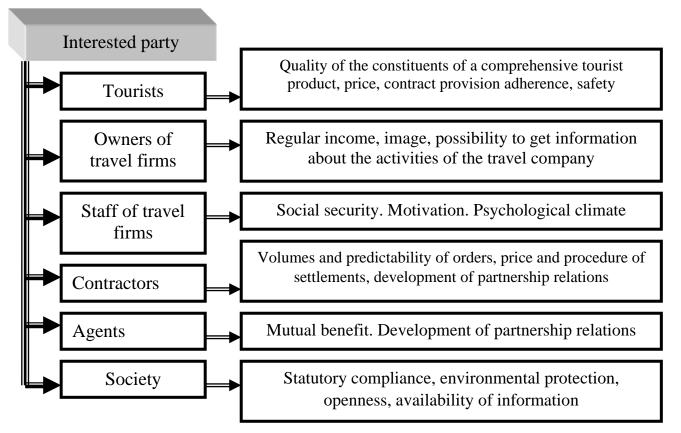
Figure1: the extended model of a quality management system is based on a process approach, using elements of integrated management

The use of the standards NSU ISO 9004:2018 and ISO 9004:2018 for a quality management system provides for systematic and continuous improvement of all activities of the travel company and allows to take into account in the management process the needs and expectations of all interested parties presented in Fig. 2.

Figure 2 Needs and expectations of the interested parties of the activities of a tour operator

Interested party	
Tourists	Quality of the constituents of a comprehensive tourist product, price, contract provision adherence, safety
Owners of travel firms	Regular income, image, possibility to get information about the activities of the travel company
Staff of travel firms	Social security. Motivation. Psychological climate
Contractors	Volumes and predictability of orders, price and procedure of settlements, development of partnership relations
Agents	Mutual benefit. Development of partnership relations
Society	Statutory compliance, environmental protection, openness, availability of information

In accordance with NSU ISO 9000-2015 "Quality Management Systems. The Main Provisions and a Glossary of Terms" [6], by an interested party they mean a person or a group of persons who are interested in the activities or success of an organization. A management decision on the implementation of a quality management system at a travel company is made by the owners along with the top management of the organization.

The procedure for forming the quality management system of a travel company should include the appropriate stages of its development, creation and implementation.

The first stage is the decision of the management of the travel company to implement a quality management system, the appointment of a person responsible for the process, who will bear general responsibility for the process, for directing and controlling the activities related to its functioning.

The second stage is the creation of a working group for the development and implementation of the Quality Management System (hereinafter referred to as QMS), the approval of a calendar plan for the implementation of the quality management system. The working group includes: a person

responsible for the process; persons responsible for processes - heads of structural units in all areas of activity of the travel company; the deputy director for financial and economic affairs.

The third stage is informing the employees of the organization on the advantages of the quality management system, of the draft documents "Quality Policy," "Guidelines on Quality," the drafts of new job descriptions.

The fourth stage is planning the activities for the implementation of the quality system. It is recommended to use strategic, tactical and operational plans when planning a QMS. The products of strategic planning include: formulation of the mission, vision, values and QMS guidelines; management structure at the travel company; analysis of the situation in the travel market; action plan; financial and resource planning; assessment. QMS tactical plans contain tactical goals, division of responsibilities and powers, necessary resources, timeline of development, determining monitoring and verification tools, control points at development stages, list of process methods in accordance with Quality Guidelines, QMS plan adjustment methods, methods of verification of achievement of goals.

The fifth stage is analyzing the actual state of the current documentation, its composition and content; determining the list of processes of the quality management system of the tour operator. When describing the processes, the working group should ascertain their compliance with the standards NSU 9001-2018 and NSU ISO 9004:2018.

At the sixth stage, the documentation of the quality management system of the travel company, of a quick implementation and organization of the QMS audit is developed and implemented.

When implementing, operating and improving an extended model of the quality management system of a travel company, it is necessary to define a strategy and policy. In accordance with NSU 9000-2015 " Quality Management Systems. The Main Provisions and a Glossary of Terms," the quality policy is usually harmonized with the overall policy of the organization.

In accordance with the "Quality Policy" of the standards NSU 9001-2018 "Quality Management Systems. Requirements" and ISO 9001:2018, the top management should ensure the following requirements for the quality policy: compliance with the corporate core activities; it should have a commitment to meet the requirements and continuously improve the effectiveness of the quality management system; be the basis for setting and reviewing quality objectives; be comprehensible and disseminated within the organization; be the object of critical analysis with regard to its continuing suitability [2, 1].

