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IMPROVED METHODOLOGICAL APPROACH TO THE PROCESS OF COMMERCIALIZATION OF INTELLECTUAL PROPERTY, AS A TOOL FOR REPUTATION MANAGEMENT OF A TOURIST DESTINATION

The article considers the importance of the process of commercialization of intellectual property for the formation of reputable management of a tourist destination and provides an improved methodological approach to the process of commercialization of intellectual property on the example of the concept of creating a unique tourist product by a business entity. The reputation management of a tourist destination – a set of socio-economic processes of targeted influence on stakeholders of a tourist destination in order to improve their perception of its reputation characteristics, which aims to increase the importance of reputation and form sustainable long-term relationships with stakeholders. The reputation of a tourist destination directly proportionally influences the formation of tourist flow, and, accordingly, the growth of financial revenues, active development of the territory and improvement of the economic climate. With effective reputation management of a tourist destination, a strategic vision of development is formed, investment proceeds are attracted to new business projects and events, to the tourist infrastructure, to job creation. This is achieved through the creation of organizations that can bring together stakeholders and professionals to further promote resources and unique tourism offerings in the tourism arena. Its priority areas are determined by the impact on the formation of reputation through the elements of branding and image, research, analytics, the formation of services and tourism products. And most importantly, promotion through communication channels, which include: public relations (PR), interaction with the media, the involvement of promoters, experts, ambassadors, influencers of the destination through modern Internet technologies. One of the most effective channels of communication today is the Internet and the development of digital products, which include travel portals, mobile applications, digital channels, and more. By certain advantages, such channels are ahead of traditional channels, namely due to: rapid dissemination of information with a wide audience and distribution geography, with less costly control, because monitoring and openness of data simplifies the processes and global digitization of the widespread and tourism industry. And in such conditions, one of the priority steps in creating a tourist product – a unique tourist offer is its copyright protection under current legislation. This advanced method allows the tourism entity or destination as a whole to commercialize and further benefit, and thus improve its reputation in the tourism market by having unique protected tourism offerings within both the regional and national destinations.

Key words: *reputational management of a tourist destination, tourist destination, positioning of a destination on the world tourist arena, commercialization of intellectual property in reputation management.*

У статті розглянуто значення процесу комерціалізації інтелектуальної власності для формування репутаційного менеджменту туристичної дестинації та наведено вдосконалений методичний підхід до процесу комерціалізації інтелектуальної власності на прикладі концепту створення унікального туристичного продукту суб'єктом господарювання, що є однією з ключових ланок в управлінні репутаційним менеджментом туристичної дестинації. Репутація туристичної дестинації прямо пропорційно впливає на формування туристичного потоку та, відповідно, зростання фінансових надходжень, активний розвиток території та поліпшення економічного клімату. При ефективному репутаційному менеджменті туристичної дестинації формується стратегічна візія розвитку, залучаються інвестиційні надходження в нові бізнес-проекти та заходи, туристичну інфраструктуру, створення робочих місць. Це досягається шляхом створення організацій, що можуть об'єднувати в собі стейкхолдерів та професіоналів для подальшої промоції ресурсів та унікальних пропозицій на туристичній арені. Пріоритетні напрями діяльності визначаються впливом, який здійснюють на формування репутації елементи брендингу, іміджу, дослідження, аналітика, створення послуг і туристичних продуктів, та, найголовніше, промоція через канали комунікації, до яких належать: зв'язки з громадськістю (PR), взаємодія зі ЗМІ, залучення промоутерів, експертів, амбасадорів, інфлюенсерів дестинації за посередництва сучасних інтернет-технологій. Одним з найдійовіших каналів комунікації сьогодні вважається мережа Інтернет та розвиток цифрових продуктів, до яких належать туристичні портали, мобільні додатки, digital-канали тощо. Такі канали мають беззаперечні переваги перед традиційними: швидке розповсюдження інформації з широким охопленням аудиторії та географією; менш затратна частина на контроль виконання, тому що моніторинг та відкритість даних спрощують процеси світової цифровізації, що поширюється і на туристичну галузь. І саме в таких умовах одним з пріоритетних кроків при створенні туристичного продукту – унікальної туристичної пропозиції є її захищеність авторським правом у рамках чинного законодавства. Цей удосконалений метод дозволить туристичному суб'єкту чи дестинації в цілому комерціалізувати діяльність та отримувати ще більше вигід і, відповідно, покращувати репутацію на туристичному ринку шляхом наявності унікальних захищених туристичних пропозицій у межах як регіональної, так і національної дестинації.

