

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
МАРІУПОЛЬСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ
НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ УПРАВЛІННЯ
КАФЕДРА МАРКЕТИНГУ ТА ТУРИЗМУ**

До захисту допустити:
Завідувач кафедри д.е.н., професор
(науковий ступінь, вчене звання)
 Балабаниць А.В.
(ППП завідувача кафедри)
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**«УДОСКОНАЛЕННЯ ТУРИСТИЧНИХ ПОСЛУГ І КЛІЄНТСЬКОГО
ДОСВІДУ НА ОСНОВІ ВИКОРИСТАННЯ ІНСТРУМЕНТІВ
ШТУЧНОГО ІНТЕЛЕКТУ / ENHANCING TOURISM SERVICES AND
CUSTOMER EXPERIENCE THROUGH ARTIFICIAL INTELLIGENCE
TOOLS»**

Кваліфікаційна робота
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(бакалаврського) рівня вищої освіти
освітньо-професійної програми
«Туризм»
Сасенко Ігоря Вікторовича
Науковий керівник: Горюнова К.А.,
PhD з менеджменту доц.
Рецензент:
Полоус О.В., д.е.н., доцент,
професор кафедри маркетингу
Факультету менеджменту, фінансів
та маркетингу Національного
університету «Київський авіаційний
інститут»
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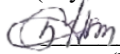
МАРІУПОЛЬСЬКИЙ ДЕРЖАВНИЙ УНІВЕРСИТЕТ
НАВЧАЛЬНО-НАУКОВИЙ ІНСТИТУТ УПРАВЛІННЯ
КАФЕДРА МАРКЕТИНГУ ТА ТУРИЗМУ

Освітній ступінь «Бакалавр»

Шифр та назва спеціальності 242 «Туризм і рекреація»

ЗАТВЕРДЖУЮ

Завідувач кафедри д.е.н., професор
(науковий ступінь, вчене звання)

 Балабаниць А.В.
(ППП завідувача кафедри)

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ПЛАН ВИКОНАННЯ КВАЛІФІКАЦІЙНОЇ РОБОТИ

Саєнко Ігоря Вікторовича

(прізвище, ім'я, по батькові)

1. Тема роботи «Удосконалення туристичних послуг і клієнтського досвіду на основі використання інструментів штучного інтелекту / Enhancing tourism services and customer experience through artificial intelligence tools»

керівник роботи Горюнова Катерина Анатоліївна, PhD з менеджменту, доцент кафедри маркетингу та туризму,

(прізвище, ім'я, по батькові, науковий ступінь, вчене звання)

затверджені наказом Маріупольського державного університету від 4 березня 2026 року № 25

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3. Вихідні дані до роботи (мета, об'єкт, предмет)

Метою кваліфікаційної роботи є дослідження можливостей використання інструментів штучного інтелекту для вдосконалення туристичних послуг та підвищення якості клієнтського досвіду в діяльності ТОВ «Аккорд-Тур» і розробка практичних рекомендацій щодо їх впровадження.

Об'єктом дослідження є процес організації та надання туристичних послуг на підприємстві туристичної сфери.

Предметом дослідження є використання інструментів штучного інтелекту для підвищення якості туристичних послуг та покращення клієнтського досвіду в діяльності ТОВ «Аккорд-Тур».

Зміст роботи (перелік питань, які потрібно розробити)

РОЗДІЛ 1. ТЕОРЕТИЧНІ ОСНОВИ ВИКОРИСТАННЯ ШТУЧНОГО ІНТЕЛЕКТУ В ТУРИСТИЧНІЙ ІНДУСТРІЇ

1.1. Теоретичні засади та сучасні напрями застосування штучного інтелекту в туристичній індустрії

1.2. Клієнтський досвід у туризмі та роль цифрових технологій у його формуванні

1.3. Світовий досвід використання інструментів штучного інтелекту для підвищення якості туристичних послуг

РОЗДІЛ 2. АНАЛІЗ ВИКОРИСТАННЯ ЦИФРОВИХ ТЕХНОЛОГІЙ ТА МОЖЛИВОСТЕЙ ШТУЧНОГО ІНТЕЛЕКТУ В ДІЯЛЬНОСТІ ТОВ «АККОРД-ТУР»

2.1. Загальна характеристика діяльності ТОВ «Аккорд-Тур»

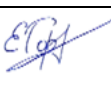
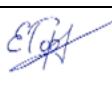
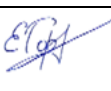
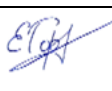
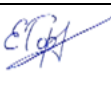
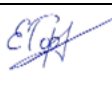
2.2. Аналіз системи обслуговування клієнтів та використання цифрових інструментів ТОВ «Аккорд-Тур»

2.3. Оцінка можливостей використання інструментів штучного інтелекту для вдосконалення туристичних послуг ТОВ «Аккорд-Тур»

РОЗДІЛ 3. НАПРЯМИ ВДОСКОНАЛЕННЯ ТУРИСТИЧНИХ ПОСЛУГ ТОВ «АККОРД-ТУР» НА ОСНОВІ ІНСТРУМЕНТІВ ШТУЧНОГО ІНТЕЛЕКТУ

3.1. Розробка комплексу AI-рішень для покращення клієнтського досвіду в діяльності ТОВ «Аккорд-Тур»

3.2. Оцінка ефективності впровадження інструментів штучного інтелекту в діяльність ТОВ «Аккорд-Тур»

Розділ	Прізвище, ініціали та посада консультанта	Підпис, дата	
		завдання видав	завдання прийняв
1	Горюнова Катерина Анатоліївна, PhD з менеджменту, доцент кафедри маркетингу та туризму		
2	Горюнова Катерина Анатоліївна, PhD з менеджменту, доцент кафедри маркетингу та туризму		
3	Горюнова Катерина Анатоліївна, PhD з менеджменту, доцент кафедри маркетингу та туризму		

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Здобувач

**Саєнко І.В.**

(підпис)

(прізвище та ініціали)

Науковий керівник роботи

**Горюнова.К.А**

(підпис)

(прізвище та ініціали)

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INTRODUCTION

Relevance of the topic. The tourism industry is one of the most dynamic sectors of the global economy and is actively transforming under the influence of digital technologies. The rapid development of Artificial Intelligence (AI) creates new opportunities for improving the efficiency of tourism enterprises, personalising tourism services, and enhancing customer interactions. Modern tourists expect quick access to information, an individual approach, convenient digital services, and high-quality support throughout all stages of their journey. In this regard, the use of artificial intelligence tools is becoming one of the key directions in the development of the tourism business.

Today, leading global tourism companies actively implement chatbots, virtual assistants, recommendation systems, automated data analysis tools, and consumer behaviour forecasting technologies. Such solutions make it possible to increase customer satisfaction, reduce response times, optimise business processes, and secure competitive advantages in the market. At the same time, for many Ukrainian tourism enterprises, the use of artificial intelligence remains a relatively new area that requires comprehensive research and adaptation to the specific characteristics of the domestic tourism market.

This issue becomes particularly relevant in the context of increasing competition among tourism companies, changing consumer behaviour patterns, and the growing importance of online communications. Modern tourists increasingly choose companies that provide prompt responses to inquiries, personalised offers, and a high level of digital service. Under such conditions, the implementation of artificial intelligence tools becomes an important factor in improving the quality of tourism services and creating a positive customer experience.

A significant contribution to the study of digital transformation in the tourism industry, the development of e-tourism, customer experience, and the application of modern information technologies in tourism has been made by both international and Ukrainian scholars. However, the rapid pace of artificial intelligence

development necessitates the continuous updating of scientific approaches and the search for new practical solutions for tourism enterprises.

The purpose of the qualification thesis is to investigate the possibilities of using artificial intelligence tools to improve tourism services and enhance customer experience in the activities of Accord Tour LLC and to develop practical recommendations for their implementation.

To achieve this purpose, the following objectives have been defined:

- to examine the theoretical foundations and contemporary directions of artificial intelligence application in the tourism industry;
- to determine the role of customer experience in ensuring the competitiveness of tourism enterprises;
- to analyse international experience in the use of artificial intelligence tools in the tourism sector;
- to provide a general overview of the activities of Accord Tour LLC;
- to analyse the customer service system and the use of digital tools within the enterprise;
- to assess the possibilities of applying artificial intelligence tools to improve tourism services at Accord Tour LLC;
- to develop a set of practical recommendations for implementing AI solutions to enhance customer experience;
- to evaluate the effectiveness of the proposed measures and determine the prospects for their implementation.

The object of the research is the process of organising and delivering tourism services within a tourism enterprise.

The subject of the research is the use of artificial intelligence tools to improve the quality of tourism services and enhance customer experience in the activities of Accord Tour LLC.

Research methods. To achieve the stated purpose, the study employed a combination of general scientific and specialised research methods: the method of theoretical generalisation and system analysis to examine scientific approaches to

the use of artificial intelligence in tourism; the comparative method to analyse international experience in the application of AI technologies; the economic and statistical method to analyse the activities of the tourism enterprise; the graphical method to visualise the research results; SWOT analysis to assess the opportunities for implementing artificial intelligence tools in the activities of Accord Tour LLC; the survey method to investigate customer attitudes towards the use of digital services and AI-based solutions; and the forecasting method to evaluate the expected effectiveness of the proposed measures.

The theoretical and information base of the research consists of scientific works by Ukrainian and international scholars on digital transformation in tourism, the use of artificial intelligence, and customer experience management; statistical data from international organisations, including UN Tourism, Eurostat, and the World Travel & Tourism Council (WTTC); analytical reports of leading tourism companies; materials provided by Accord Tour LLC; as well as Internet-based information resources.

The practical significance of the obtained results lies in the development of recommendations for the use of artificial intelligence tools to improve the quality of tourism services, enhance customer interactions, and strengthen the competitive position of Accord Tour LLC in the tourism market.

The qualification thesis consists of an introduction, three chapters, conclusions, a list of references, and appendices.

CHAPTER 1. THEORETICAL FOUNDATIONS OF THE USE OF ARTIFICIAL INTELLIGENCE IN THE TOURISM INDUSTRY

1.1. Theoretical Foundations and Contemporary Directions of Artificial Intelligence Application in the Tourism Industry

The modern tourism industry is undergoing profound digital transformation, which is changing not only the ways tourism services are promoted but also the very logic of interaction between tourism enterprises and customers. While digitalisation in tourism was previously associated primarily with online booking, electronic tickets, tourism company websites, and social media, today the use of artificial intelligence tools has become a key stage in the industry's development. Artificial intelligence enables tourism enterprises not only to automate individual operations but also to create a more personalised, faster, and more convenient customer experience.

Tourism is one of the sectors that transitioned relatively early to digital models of interaction with consumers. Online tour searches, airline ticket bookings, hotel comparison platforms, electronic reviews, digital maps, mobile applications, and digital payment systems have become common elements of tourism services. However, further technological development has led to the emergence of new tools capable of analysing large volumes of data, predicting tourist behaviour, automatically generating personalised itineraries, responding to customer inquiries in real time, and creating customised tourism offers.

In academic literature, artificial intelligence is most commonly defined as a set of technologies that imitate certain functions of human thinking, including the ability to learn, analyse, recognise patterns, make decisions, and generate new information. In the tourism sector, artificial intelligence can be interpreted as a complex of digital tools used to automate business processes, personalise tourism services, improve customer communication, and enhance the effectiveness of managerial decision-making.

Summarising contemporary approaches, artificial intelligence in tourism can be defined as a technological system that processes large volumes of tourism, behavioural, communication, and market data to create more accurate, personalised, and efficient tourism services. Its application enables tourism enterprises to move from standardised service provision to a model of individualised customer interaction.

Table 1.1

Main Approaches to Understanding Artificial Intelligence in the Context of
the Tourism Industry

Approach	Essence of the Approach	Significance for the Tourism Industry
Technological	AI is considered a set of software solutions, algorithms, chatbots, recommendation systems, and automation systems.	Enables the automation of booking processes, customer consultations, inquiry analysis, and the development of tourism offers.
Managerial	AI is interpreted as a tool for supporting managerial decision-making based on data analysis.	Helps forecast demand, evaluate sales performance, and optimize marketing campaigns.
Marketing	AI is used to personalize communications and promote tourism products.	Makes it possible to create personalized offers, targeted advertising campaigns, and customized email marketing communications.
Service	AI serves as a tool for enhancing customer experience quality.	Ensures rapid response to customer inquiries, 24/7 support, automated consultations, and customer assistance throughout the service process.
Analytical	AI is used to process large volumes of data related to tourists, the market, and competitors.	Enables the identification of demand trends, analysis of customer reviews, and assessment of customer satisfaction levels.
Innovative	AI is viewed as a driver for the creation of new tourism products and services.	Facilitates the development of AI-generated itineraries, virtual tours, voice assistants, and smart recommendation systems.

Source: compiled by the author based on a synthesis of contemporary scientific and practical approaches.

As shown in Table 1.1, artificial intelligence in tourism cannot be regarded solely as a technical tool. Its significance is much broader, as it influences service organization, marketing, management, communication, and the strategic development of tourism enterprises. Therefore, under modern conditions, AI is becoming not merely a supporting tool but a strategic resource for the tourism business.

A distinctive feature of the tourism industry is that the tourism product is predominantly intangible. Customers purchase not only transportation, accommodation, or excursions, but above all expectations, emotions, experiences, safety, and trust. Consequently, the quality of communication before the purchase, during the trip, and after its completion is of critical importance. Artificial intelligence enables tourism companies to better understand customer needs and respond promptly to their expectations.

Several key areas of artificial intelligence application can be identified within the modern tourism industry.