The standards NSU ISO 9004:2018 "Quality Management Systems. Requirements" and ISO 9004:2018 "Quality Management - Quality of an Organization - Guidance to Achieve Sustained Success" define that forming the strategy and policy of a travel company, the senior management, in consultation with the owners, should establish and constantly maintain the mission, vision and values of the organization. The ISO 9004:2018 standard defines the mission of an organization as a description of why the organization exists [4].

The vision is the view of the owners and senior management of a travel company on what the organization can or should be; it determines the guidelines in conducting the tourism business. An example of formulating the vision of a travel company can be: "We will be a leading organization for online tourist services."

In modern management theory, the definition of values is one of the main products of strategic planning. Some leading organizations with a high level of organizational culture adopt a Code of Values [7, p. 83].

The policy of a tour operator in the field of quality is defined in a separate document "Quality Policy," which is approved by the owners of the travel company and adopted by the director of the organization or his/her deputy, who is responsible for the quality management [8, p. 144]. This document should define the mission and basic policy principles of the tour operator, entrust its leadership with the responsibilities of the leader in implementing quality policy in the provision of tourism services, providing the necessary resources and creating an internal environment for effective cooperation to meet the expectations of the consumers and other interested parties as well as to fulfill the potential of the employees.

The main document for the strategic planning of the introduction of a quality management system at a travel company should be the "Guidelines for Quality," which is developed in accordance with the requirements of ISO 9001:2018 [1].

The structure of a developed standard document "Guidelines for Quality" (for tour operators) is presented in Fig.3.

Figure 3 Components of a standard document "Quality Guidelines" (for a tour operator) Developed by the author

The Components of the Guidelines for Quality

1. Introductory part: 1.1 Terms and definitions
   1.2 Establishing the status and regulating the dissemination
   1.3 Procedure for reviewing and updating the "Guidelines for Quality"
   1.4 Purpose, range of action and application
   1.5 Purpose and range of use of the QMS

2. General information
2.1 Authorization scope: the main tasks and functions

3. Tour operator structure

4. Quality policy

5. Monitoring the implementation of the quality policy of the tour operator

6. Services rendered by the tour operator

7. Tour operator QMS process structure

8. Process methodology preparation procedure

9. QMS system process list

10. Travel company process interaction structure

Annexes   1. Tour operator organizational structure scheme
   2. Matrix of responsibility for executing QMS processes
   3. Register of the developed documentation of the QMS

The "Quality Guidelines" does not contain any confidential information; it is freely accessible to all employees of the travel company, contractors, travel agents and consumers of the travel services.

The implementation of a quality management system should take place in accordance with the program "Implementation of a Quality Management System at the Travel Company in Accordance with the Requirements of the National Standards NSU 9001-2019 and NSU 9004:2018," which is developed by the organization's management and approved by its director and/or owners.

In accordance with paragraph 5.1 "Leadership and Commitment" and paragraph 6 "Planning" of NSU 9001-2018, the top management of a travel company should demonstrate the presence of its commitment to develop and implement a quality management system and continuously improve its effectiveness through the following measures: informing the employees of the organization of importance of satisfying customer requirements as well as legislative and regulatory ones; quality policy making; ensuring the establishment of goals in the field of quality; critical analysis by the management; provision of resources; planning the quality management system to meet the requirements set out in NSU 9001-2019, in order to achieve the quality objectives; taking measures to preserve the integrity of the quality management system during the planning and implementation of changes to it.

The Quality Guidelines provide for the development and approval of the relevant organizational structure of the travel company, which provides for structural units involved and partially involved in the quality management system, their administrative and functional subordination. A typical organizational structure of a tour operator is presented in Fig. 4.

