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MODERN METHODOLOGY OF DESIGNING A TRAVEL COMPANY IN THE REPUBLIC OF KAZAKHSTAN

Modern development of the tourism industry in the Republic of Kazakhstan is a rather active and intensive process, the main task of which is the gradual development of tourism in the country, corresponding to regional and international requirements of the tourism business and the provision of a full range of tourist services of different levels and directions. The purpose of the research, outlined in the article, was the process of formation of a modern methodology of designing a tourism company, based on the practical experience of the authors for more than ten years. The authors studied and analyzed the main regulatory and legislative documents that have a direct impact on the development of tourism in the country, as well as reports of leading tourism organizations of the country. Modern trends in the market of the service sector were studied, a large-scale survey of both the actors of the tourism industry and consumers of tourism services was conducted. The authors prepared a qualitative algorithm for creating a tourism company, which was the result of practical activity in the field of opening and successful management of tourism business from 2012 to the present. These studies, outlined in the article, will allow not only to form a qualitative idea of the current stage of tourism development in the Republic of Kazakhstan, but also give the opportunity to use the algorithm of opening a tourism company to build a successful tourism business in Europe.

Key words: tourism, tourism company, tourism business, tourism services, tourism industry.

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Қазақстан Республикасындағы туристік компанияны жобалаудың заманауи әдістемесі

Қазақстан Республикасында туризм индустриясының қазіргі заманғы дамуы айтарлықтай белсенді және қарқынды процесс болып табылады, оның басты міндеті туристік бизнестің өңірлік және халықаралық талаптарына сәйкес келетін елдегі туризмді кезең-кезеңімен дамыту және әртүрлі деңгейдегі және бағыттағы туристік қызметтердің барлық спектрін көрсету болып табылады. Мақалада баяндалған зерттеудің мақсаты авторлардың он жылдан астам тәжірибесіне негізделген туристік компанияны жобалаудың заманауи әдістемесін қалыптастыру процесі болды, авторлар ел туризмінің дамуына тікелей әсер ететін негізгі нормативтік-құқықтық және заңнамалық құжаттарды, сондай-ақ елдің жетекші туристік ұйымдарының есептерін зерттеп, талдады. Қызмет көрсету нарығының қазіргі тенденциялары зерттелді. Туризм индустриясы субъектілеріне де, туристік қызметтерді тұтынушыларға да ауқымды сауалнама жүргізілді. Авторлар туристік компанияны құрудың сапалы алгоритмін дайындады, ол 2012 жылдан бастап қазіргі уақытқа дейін туристік бизнесті ашу және табысты басқару саласындағы практикалық қызметтің нәтижесі болды. Мақалада баяндалған осы зерттеулер Қазақстан Республикасында туризмді дамытудың қазіргі кезеңі туралы сапалы түсінік қалыптастырып қана қоймай, сонымен қатар Еуропаның табысты туристік бизнесін құру үшін туристік компанияны ашу алгоритмін пайдалануға мүмкіндік береді.

Түйін сөздер: туризм, туристік компания, туристік бизнес, туристік қызметтер, туризм индустриясы.

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Современная методика проектирования туристской компании в Республике Казахстан

Современное развитие индустрии туризма в Республики Казахстан представляет собой достаточно активный и интенсивный процесс, главной задачей которого является поэтапное развитие туризма в стране, соответствующего региональным и международным требованиям туристского бизнеса и оказания всего спектра туристских услуг разного уровня и направления. Целью исследования, изложенного в статье, стал процесс формирования современной методики проектирования туристской компании, основанной на практическом опыте авторов на протяжении более чем десяти лет, авторами изучены и проанализированы основные нормативно-правовые и законодательные документы, оказывающие прямое влияние на развитие туризма страны, а также отчеты ведущих туристских организаций страны. Исследованы современные тенденции рынка сферы услуг, проведен масштабный опрос как субъектов индустрии туризма, так и самих потребителей туристских услуг. Авторами подготовлен качественный алгоритм создания туристской компании, который стал результатом практической деятельности в области открытия и успешного управления туристского бизнеса с 2012 года и по настоящее время. Данные исследования, изложенные в статье, позволят не только сформировать качественное представление о современном этапе развития туризма в Республике Казахстан, но и дадут возможность использовать алгоритм открытия туристской компании, для построения успешного туристского бизнеса Европы.

Ключевые слова: туризм, туристская компания, туристский бизнес, туристские услуги, индустрия туризма.