The first area is the automation of customer communication. The most common examples are chatbots and virtual assistants that can answer typical tourist inquiries, provide information about tours, booking conditions, required documents, payment procedures, changes in travel itineraries, and other organizational matters. This is particularly important for tourism enterprises that handle a large number of inquiries through social media platforms, messaging applications, and corporate websites. By utilizing chatbots, customers receive responses more quickly, while company managers can focus on more complex consultations and sales activities.

The second area is the personalization of tourism offers. Artificial intelligence systems can analyze customers' previous inquiries, budgets, preferred destinations, travel duration, vacation preferences, group composition, and other parameters. Based on this information, tourism companies can provide individually tailored options rather than a standard set of tour packages. For customers, this creates a

sense of personalized attention, while for enterprises it increases the likelihood of successful sales.

The third important area is the generation of personalized travel itineraries. Modern AI tools are capable of rapidly creating travel programs that take into account tourists' interests, logistics, budgets, seasonality, length of stay, and specific preferences. For example, one customer may be offered a cultural and educational itinerary, another a gastronomic tour, and a third a family-oriented trip with safe and comfortable conditions. Such capabilities are especially relevant for tourism companies seeking to move beyond mass-market offerings toward more flexible tourism products.

The fourth area is the analysis of customer reviews and reputation management. In tourism, customer reviews play an extremely important role, as they influence trust in a company and affect the decisions of potential tourists. Artificial intelligence tools can analyze comments on social media, Google, tourism platforms, and other digital channels. They make it possible to identify which aspects of the service are positively evaluated by customers and which generate dissatisfaction. This creates opportunities for rapid problem resolution and continuous service improvement.

The fifth area is demand forecasting. Through the analysis of seasonality, historical sales data, market trends, price dynamics, consumer behavior, and external factors, AI systems can assist tourism enterprises in forecasting demand for specific destinations, types of tours, or travel periods. This enables companies to plan advertising campaigns more effectively, develop tourism products, and allocate resources efficiently.

The sixth area is support for marketing activities. Generative artificial intelligence can be used to create advertising copy, tour descriptions, social media posts, email campaigns, video scripts, visual concepts, and presentations of tourism products. This does not imply the complete replacement of marketing professionals; rather, it significantly accelerates content creation and facilitates its adaptation to different target audiences.

An analysis of contemporary applications of artificial intelligence demonstrates that its impact extends to nearly every stage of interaction between tourism companies and customers. At the information search stage, AI helps identify relevant offers; during decision-making, it provides consultation and personalized recommendations; during booking, it simplifies the reservation process; throughout the trip, it can support customers through mobile services; and after the tour has been completed, it analyzes feedback and facilitates follow-up communication.

An important theoretical aspect is the understanding that artificial intelligence in tourism transforms not only individual operations but also the entire model of customer value creation. In the traditional model, tourism companies offered ready-made products from which customers selected the most suitable option. In the modern AI-oriented model, tourism enterprises can develop more flexible offerings that take into account individual needs, emotional expectations, and behavioral characteristics of consumers. More detailed overview of contemporary approaches to the application of artificial intelligence in tourism is provided in Table 1.2.

Table 1.2

Contemporary Approaches to the Application of Artificial Intelligence in the
Tourism Industry

Approach	Essence of the Approach	Significance for the Tourism Industry
Technological	AI is regarded as a set of software solutions, algorithms, chatbots, recommendation systems, and automation technologies.	Enables the automation of booking processes, customer consultations, inquiry analysis, and offer generation.
Managerial	AI is interpreted as a data-driven tool for supporting managerial decision-making.	Assists in demand forecasting, evaluating sales performance, and optimizing marketing campaigns.
Marketing	AI is used to personalize communications and promote tourism products.	Makes it possible to create customized offers, targeted advertising campaigns, and personalized email marketing communications.
Service	AI serves as a tool for enhancing the quality of customer experience.	Ensures rapid response to customer inquiries, 24/7 support, automated consultations, and continuous customer assistance.
Analytical	AI is employed to process large volumes of data related to tourists, the market, and competitors.	Enables the identification of demand trends, analysis of customer reviews, and assessment of customer satisfaction levels.
Innovative	AI is considered a driver of the development of new tourism products and services.	Facilitates the creation of AI-generated travel itineraries, virtual tours, voice assistants, and smart recommendation systems.
Technological	AI is regarded as a set of software solutions, algorithms, chatbots, recommendation systems, and automation technologies.	Enables the automation of booking processes, customer consultations, inquiry analysis, and offer generation.
Managerial	AI is interpreted as a data-driven tool for supporting managerial decision-making.	Assists in demand forecasting, evaluating sales performance, and optimizing marketing campaigns.

Source: compiled by the author.

In this context, it is important to examine the relationship between artificial intelligence and customer experience. Customer experience in tourism is not formed

solely during the trip itself. It begins with the very first interaction with the company, including visiting its website, communicating through social media, consulting with a manager, or receiving a commercial offer. When customers receive a prompt, clear, accurate, and personalized response, their level of trust in the company increases. Therefore, AI tools play a significant role in enhancing both the speed and quality of communication.

Contemporary international studies emphasize that artificial intelligence has considerable potential to support the innovative and sustainable development of the tourism industry. At the same time, alongside its opportunities, certain risks must also be considered. These include issues related to personal data protection, algorithm transparency, the quality of automatically generated information, the possibility of inaccurate recommendations, the ethical use of customer data, and the preservation of the human element in service delivery.

Table 1.3

Advantages and Risks of Using Artificial Intelligence in the Tourism
Industry

Advantages of AI Implementation	Potential Risks and Limitations
Rapid processing of customer inquiries	Possibility of providing inaccurate or incomplete information
Personalization of tourism offers	Risks related to the violation of personal data privacy
24/7 customer support	Reduced role of direct communication with managers
Analysis of large volumes of data	Dependence on the quality of input data
Optimization of marketing campaigns	Potential algorithmic bias
Forecasting tourist demand and behavior	Need for financial and human resources for implementation
Increased staff productivity	Necessity of training employees to work with AI tools
Development of new tourism product formats	Legal and ethical issues related to the use of AI solutions

Source: compiled by the author.

As shown in Table 1.3, the implementation of artificial intelligence cannot be considered a spontaneous or purely technical process. It requires a strategic

approach, an assessment of the enterprise's readiness, employee training, the definition of clear objectives, and continuous monitoring of result quality. For tourism enterprises, the goal is not to replace humans with artificial intelligence, but rather to create a model of interaction in which AI takes over routine, repetitive, and analytical tasks, while managers focus on complex consultations, emotional customer support, and trust-building activities.

In tourism business practice, the use of the so-called hybrid service model appears particularly promising. This approach combines automated AI solutions with the professional expertise of managers. For example, a chatbot can provide customers with basic information about a destination, estimated costs, available travel dates, and trip conditions. Subsequently, a manager can join the communication process and offer a more detailed consultation tailored to the customer's individual preferences. Such an approach makes it possible to preserve the human aspect of service while simultaneously making it faster and more technologically advanced.

Particular attention should be given to generative artificial intelligence, which has emerged as one of the most significant technological trends in recent years. Unlike traditional algorithms, generative AI is capable of creating new content, including texts, travel itineraries, images, scripts, descriptions of tourism products, and personalized customer messages. In the tourism industry, this creates opportunities for the rapid development of customized travel programs, adaptation of content to different linguistic and cultural audiences, creation of creative promotional materials, and enhancement of communication efficiency.

At the same time, generative AI requires mandatory verification by qualified professionals. In the tourism sector, inaccuracies in information may have serious consequences. Incorrect entry requirements for a destination country, inaccurate transportation details, or misleading descriptions of hotels and excursion programs can undermine customer trust and satisfaction. Therefore, generative AI should be viewed and utilized as a supportive tool rather than a fully autonomous source of

information. Examples of the practical use of generative artificial intelligence in the activities of tourism enterprises are presented in Table 1.4.

Table 1.4

Examples of the Use of Generative Artificial Intelligence in the Activities of
Tourism Enterprises

Area of Application	Example of Generative AI Use	Expected Benefits for the Tourism Enterprise
Customer communication	Generating responses to customer inquiries through chatbots and virtual assistants	Faster customer service and reduced workload for managers
Development of tourism offers	Creating personalized travel itineraries based on customer preferences	Higher customer satisfaction and increased sales potential
Content marketing	Generating social media posts, advertising texts, and email campaigns	Faster content creation and improved marketing efficiency
Product presentation	Creating descriptions of tours, hotels, destinations, and excursion programs	Improved quality and consistency of information provided to customers
Multilingual communication	Translating tourism content into different languages	Expansion into international markets and improved communication with foreign customers
Visual content creation	Generating images, promotional materials, and visual concepts	Reduced marketing costs and enhanced attractiveness of tourism products

Source: compiled by the author.

At the current stage of tourism market development, artificial intelligence is becoming an important tool not only for large international corporations but also for small and medium-sized tourism enterprises. This is due to the fact that many AI solutions have become accessible, relatively easy to use, and capable of being integrated into existing communication channels, including websites, social media platforms, CRM systems, messaging applications, and email marketing tools. Consequently, Ukrainian tourism companies can gradually implement AI

technologies without substantial initial investments, beginning with the automation of customer communication, analysis of customer inquiries, and preparation of personalized offers.

For tourism enterprises operating in Ukraine, the use of artificial intelligence is of particular importance given the challenging market conditions, changing tourism flows, the increasing role of domestic and outbound tourism, demand instability, and intense competition within the digital environment. Under such circumstances, the ability to respond quickly to customer inquiries, offer relevant tourism products, and maintain high-quality communication becomes a significant competitive advantage.

Thus, the theoretical analysis demonstrates that artificial intelligence in the tourism industry is a multifunctional tool encompassing automation, personalization, analytics, marketing, forecasting, and customer experience enhancement. Its application enables tourism enterprises to move from a standard service delivery model toward a more flexible, customer-oriented, and technologically advanced approach. At the same time, the effective use of AI tools requires a responsible approach, professional supervision, protection of personal data, and the preservation of the human dimension of tourism services.

Therefore, artificial intelligence acts as one of the key drivers of transformation within the tourism industry. It creates new opportunities for improving tourism services, enhancing customer interactions, and strengthening the competitiveness of tourism enterprises. Further analysis should focus on the study of customer experience in tourism and the role of digital technologies in its formation.

1.2. Customer Experience in Tourism and the Role of Digital Technologies in its Formation

In the contemporary tourism industry, the ability to deliver a positive customer experience has become one of the key determinants of business success. Intensifying competition in the tourism market, the widespread availability of information, the active use of digital platforms, and the growing expectations of consumers have driven a shift from the traditional focus on selling tourism products to a customer-oriented management approach. Increasingly, tourism enterprises are placing greater emphasis not on the tourism product itself, but on the impressions, emotions, and experiences that customers gain throughout their interactions with the company.

In academic literature, customer experience (CX) is defined as the combination of impressions, emotions, evaluations, and perceptions formed by consumers as a result of their interactions with a company across all stages of contact. Unlike the concept of service quality, which primarily reflects the extent to which a service meets customer expectations, customer experience encompasses the entire spectrum of interactions between consumers and businesses, including information search, the selection process, purchase, service consumption, post-purchase support, and the development of customer loyalty.

Customer experience is of particular importance in the tourism sector because tourism products are characterized by intangibility, the impossibility of prior testing, and a strong emotional component. Tourists cannot fully evaluate the quality of a trip before it takes place; therefore, purchasing decisions are largely based on trust in the tourism company, its reputation, recommendations from other customers, and the quality of communication provided.

Contemporary researchers emphasize that the creation of a positive customer experience directly influences a company's competitiveness, customer satisfaction levels, the frequency of repeat purchases, and customer recommendations. In the tourism industry, positive experiences represent one of the most effective tools for

building long-term relationships with customers, as tourism services often involve a high level of customer engagement and considerable financial investment.

In the tourism business, customer experience is formed throughout the entire cycle of interaction between consumers and tourism enterprises. For this reason, modern management practices widely employ the concept of the Customer Journey, which enables companies to examine all customer touchpoints and identify the factors that influence customer satisfaction. The principal approaches to understanding the concept of customer experience in tourism are outlined in Table 1.5.

Table 1.5

Main Approaches to Understanding the Concept of Customer Experience

Approach	Essence	Specific Features in the Tourism Industry
Marketing	Customer experience is viewed as the result of interactions between consumers and a brand.	Shapes the image of a tourism company and influences repeat purchases.
Behavioral	Emphasis is placed on consumers' emotions, impressions, and reactions.	Determines the level of satisfaction with the tourism experience.
Managerial	Customer experience is considered an object of management and continuous improvement.	Contributes to enhancing service quality and improving business process efficiency.
Digital	Primary attention is given to interactions through digital communication channels.	Plays a crucial role in online booking, customer communication, and support services.

Source: compiled by the author based on a synthesis of contemporary scientific approaches.

The customer journey in tourism encompasses significantly more stages than the travel experience itself. It begins at the moment when the need for travel arises and continues even after the trip has been completed.

As shown in Table 1.5, digital technologies now accompany tourists at virtually every stage of the customer journey. This means that the quality of digital interactions directly influences the overall perception of a tourism company.

One of the most important factors is the speed of communication. Modern consumers expect responses to their inquiries within minutes. Studies conducted by international consulting firms indicate that a significant proportion of customers leave a website or turn to competitors if they do not receive a prompt response. In the tourism industry, this issue becomes even more critical due to intense competition and the wide availability of alternative travel offers. The main stages of the customer journey in tourism and the role of digital technologies at each stage are shown in Table 1.6.