NSU 9001-2018, in the paragraph "Management Representative," states that the top management appoints one person from the management of the organization as a representative of the management on the quality management system. He/she is responsible, with assigning authority, for: leading the working group on the quality management system; ensuring the establishment, implementation and maintenance of the processes required for the quality management system; reporting to the top management on the functioning of the quality management system and the need to improve it; ensuring awareness of customer requirements within the organization.
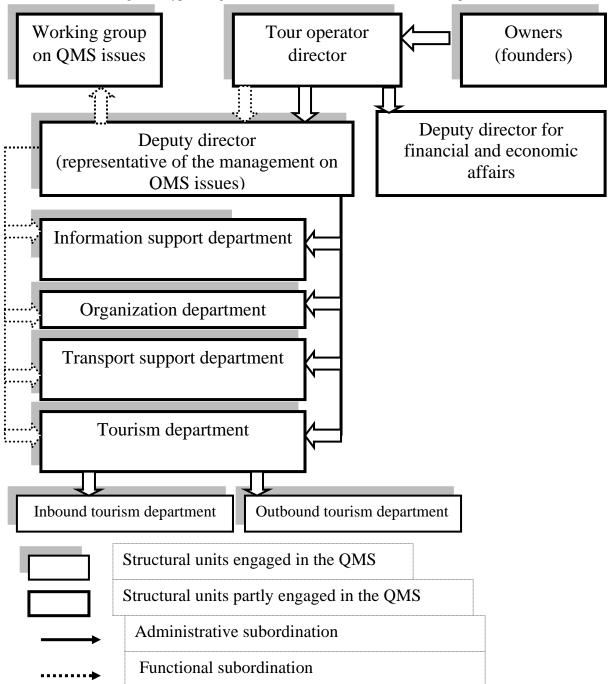
Figure 4 Typical organizational structure of the QMS of a tour operator

Working group on QMS issues	Tour operator director	Owners (founders)

Deputy director (representative of the management on OMS issues)

Deputy director for financial and economic affairs

Information support department

Organization department

Transport support department

Tourism department

Inbound tourism department

Outbound tourism department

Structural units engaged in the QMS

Structural units partly engaged in the QMS

Administrative subordination

Functional subordination

At the second stage of the development and implementation of a quality management system at a travel company, by an order of the director, a working group on QMS issues is created. Regulations on the working group and its personnel are approved by an order of the director of the travel company. The main tasks of the QMS working group include:

• ensuring the execution of a phased work plan for the implementation of the Program "Implementation of a Quality Management System at a Travel Company in Accordance with the Requirements of the National Standards NSU 9001-2018 and NSU 9004:2018" and the maintenance of the quality management system;

• coordinating the actions of employees of the travel company on implementing the quality management system;

• preparing proposals for determining the policy and objectives of the activities of the travel company; the structure, interaction of processes and division of responsibilities; formulating the main parameters of the action plan for the implementation and operation of the quality management system; making operational decisions on the above issues;

• considering the course of the execution of the phased work plan for the implementation of the Program " Implementation of a Quality Management System at a Travel Company in Accordance with the Requirements of the National Standards NSU 9001-2018 and NSU 9004:2018"; analyzing problems that have arisen; making operational decisions on the above issues;

• carrying out explanatory work among the employees of the travel company on the need to build a quality management system and its goals;

• organizing training the personnel of the travel company on the issues of the quality management system.

The organizational form of the work of the working group should be meetings, which are held at least once a month.

To implement a quality management system at a travel company, the following is determined: a list of QMS processes; matrix of responsibility for the execution of QMS processes; structure of the interaction of the processes. In accordance with the developed QMS model, the list of processes should be formed in accordance with NSU 9001-2018 and NSU 9004:2018 and determines the overall responsibility for the implementation of the process. The methodologies of processes for QMS of the tour operator should provide for the positions defined in Table 1.

Table 1 - Methodologies of the Processes of Activity of a Tour Operator

13	# of process methodology	Process methodology name
1.	MP-01-01	Strategy, policy, improvement, innovations
2.	MP-02-01	Monitoring, measuring, analysis, assessment
3.	MP-03-01	Examining the needs, expectations and satisfaction of the tourism product consumers
4.	MP-04-01	Forming and selling tourism services
5.	MP-05-01.1	Outbound tourism organization
6.	MP-05-01.2	Inbound tourism organization
7.	MP-06-01	Developing long-range programs of service, tour design
8.	MP-07-01	Resource management
9.	MP-08-01	Process management

According to the author's QMS model, responsibilities and authorities in the processes should be determined in accordance with NSU ISO 9004:2018.