Ключові слова: *репутаційний менеджмент туристичної дестинації, туристична дестинація, позиціонування дестинації на туристичній світовій арені, комерціалізація інтелектуальної власності в репутаційному менеджменті.*

Introduction. The determining component of the competitiveness of a tourist destination is its reputation and the effectiveness of improving the tools to improve the reputation of the tourist destination.

The main descriptors of the scientific problem of reputational management of a tourist destination are the concept «*reputation*», «*management*», «*tourist destination*». According to the definition of the World Tourism Organization (WTO, UNWTO): «A Destination is a physical space in which a visitor spends at least one day. It includes travel products such as services and attractions, as well as travel resources within one day of travel. This space has physical and administrative boundaries that determine the form of its management, image and reputation, which affect its competitiveness in the tourism market» [1].

Despite the availability of some research, the problem of reputation and reputational management of a tourist destination and the formation of influence is little studied. Therefore, according to the author, we determine that *reputation management of a tourist destination* – a set of socio-economic processes of purposeful influence on the stakeholders of the tourist destination in order to improve their perception of its reputation characteristics, the purpose of which

is to increase the importance of reputation and the formation of stable long-term relationships with stakeholders.

Accordingly, reputation is one of the important factors of business development, which requires careful and large-scale planning, clear organization, constant monitoring of the situation and control. In addition, when researching reputation, scientists emphasize the differences in its perception by different stakeholders. These processes are accumulated in the management. Moreover, according to L.S. Salnikova «in the modern global world, in the conditions of aggravation of competition the task of creation of the effective theoretical and methodological device which would promote development of effective tools of the theoretical analysis and practical methods of management of reputation becomes more and more actual; this process is carried out through reputation management» [13].

One of the necessary tools for its effective functioning is the creation of business entities that form a unique commercialized tourist product and sell it, thereby improving the reputation of a particular tourist destination. Also, reputation management is impossible to imagine without the transfer of information about actions. Hence, for reputation management, in addition to goals, functions, management system and management decisions, it is necessary that personnel who work directly on the formation of a unique service have certain interests and motives for work and these motives are taken into account in decision-making, in organizing the system management and in all actions in general. That in this case, it is the motives and act as a means of influence, employment, and is a mechanism for reputation management. Therefore, it can be argued that in reputation management, in addition to the system and management process, there is the concept of management mechanism, which reflects very important, real phenomena, features and factors of management.

The purpose of the study is to improve the methodological approach to the commercialization of intellectual property on the example of the concept of creating a service for the business entity, as part of the reputational management of the tourist destination.

The urgency of tourism development and the formation of the reputation of tourist destinations is confirmed by the growing number of scientific papers and publications. Problems of development of tourist destinations are devoted to works of such domestic and foreign scientists, as: T.I. Tkachenko [14], A.A. Mazaraki [9], which focused on the theoretical and methodological aspects of tourist destinations; A.I. Golovchan [3], who proposed the definition of the destination and methods of assessing the effectiveness of the functioning of tourist destinations; N.V. Korzh, D.I. Basyuk [8], who analyzed the main aspects of the competitiveness of tourist destinations at different levels of government; G.G. Pocheptsov [11], who built image management in various fields. Questions of theoretical principles of reputation, management tools were considered by scientists: L.V. Batchenko, L.A. Gonchar [2], L.S. Salnikova [13], O.O. Mitsura, M.O. Khyzhnyak [10].