Introduction

Legal monitoring of legislative acts in the sphere of tourism activity has shown that the main legislative act regulating the development of tourism activity in Kazakhstan is the Law of the RK “On Tourism Activity in the Republic of Kazakhstan” dated June 13, 2001 № 211 (https://adilet.zan.kz/rus/docs/Z010000211_). For the gradual development of the tourism industry in the country, a number of policy documents and projects related to the creation of priority tourist territories (Petrenko E.S. et al., 2019:2677) and tourist destinations were adopted and specific steps to achieve the goals set by the government were outlined. Thus, the Concepts for the development of the tourism industry of the Republic of Kazakhstan were systematically adopted and implemented, the latter was approved for 2023 – 2029 and came into force on March 28, 2023 No. 262 (<https://adilet.zan.kz/rus/docs/P2300000262>).

The tourism industry is one of the most promising directions for the development of the economy of the Republic of Kazakhstan. The country has a huge number of objects of historical, cultural and natural heritage and tourism faces the task of their preservation (Aldybayev V. et al., 2021:1450) through the formation of a special structure of pro-

motion and popularization of tourism as a prospective business of the country. To date, it is no longer just a business, it is an activity aimed at promoting tourism in the country in the Republic. The conditions for opening travel agencies and travel companies are being constantly optimized, subsidized and supported by the state.

A study of international scientific papers in the field of tourism business organization has shown the importance of forming global experience in the field of tourism (Mohanty P., 2021:2712). Today, travel agencies need not only to provide high-quality services (Granados, J.C. et al., 2021:27), but also to actively interact with each other. Thus, the experience of Kazakhstan may be of interest to the European tourism business (Moliner M.A. et al., 2007:194), which in turn is a priority for many countries and regions of the world.

The development of the tourism industry in the Republic of Kazakhstan has several key stages of its development, each of which is characterized by a number of peculiarities, and in each period the formation and opening of a travel company had its own distinctive features. Today, the country has a clear course for the development of various types of tourism, for example, Kazakhstan has a great potential (Ayetov S., Uruzbayeva N., 2018:1202) for

the development of ecotourism (Pazylkhaiyr B.M. et al., 2023:83; Sadykova D.A. et al., 2023:84), cultural and educational tourism (Morar C. et al., 2020:1470), active, sports (Makogonov A.N., 2015:193), extreme, business, etc. types, forms and directions of organization of tourist offer for domestic and inbound tourism of the country.

International experts have been repeatedly noting the growth of tourism in Kazakhstan and have characterized its progressive and sustainable development (Mukhanova A.E., Smagulova Zh.B., 2017:176). The tourism potential of Kazakhstan, its tourist and recreational resources (Amirkhanov M.M., Arakelov A.S., 2013:147), are able to meet the needs of the most demanding tourists, while the main tourism product is the hospitality and benevolence of the Kazakh people (Aimen A.T. et al., 2022:49), which are the basis for the organization of tourism business in the country. In the process of the study, the authors analyzed the practical experience of opening travel companies at different stages of professional activity.

Thus, in the country, the following steps have been taken to develop the tourism industry and all its elements:

1. Gradual simplification of procedures for obtaining business licenses and reduction of their issuance time (<https://adilet.zan.kz/rus/docs/P1200000929>).

2. Creation of specialized business support centers to receive consultations and information on business development opportunities (<https://egov.kz/cms/ru/articles/damu>).

3. Opening a series of international airlines, increasing the frequency and number of flights, which contributes to the growth of tourist flow (Kosenov A., 2012).

4. Holding a number of large-scale events aimed at attracting investment in the tourism sector, including EXPO-2017 exhibition, sports events of different levels, forums and presentations, scientific congresses and meetings of international level (Kazinform, 2013).

5. Development of the tourism industry infrastructure, including construction of new hotels, restaurants and entertainment centers as well as enhancement of the transport network and tourist routes (https://www.akorda.kz/ru/official_documents/strategies_and_programs).

6. Improvement of the country's image in the world community through advertising campaigns and participation in international exhibitions and fo-

rum (https://adilet.zan.kz/rus/docs/Z1400000193).

8. Reduction of bureaucratic procedures and simplification of tax legislation to attract foreign investors.

9. Opening new tourist routes, tourist clusters, tourism development programs to attract domestic and international tourists.

10. Holding local events such as festivals and exhibitions to attract tourists to regions outside the main tourist routes.