Structural unit name, or position / Process name	Travel company director	TC deputy director	Tourism department	Information support department	Transport support department	Deputy director for financial and economic affairs	Organizational department
Strategy, policy, improvement, innovations	RC	D	P	P	P	P	P
Monitoring, measuring, analysis, assessment	RC	D	P	P	P	P	P
Examining the needs, expectations and satisfaction of the consumers	C	R	RD	P	P	P	P
Inbound tourism organization	C	R	D	P	P	P	P
Forming and selling tourism services	C	R	D	P	P	P	P
Outbound tourism organization	C	R	D	P	P	P	P
Developing long-range programs of service, tours	C	R	D	P	P	P	P
Ensuring a constant operational link with tourists, agents, contractors	C	R	D	P	P	P	P
Resource management	RC	R	P	P	P	P	D
Process management	C	R	P	P	P	P	D

R - a person or structural unit responsible for the execution of a process;

P - a person or structural unit partaking in the execution of a process;

D - a person or structural unit developing and maintaining documentation on a process;

C - a person or structural unit monitoring the execution of a process.

For each process, the tour operator should appoint a manager, with entrusting him/her with authority and responsibility for determining, supporting, controlling and improving the process and its interaction with other processes. NSU ISO 9004:2018 stipulates that process managers (owners) can be both individual officials and teams, depending on the nature of the process and the organizational culture of the tour operator. The travel company should ensure that all staff recognize the responsibilities, powers and roles of the process managers. Officials involved in certain processes should have the appropriate competence necessary to perform their duties.
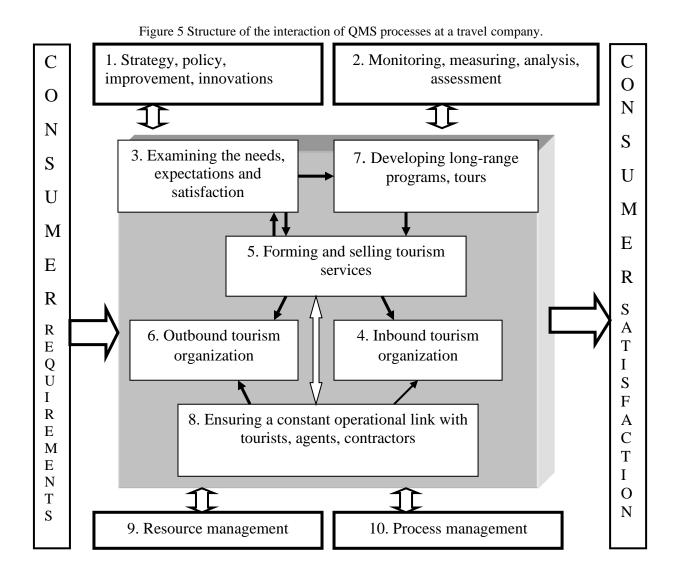
The methodology of the process of providing tourism services is signed by the head of the structural unit responsible for the process, agreed by the deputy director of the travel company (tour operator) in charge of the quality management system.

The methodology of the process of providing tourism services is approved by the director of the travel company.

Making amendments to the methodology of the process of providing tourism services is carried out by the relevant structural unit of the travel company responsible for the process. The heads of the structural units should be given personal responsibility for the preparation of the methodologies, their implementation, timely making changes and additions.

The structure of the interaction of QMS processes at a travel company is presented in Fig. 5.

As a rule, it is developed during the formation of the Quality Guidelines and is given either in the text or in the relevant appendix to it. If the improvement of the travel company's activity requires its improvement, the quality group makes proposals for making amendments to the Quality Guidelines of the tour operator.

Figure 5 Structure of the interaction of QMS processes at a travel company.

	1. Strategy, policy, improvement, innovations	2. Monitoring, measuring, analysis, assessment	
C O N S U M E R R E Q U I R E M E N T S	3. Examining the needs, expectations and satisfaction / 7. Developing long-range programs, tours / 5. Forming and selling tourism services / 6. Outbound tourism organization / 4. Inbound tourism organization / 8. Ensuring a constant operational link with tourists, agents, contractors		**C O N S U M E R S A T I S F A C T I O N**
	9. Resource management	10. Process management	

The design of tourism services involves the definition of the forms, methods and organization of control over the implementation of the process of tourism services, in order to ensure compliance with the design characteristics.

Designing the quality control involves: identification of key positions in the service process, which significantly affect the characteristics of the tourist service; determination of the methods of adjusting the characteristics of the tourist services; determination of the methods for assessing the characteristics of the controlled services.