Presenting main material. According to the World Economic Forum for 2019, where according to the index of tourism competitiveness of tourism, Ukraine ranks 78th out of 140, between the countries of Sri Lanka and Armenia. While in 2017 it took 88th place [16]. In recent years, there has been a trend of

low ratings. From this we conclude that the reputational management of a regional tourist destination is quite low and uncompetitive, despite the rich potential and resources of the country, and no less promising tourist destination on the tourist map of the world than European tourist destinations. That is why the reputation management of a tourist destination needs to be improved at all levels.

The destination covers many stakeholders who form a network and can be part of a larger destination. Destinations have their own brand, intangible identity and image that affects its competitiveness in the market. « Therefore, the reputation management of a regional tourist destination should be aimed at improving the model of combining products and services and creating an idea of the tourist destination through the activities of DMC and DMO. With effective reputational management of tourist destination formed a strategic vision; attract investment in new business projects, tourism infrastructure, new activities; jobs are created. This is achieved through the creation of a core organization that can bring together government officials, stakeholders and professionals. Its priorities are: influencing the formation of reputation through the elements of branding and image, research, analysis, formation of services and tourism products, service quality management, creation of tourist information centers with understanding of the principles of hospitality and services, creation of tourism products, digitalization and innovation, relations with the media and Pr-communication and more.

Exploring a tourist destination as an object of management, where the tourist travels for a specific purpose to meet certain needs, namely visiting infrastructure, natural resources, receiving emotions, uniqueness and exclusivity of products and more. We understand that the main goal for the destination is to make a profit by the subjects of the enterprise or municipal structures from the sale of a tourist product or a unique tourist offer at the level of the enterprise, region or state.

Unlike the reputation of micro-level entities, the reputation of meso- and macro-level entities has significant differences. And in the situation with the destination, there are also specific features associated with its main product – tourism. In this context, it is necessary to note the following defining features of the tourist product: intangible; simultaneous production and consumption; the presence of the consumer in the operating system; subjectivity in quality assessment; a set of a significant number of components and, accordingly – a significant number of different service providers; the impossibility of repeating the reproduction of certain features of the tourist product in time and space; significant need for marketing tools for promotion; the impact of force majeure (climatic, weather conditions, natural disasters, political events, sanitary and epidemiological phenomena, the spread of disease); the need to comply with certain formalities (visas, insurance); gradual transformation of consumption of a tourist product into everyday life as a habitual way of life; use of infrastructure by both locals and tourists.

But it is impossible not to note the protection under current legislation of the product itself. Which will allow in the future to get additional opportunities - such as job creation, increasing the profits of not only entrepreneurs but also the local budget [8]. Accordingly, we come to the understanding that the effectiveness of the reputation management of a tourist destination directly depends on the correctness of the concept of the service and its security. The tourist market operates within the

limits of high competition among market participants and forms a certain structure which includes various links of subjects of economic activity, structures of local or state value, professional associations, etc. But the main function of which is to understand the nature of the products produced and sold by the destination. The product of tourist activity is a tourist service (for example, excursion service, passenger service, visiting museums, tourist locations, accommodation and catering establishments, etc.).

As for the implementation of tourist services within the operation of the destination. First of all, we define the concept of «tourist service» according to the interpretation of the Law of Ukraine «On Tourism» – «tourist service or product – a pre-designed set of tourist services that combines at least two such services sold or offered for sale at a certain price. Which includes transportation services, accommodation services and other tourist services not related to transportation and accommodation (services for organizing visits to cultural facilities, recreation and entertainment, sale of souvenirs, etc.)» [6]. Like all other services, you can describe the tourist service by the following criteria:

- tourist service is intangible and reflects the availability of free funds for recreation;
- tourist service directly depends on the human factor;
- services vary and the quality may vary;
- only a commercialized unique service allows the business entity to be competitive in the tourism market, respectively to receive more profits.