11. Strengthening the work on education and training in the tourism sector, including the implementation of specialized training programs.

With the help of government support, a strong tourism business sector is increasingly emerging in Kazakhstan, and travel companies are increasingly implementing tourist offers within different types of tourism, such as ecological tourism (Pazylkhaiyr et al., 2023), sports tourism (Batyrbekov N. et al., 2022:1458), cultural-cognitive and museum tourism (Gubarenko A.V. et al., 2023:20) as well as all types of tourism aimed at popularizing the natural-climatic, cultural and cognitive heritage of the country, and tourism companies working on domestic and inbound tourism are called to give a powerful impetus for the rise of Kazakhstan to a leading position in the development of sustainable tourism (Sumarmi S., et al., 2023:696) in the modern world.

Materials and methods

In the course of the study, the necessary practical experience was accumulated on the organization and reorganization of tourism business of the country, taking into account the distinctive features of each period of tourism development, the availability of basic documents on tourism, the rules of registration of travel companies in accordance with the legislation of the Republic of Kazakhstan.

The research methodology consisted of several cyclical phases where the empirical study was predominant and the phases were interrelated:

Phase 1: Collection and analysis of information on forms and ways of organizing tourism business in the Republic of Kazakhstan, study of the current market, determination of target needs and identification of the direction of work (2011-2012, 2012-2018, 2018-2022).

Phase 2: Opening a travel company, practical research, going through all the processes empirically, identifying the best ways to develop a travel company (2012-2018, 2018 -2023 to date).

Phase 3. Development of a methodology for creating a tourism company in the Republic of Kazakhstan, considering all available experience, preparation and implementation of this methodology in the disciplines «Tour Operating», «Organization of tourism business», «Organization and management of tourism enterprise», etc. in the educational programs on tourism of the leading universities of Kazakhstan.

The practical experience of the authors made it possible to conduct a comparative analysis of algorithms for opening tourism companies for different periods of time, selected basing on the empirical part of the study (the authors have experience in opening tourism companies in the Republic of Kazakhstan in 2012, 2018, 2023), which was conducted to identify qualitative changes in the procedure of registration of a travel company in Kazakhstan in 2012, 2018 and in 2023. As a result, a comparative Table 1 was

compiled, which outlines the main standards, forms of registration, required documents, etc.

Therefore, based on Table 1, the process of opening a travel company in 2012 required personal attendance at the Population Service Center, obtaining the originals of the required documents, and the decision was made within three working days. With the introduction of EDS (electronic digital signature) in wide use among the population, as well as the qualitative introduction of «eGov.kz» – the portal of «e-government», the time of registration of a travel company was reduced to 15 minutes, while all digital originals of documents are stored in the «Personal Cabinet» and are always available to the owner. Today it is quite easy to open a travel company, if all the necessary elements are provided, but the formation of an effective development strategy requires continuous professional self-improvement and development.

Table 1 – Comparative analysis of the step-by-step algorithm of opening a travel company in 2012, 2018 and in 2023 (compiled by the authors based on empirical research)

| Travel agency incorporation | 2012 | 2018 | 2023 |
|------------------------------|---|--|---|
| Optimal incorporation method | Individual Entrepreneur (IE) | Individual Entrepreneur (IE), Limited Liability Partnership (LLP) | IE, LLP |
| Incorporation period | 3 business days | 15 minutes | 15 minutes |
| Attendance required | Personal presence at the place-of-residence tax office | Online | Online |
| Documents required: | 1. Application form 2. Photo 3. Incorporation fee payment 4. Taxpayer registration payment 5. ID card 6. Taxpayer registration certificate <i>*Hard copy documents only</i> | Electronic digital signature (EDS) of the company founder (EDS are issued at the Public Service Centre (PSC)). <i>*Digital documents</i> | Electronic digital signature (EDS) of the company founder (It is also possible to do a Digital registration via Egovmobile, forgoing the need to issue an EDS) <i>*Digital documents</i> |
| Outcome: | Individual Entrepreneur (IE) certificate and IE Coupon issued | Business registration confirmation issued digitally, Business Identification Number (BIN) assigned to the company, IE Coupon or an LLP registration certificate issued digitally | Business registration confirmation issued digitally, Business Identification Number (BIN) assigned to the company, IE Coupon or an LLP registration certificate issued digitally |

The experimental part of the research implied the study of the algorithm of formation, organization and development of a travel company from 2012 to the present, the result was the elaboration of the existing experience and methodology of opening a travel company Grand Ways International in 2012 (expanded and reorganized into LLP «Evisa Travel»

in 2018 – <https://evisa.kz/o-kompanii/ecofriendly/>), specializing in the field of exit non-immigrant visas for residents of the Republic of Kazakhstan in the field of tourism, which considered the socio-economic situation, and modern marketing technologies of each time period of tourism development in the Republic of Kazakhstan.