The author's model of QMS at enterprises of the sphere of tourism assumes that the processes of the life cycle of a complex tourism product have to determine the basic requirements to the tourism services and conditions of service. These include: compliance with the purpose; safety; accuracy and timeliness of the execution; ergonomics; comfort; ethics; informativeness and accessibility [9, p.182]. Additional requirements for the process of providing tourism services include the following items:

• category, type, number and capacity of the tourism facilities (accommodation facilities, ski slopes, beaches, etc.), the equipment and outfit to be used;

• number, professional level and competence of the staff required to serve tourists at each stage of providing a comprehensive tourism service;

• obligations of the executors and co-executors of tourism services to provide them properly in accordance with the concluded agreements, taking into account the conditions of indemnification.

The main focus should be on the safety of the tourism product. Each year, the Risk Map study by the British consulting company Control Risks determines the degree of risk for individual countries. The potential security threat often determines the choice of the travel destination for tourists in most countries. The international Risk Map study takes into account theft, petty crime, assault, kidnapping, property damage and fraud, violent crimes and the danger of terrorist acts [10].

All processes of the quality management system at a travel company should be documented in accordance with ISO 10013:2021 "Quality Management Systems - Guidance for Documented Information" [11]. In order to implement quality management systems in the practice of tour operators in Ukraine, a standard document "Documentation Management" was developed. This standard document establishes the rules and procedures for the development, design, verification, agreement, approval, updating, review, storage, archiving and destruction of documents, the responsibility for the implementation of these actions, as well as the procedure for managing quality records.

When managing the process of updating, reviewing, controlling, developing, harmonizing the QMS documentation at a travel company, the following distribution of powers and responsibilities is proposed:

• Director of the travel company (D) – approves the documents.

• Authorized representative of the management on the issues on quality (deputy director of the company) (RMQ) – provides updating, reviewing, controlling, developing, approving, verifying QMS documents and harmonizing organizational and administrative documents.

• Heads of structural subdivisions (HSs) – develop and coordinate projects and ensure the preparation of documents on issues within their competence; are responsible for the development, updating, modification of documents.

• Process owners (POs) – ensure the development, coordination, current status of QMS documents and organize their implementation.

• Quality Specialist (QS) – is responsible for timely changes to the QMS documentation, its identification, registration, replication, distribution, accounting, storage of originals and their removal.

The matrix of responsibilities in the development and management of the QMS documentation at a travel company is presented in Table 4.

Table 4 - Responsibility Matrix in QMS Documentation Management

Operation	D	RMQ	HSs	POs	QS
Draft document design	Col	C	P	P	
Documents identification and registration		C			P
Document harmonization		H			
Document verification		P			
Document approval	S				
Document distribution		C			P
Document accounting		C			P
Document storage		C	P		P
Document review	Col	C		P	
Document updating		C		P	
Document removal		C			P
Document disposal		C	Col	Col	P

Designation of actions: P – Performs an operation. H – Harmonizes. S – Signs (approves). C – Controls. Col – Collaborates.

In accordance with the author's model of QMS, in order to achieve sustainable development in conditions of constant change and uncertainty of the environment, a travel company should regularly monitor, measure, analyze and assess its activities. In accordance with NSU ISO 9004:2018, the top management of an organization should establish and maintain the processes of monitoring the organizational environment, collecting and managing information necessary to: identify and understand both current and future needs, the expectations of the key stakeholders of the travel company; assess the strengths and weaknesses, opportunities and threats; identify needs when considering alternative, competitive and new tourism products; assess the existing and new markets for inbound, outbound and domestic tourism; assess implemented and latest technologies of tourism services; anticipate possible changes in the legislation; understand the state of the labor market and its impact on the loyalty of the staff of the travel company; understand social, economic, environmental and cultural trends important in the implementation of a comprehensive tourism product; assess the current capabilities of the travel company and the process of providing tourism services [12].

The audit of the quality management system is a tool for the management of the tour operator to independently assess the management of any process or activity. Travel companies should conduct

audits in accordance with current national standards, harmonized with the relevant international standard.

The Order of the Ministry of Economic Development and Trade of Ukraine of 18.12.2019 #435 adopted the national standard NSU ISO 19011:2019 "Guidelines for Conducting Audits of Management Systems" [13], harmonized with the international standard ISO 19011:2018. Since the above Order provides for the entry into force of NSU ISO 19011:2019 from 01.01.2021, travel companies in the formation of their QMS document support should develop "Guidelines for Carrying Out Audits of Quality Management Systems," taking into account these changes.