Characteristic features for the tourist service, according to scientists, are classified by:

- insensitivity. Tourist services are not material. They belong to the sociocultural (intangible), as determined by the activities of the service provider to meet the socio-cultural services of the consumer: physical, ethical, intellectual, spiritual, etc. they cannot be seen and evaluated at the time of purchase. The object of such services is actually the consumer (tourist);
- continuity of production and consumption. Since the service is the result of direct interaction between the performer and the consumer, the process of providing tourist services (production) takes place in parallel with consumption. The production of goods in material form, as we know, precedes its sale, only after that comes consumption;
- impossibility to preserve the tourist service. The life cycle of a tourist service differs significantly from a tangible commodity, in particular by the absence of a preservation stage. The unsustainability of the tourist service requires a careful study of market conditions, the exact match of supply and demand, as services can not be stored until their use [12].

In addition, the tourist service can be basic (touroperator service, which includes accommodation, transportation, etc.) and additional, which can include excursion services, translation services or insurance.

The main question is how to create a unique and protected tourist offer or service (UTP) for the business entity, which would influence the formation of the reputation of the tourist destination. Accordingly, within the framework of the Law on Copyright and Related Rights, the use of intellectual property rights in the tourism industry is a fairly common process. One of the most common

forms is franchising. According to the scientist V.S. Novikov: «franchising is a vertically integrated system, based on the construction of which is an agreement that one party (franchisor) gives the other (franchisee) for a fee the right to use his intellectual property rights for mandatory conditions of application of the business management system developed and applied by the franchisor» [7]. Goals for both parties in this system:

- expanding sales by increasing points of sale;
- opposition to competition in the market;
- increase in profits, both for agents receiving commissions, and for tour operators to increase profits;
- minimization of costs for operational processes (legal and accounting staff) marketing tools (advertising to promote the tourist product);
- improving brand awareness and its development.

The structure of the network provides for a centralized system of management and delegation by each of the participants of a certain part of their powers to the created governing body. This body develops marketing and advertising policy, defines strategic goals, develops service providers and concludes contracts, carries out accounting, deals with personnel policy (selection, staff training), forms a single customer base, etc. In Ukraine: travel agencies – «TUI», «Tez Tour», «Poi-haly z namu», hostels - «Dream Hostel», etc. [15].

In addition, the tourism industry uses a method of protection, such as patenting a specific trademark. Due to the peculiar nature of the intangible nature of services produced by the tourism industry, the absence or deprivation of patent rights means the loss of property itself. The patent system now covers all stages of development of a new tourism product. And its protection, as well as the cessation of unfair competition are among the strategic goals of businesses within the tourist destination. In addition to the patent, the methods of protection include:

- trademark and service mark – designation for the individualization of goods, work performed or services provided by legal entities or individuals;
- copyright (right of reproduction) – a legal norm that regulates the relations associated with the reproduction of works of literature, art, audio or video. The Latin letter C in the circle applied to the work indicates that the work is protected by copyright.

Results and discussion. However, according to the author, in conditions of competition, each tourist service is at risk, because the tourist service is not a material thing that has no physical packaging and can be changed by changing the location on a particular route or positioning the service in general, and accordingly, this is another service. To do this, the author proposes the following algorithm for the development and protection of the service, and, accordingly, its commercialization (table 1).

Based on the above action to improve commercialization to build the reputation of the destination depends on the service and associations with which the consumer perceives the tourist destination within which the service was created, receiving information through various communication channels: public relations (Pr), media, promoters, experts and ambassadors of the destination, through modern Internet technologies, it is possible to schematically build a line of influence on the formation of reputation in fig. 1.