Results and discussion

As a result of their research and professional practice, the authors developed an innovative methodology – an algorithm for creating travel companies in Kazakhstan. This methodology draws upon years of experience with managing travel companies here, making it accessible to current and aspiring entrepreneurs interested in opening travel companies that will operate successfully within Kazakhstan's tourism market.

The algorithm for the formation and development of a travel company includes both main and additional stages (Figure 1) that should be carried out systematically to meet both its own goals as well as those set forth by sustainable tourism development goals (Sovetkali O. et al, 2020:81). Business strategies in tourism play an essential part in attracting investments (Imangozhina O.Z. 2015:758) so tourism becomes an integral component of national revenue streams Figure 1 depicts an ideal process for travel company registration and development within Kazakhstan's tourism market conditions.

The methodology represents an algorithm of actions taken by one specific subject of Kazakhstan's tourism industry that has gone through an intensive process of formation, registration, development, restructuring and ongoing professional improvement since being first registered as part of their tourism business in 2005.

Descriptions of Stages 1-23 in the «Methodology for Establishment of Tourism Business (Travel Company) in Kazakhstan» by its authors:

Stage 1. Select an Organizational and Legal Form.

The Republic of Kazakhstan provides tourism entrepreneurs with various legal structures for doing business in tourism – Joint Stock Companies, Limited Liability Partnerships (LLP), Individual Entrepreneurs (IEs), etc. However, after studying these various forms of entrepreneurship for travel businesses registration as an Individual Entrepreneur was found to be the optimal way of starting up with minimal resource costs incurred; specifically, as registration as an IE does not necessitate creating authorized capital, memoranda of association, accountant presence etc documents needed when setting up travel companies as joint stock companies etc.

Stage 2. Registration of the organization.

Register the organization at the tax office. Secure a Business Identification Number (BIN), place of registration, and gather any required documents (Coupon/IE Certificate). To register an individual entrepreneurship, only the identification documents of physical persons involved and notifying the relevant authority of its registration are required. As part of filling out a registration form, GCEA, or General Classification of Economic Activities will also need to be included as part of this classification system. GCEA is used in Kazakhstan for statistical accounting and analysis of economic activities of enterprises and organizations. GCEA helps classify various activities while creating statistical links among different sectors of the economy. They're also essential in planning economic policy of the state as well as making decisions related to regulation processes – each company can select three to five GCEAs simultaneously (<https://statinfo.kz/oked-rk.html>).

In 2015, the state registration tax was abolished in the Republic of Kazakhstan.

Individual Entrepreneur (IE) registration was confirmed at the time of residence registration of an individual, when selecting their address as part of registration procedures. A BIN (Business Identification Number), similar to IIN for individual entrepreneurs was then issued alongside an IE coupon with photos and stamp of registration authority. While not technically an “entity”, an “IE” nonetheless operates along similar principles (and usually contains their full names).

Stage 3. Registration with statistical authorities.

Individual entrepreneurs in Kazakhstan must register with statistical authorities by law. Registration enables collection and analysis of statistical data on small businesses within Kazakhstan as well as its number, size, dynamics, development. Such information provides data which help the state formulate economic policy as well as monitor implementation of state programs geared at supporting small business growth. Furthermore, registration allows an IE to gather up-to-date market intelligence regarding competitors which could prove valuable when developing its business ventures.

Failure to submit statistical data results in penalties; for this reason, it is recommended to submit it promptly each year – https://egov.kz/cms/ru/articles/statformy_instructions.

any invoice issued to an IE may be verified with their stamp if available; if not available, RK law allows an IE to carry on its activities even without a stamp.

Since 2016, businesses operating through an IE without using stamps have been permitted. Instead, an identification tool known as an I.E. Code number serves as an authentication mechanism in legal documents like contracts, licenses, acts agreements and statements as well as cash receipts.

Stage 5. Creation of Business Document Forms.