Table 1.6

Main Stages of the Customer Journey in Tourism

Stage	Characteristics	Role of Digital Technologies
Need Recognition	The emergence of a desire to travel	Advertising, social media, influencers, tourism portals
Information Search	Exploring destinations, tour options, and travel conditions	Search engines, tour operator websites, online platforms
Evaluation of Alternatives	Comparing different offers and tourism companies	Online reviews, ratings, recommendation systems
Decision-Making	Selecting a tour package and a tourism company	Online consultations, chatbots, CRM-based communications
Booking and Payment	Completing the reservation and payment process	Online booking systems, electronic payment solutions
Travel Experience	Direct consumption of tourism services	Mobile applications, digital maps, online support services
Post-Purchase Interaction	Reviews, repeat inquiries, and recommendations	Email marketing, loyalty programs, social media platforms

Source: compiled by the author.

A positive customer experience is shaped by numerous factors. Some of these factors are directly related to the quality of the tourism product itself, while others depend on the level of service and the effectiveness of communication provided by

the tourism enterprise. The main factors influencing the formation of customer experience in tourism are illustrated in Figure 1.1.

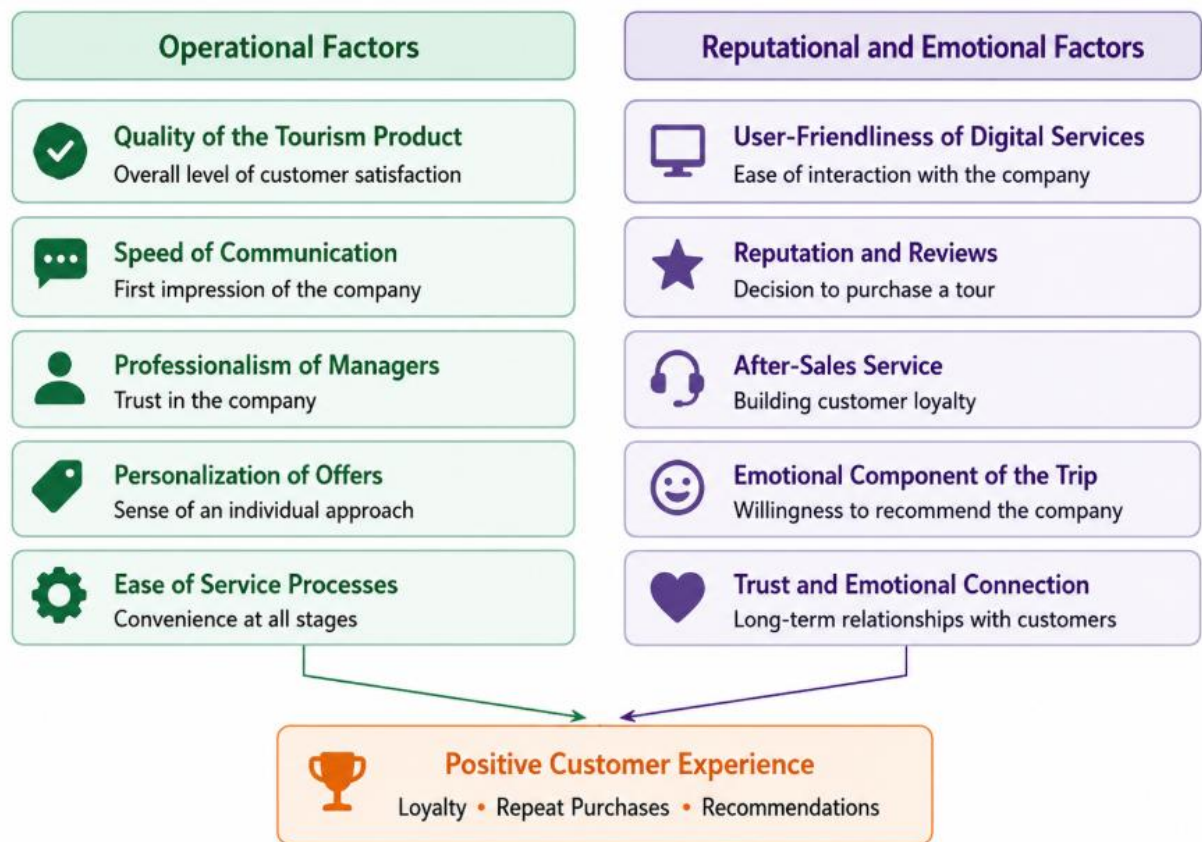


Figure 1.1. Main Factors Influencing Customer Experience Formation in Tourism

In recent years, the concept of Digital Customer Experience (DCX) has gained significant attention and development. Its essence lies in creating a seamless, convenient, and continuous interaction between customers and companies through digital communication channels. For tourism enterprises, this means ensuring the effective operation of websites, mobile applications, online consultations, social media platforms, messaging services, and other digital tools.

Among the modern digital technologies that have the greatest impact on customer experience in tourism are online booking systems, customer relationship management (CRM) systems, mobile applications, chatbots, recommendation systems, review analysis technologies, and artificial intelligence tools.

Table 1.7

The Role of Digital Technologies in Shaping Customer Experience in
Tourism

Digital Technology	Key Capabilities	Impact on Customer Experience
Tourism Company Website	Information provision, booking, communication	Creates the first impression of the company
CRM System	Storage and management of customer data	Enables personalized service delivery
Online Booking Systems	Self-service reservation and booking	Enhances convenience and ease of interaction
Social Media Platforms	Communication and promotion	Contribute to customer engagement and attraction
Chatbots	Automated consultations and support	Ensure rapid response to customer inquiries
Mobile Applications	Support for tourists during travel	Improve comfort and accessibility of information
AI-Based Recommendations	Personalized tour selection	Increase the relevance of tourism offers
Review Analysis Tools	Monitoring customer satisfaction levels	Facilitate continuous service improvement

Source: compiled by the author.

The role of digital technologies in shaping customer experience in tourism is presented in Table 1.7. An important trend in recent years has been the transition from standardized service delivery to a personalized customer experience. Modern tourists seek offers that correspond to their individual interests, financial capabilities, travel styles, and personal preferences. Consequently, personalization is now considered one of the key factors determining the competitiveness of tourism enterprises.

Artificial intelligence tools play a particularly significant role in advancing personalization. They make it possible to analyze search and booking histories, previous travel experiences, user behavior on websites, social media activity, and other data necessary for creating individualized tourism offers. As a result,

customers receive more relevant products, while tourism enterprises improve sales effectiveness and customer satisfaction.

The contemporary tourism industry is also witnessing a gradual transition toward the concept of omnichannel service. This approach aims to provide a consistent customer experience regardless of the communication channel used. A tourist may begin searching for a tour on a company's website, continue communication through a messaging application, receive consultation by phone, and complete the booking either in an office or online. At the same time, customer information should be stored and utilized throughout all stages of interaction.

For tourism enterprises in Ukraine, the development of a positive customer experience is becoming increasingly important in the context of intense competition, the rapid growth of digital sales channels, and changing consumer behavior. The most successful companies are those capable not only of offering high-quality tourism products but also of ensuring comfortable, prompt, and personalized interactions with customers throughout every stage of their journey.

Thus, customer experience represents one of the key determinants of competitiveness for tourism enterprises under contemporary market conditions. Its formation depends on the quality of the tourism product, the level of service, the effectiveness of communication, and the application of digital technologies. Particular importance is currently attached to personalization tools, omnichannel communications, and digital services, which enable the creation of a positive customer interaction experience with tourism companies. Further analysis should focus on examining international experience in the use of artificial intelligence tools to enhance the quality of tourism services and improve customer experience.

1.3. Global Experience in the use of Artificial Intelligence Tools to Enhance the Quality of Tourism Services

The rapid development of digital technologies and the growing expectations of consumers regarding service quality have contributed to the active

implementation of artificial intelligence tools in the operations of tourism enterprises worldwide. While only a few years ago the use of AI technologies was primarily associated with large international corporations, today they are gradually becoming an integral component of tourism companies of various sizes. Artificial intelligence is used to automate customer communication, personalize tourism services, analyze market trends, forecast demand, optimize pricing strategies, and improve the overall customer experience.

International practice demonstrates that AI technologies have achieved the greatest level of adoption among global tourism platforms, online travel agencies, hotel chains, airlines, and tour operators. This can be explained by the vast volumes of data these organizations process daily, as well as the intense competition for customers within the digital environment.

Global online booking platforms play a particularly important role in the development of artificial intelligence within the tourism industry. These companies were among the first to actively implement machine learning algorithms for analyzing user behavior and personalizing tourism offers.

Table 1.8

Examples of Artificial Intelligence Applications by Leading International Tourism Companies

Company	Main AI Solutions	Purpose of Use
Booking.com	Recommendation systems, personalized search, AI-powered assistants	Providing the most relevant accommodation options
Expedia Group	Generative AI, chatbots, travel recommendation systems	Improving the quality of travel planning
Airbnb	Intelligent search, analysis of user preferences	Personalization of accommodation and travel experience recommendations
TripAdvisor	Review analysis and recommendation systems	Enhancing the quality of tourism product selection
TUI Group	AI-driven customer analytics, digital assistants	Personalization of tourism services
Marriott International	Virtual assistants, chatbots, customer data analytics	Improving guest service and support
Hilton Hotels	AI concierges and voice assistants	Automating communication with guests
Lufthansa Group	AI-based demand forecasting and dynamic pricing	Optimizing sales performance and revenue management

Source: compiled by the author based on official company reports.

Examples of artificial intelligence applications by leading international tourism companies are summarized in Table 1.8. One of the most well-known examples of artificial intelligence implementation is the activity of Booking.com, which processes millions of user search queries every day. Artificial intelligence algorithms analyze customers' previous behavior, geographical location, booking history, seasonality, budget, and other factors to generate personalized recommendations.

An important example of the modern application of generative artificial intelligence is Expedia Group. Between 2023 and 2025, the company actively integrated generative AI capabilities into its travel planning services. The system enables customers to express their preferences in natural language and receive personalized recommendations regarding travel destinations, accommodation, transportation, and tourism activities. This approach significantly simplifies the travel planning process and enhances customer satisfaction.

The experience of Airbnb is equally noteworthy. By utilizing machine learning algorithms, the platform analyzes user preferences, previous booking patterns, and on-site behavior. This enables the generation of personalized recommendations for accommodation, tourism activities, and unique travel experiences. As a result, Airbnb has developed one of the most effective personalization systems in the global tourism industry.

Modern AI technologies are actively used not only by online platforms but also by international tour operators. One of the leaders in this field is TUI Group, which applies artificial intelligence to customer data analysis, demand forecasting, and the personalization of tourism products. The use of AI solutions enables the company to manage tourism flows more effectively, adapt offers to the needs of different customer segments, and improve service quality.

Particular attention should be paid to the application of artificial intelligence in the hospitality industry. Leading international hotel chains view AI as a powerful tool for enhancing service quality and personalizing interactions with guests. The

use of artificial intelligence technologies in major international hotel chains is presented in Table 1.9.

Table 1.9

Use of Artificial Intelligence in International Hotel Chains

Hotel Chain	AI Solution	Practical Outcome
Marriott International	Chatbots for guest support	24/7 communication and rapid resolution of guest inquiries
Hilton Hotels	Connected Room voice assistant	Personalization of the guest stay experience
Hyatt Hotels	AI-based customer behavior analytics	Personalized offers and loyalty programs
Accor Hotels	Digital assistants and demand forecasting systems	Optimization of service delivery and sales performance
InterContinental Hotels Group (IHG)	Customer data analytics	Improvement of service quality and personalization

Source: compiled by the author.

Within hotel chains, artificial intelligence is most commonly used for communication automation, reservation management, service personalization, and forecasting guest needs. For example, guests may receive personalized recommendations regarding restaurants, excursions, or additional services based on their interests and previous interactions with the hotel chain.

Another important area of artificial intelligence development in tourism is the application of Big Data Analytics technologies. Tourism companies accumulate vast amounts of information on customer behavior, marketing campaign performance, destination popularity, customer reviews, and other indicators on a daily basis. Artificial intelligence enables the rapid processing of these data and the identification of hidden patterns that can be used to support managerial decision-making.

In the aviation industry, AI technologies are utilized for demand forecasting, fare management, route optimization, and customer service enhancement. Major airlines such as Lufthansa Group, Air France–KLM, British Airways, and others employ predictive analytics algorithms to manage ticket pricing and forecast flight occupancy rates.

Recent years have been characterized by the rapid expansion of generative artificial intelligence, which has become one of the most promising directions of digital transformation within the tourism industry. Unlike traditional AI systems, generative artificial intelligence is capable of creating new content based on users' text-based prompts.

In the tourism sector, generative AI is used to create personalized travel itineraries, prepare descriptions of tourism products, automatically translate content, develop marketing materials, generate recommendations, and provide real-time customer support. The main areas of artificial intelligence application across different segments of the tourism industry are shown in Table 1.10.

Table 1.10

**Main Areas of Artificial Intelligence Application Across Different Segments
of the Tourism Industry**

Segment of the Tourism Industry	Main AI Solutions	Key Purpose of Application
Tour Operators	Tour personalization, demand analysis, communication automation	Enhancing customer satisfaction and improving sales efficiency
Online Booking Platforms	Recommendation systems, generative AI, chatbots	Personalizing offers and simplifying the booking process
Hotels	Virtual assistants, service personalization, occupancy forecasting	Improving guest experience and optimizing hotel operations
Airlines	Dynamic pricing, demand forecasting, digital passenger support	Revenue optimization and enhancement of customer service
Travel Agencies	Automated consultations, AI assistants for managers, marketing analytics	Increasing operational efficiency and service quality
DMOs and Tourist Destinations	Tourist flow analytics, smart destination management	Supporting sustainable tourism development and destination management

Source: compiled by the author.