When planning QMS audits, a travel company should take into account that an audit program may include one or more audits depending on the number of contractors and agents with whom it cooperates, the nature of their activities. These audits may have different objectives and may be joint or combined. An audit program should take into account all types of activities of the travel company, as well as provide for information and resource support for effective and efficient conducting audits in a timely manner. A travel company can establish several audit programs. The person in charge of audit program management is appointed by the director of the travel company. In accordance with the author's model of QMS and NSU ISO 19011:2019 "Guidelines for Conducting Audits of Management Systems" [13], in the field of tourism in Ukraine, each company should develop programs for conducting the following types of audits:

• internal audits of a tourist enterprise that fully cover the quality management system of the organization during the current year;
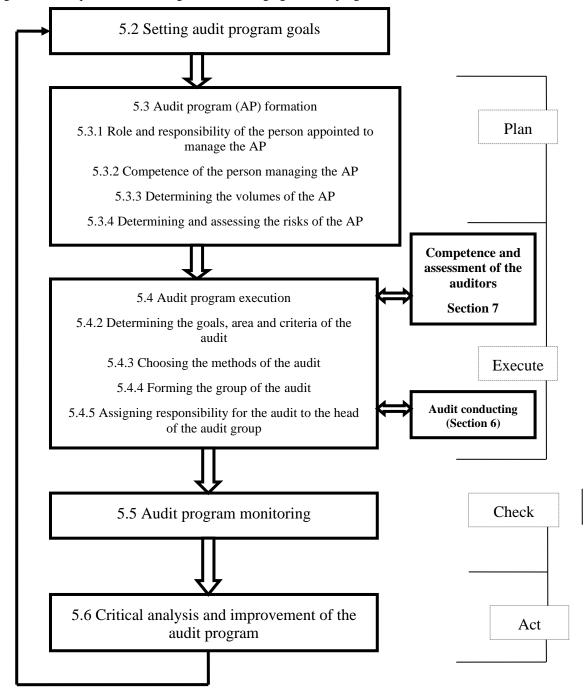
• audits of the management systems of agents and contractors that provide advertising services and contracting services for travel services, transportation, temporary accommodation, meals, excursions, entertainment and other travel services, which are audits by the other party and are conducted within six months;
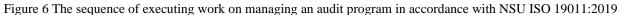
• certification/registration and supervisory audits of the management system that are conducted by certification/registration bodies as audits by a third party within a period of time agreed in the contract between the certification body and the customer.

Figure 6 illustrates the sequence of executing work to manage an audit program. Since the standard NSU ISO 19011:2019 uses the cycle Plan - Execute - Check - Act, the figure takes into account all stages of this cycle.

When determining the resources for an Audit Program, a travel company should take into account the main items of the audit program of NSU ISO 19011:2019. When forming an audit

program, it is advisable to identify the following resources: financial resources needed to prepare, conduct and improve audit activities, as well as their management; audit methods; availability of auditors and experts whose competence corresponds to the objectives of a specific audit program; volumes and risks of the audit program; time and funds required for business trips, accommodation and other audit needs; availability of information and communication technologies for conducting the audit.

Figure 6 The sequence of executing work on managing an audit program in accordance with NSU ISO 19011:2019

In accordance with the author's model of QMS, for effective and efficient management (planning, designing tourist services, developing new tours, support and improvement), principles focused on the consumer of the tourism product should be followed. Given the low index of consumer satisfaction with the services of tourism in Ukraine, it is essential to implement in the quality management system of a travel company standards focused on customer satisfaction. Ukraine has adopted only one standard focused on customer satisfaction - NSU ISO 10002:2019 "Quality Management. Customer Satisfaction. Guidelines for Handling Complaints at Organizations" [14], harmonized with the international standard ISO 10002:2018 [15].

4. Conclusion

Thus, an extended model of quality management system developed by the author is based on a process approach, using elements of integrated management. The model defines the organizational principles of implementation of quality management systems in the field of tourism in Ukraine, which is a consistent process consisting of six stages and involving the development, adoption and implementation of a list of QMS documentation: Quality Policy; Quality Guidelines; Documentation Management; Guidelines for Auditing Management Systems. The integration of QMS with ISO standards focused on the settlement of complaints and other controversial issues should increase the satisfaction of the consumers of comprehensive tourism products, the contractors and agents of tour operators.

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ISO 10002:2018 Quality management — Customer satisfaction — *Guidelines for complaints handling in organizations* https://www.iso.org/ru/standard/71580.html