Entrepreneurs need business documentation forms to streamline the creation and sending of documents quickly and efficiently. Forms ensure consistent styles and layout of documents while eliminating errors that require filling-in of information twice, saving both time and resources while speeding up business operations more rapidly and efficiently. In addition, the use of business documentation forms facilitates interaction with partners, customers, government agencies and other participants in business processes, simplifying document preparation procedures and increasing their reliability.

Stage 6. Opening a company bank account.

For entrepreneurs, a company bank account is essential as it provides the following benefits:

1. Separation of personal and corporate finances.
2. Attracting investment and financing.
3. Simplifying accounting.
4. Securing financial transactions.
5. Convenience for partners.
6. Increases trust to the company and simplifies business processes.

Stage 7. Renting premises to accommodate visitors and future personnel.

After gathering details of your organization, the next step should be renting the premises on a lease agreement with your landlord (or signing one in parallel with steps 1-6). For Grand Ways International's initial leased space consisted of 10 sqm in a business center for 2-3 workplaces located in one of Almaty (Republic of Kazakhstan)'s busiest business districts based on access by own transport as well as public transit for future visitors; visa centers and diplomatic missions of foreign countries in relation to exit documents related to tourism (visas) was also considered.

Stage 8. Acquisition of Office Equipment and Stationery.

To successfully establish a travel agency, acquiring minimum set of office equipment was crucial to ensure proper employee work practices as well as efficient office operation.

Stage 9. Recruitment.

To identify or hire a tourist manager for which first, advertisements were posted in newspapers and employment websites as well as searching among acquaintances, partners and competitors.

1. Establishing the Vacancy.
2. Searching for Candidates.
3. Selection of resumes.
4. Interviewing.
5. Evaluation of candidates.

6. Determination of salary and execution of the contract.

7. Training of new employees. New employees received training from the entrepreneur in the process so that they could get involved to work as quickly and efficiently as possible.

Stage 10. Conclusion of contracts with suppliers. Sub-agent status.

Due to the fact that the initial purpose was defined as services in the field of visas and immigration, contracts with tour operators were necessary only to notify about the beginning of travel agency activities (at the request of the authorized body).

To organize business activities, the travel agency needs to develop standard contracts for their subsequent conclusion with the tour operator, insurance company, courier service, with the GDS Amadeus (Global Distribution System), with the consolidator-supplier of air ticket forms. Besides the main contracts, there are also such contracts as contract for delivery of drinking water to the office, outsourcing contract for accounting and financial reporting, contract for purchase and maintenance of cash registers, contract for use of advertising and promotion platform, contract for maintenance of office equipment etc.

Stage 11: Notification of Commencement of Work as Travel Agency.

Kazakhstan does not require special licenses for travel agencies to operate, unlike tour operators' businesses, so all that is necessary to begin travel agency activity is notifying the Ministry of Culture and Sports of the Republic of Kazakhstan (MCS RK) about it. Notification had to be sent on paper to Astana with registration data attached (on letterhead with registration documents attached as evidence) when starting up in 2012. Upon receiving, MCS RK processes it, verifies information, then issues a confirmation letter on strict reporting form with certain numbers that indicate your acceptance into MCS RK as travel agencies.

At this time, notification takes place through the Official Website <https://elicense.kz/> by using an

Electronic Digital Signature key and takes no more than five to ten minutes. After which, an electronic confirmation in PDF format of starting travel agency activity is delivered.

Stage 12: Obtaining an Electronic Digital Signature Key in Kazakhstan.

An EDS key (Electronic Digital Signature) in Kazakhstan serves to protect documents against forgery by using cryptography to secure them with its electronic digital signature. Kazakhstan uses electronic document flow systems for various uses, including signing electronic contracts and creating reports and documents electronically; also, other purposes related to document exchange are often involved. Holders of EDS keys ensure authentication, integrity and confidentiality for information exchanged electronically. An electronic digital signature is legally equivalent to handwritten signature and has the same legal consequences if certain conditions are fulfilled in accordance with Kazakhstan Law No. 370-II «On Electronic Document and Electronic Digital Signature».

Both individuals and legal entities can obtain EDS. The National Certification Center of Kazakhstan (NCC) issues EDS to its population. EDSs may be requested online through the NCC of Kazakhstan's website and confirmed at any PSC (Public Service Center).

Stage 13: Registration in the Unified Register of Travel Agencies of Kazakhstan.