Alongside its numerous advantages, global practice also demonstrates certain challenges associated with the use of artificial intelligence in tourism. These

challenges primarily concern personal data protection, cybersecurity, the ethical use of algorithms, and the need to ensure the quality and accuracy of automatically generated information. Of particular importance is maintaining a balance between automation and the human factor, as tourism services are largely based on emotions, trust, and interpersonal communication.

International experience indicates that the most effective approach is one in which artificial intelligence does not replace employees of tourism enterprises but rather serves as a tool that supports and enhances their activities. It is the combination of advanced digital technologies and the professional expertise of managers that enables organizations to achieve the best results in customer service and satisfaction. The opportunities provided by generative artificial intelligence for tourism enterprises are summarized in Table 1.11.

Table 1.11

Opportunities of Generative Artificial Intelligence for Tourism Enterprises

Area of Application	Practical Use	Expected Benefits
Travel Planning	Creation of personalized travel itineraries	Improved customer satisfaction and more relevant travel experiences
Customer Consulting	Automated responses to customer inquiries	Faster communication and enhanced service efficiency
Content Creation	Development of tour descriptions, social media posts, and promotional materials	Reduced content creation time and increased marketing effectiveness
Information Translation	Adaptation of tourism materials for international customers	Improved accessibility for global audiences and market expansion
Offer Personalization	Generation of individualized recommendations	Higher relevance of offers and increased conversion rates
Review Analysis	Summarizing customer opinions and identifying service issues	Continuous improvement of service quality and customer experience

Source: compiled by the author.

For Ukrainian tourism enterprises, the experience of international companies in the use of chatbots, recommendation systems, generative artificial intelligence, and personalization tools is of particular value. A significant proportion of these solutions are accessible even to medium-sized enterprises and do not require substantial financial investments. This creates opportunities for the gradual implementation of AI technologies within Ukrainian tourism companies and contributes to strengthening their competitiveness in the market.

Thus, global experience clearly demonstrates that artificial intelligence is becoming one of the key drivers of development in the modern tourism industry. Its application contributes to improving the quality of tourism services, personalizing customer interactions, automating business processes, and increasing the operational efficiency of tourism enterprises. The analysis of international practices indicates the feasibility of adapting selected AI solutions within the operations of Ukrainian tourism companies, particularly LLC “Accord-Tour”, which will be the subject of further investigation in the second chapter of this study.

Conclusions to Chapter 1

The first chapter examined the theoretical foundations of the use of artificial intelligence in the tourism industry, explored the essence of customer experience as a key factor of competitiveness for tourism enterprises, and analyzed international practices in the application of AI technologies to improve the quality of tourism services.

The conducted analysis revealed that artificial intelligence is one of the most promising directions of digital transformation within the tourism sector. Unlike traditional information technologies, modern AI solutions make it possible not only to automate individual business processes but also to provide personalized tourism services, forecast demand, analyze consumer behavior, and support managerial decision-making. It was determined that the most common applications of artificial

intelligence in tourism include chatbots, recommendation systems, generative artificial intelligence, predictive analytics, and customer data analysis tools.

The study of customer experience demonstrated that, under contemporary conditions, the quality of interaction with customers largely determines the competitive position of a tourism enterprise. It was established that customer experience is formed throughout all stages of the customer journey and depends on the quality of the tourism product, the efficiency of communication, the level of service personalization, and the convenience of digital services. Digital interaction channels have become particularly important, as they ensure information accessibility, service responsiveness, and opportunities for building long-term relationships with customers.

The analysis of international experience showed that leading tourism companies around the world actively utilize artificial intelligence tools to improve service quality and increase operational efficiency. It was confirmed that the implementation of AI technologies contributes to enhancing customer experience, increasing tourist satisfaction, automating routine operations, optimizing marketing activities, and developing personalized tourism offers. Particularly effective are solutions that combine the capabilities of artificial intelligence with the professional support of managers, thereby maintaining a balance between technological innovation and an individualized approach to customer service.

The synthesis of the theoretical research findings makes it possible to conclude that the use of artificial intelligence tools is an important factor in improving the quality of tourism services and creating a positive customer experience. Considering current global trends in tourism industry development, the implementation of AI solutions is becoming not only an innovative opportunity but also a necessary condition for maintaining the competitiveness of tourism enterprises. The theoretical findings obtained provide a foundation for further analysis of the activities of LLC “Accord -Tour” and for assessing the potential application of artificial intelligence tools within its operational practices.

CHAPTER 2. ANALYSIS OF THE USE OF DIGITAL TECHNOLOGIES AND ARTIFICIAL INTELLIGENCE OPPORTUNITIES IN THE ACTIVITIES OF LLC “ACCORD-TOUR”

2.1. General Characteristics of the Activities of LLC “Accord-Tour”

Limited Liability Company “Accord Tour” commenced its operations on December 10, 2003. The company officially obtained its tour operator license on March 25, 2004. Since then, it has accumulated substantial experience and established itself as one of the leading domestic tour operators, primarily specializing in bus tours to European countries while actively developing domestic tourism within Ukraine.

Its long-term operation in the dynamic and often unpredictable Ukrainian tourism market, which has experienced several crisis periods, including the 2008 financial crisis, the COVID-19 pandemic, and the full-scale military invasion that began in 2022, demonstrates the company’s remarkable resilience and adaptability. The successful overcoming of these challenges and the preservation of its leading market position indicate that the company has developed and implemented effective mechanisms for responding to changes in market conditions, consumer preferences, and the regulatory environment.

A significant milestone in the company’s development was the official opening of the “Terminal A” Tourist Service Complex in Lviv in 2013, which had a positive impact on the dynamics of tourist flows.

The company’s headquarters are located in Lviv, at 15 Novyi Svit Street, 79013. This office serves as the key center for the company’s operational activities and the implementation of its strategic initiatives.

The enterprise is registered in the Unified State Register of Legal Entities, Individual Entrepreneurs and Public Organizations of Ukraine (USR) under the identification code 32800179.

It should be noted that Accord Tour holds a valid tour operator license (Series AG No. 580907, issued on March 16, 2012). In addition, the company is accredited by diplomatic missions and consulates of foreign countries, enabling it to provide visa support services to its clients, which represents an important additional service for international travelers.

The geographical scope of tours offered by the company is extensive, covering both European countries and various regions of Ukraine. Among the company's key European destinations are Italy, Romania, the Netherlands, Switzerland, Bulgaria, France, the Czech Republic, Germany, Croatia, Austria, Poland, Hungary, and many others.

This dual focus on both international and domestic tourism constitutes a fundamental characteristic of the company's operations. In addition to its core tour operator activities, the enterprise provides a range of supplementary services, including hotel reservations and the organization of business events such as presentations, seminars, and conferences. This indicates an expansion of the company's activities beyond the traditional scope of leisure tourism [24].

The principal area of activity of Accord Tour is its operation as a tour operator, classified under the primary NACE Code 79.12. This indicates that the company's core specialization is the development and packaging of comprehensive tourism products. Additional areas of activity include functioning as a travel agency and providing various reservation-related services, reflecting a deeper integration of the enterprise into the tourism value creation process [25].

The mission of LLC "Accord Tour" is to ensure that every customer's vacation proceeds "like a perfectly performed melody" – as comfortably, positively, and memorably as possible. This mission is based on the company's declared values, among which professionalism, customer orientation, reliability, innovation, and friendliness are of primary importance. The company emphasizes the significance of an individual approach to every tourist, high-quality services, continuous improvement of customer service, as well as the principles of openness, honesty in

relationships with clients and partners, and responsibility for results. The company's team is often described as a group of "exceptionally dedicated workaholics."

The company operates its own website, accordtour.com [24], which serves as the primary channel for presenting information about tours, facilitating bookings, and communicating with customers. Various communication channels are used to interact with consumers, including telephone communication (+38 (063) 368-38-38, +38 (032) 242-61-88, +38 (073) 630-36-38), as well as popular online messaging applications such as Telegram, Viber, and WhatsApp. In addition, the company actively utilizes information technology systems for various business functions, including booking services through platforms similar to Amadeus.

The company is managed by Olena Bohdanivna Petrus, who serves as Director, while the authority to sign official documents is granted to the authorized representative Oksana Volodymyrivna Andriushchenko. The ownership structure is highly concentrated, with the founders and ultimate beneficial owners exercising direct controlling influence being Oksana Volodymyrivna Andriushchenko (26.993%) and Serhii Volodymyrovych Tkach (73.007%).

The tourism company Accord Tour employs a line-and-functional organizational structure. This management model is considered optimal under the company's chosen marketing strategy.

Line managers are responsible for decision-making and accountability, while functional departments provide consultation, prepare information, and support the development of managerial decisions.

For each destination area (such as the Polish, Czech, and Hungarian markets), a dedicated product developer is responsible for planning travel itineraries. Each developer is supported by a sales department that works directly with travel agencies.

Consequently, each department is headed by a manager who fully performs all managerial functions within that unit. At the same time, every employee within the operational division reports directly to only one immediate supervisor.

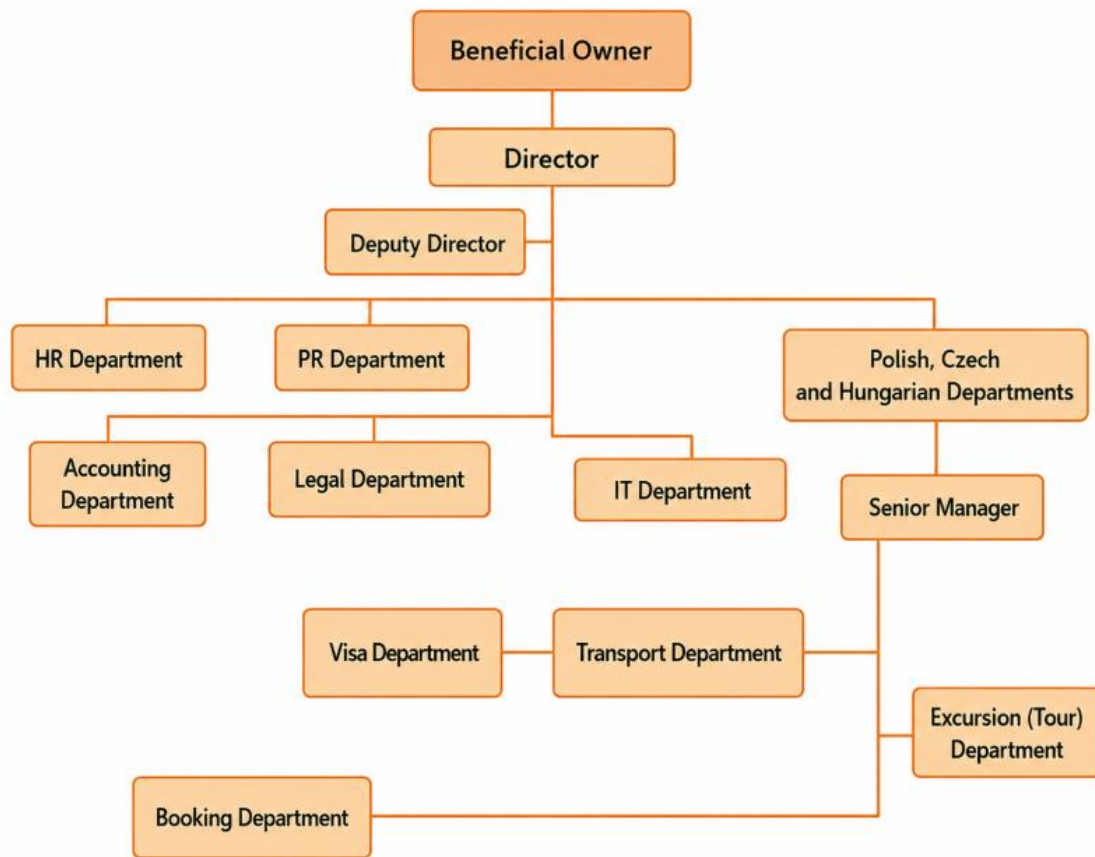


Figure 2.1. Organizational Structure of the Enterprise

Source: developed by the author based on company data.

The organizational structure of LLC “Accord-Tour” is presented in Figure 2.1. The Director of Accord Tour simultaneously performs a leadership function by consolidating employees into a unified and cohesive team. Strategic decisions are made by the Director, while a number of day-to-day operational decisions are delegated to subordinate employees. The Director represents the company in its interactions with various domestic and foreign institutions, signs contracts and other regulatory documents necessary for maintaining the company’s operations, and is authorized to initiate audits of financial and business activities. In addition, the Director is responsible for resolving matters related to business travel, including international assignments.

To assess the effectiveness of the tour operator activities of LLC “Accord Tour”, an economic analysis of the company’s financial performance indicators is conducted through a dynamic comparison of financial statement data for the two most recent reporting years (2025 and 2024).

The conducted analysis (the data are presented in Table 2.1) revealed that, despite a slight decrease in total assets, the company's financial position as of 2024 was characterized by positive developments. The company increased its non-current assets and significantly improved the management of accounts receivable, which contributed to an increase in cash and cash equivalents. The dynamics of the asset structure of LLC "Accord-Tour" are analyzed in Table 2.1.