Table 1

**Actions to improve the process of commercialization of intellectual property
on the example of creating a service for a conceptual business entity**

Action	Expected result
Analysis and monitoring of the tourism market (analysis of competitors, understanding the list of services in the market)	Definition of existing offers, comparison of offers of competitors concerning structure of service, logistics, the prices, etc.
Analysis of the resources of the tourist destination within which the business entity will operate	Determining the optimal resources for drafting the proposal (tourist facilities and locations, infrastructure facilities and hospitality facilities, logistics, human resources at locations (accompanying guides, guides) and other factors)
Creating a concept of a tourist offer or service	Creating a description of the proposal with economic calculations, including the cost of implementation, including costs of copyright, organization of advertising campaigns, development of information and digital tools, costs of fixed assets, payment of wages, taxes, profits, etc.
Visualization of the service, taking into account the methods of protection within the current legislation	<ol style="list-style-type: none"> 1. Registration of copyright (approximately from 6700 UAH, depending on the classes, verification, duration of registration, color and type of trademark, etc.). 2. Creation of digital resources for effective promotion (domain name, hosting, creation of accounts in social networks, etc. from 10 000 UAH to 20 000, depending on a package of services of use of hosting, a domain name, etc.). 3. Attracting digital resources to launch advertising campaigns and promote the service in the media space (the cost depends on the audience, coverage, duration of the advertising campaign). 4. Creation of «packaging», in the service has a psychological perception and depends on many factors: variability, targeting, etc. Components of psychological perception: <ul style="list-style-type: none"> – atmosphere in the place of service provision – material approach; – behavior and appearance of people involved in the provision and production of services – procedural approach; – appearance of advertising, mail messages, announcements, printed, souvenir products, visual content – a psychological approach
Approbation of service, launch and sale on the market, ORM.	Improving the service, taking into account all methodologies for creating a tourist service, launching an advertising campaign and implementing the service. Creation of visual content protected under current legislation within the law of Ukraine «On Copyright and Related Rights» In this case, the unique service is protected in an invalid field and belongs to the author. But with the help of ORM (online reputation management) reputation is formed

Source: developed by the author.

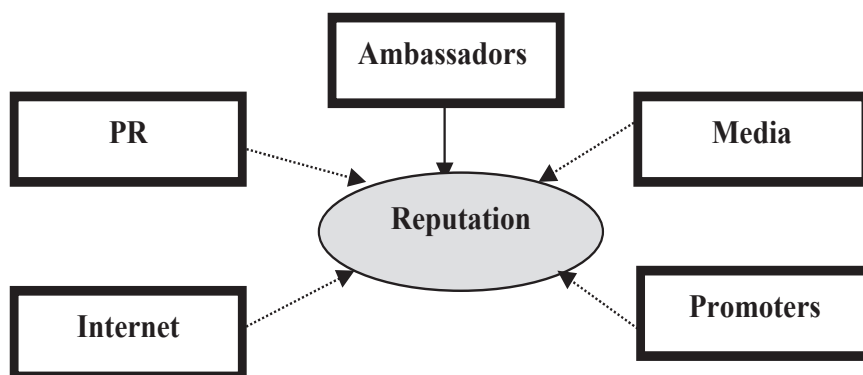


Fig. 1. Communication channels that influence the formation of a tourist destination and the implementation of a unique tourist offer.

Source: developed by the author

In recent years, the dynamic development of information and communication technologies, as well as taking into account the impact of global societal challenges (including the global Coronavirus pandemic), considerably in both theoretical and applied aspects of reputation management in a virtual, online environment. In the scientific aspect, the English term «Online Reputation Management» is used – ORM – a method of global management of the company’s reputation in the Internet field. The purpose of which is to form a positive brand reputation of the business entity through the use of various marketing strategies, including «Search Engine Reputation Management» – SERM, which provides a set of systematic measures to create, protect and maintain the appropriate reputation of a particular object on the Internet and develops a reputation on various resources:

- communities and company accounts in social networks;
- profile Internet planes designed to write reviews and wishes;
- thematic forums, which include discussions of organizations, services, etc.