In 2012, following the elimination of state licensing of travel agency activities, Kazakhstan Tourism Association (KTA) created the Unified Register of Travel Agencies of the Republic of Kazakhstan (URT RK). Unique in its kind, the Unified Register of Travel Agents in Kazakhstan is an electronic database containing details on both companies and individual entrepreneurs engaged in tourism activities in accordance with Kazakhstan's Law on Tourism (Legum Tourismi). Operating under principles of voluntarism and transparency, URT RK compiles information about many players of Kazakhstan tourism market and makes this information easily available for tour operators, tourists and other interested parties.

It is important to note that since 2015, all travel agencies registered in the URT RK have become associate members of the KTA, which emphasizes their importance in the Kazakhstan tourism market.

Stage 14: Defining the range and cost of services.

The services offered in this company were defined as follows:

1. The experience of the entrepreneur in providing certain services. Previous experience in the travel agency gave the opportunity to emphasize mainly on visa services without purchasing tour packages for tourists. This made it possible to attract clients interested in independent travel, businessmen, athletes and students. Hence the target audience of the company was determined.

2. Availability of contracts with tour operators. Each tour operator offers a certain tour package and flight destinations may not be in large numbers (for example, only Turkey, UAE, Egypt). Therefore, part of the services in the sale of tour packages was limited to those that were available at the tour operator. Thus, the more contracts with different suppliers a company has, the more types of services and packages it can offer. However, this approach does not allow to enrich professionalism in a particular destination but allows to have superficial general knowledge of many other destinations.

3. Some of the service offerings were created in the process of demand from visitors. If tourists often began to request a particular destination or visa support to a particular country – the travel agency began to study the destination in the process of the order from the tourist (by experience), taking all the risks in case of failure (in case of refusal in visa through the fault of the executor, for example, that is the travel agency, the cost of services was returned in full, including all the costs incurred by the tourist). Or the cost of services was paid upon receiving a positive result. This format of work allowed to quickly attract tourists, who would not lose anything in case of unsatisfactory results. And it allowed to quickly get and increase the experience of managers of the company. If the service was labor-intensive, the price for subsequent orders varied depending on the complexity and duration of the process.

4. The focus on the business office located in the business district of the city, also allowed to attract employees of neighboring offices of companies interested in services, travel, tickets and visas, which additionally created a target audience in the form of business travelers (MICE tourism)

5. Increased tourism services demand has also spurred exploration in uncharted directions, such as immigration abroad, residency permit acquisition, work visa issuance for Kazakhstan and employment abroad.

6. Being bilingual in Russian and Kazakh enabled more effective population services; English proficiency contributed greatly to improving American, British and Canadian visa applications; these

results served as “word of mouth”, with most tourists opting to apply based on recommendations of acquaintances.

Stage 15. Drafting a Service Contract.

In travel agencies, service contracts between tourists and travel agents are one of the key documents which outline rights and responsibilities between both parties involved in their relationship. They serve multiple purposes and have numerous objectives, including providing for payment obligations by each side and outlining obligations between tourists and agents for instance.

1. To outline clearly and precisely the conditions of their stay in their country of choice.
2. Ensuring Tourist Safety.
3. Clarifying Responsibilities.
4. Addressing Financial Matters.
5. This document clearly establishes who is accountable for visa processing.
6. A contract defines the roles and responsibilities of both parties involved.
7. The contract protects the interests of both parties in case of violation of deadlines, non-compliance with the rules of execution of documents, etc.
8. In the presence of the contract, the tourist can appeal to the court in case of inefficiency of the services received.

Thus, a service contract with a tourist helps to prevent possible conflicts between the parties and protects the rights and interests of tourists/tour agents. A model contract for services can be downloaded from the KTA website (Kaztour-association, 2024).

Stage 16. Advertising and promotion.

Launching an advertising campaign is one of the most important steps to attract customers to the travel agency. The most economical and effective way was online advertising. One can use social media marketing, contextual advertising, email newsletters, blog postings, message boards, travel forums, etc.

The first advertising of the company “Grand Ways International” was done by emailing companies from the city directory and was free of charge. The entrepreneur independently studied the directory, wrote out email addresses and sent mailings from his own mailing address. Out of 500 mails sent, 1-2 customers responded. The purpose of the e-mail newsletters was to inform future customers about the company’s services and costs. The conversion rate from the first e-mail newsletter was low, but sufficient for a start. About 500 mailings were sent per week.