Table 2.1

Assessment of Changes in the Asset Structure of LLC "Accord Tour

Indicators (thousand UAH)	2024	2025	Absolute Change	Relative Change, %
Non-current Assets	32,850.0	35,618.0	2,768.0	8.43
Current Assets	120,881.4	107,720.9	-13,160.5	-10.89
Total Assets	153,731.4	146,704.6	-7,026.8	-4.57
Cash and Cash Equivalents	171.8	258.5	86.7	50.47
Accounts Receivable	117,234.4	107,720.9	-9,513.5	-8.12
Prepaid Expenses	3,688.7	3,328.9	-359.8	-9.75

Source: developed by the author based on company data.

A slight decrease in the total value of the company's assets was recorded, amounting to UAH 7,026.8 thousand, which is equivalent to 4.57%. As of 2025, total assets amounted to UAH 146,704.6 thousand, compared to UAH 153,731.4 thousand in 2024.

Despite the overall downward trend, the volume of non-current assets increased by UAH 2,768.0 thousand, representing an increase of 8.43%. The value of these assets rose from UAH 32,850.0 thousand to UAH 35,618.0 thousand.

The main factor contributing to the decline in total assets was the reduction in current assets by UAH 13,160.5 thousand, or 10.89%. Accordingly, their value decreased from UAH 120,881.4 thousand to UAH 111,086.6 thousand.

Accounts receivable decreased by UAH 9,513.5 thousand, which corresponds to a decline of 8.12%.

A significant increase in cash and cash equivalents was observed, amounting to UAH 86.7 thousand, or 50.47%. Although the absolute value of this increase is relatively small compared to other asset categories, its percentage growth is substantial.

The share of non-current assets in the overall asset structure increased from 21.37% (32,850 / 153,731.4) in 2024 to 24.28% (35,618 / 146,704.6) in 2025. Consequently, the share of current assets decreased from 78.63% to 75.72%.

The most significant structural change was the decline in the proportion of accounts receivable within current assets, from approximately 90.85% (109,816.4 / 120,881.4) to approximately 69.64% (77,356.5 / 111,086.6).

In 2025, LLC “Accord Tour” implemented a deleveraging strategy, successfully repaying a substantial portion of its long-term liabilities as well as all short-term bank debt. Combined with the growth of equity capital, this significantly strengthened the company’s financial stability. Overall, the changes in the structure of financing sources can be assessed as predominantly positive.

Let us now proceed to the analysis of the sources of asset financing. The main financial performance indicators of LLC “Accord-Tour” are presented in Table 2.2.

Table 2.2

Analysis of the Sources of Asset Financing of LLC “Accord Tour” and
Their Changes in 2024–2025

Indicators (thousand UAH)	2024	2025	Absolute Change (thousand UAH)	Relative Change, %
Sources of Asset Financing	153,731.4	146,704.6	-7,026.8	-4.57
Long-term Liabilities and Provisions	54,390.0	42,100.0	-12,290.0	-22.60
Equity Capital	18,889.8	20,160.8	1,271.0	6.73
Current Liabilities	80,451.6	84,443.8	3,992.2	4.96
Bank Loans	4,372.2	0.0	-4,372.2	-100.00
Current Accounts Payable	38,255.4	40,750.5	2,495.1	6.52
Insurance Liabilities	0.0	26.4	26.4	—
Payroll Settlements	29.3	57.5	28.2	96.25
Other Current Liabilities	37,794.7	43,592.2	5,797.5	15.34

Source: developed by the author based on company data.

The total amount of financing sources decreased by UAH 7,026.8 thousand (−4.57%), which fully corresponds to the decline in the company’s total assets.

Equity capital increased by UAH 1,271.0 thousand (6.73%), while its share in the liability structure rose from 12.3% to 13.7%.

Long-term liabilities and provisions decreased significantly by UAH 12,290.0 thousand (−22.60%). As a result, their share in total liabilities declined substantially from 35.4% to 28.7%.

The total amount of current liabilities increased by UAH 3,992.2 thousand (4.96%), and their proportion in the liability structure rose from 52.3% to 57.6%.

Current accounts payable increased by UAH 2,495.1 thousand (6.52%), while other current liabilities grew by UAH 5,797.5 thousand (15.34%).

Table 2.3

Calculation and Analysis of the Solvency Ratios of LLC “Accord Tour” for
2024–2025

Ratio	Formula	Value at the End of 2024	Value at the End of 2025	Change
Quick Ratio	(Current Assets – Inventories) / Current Liabilities and Provisions	$(120,881.4 - 0) / 80,451.6 = 1.503$	$(111,086.6 - 0) / 84,443.8 = 1.316$	–0.187
Current Ratio	Current Assets / Current Liabilities and Provisions	$120,881.4 / 80,451.6 = 1.503$	$111,086.6 / 84,443.8 = 1.316$	–0.187
Cash Ratio	(Cash and Cash Equivalents + Current Financial Investments) / Current Liabilities and Provisions	$(171.8 + 0) / 80,451.6 = 0.002$	$(258.5 + 0) / 84,443.8 = 0.003$	+0.001

Source: developed by the author based on company data.

The analysis of the customer journey within the service system of LLC “Accord-Tour” is provided in Table 2.3. In 2024, the current ratio (1.503) was at the lower limit of the recommended range (1.5–2.5, although the range of 1.0–2.0 is also frequently considered acceptable). As of 2025, this ratio declined to 1.316. This trend indicates a decrease in the company’s liquidity position. Although the company still possesses sufficient current assets to cover its current liabilities (ratio > 1), its financial safety margin has weakened. This decline was caused by the simultaneous reduction in current assets and the increase in current liabilities.

As the calculations demonstrate, the company’s inventory level (Lines 1000 + 1100 of the balance sheet) equals zero, which is typical for a tour operator. Consequently, the quick ratio is identical to the current ratio. Therefore, the conclusions are similar: the indicator demonstrates a negative trend, although its

value remains above one, which exceeds the recommended minimum threshold (> 1).

The cash ratio shows a slight increase due to the growth in cash and cash equivalents (as demonstrated earlier in Table 2.1). However, its absolute values (0.002 and 0.003) remain critically low. The recommended benchmark for this indicator is at least 0.20. This suggests that the enterprise has a very limited ability to settle its obligations immediately using available cash resources and relies heavily on the timely collection of receivables from debtors. The SWOT analysis of the company's digital customer service system is presented in Table 2.4.

Table 2.4

Assessment of the Financial Stability of LLC "Accord Tour" for 2024–2025

Indicator	Formula	Value at the End of 2024	Value at the End of 2025	Change
Financial Stability Ratio	Equity Capital / Borrowed Capital	$18,889.8 / (54,390.0 + 80,451.6) = 0.140$	$20,160.8 / (42,100.0 + 84,443.8) = 0.159$	+0.019
Equity Ratio (Financial Autonomy Ratio)	Equity Capital / Total Sources of Financing	$18,889.8 / 153,731.4 = 0.123$	$20,160.8 / 146,704.6 = 0.137$	+0.014
Financial Risk Ratio	Borrowed Capital / Equity Capital	$(54,390.0 + 80,451.6) / 18,889.8 = 7.138$	$(42,100.0 + 84,443.8) / 20,160.8 = 6.277$	−0.861
Financial Dependence Ratio	Total Sources of Financing / Equity Capital	$153,731.4 / 18,889.8 = 8.138$	$146,704.6 / 20,160.8 = 7.277$	−0.861
Equity Maneuverability Ratio	Working Capital / Equity Capital	$(18,889.8 - 32,850.0 + 54,390.0) / 18,889.8 = 2.140$	$(20,160.8 - 35,618.0 + 42,100.0) / 20,160.8 = 1.322$	−0.818

Source: developed by the author based on company data.

The equity ratio (financial autonomy ratio) demonstrates a slight increase, which is a positive signal indicating some strengthening of the company's financial

independence. However, its current value (0.137) remains significantly below the recommended benchmark (> 0.5).

The financial leverage ratio (the inverse of the equity ratio) reflects how many units of total assets are financed by each unit of equity capital. The decrease in this ratio represents a positive trend, indicating a certain reduction in dependence on external financing. Nevertheless, its value (7.277) remains very high, suggesting a substantial predominance of borrowed funds over equity capital.

The decline in the financial risk ratio can be regarded as a favorable sign, indicating a reduction in financial risks. However, similarly to the previous indicators, its value (6.277) remains excessively high (the recommended value is < 1), pointing to the persistence of considerable financial risk caused by a significant debt burden.

The dynamics of the financial stability ratio are positive, indicating an improvement in the balance between equity and borrowed capital. However, its current value (0.159) remains relatively low, reinforcing previous conclusions regarding the unsatisfactory level of financial stability resulting from the low proportion of equity capital in the company's financing structure.

The equity maneuverability ratio decreased, which, according to the analysis, indicates an improvement in the asset structure. This change is primarily associated with the significant reduction in long-term liabilities.

The Return on Assets (ROA) demonstrates an upward trend, which may be considered a positive development. However, the actual profitability level (less than 1%) remains extremely low. Although such a result may be typical for enterprises characterized by high capital turnover or relatively low profit margins, it nevertheless indicates a low overall efficiency in the utilization of the company's assets. The key digital communication channels used by LLC "Accord-Tour" are summarized in Table 2.5.

Table 2.5

Analysis of the Profitability Dynamics of LLC “Accord Tour”, 2024–2025

Indicator	Formula	Value at the End of 2024	Value at the End of 2025	Change
Return on Equity (ROE)	Net Profit / Average Annual Equity	$722.7 / ((18,205.8 + 18,889.8) / 2) = 0.039$	$1,271.0 / ((18,889.8 + 20,160.8) / 2) = 0.065$	+0.026
Return on Assets (ROA)	Net Profit / Average Annual Assets	$722.7 / ((117,033.7 + 153,731.4) / 2) = 0.005$	$1,271.0 / ((153,731.4 + 146,704.6) / 2) = 0.008$	+0.003
Operating Profit Margin	Operating Profit / Net Revenue from Sales	$7,087.0 / 27,109.8 = 0.261$	$4,469.9 / 29,171.4 = 0.153$	−0.108
Gross Profit Margin	Gross Profit / Net Revenue from Sales	$(27,109.8 - 14,070.3) / 27,109.8 = 0.481$	$(29,171.4 - 14,984.1) / 29,171.4 = 0.486$	+0.005
Net Profit Margin (RN)	Net Profit / Net Revenue from Sales	$722.7 / 27,109.8 = 0.027$	$1,271.0 / 29,171.4 = 0.044$	+0.017

Source: developed by the author based on company data.

The Return on Equity (ROE) demonstrates exceptionally high growth rates, increasing by nearly 1.7 times. This dynamic, which significantly exceeds the growth rate of ROA, indicates a substantial impact of financial leverage (the use of borrowed capital). In other words, returns to shareholders are growing at a faster pace due to the utilization of debt financing. The achieved value of 6.5% may be assessed as satisfactory.

The gross profit margin (Rg) remains at a high and stable level, even demonstrating a slight increase over the analyzed period.

The analysis of the operating profit margin (Ro) reveals a sharp decline of approximately 11 percentage points. This trend represents a highly unfavorable indicator. Despite the increase in sales revenue and the maintenance of a stable gross profitability level, operating expenses (including administrative and selling

expenses) increased to such an extent that they absorbed a significant portion of the generated profit.

Despite the decline in the operating profit margin (RO), the net profit margin (R_n) increased. Although this situation may appear paradoxical, it can be explained by a substantial reduction in expenses recognized after operating profit, particularly financial expenses and tax payments. Considering the significant repayment of long-term liabilities and bank loans (as discussed earlier), the most likely reason is a considerable decrease in debt servicing costs, especially interest expenses. The scale of this reduction was sufficient not only to offset the decline in operating profit but also to ensure a higher net financial result.

To obtain a more accurate assessment of the company's profitability, a factor analysis will be conducted using the appropriate methodology.

Формула 2.1

$$ROE = \frac{\text{Net Profit}}{\text{Equity Capital}} = R_N \times RO \times FD$$

For this purpose, it is necessary to calculate the asset turnover ratio (RO) (*Net Revenue from Sales / Total Assets*) and the financial dependence coefficient (FD) (*Total Assets / Equity Capital*) for the two reporting years.

Calculation of indicators for 2023 (previous reporting period)

$$RO_{24} = 27109,8 / 153731,4 = 0,176;$$

$$FD_{24} = 153731,4 / 18889,8 = 8,138$$

Calculation of indicators for 2024 (current reporting period)

$$RO_{25} = 29171,4 / 146704,6 = 0,199;$$

$$FD_{25} = 146704,6 / 20160,8 = 7,276$$

The net profit margin is calculated using the following formula:

Formula 2.2

$$\Delta ROE(R_N) = (R_{N24} - R_{N23}) \times RO_{N23} \times FD_{N23})$$

Substituting the values:

$$(0,044 - 0,027) \times 0,176 \times 8,138 = 0,024$$

The increase in the net profit margin (from 2.7% to 4.4%) made the most significant positive contribution to the dynamics of ROE. As a result of this factor, the Return on Equity increased by +0.024 (or +2.4 percentage points).

The asset turnover ratio is calculated using the following formula:

Formula 2.3

$$\Delta ROE(R_O) = R_{N25} \times (RO_{25} - RO_{24}) \times FD_{24}$$

Substituting the values:

$$0,044 \times (0,199 - 0,176) \times 8,138 = 0,008$$

A slight increase in asset turnover also had a positive effect on ROE, increasing it by +0.008 (or +0.8 percentage points).