In this context, ORM services are used from its very formation and visualization, and SERM is used after some time to promote it. The methodologies have a different focus of control: SERM specialists work through the tops of search engines, while ORM methods are much broader and extend to the entire reputation of the online business entity. Let’s consider in detail the basic project of management of reputation of tourist service, terms, and also tools for its protection by means of ORM on fig. 2.

Examining in detail the channels of communication as one of the effective tools of the mechanism of reputational management of a tourist destination, the author came to the conclusion that the promotion of the service takes place through the media space. There are some advantages ahead of traditional channels, such as the rapid distribution of information content with a wide audience and geography of distribution, with less costly control, because monitoring and openness of data simplifies processes.

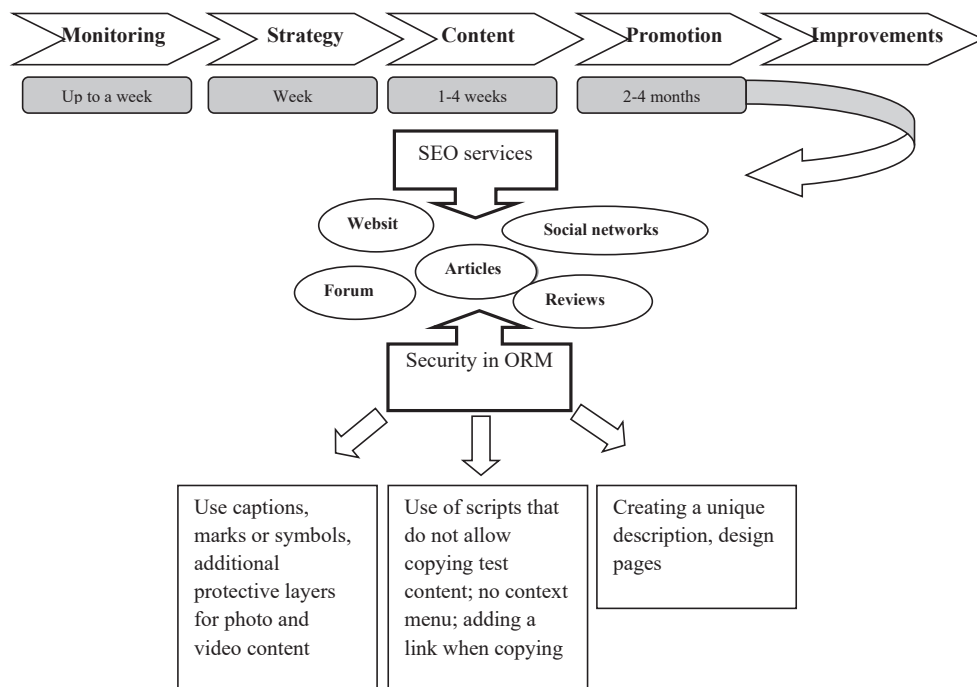


Fig. 2. Management of reputation of tourist service, terms, and also tools for its protection by means of ORM

This basic algorithm of commercialization actions will protect the unique tourist product created within the current legislation and directly the business entity that formed it and will benefit and positively influence the development of a particular reputation of a tourist destination in the future.

Conclusions. Thus, an improved methodological approach to the process of commercialization of intellectual property on the example of creating a service as one of the tools of reputation management of a tourist destination form the basic foundations of the system contour of its operation and development, as well as increase additional revenues. We understand and come to the conclusion that in order to increase the recognizability and attractiveness of the destination it is necessary to actively use the principles of commercialization in intellectual property to build a reputation, on the example of concepts of creating unique tourism products or offers. Moreover, in today's dynamic society, aspects of creativity, cooperation, innovation to create tourism products that form the basis of intellectual property and all this synergy is able to create and maintain a positive reputation of a tourist destination for a long period

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