The financial dependence coefficient is calculated using the following formula:

Formula 2.4

$$\Delta ROE(FD) = R_{N25} \times RO_{25} \times (FD_{24} - FD_{25})$$

Substituting the values:

$$0,044 \times 0,199 \times (7,276 - 8,138) = -0,007$$

The decrease in the financial dependence coefficient (from 8.138 to 7.276), which indicates a weakening of financial leverage, had a negative impact on ROE, reducing it by -0.007 (or -0.7 percentage points).

The change in the Return on Equity (ROE) is determined using the following formula:

Formula 2.5

$$\Delta ROE = \Delta ROE(R_N) + \Delta ROE(R_O) + \Delta ROE(FD)$$

Substituting the values:

$$0,024 + 0,008 + (-0,007) = 0,025$$

According to the results of the factor analysis, the overall increase in Return on Equity (ROE) amounted to +0.025 (or +2.5 percentage points).

The conducted analysis revealed that the key factor behind the increase in the Return on Equity (ROE) of LLC “Accord Tour” in 2025 was the improvement in

the net profit margin of its products and services. The acceleration of asset turnover also had a positive impact on ROE. At the same time, the reduction in the company's level of financial dependence, despite being strategically justified from the perspective of risk minimization, somewhat limited the growth rate of ROE.

A slight decline in the asset turnover ratio indicates a certain decrease in the efficiency of asset utilization for revenue generation. Overall, the value of this indicator remains relatively low, confirming the lengthy turnover period of the company's assets.

The increase in the accounts receivable turnover ratio can be considered a favorable trend, indicating a faster collection of payments from customers and clients.

The reduction in the accounts receivable turnover period (ARTP) by 18.3 days represents a significant positive development. However, a collection period of 105.6 days remains relatively long.

The decrease in the accounts payable turnover ratio (APTR) indicates that the enterprise has become less prompt in settling obligations with suppliers and other counterparties.

The substantial increase in the accounts payable turnover period (APTP) by 123.7 days is highly significant. On the one hand, it provides access to an additional source of relatively "cost-free" financing. On the other hand, such an extended payment period may create risks associated with the deterioration of relationships with suppliers and business partners. The characteristics of the company's digital marketing tools are presented in Table 2.6.

Table 2.6

Assessment of the Business Activity Level of LLC “Accord Tour” in 2024–
2025

Indicator	Formula	Value at the End of 2024	Value at the End of 2025	Change
Asset Turnover Ratio	$RO = \text{Net Revenue} / \text{Average Assets}$	$27,109.8 / ((117,033.7 + 153,731.4) / 2) = 0.200$	$29,171.4 / ((153,731.4 + 146,704.6) / 2) = 0.194$	–0.006
Accounts Receivable Turnover Ratio	$ARTR = \text{Net Revenue} / \text{Average Accounts Receivable}$	$27,109.8 / ((10,154.3 + 8,242.6) / 2) = 2.947$	$29,171.4 / ((8,242.6 + 8,637.4) / 2) = 3.456$	+0.509
Accounts Receivable Turnover Period	$ARTP = 365 / ARTR$	$365 / 2.947 = 123.9 \text{ days}$	$365 / 3.456 = 105.6 \text{ days}$	–18.3 days
Accounts Payable Turnover Ratio	$APTR = \text{Net Revenue} / \text{Average Accounts Payable}$	$27,109.8 / ((7,840.2 + 33,245.4) / 2) = 1.320$	$29,171.4 / ((33,245.4 + 30,750.5) / 2) = 0.912$	–0.408
Accounts Payable Turnover Period	$APTP = 365 / APTR$	$365 / 1.320 = 276.5 \text{ days}$	$365 / 0.912 = 400.2 \text{ days}$	+123.7 days
Fixed Asset Turnover Ratio	$FATR = \text{Net Revenue from Sales} / \text{Average Fixed Assets}$	$27,109.8 / ((622.0 + 429.0) / 2) = 51.589$	$29,171.4 / ((429.0 + 709.4) / 2) = 51.250$	–0.339

Source: developed by the author based on company data.

The excessively long accounts payable turnover period confirms that fixed assets constitute only a small proportion of the company’s total assets. At the same time, the slight decline in the fixed asset turnover ratio indicates a marginal decrease in the efficiency with which fixed assets are utilized. Nevertheless, the indicator remains at a relatively high level, suggesting that the company continues to generate a substantial amount of revenue from a comparatively small volume of fixed assets.

2.2. Analysis of the Customer Service System and the Use of Digital Tools at LLC “Accord Tour”

In the modern tourism market, the quality of customer service is largely determined by the level of digitalization of business processes. For tourism enterprises, digital technologies serve not only as tools for promoting services but also as essential elements of interaction with customers at every stage of the travel journey. Therefore, the assessment of the customer service system and the use of digital tools constitute an important component of the analysis of LLC “Accord Tour.”

LLC “Accord Tour” is one of the largest tour operators in Ukraine, specializing primarily in the organization of bus tours across European countries. The company has been operating in the tourism market for more than twenty years and actively utilizes digital channels for customer communication, travel service booking, and informational support of tourists.

The company’s customer service system is based on a combination of traditional and digital communication channels. Potential tourists can obtain information about tours through the official website, social media platforms, the contact center, a network of partner agencies, or by communicating directly with company managers. This approach ensures the accessibility of tourism services for various categories of consumers.

The central element of the company’s digital ecosystem is its official website. The website functions as an information platform, a tour search system, a communication channel, and an online booking tool. Users can search for tours using various criteria, review travel itineraries, check departure schedules, familiarize themselves with travel conditions, and explore additional services offered by the company.

Table 2.7

Analysis of the Digital Tools Used by LLC “Accord Tour”

Digital Tool	Description	Value for Customers
Official Website	Tour search and selection, online booking, information support	Convenient access to tourism products
Personal Tourist Account	Management of bookings and reservations	Simplifies interaction with the company
Online Booking Request	Opportunity for remote booking	Saves customers' time
Social Media Platforms	Information sharing and communication	Quick access to up-to-date information
YouTube Channel	Video content about tours and destinations	Visualization of tourism products
Email Communications	Information about new tours and special offers	Supports customer loyalty
Telephone Support	Consultations and tourist assistance	Personalized customer service

Source: compiled by the author based on the analysis of the company's activities.

The main customer touchpoints within the digital environment are shown in Table 2.7. The analysis of the website demonstrated that it contains a substantial amount of well-structured information regarding tourism products. Users can search for tours by country, trip duration, departure date, price, and other criteria. This simplifies the process of selecting a tourism product and reduces customers' information search costs.

A positive feature of the website is the availability of detailed tour itineraries, information about transportation arrangements, accommodation conditions, excursion programs, and additional services. This approach enables potential tourists to obtain sufficient information for making an informed purchasing decision.

Social media platforms play an important role in the company's digital communication system. They are used to inform customers about new tourism products, promotional offers, changes in travel programs, and special deals. Social media also serves as a feedback channel and allows the company to maintain continuous communication with its customers.

Another important element of the company's digital presence is its official YouTube channel, where videos about travel routes, destination features, and practical travel recommendations are published. This type of content contributes to building trust in the tourism product and reduces the level of uncertainty during the tour selection process.

To evaluate the effectiveness of the company's digital communications, it is advisable to analyze the customer journey of a tourist. The evaluation of the effectiveness of digital tools used by the company is presented in Table 2.8.

Table 2.8

Analysis of the Tourist Customer Journey within the Service System of LLC
“Accord Tour”

Interaction Stage	Digital Tools Used	Effectiveness Assessment
Information Search	Website, Social Media, YouTube	High
Tour Selection	Tour Catalog, Filtering System	High
Consultation	Telephone, Email, Messaging Applications	Medium
Booking	Online Booking Request, Personal Account	High
Information Support	Email Newsletters, Managers	Medium
Post-Purchase Interaction	Social Media, Customer Reviews	Medium

Source: compiled by the author.

The analysis demonstrated that the company has achieved a relatively high level of digitalization of its core tourism service sales processes. Digital tools are most effectively implemented at the stages of tourism product search and booking. At the same time, customer consultation and post-purchase interaction still rely heavily on the manual work of managers.

From the perspective of current trends in the digital transformation of the tourism industry, it can be noted that LLC “Accord Tour” currently does not utilize artificial intelligence tools for automated customer consultations, personalized tour recommendations, customer behavior analysis, or demand forecasting. Most

consultations are carried out manually by managers, which may increase staff workload and affect the speed of processing customer inquiries.

To summarize the results of the analysis, it is advisable to conduct a SWOT analysis of the company's digital tools and capabilities. The results of the analysis of customer interactions through digital channels are summarized in Table 2.9.

Table 2.9

SWOT Analysis of the Digital Customer Service System of LLC “Accord Tour”

Strengths	Weaknesses
Well-known brand in the tourism market	Lack of AI-powered chatbots
Advanced website with online tour search functionality	Limited personalization of offers
Online booking system and personal customer account	High dependence on managers' work
Strong presence on social media platforms	Lack of automated customer data analysis
Opportunities	Threats
Implementation of AI-based solutions	Intensifying competition in the digital market
Automation of customer communications	Increasing customer expectations
Personalization of tourism offers	Rapid technological advancements among competitors
Improvement of marketing effectiveness	Loss of customers due to slow response times

Source: compiled by the author.

Thus, the conducted analysis demonstrated that LLC “Accord Tour” has achieved a relatively high level of digitalization in its customer service processes and utilizes a wide range of modern digital tools. At the same time, current trends in the development of the tourism market indicate the necessity of further improving the company's digital ecosystem through the implementation of artificial intelligence technologies, which can provide a higher level of service personalization, communication automation, and enhancement of the overall customer experience.

The findings suggest that the existing digital infrastructure creates favorable conditions for the integration of AI-based solutions into the company's operations. Such technologies could contribute to increasing the efficiency of customer interactions, reducing the workload of managers, improving response times, and supporting data-driven decision-making processes.

Therefore, the next subsection of the study will focus on assessing the opportunities and prospects for implementing artificial intelligence tools within the activities of LLC "Accord Tour", as well as evaluating their potential impact on service quality and customer satisfaction.

2.3. Assessment of the Opportunities for Using Artificial Intelligence Tools to Improve Tourism Services at LLC "Accord Tour"

The rapid development of digital technologies and the growing expectations of consumers regarding the quality of tourism services necessitate the search for new tools to improve the efficiency of tourism enterprises. One of the most promising directions of the digital transformation of the tourism industry is the implementation of artificial intelligence (AI) technologies, which enable the automation of specific business processes, improve the quality of customer interactions, and enhance the overall competitiveness of an enterprise.

The analysis conducted in Section 2.2 demonstrated that LLC "Accord Tour" has achieved a relatively high level of digitalization in its core tourism service sales processes. The company utilizes a modern website, an online booking system, a personal tourist account, social media platforms, and other digital tools. However, most consulting and analytical functions continue to be performed manually by managers, creating an additional workload for staff and limiting the opportunities for service personalization.

In contemporary tourism business practice, artificial intelligence is primarily used for the automation of customer communications, personalization of tourism

offers, analysis of customer behavior, demand forecasting, and support of marketing activities. These areas appear to be the most promising for implementation within the operations of LLC “Accord Tour.”

To assess the potential for the use of artificial intelligence, the company’s key business processes were analyzed in terms of their compatibility with the capabilities of modern AI technologies. The opportunities for applying artificial intelligence tools in the activities of LLC “Accord-Tour” are presented in Table 2.10.

Table 2.10

Opportunities for Using Artificial Intelligence Tools in the Operations of
LLC “Accord Tour”

Business Process	Current State	Opportunities for AI Implementation
Customer Consulting	Primarily performed by managers	AI chatbot, virtual assistant
Tour Selection	Manual selection by managers	Personalized recommendation systems
Inquiry Processing	Manual analysis of customer requests	Automated sorting and processing of inquiries
Review Management	Partial monitoring	Customer sentiment analysis
Marketing Communications	Standard marketing campaigns	Personalized offers and AI-driven marketing
Itinerary Development	Use of predefined tour programs	AI-generated personalized itineraries
Demand Analysis	Based on managers’ experience	Predictive analytics and sales forecasting

Source: compiled by the author.

The most promising area for the company is the automation of customer communications. An analysis of the digital presence of LLC “Accord Tour” indicates that a significant proportion of customer inquiries relate to standard questions concerning tour prices, booking conditions, departure schedules, required travel documents, border-crossing regulations, and the specifics of travel programs. The implementation of an AI-powered chatbot would enable the company to provide 24/7 customer support, reduce response waiting times, and decrease the workload of managers.

The implementation of personalized recommendation systems also offers substantial opportunities. In the current market environment, tourists increasingly expect an individualized approach and offers tailored to their specific needs.

For example, if a customer has previously selected bus tours to Italy and Austria with a duration of 5–7 days, the system could automatically recommend similar new routes or promotional offers that match the customer’s interests. Such an approach would contribute to increasing customer satisfaction and generating a higher number of repeat purchases.

Particular attention should be paid to the opportunities provided by generative artificial intelligence. Today, such tools can be used to prepare descriptions of tourism products, create advertising copy, generate personalized commercial offers, and support the activities of sales managers.

Table 2.11

Potential Applications of Generative Artificial Intelligence at LLC “Accord Tour”

Area of Application	Practical Use
Tour Description Creation	Automatic generation of texts for the website and tour catalogs
Email Communications	Preparation of personalized emails for customers
Social Media Management	Content creation for Facebook, Instagram, and Telegram
Commercial Offers	Automated generation of customized proposals for customers
Managerial Consultation Support	Generation of responses to frequently asked customer inquiries
Itinerary Development	Creation of personalized travel programs and itineraries

Source: compiled by the author.

The potential areas of generative artificial intelligence application within LLC “Accord-Tour” are outlined in Table 2.11. An important direction for improving the company’s operations is the implementation of customer data analytics tools. LLC “Accord Tour” accumulates a significant amount of information about tourists, their

bookings, popular travel routes, seasonal demand patterns, and customer behavior characteristics. The use of AI-powered analytics would enable the company to transform these data into an effective tool for managerial decision-making.

In particular, predictive analytics can be used for:

- forecasting demand for specific tourist destinations;
- identifying the most popular booking periods;
- planning advertising campaigns;
- developing promotional offers;
- evaluating the effectiveness of marketing activities.

One of the modern technologies actively employed by international tourism companies is Sentiment Analysis. This tool enables the automatic analysis of customer reviews published on social media platforms, websites, and specialized travel portals, allowing companies to identify the key factors driving customer satisfaction or dissatisfaction.

For LLC “Accord Tour,” the implementation of such an approach would facilitate the more rapid identification of service-related issues and enable faster responses to changing customer expectations.

To comprehensively assess the potential for the use of artificial intelligence, it is advisable to conduct a SWOT analysis of AI implementation within the company’s operations.

The results of the SWOT analysis indicate that the potential benefits of implementing artificial intelligence tools significantly outweigh the possible risks. The most promising areas include the automation of customer communications, the personalization of tourism offers, and the support of marketing activities through AI-driven solutions. The SWOT analysis of artificial intelligence implementation in the company’s activities is presented in Table 2.12.

Table 2.12

SWOT-аналіз впровадження інструментів штучного інтелекту в діяльність ТОВ «Аккорд-Тур»

Strengths	Weaknesses
High level of digitalization of the enterprise	Lack of experience in using AI systems
Extensive customer base	Need for staff training
Availability of proprietary digital communication channels	Additional implementation costs
Well-established brand in the market	Need to adapt business processes
Opportunities	Threats
Improvement of service quality	Technological risks
Automation of routine operations	Cybersecurity threats and data protection issues
Personalization of tourism offers	Rapid technological obsolescence
Enhancement of competitiveness	Potential errors of AI systems
Optimization of marketing activities	Distrust of automated services among certain customers

Source: compiled by the author.

To assess the priority of potential AI solutions, they were ranked according to the criteria of implementation complexity and expected impact.

Table 2.13

Priority of AI Solution Implementation in the Operations of LLC “Accord Tour”

AI Solution	Expected Impact	Implementation Complexity	Priority
AI Chatbot	High	Low	High
AI-Generated Marketing Content	High	Low	High
AI Manager Assistant	High	Medium	High
Customer Review Analysis	Medium	Medium	Medium
Personalized Tour Recommendations	High	High	High
Demand Forecasting	Medium	High	Medium
Full Automation of Customer Consultations	High	High	Low

Source: compiled by the author.

The prioritization of AI solutions for implementation in LLC “Accord-Tour” is shown in Table 2.13. The obtained results indicate that the most appropriate approach for the company is the gradual implementation of artificial intelligence tools. At the initial stage, it is advisable to introduce solutions that do not require significant financial investments and can be integrated into the company’s existing digital communication channels. Such tools include AI chatbots, generative artificial intelligence for content creation, and AI-powered assistants for managers.

Thus, the conducted study confirmed the existence of significant potential for the use of artificial intelligence tools to improve the tourism services of LLC “Accord Tour.” The company already possesses the necessary digital foundation for the implementation of modern AI solutions, while the application of such technologies can contribute to enhancing the customer experience, automating business processes, personalizing tourism offers, and strengthening the company’s competitive position in the tourism market.

The identified opportunities will serve as the basis for the development of practical recommendations regarding the implementation of artificial intelligence tools in the operations of LLC “Accord Tour,” which will be presented in the third chapter of this qualification thesis.

Conclusions to Chapter 2

The second chapter analyzed the operations of LLC “Accord Tour,” its customer service system, and the use of digital tools in the provision of tourism services. In addition, the opportunities for implementing artificial intelligence technologies within the company’s operations were assessed.

The study established that LLC “Accord Tour” is one of the leading tour operators in Ukraine, specializing in the organization of bus tours to European destinations and possessing extensive experience in the tourism market. The

company actively utilizes digital communication channels and modern information technologies to promote tourism products and interact with customers.

The analysis of the customer service system demonstrated that the company has a well-developed digital infrastructure, including an official website with online tour search and booking functionality, a personal tourist account, social media platforms, electronic communication channels, and a remote consultation system. The research showed that digital tools are most effectively utilized at the stages of searching for tourism products, selecting tours, and completing bookings. At the same time, customer consultation, inquiry analysis, and post-purchase interaction are still primarily carried out by managers, creating additional workload for staff and potentially affecting service speed.

The assessment of opportunities for using artificial intelligence tools indicated that the company possesses sufficient potential for further digital transformation. The most promising areas for AI implementation include the automation of customer communications through chatbots, the use of generative artificial intelligence for marketing content creation, the personalization of tourism offers, customer review analysis, and the application of predictive analytics for demand forecasting.

The conducted SWOT analysis confirmed that the company's strengths include a recognizable brand, an extensive customer base, proprietary digital communication channels, and a high level of digitalization of core business processes. At the same time, the main limitations identified were the lack of practical experience in using AI technologies, the need for additional staff training, and the necessity of adapting certain business processes to new digital solutions.

The study concluded that the implementation of artificial intelligence tools can contribute to improving the quality of tourism services, reducing customer inquiry processing time, enhancing the personalization of tourism offers, optimizing managers' work, and strengthening the competitive position of LLC "Accord Tour" in the tourism market. The findings obtained provide the foundation for developing practical recommendations regarding the implementation of AI solutions within the

company's operations, which will be presented in the third chapter of this qualification thesis.

CHAPTER 3. DIRECTIONS FOR IMPROVING THE TOURISM SERVICES OF LLC “ACCORD TOUR” THROUGH THE USE OF ARTIFICIAL INTELLIGENCE TOOLS

3.1. Development of a Set of AI Solutions to Improve Customer Experience in the Operations of LLC “Accord Tour”

The results of the research conducted in Chapter 2 demonstrated that LLC “Accord Tour” has achieved a relatively high level of digitalization of its core business processes and possesses the necessary technological foundation for the further implementation of artificial intelligence tools. At the same time, the analysis of the customer service system revealed that a significant share of communication processes, preparation of tourism offers, analysis of customer inquiries, and creation of marketing content are still performed manually. This creates an additional workload for employees and limits the opportunities for the personalization of tourism services.

Considering current trends in the development of the tourism market and the international experience of leading tourism companies, it is advisable to implement a comprehensive set of AI-based solutions aimed at improving customer experience, automating selected business processes, and enhancing the company’s competitiveness.

An important characteristic of LLC “Accord Tour” is its extensive portfolio of tourism products. At the time of the study, the company offered hundreds of bus tours to various European countries, with the most popular destinations including Poland, the Czech Republic, Austria, Hungary, Italy, France, Spain, Germany, and the countries of the Balkan region. In addition, many tourism products differ in terms of travel duration, theme, and target audience. Therefore, one of the key areas for the application of artificial intelligence should be customer segmentation and the personalization of tourism offers.

AI-Based Customer Segmentation and Personalization of Tourism Offers

Traditionally, tourism companies segment their customers based on age, income level, or geographical location. However, modern artificial intelligence tools make it possible to perform behavioral segmentation based on customers' actual interests, travel preferences, and purchasing behavior.

The proposed AI-based customer segmentation model for LLC “Accord-Tour” is presented in Table 3.1.

Table 3.1

Proposed AI-Based Customer Segmentation for LLC “Accord Tour”

Customer Segment	Main Characteristics	AI Recommendations
European Classics Enthusiasts	Frequently choose Prague, Vienna, and Budapest	Cultural and sightseeing tours, as well as new routes across Central Europe
Italy Lovers	Repeated trips to Italy	Personalized offers featuring new regions of Italy
Youth Segment	Prefer short and budget-friendly trips	Promotional tours and festival-oriented travel packages
Family Travelers	Travel with children	Tours with convenient logistics and family-friendly hotels
Experienced Travelers	Have participated in more than five company tours	Exclusive and combined travel itineraries
New Customers	First-time contact with the company	Introductory offers and loyalty programs

Source: developed by the author.

The use of AI-powered analytics will make it possible to automatically generate personalized offers based on booking history, previously viewed tours, and user behaviour on the website.

Similar solutions are currently widely used by companies such as Booking.com, Expedia, and Airbnb, where more than half of bookings are influenced by recommendation algorithms.

Implementation of an Intelligent AI Travel Consultant

The analysis of the website of Accord-Tour LLC showed that a significant share of customer inquiries concerns recurring questions, including:

- required travel documents;
- departure and boarding locations;
- additional tour charges;
- whether excursions are included in the tour price;
- accommodation conditions;
- the possibility of reserving seats on the bus.

Currently, these consultations are handled by the company's managers.

Therefore, it is proposed to implement an AI consultant based on Generative AI technologies integrated into the company's website.

The main functions of the AI consultant would include:

- 24/7 customer support;
- instant responses to frequently asked questions;
- assistance in selecting suitable tours;
- generation of personalized recommendations;
- referral of complex inquiries to company managers.

Similar solutions are already being used by Expedia and TUI Group, where AI-powered chatbots have significantly reduced the workload of contact centres and improved the speed of customer service.

AI Assistant for Tourism Managers

Rather than fully automating customer communication, it is advisable to implement an AI assistant specifically designed to support company employees.

Such a system could automatically:

- prepare commercial offers;
- draft responses to customer inquiries;
- generate tour descriptions;
- create travel itineraries;
- translate information into foreign languages.

Importantly, final decision-making and customer communication would remain the responsibility of the manager, ensuring the preservation of a high level of personalized service.

Intelligent Tourist Feedback Analysis System

Accord-Tour LLC serves thousands of tourists annually, many of whom leave reviews on the company's website, social media platforms, and travel-related websites.

Under current conditions, manually analysing such a large volume of feedback is both time-consuming and inefficient.

Source: developed by the author.

The use of AI analytics will make it possible to automatically generate personalized offers based on booking history, previously viewed tours, and user behavior on the company's website.

Today, similar solutions are actively used by Booking.com, Expedia, and Airbnb, where more than half of all bookings are generated through recommendation algorithms.

Implementation of an Intelligent AI Travel Consultant

The analysis of the LLC "Accord Tour" website showed that a significant number of customer inquiries relate to repetitive questions, including:

- what documents are required for travel;
- where the departure point is located;
- what additional fees are included in the tour;
- whether excursions are included in the price;
- what accommodation conditions are offered;
- whether seat reservations on the bus are available.

Currently, such consultations are provided by company managers.

In this regard, it is proposed to implement an AI consultant based on Generative AI technologies, integrated directly into the company's website.

The main functions of the AI consultant include:

- providing customer support 24/7;

- delivering instant answers to frequently asked questions;
- assisting customers in selecting suitable tours;
- generating personalized recommendations;
- forwarding complex inquiries to managers.

Similar solutions are already used by Expedia and TUI Group, where AI chatbots have significantly reduced the workload of contact centers and improved customer service response times.

AI Assistant for Tourism Managers

Rather than fully automating customer communication, it is advisable to implement an AI assistant designed specifically for company employees.

Such a system can automatically:

- generate commercial proposals;
- prepare responses to customer inquiries;
- create tour descriptions;
- develop travel itineraries;
- translate information into foreign languages.

Importantly, the final decision-making process and direct communication with customers remain under the manager's control, ensuring that a high level of personalized service is maintained.

Intelligent Tourist Review Analysis System

LLC “Accord Tour” serves thousands of tourists annually, many of whom leave reviews on the company website, social media platforms, and travel-related websites.

Under modern conditions, manually analyzing such a large volume of information is a complex and time-consuming task.

The proposed Sentiment Analysis system would make it possible to automatically identify:

- the overall level of customer satisfaction;
- the most frequently mentioned positive aspects of tours;
- the most common service-related issues;

– changes in customer sentiment across different travel destinations.

Table 3.2

Key Indicators for AI-Based Analysis of Customer Reviews

Indicator	Practical Significance
Overall Customer Satisfaction Level	Evaluation of service quality
Assessment of Managers' Performance	Monitoring the quality of customer service
Evaluation of Excursion Programs	Improvement of tourism products
Hotel Evaluation	Selection and assessment of business partners
Logistics Evaluation	Improvement of tour organization
Complaint Analysis	Rapid identification and resolution of service issues

Source: developed by the author.

The main indicators for AI-powered customer review analysis are summarized in Table 3.2. The modern tourism market is characterized by intense competition in the digital environment. The company regularly publishes information about tours, promotional offers, news, and travel recommendations for tourists.

In this regard, it is advisable to use generative artificial intelligence to support the company's marketing activities.

The system can be utilized for:

- creating website content;
- preparing content for social media platforms;
- generating email marketing campaigns;
- developing advertising messages;
- creating video content scripts.

An important advantage is the ability to quickly adapt marketing materials to different target audiences and travel destinations.

Development of an Intelligent Travel Planner

A promising direction for the development of LLC “Accord Tour” is the implementation of an AI-powered travel planner.

The user specifies:

- the desired destination country;
- the duration of the trip;
- the travel budget;
- personal interests;
- the composition of the travel group.

Based on this information, the system automatically recommends the most relevant travel programs offered by the company.

For example, a customer may submit the following request:

"I would like a 7-day bus tour to Italy with a budget of up to €500 and opportunities to visit both the seaside and museums."

The system would then automatically identify and recommend the most suitable travel programs from the company's existing portfolio.

Similar services are currently used by Expedia and Google Travel, confirming their effectiveness for modern tourism businesses.

Thus, for LLC "Accord Tour," it is advisable to implement a comprehensive model for the use of artificial intelligence tools, including AI-based customer segmentation, an intelligent travel consultant, an AI manager assistant, a customer review analysis system, generative AI for marketing activities, and a personalized travel planner. The implementation of these solutions will improve the quality of tourism services, enhance customer experience, optimize staff performance, and further strengthen the company's competitive position in the tourism market.

3.2. Evaluation of the Effectiveness of Implementing Artificial Intelligence Tools in the Operations of LLC "Accord Tour"

Under conditions of increasing competition in the tourism market, the implementation of innovative digital technologies should be accompanied by an assessment of their practical effectiveness. For tourism enterprises, it is important not only to introduce modern tools but also to evaluate their impact on customer

service quality, business process efficiency, sales performance, and overall competitiveness.

The set of AI solutions proposed in Section 3.1 is aimed at improving the customer service system of LLC “Accord Tour” and enhancing the overall efficiency of the company’s operations. Since most of the proposed tools have not yet been implemented in practice, their effectiveness is assessed using a forecasting approach based on the results of international studies, the experience of tourism companies, and the specific characteristics of LLC “Accord Tour.”

One of the main expected outcomes of implementing artificial intelligence is the improvement of customer experience quality. Modern consumers expect rapid access to information, personalized offers, and convenient interaction with tourism companies through digital communication channels. Therefore, the automation of customer consultations, the personalization of tourism products, and the use of intelligent recommendation systems can significantly influence customer satisfaction levels.

An important advantage of implementing artificial intelligence tools is the reduction of customer inquiry processing time. In the traditional service model, each inquiry requires the involvement of a manager. During peak tourism seasons, this may lead to staff overload and increased response times.

Table 3.3

Expected Impact of AI Solutions on the Customer Experience of LLC
“Accord Tour”

Proposed Solution	Expected Outcome
AI Consultant	24/7 customer support and reduced response times
Personalized Recommendations	Increased relevance of tourism offers
AI Travel Planner	Greater personalization of tourism products
Customer Review Analysis	Improvement of service quality
AI Manager Assistant	Increased efficiency and responsiveness of customer service
Generative AI in Marketing	More targeted and personalized customer communication

Source: developed by the author.

The expected impact of AI solutions on customer experience is presented in Table 3.3. The implementation of an AI consultant makes it possible to automate responses to frequently asked questions, which constitute a significant proportion of customer inquiries. This allows managers to focus on more complex consultations and provide individualized support to tourists. The forecasted impact of AI solutions on the key business processes of the enterprise is shown in Table 3.4.

Table 3.4

Forecasted Impact of AI Solutions on the Main Business Processes of LLC
“Accord Tour”

Indicator	Current Situation	Expected Result After AI Implementation
Response time to customer inquiries	Depends on manager workload	Instant responses to standard inquiries
Selection of tourism offers	Manual search performed by managers	Automated recommendation generation
Analysis of customer inquiries	Partially manual	Automated analysis and classification
Creation of marketing content	Manual preparation	AI-assisted content creation
Analysis of customer reviews	Selective monitoring	Systematic analysis of all customer reviews

Source: developed by the author.

Of particular importance for LLC “Accord Tour” is the opportunity to increase sales effectiveness. In the modern tourism industry, a considerable proportion of potential customers abandon the purchasing process due to delayed responses or difficulties in choosing from a large number of available tourism products. Personalized recommendations and automated customer support can simplify the decision-making process and increase the likelihood of booking.

The use of AI-based customer segmentation will also contribute to a more efficient allocation of the marketing budget. Instead of relying on mass advertising campaigns, the company will be able to create personalized offers for different customer groups based on their interests, travel history, and website behavior.

To evaluate the effectiveness of the proposed measures, it is advisable to consider the key performance indicators that can be used to monitor the results of AI implementation in Table 3.5.

Table 3.5

Key Performance Indicators for Evaluating the Effectiveness of Artificial
Intelligence Implementation

Indicator	Description
Customer Satisfaction Level	Reflects the quality of tourism services provided
Customer Inquiry Processing Time	Characterizes the speed and efficiency of communication
Inquiry-to-Booking Conversion Rate	Determines the effectiveness of customer interactions
Share of Repeat Customers	Reflects the level of customer loyalty
Number of Positive Reviews	Characterizes overall service quality
Manager Productivity	Measures the efficiency of labor resource utilization
Marketing Communication Costs	Evaluates the economic efficiency of promotional activities

Source: developed by the author.

An important component of evaluating effectiveness is determining the sequence of implementing the proposed solutions. Considering the scale of operations of LLC “Accord Tour,” a phased approach is advisable, as it will help minimize risks and gradually adapt personnel to the use of new technologies.

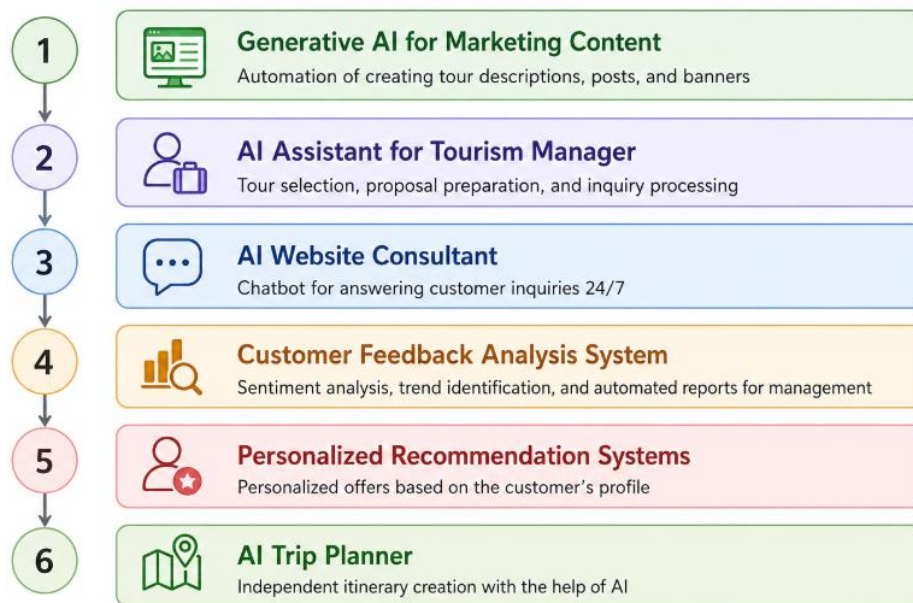


Figure 3.1. Roadmap for the Implementation of AI Solutions in the Operations of LLC “Accord Tour”

The roadmap for implementing AI solutions in the activities of LLC “Accord-Tour” is illustrated in Figure 3.1. The proposed implementation sequence is based on the fact that the initial stages do not require significant financial investment and can be carried out using the company’s existing digital infrastructure. At the same time, more advanced solutions related to the personalization of tourism offers and the AI-powered travel planner require the accumulation of relevant data and gradual integration with the company’s internal information systems.

In addition to the expected economic benefits, the implementation of artificial intelligence will generate important strategic advantages. The use of modern digital solutions will contribute to strengthening the image of LLC “Accord Tour” as an innovative tourism company focused on meeting the evolving needs of modern customers. This is particularly important in the context of the ongoing digital transformation of the tourism market and changing consumer expectations.

At the same time, the success of AI implementation will largely depend on the level of employees’ digital readiness. Therefore, an important prerequisite for the successful implementation of the proposed measures is the provision of staff training on the use of artificial intelligence tools, the development of internal regulations

governing the use of AI systems, and the establishment of quality control procedures to ensure their effective operation.

Thus, the results of the study confirm the feasibility of implementing artificial intelligence tools within the operations of LLC “Accord Tour.” The proposed set of AI solutions will improve the quality of tourism services, enhance customer experience, optimize staff performance, strengthen the personalization of tourism offers, and reinforce the company’s competitive position in the tourism market. The implementation of these measures will support the company’s further digital transformation and facilitate its adaptation to contemporary trends in the development of the tourism industry.

Conclusions to Chapter 3

In the third chapter of the qualification thesis, practical recommendations for the use of artificial intelligence tools to improve tourism services and enhance customer experience in the operations of LLC “Accord Tour” were developed, and the effectiveness of their implementation was evaluated.

Based on the results of the analysis of the company's activities and current trends in the global tourism industry, a comprehensive model for the implementation of AI solutions was proposed. This model involves the use of intelligent tools at different stages of customer interaction. It was determined that the most promising directions for the digital transformation of LLC “Accord Tour” include the implementation of an AI consultant on the company’s website, the use of an AI assistant for tourism managers, personalized recommendation systems, customer review analysis tools, generative artificial intelligence to support marketing activities, and an AI-powered travel planner.

Particular attention was paid to the possibilities of customer segmentation based on travel preferences and behavioral characteristics. The proposed model enables the company to move from mass promotion of tourism products to

personalized interaction with individual customer groups, which corresponds to current trends in the tourism market and the practices of leading international tourism companies.

The evaluation conducted within the study demonstrated that the implementation of artificial intelligence tools can improve customer service quality, reduce response times to customer inquiries, enhance the personalization of tourism offers, increase the effectiveness of marketing communications, and optimize the work of managers. In addition, the use of AI technologies creates opportunities for a deeper analysis of customer needs, demand forecasting, and more informed managerial decision-making.

The feasibility of a phased implementation of the proposed solutions was substantiated, beginning with the use of generative artificial intelligence for content creation and managerial support and culminating in the implementation of personalized recommendation systems and an intelligent travel planner. Such an approach minimizes risks, optimizes the costs of digital transformation, and ensures the gradual adaptation of personnel to new technologies.

It was established that the use of artificial intelligence should not be viewed as a complete replacement for tourism company managers. The most effective model for LLC “Accord Tour” is one in which AI technologies perform analytical, informational, and routine functions, while company specialists focus on individualized customer interaction, building trust, and ensuring a high level of service quality.

Thus, the implementation of the proposed set of AI solutions will contribute to the further digital transformation of LLC “Accord Tour,” improve the quality of tourism services, strengthen the company’s competitive advantages, and support the development of a modern customer-oriented approach to tourism service management.

CONCLUSIONS

In this qualification thesis, the possibilities of using artificial intelligence tools for improving tourism services and enhancing the quality of customer experience in the activities of LLC “Accord Tour” were investigated. The conducted research confirmed that digital transformation is one of the key directions of development of the modern tourism industry, and artificial intelligence is gradually becoming an important tool for increasing the efficiency of tourism enterprises and their competitiveness.

As a result of the theoretical analysis, it was established that artificial intelligence in the tourism sector performs a wide range of functions related to the automation of communications, personalization of tourism services, analysis of customer data, demand forecasting, and support of marketing activities. It was determined that modern AI technologies enable tourism companies to move from a standardized approach to customer service to a model of personalized interaction focused on the individual needs of consumers.

The study of customer experience demonstrated that it is one of the determining factors of the competitiveness of tourism enterprises. It was established that the quality of interaction with a customer is formed at all stages of the customer journey, starting from the search for information about a trip and ending with post-purchase communication. The important role of digital technologies in ensuring fast, convenient, and personalized interaction between a tourism company and a consumer was substantiated.

The analysis of international experience showed that leading tourism companies, including Booking.com, Expedia, Airbnb, TUI Group, Marriott International, and others, actively use artificial intelligence tools to improve customer service, automate business processes, and personalize tourism offers. It was established that the most widespread areas of AI application are recommendation systems, chatbots, generative artificial intelligence, predictive analytics, and customer behavior analysis systems.

During the study of the activities of LLC “Accord Tour,” it was established that the enterprise has a sufficiently high level of digitalization of the main customer service processes. The company uses a modern website with a tour search and booking system, a personal tourist account, social networks, and other digital communication channels. At the same time, it was revealed that a significant part of consulting and analytical processes is performed manually, which creates an additional workload for the staff and limits the possibilities for the personalization of tourism services.

The conducted assessment of the possibilities of using artificial intelligence tools in the activities of LLC “Accord Tour” made it possible to identify the most promising directions of the enterprise’s digital transformation. These include the automation of communications with customers, personalized selection of tourism offers, the use of generative artificial intelligence in marketing activities, analysis of customer reviews, and the application of predictive analytics to support managerial decision-making.

Based on the results of the study, a set of practical recommendations for the implementation of AI solutions in the activities of the enterprise was developed. The use of an AI consultant on the company’s website, an AI assistant for tourism managers, a system of personalized recommendations of tourism products, customer review analysis tools, generative artificial intelligence for supporting digital marketing, and an intelligent travel planner was proposed. Particular attention was paid to customer segmentation based on tourism preferences and behavioral characteristics, which makes it possible to increase the level of personalization of tourism services.

The assessment of the effectiveness of the proposed measures demonstrated that their implementation will contribute to improving the quality of customer experience, reducing the time required for processing inquiries, improving the personalization of tourism offers, increasing staff productivity, and strengthening the competitive position of the enterprise in the tourism market. At the same time, the most appropriate approach is the phased implementation of AI technologies,

which makes it possible to ensure the gradual adaptation of personnel and minimize possible risks.

Therefore, the objective of the qualification thesis has been achieved, and the defined tasks have been completed. The results of the study confirm that the use of artificial intelligence tools is a promising direction for the development of LLC “Accord Tour” and can become an important factor in improving the quality of tourism services, creating a positive customer experience, and ensuring the sustainable development of the enterprise under the conditions of the digital transformation of the tourism industry.

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