The second way was to post information on free internet bulletin boards, posting information about the company, address, services and cost. The freshness of announcements was constantly updated.

Creation of the company’s website was carried out through the satu.kz platform with a convenient interface, it was enough to upload information about the company, fill in the catalog of services, give additional information and photos of travel.

The most effective advertising in Google (analytics and promotion tools are available and understandable to any user, as well as there is educational content), both paid and free (in the form of SEO optimization of the site). It is worth noting that advertising by any means did not stop, daily, weekly information was updated, either on websites or social networks. Nowadays it is recommended to hire several employees such as a marketer, SSM specialist, new customer acquisition manager, etc. Additionally, travel managers should be trained to advertise themselves as part of the brand, share success stories on social media, improve and add to their experience and knowledge constantly.

Stage 17. Relocation, Staff Augmentation and Quality Service Improvement.

By the end of 2012, clients and services had become so inundated with client demand that the entrepreneur decided to rent an office space four times larger than his original one. This led to a reorganization of services, office and team employees as well as expanding airfare selection and travel expansion offerings; the size of the office, the location in the city, having parking available at the premises, as well as being located right next to other large companies on adjacent floors were the things that added gravitas to the company image.

Stage 18. Staff training and corporate spirit building.

Employee training keeps them abreast of industry changes and trends while developing their knowledge and abilities – essential factors in providing better services that enhance customer loyalty and create more profit for your agency.

Raising corporate spirit fosters improved cooperation and teamwork between employees in your company. Employees will come to better understand your goals and objectives and work in unison towards reaching them.

The stages, shown above, are the result of the experimental and professional work on the process of opening of «Evisa Travel» LLP. The company followed the procedure “Stage 2 – Stage 18” in the same sequence, and the site was immediately pur-

chased from the developers, which could be modified and redesigned its content and design, as well as upload payment platforms (CSCart).

Stage 19: Opening of «Evisa Travel» LLP as a company reorganization.

Reorganizing an individual entrepreneur (IE) into a limited liability partnership (LLP) can open up numerous business opportunities and improve creditworthiness, legal status and prestige on the market. An LLP is its own legal entity with its own legal status that gives it rights to conclude transactions and appear in court proceedings; using this form of business will help avoid personal liability for company debts as well as certain tax and administrative restrictions that exist for individual entrepreneurs.

Reorganization also provides additional opportunities for attracting investment, obtaining loans and increasing working capital. Also, if the volume of business increases, the LLP has more opportunities to expand its network of branches and offices. In general, reorganization of a sole proprietor into an LLP can be one of the key steps in developing and expanding the business, conducting more productive and safe operations, attracting new clients and improving the financial position of the company.

The next step the entrepreneur reorganized the IE into an LLP, as the company's turnover increased, the degree of liability to tourists began to grow, and the IE should be liable in case of financial debt with all its property (the entrepreneur's apartment, car, etc.) to creditors.

When analyzing the organization of IE and LLP, the entrepreneur concluded not to close the IE, but to open an additional LLP, where his main business activities were transferred.

Stage 20. Creating a logo and registering the intellectual property of the travel agency is necessary to define the corporate identity and ensure legal protection of the brand.

Registration of intellectual property of a travel agency includes applying for trademark registration of the logo and obtaining the relevant certificate. This officially protects the brand and logo from possible infringement and copying by other companies, and also grants the right to use the mark for commercial purposes.

«Evisa Travel» registered their logo with NIIS (the National Institute of Intellectual Property upon their opening).

Stage 21. To increase visibility of visa and travel document services provided by travel agencies in Kazakhstan and gain new clients. A commercial

proposal of such agencies presents their offerings and convinces potential clients of their importance.

The developing a commercial proposal allowed the travel agency to attract new clients, enhance its reputation, and effectively market its services.

Stage 22. Formulate Company Mission and HR Policy.

Mission-driven companies tend to combine the meaning of what they want to achieve through their activities with attributes and outcomes for a unified mission statement.

Writing a mission for any travel agency helps establish its goals and direction of activity, establish work principles, develop a development strategy, create a unique identification image and to stand out among competitors. A mission statement serves both internally and for client evaluation. Since «Evisa Travel» LLP's opening in 2018, their company has had one:

«Our mission is to improve people's lives by sharing not only information but also our years of knowledge and experience in tourism and immigration. Our primary goal is providing friendly service that exceeds customer expectations»

Determining the mission of your company is an integral component of its development; yet it can be challenging at first to identify an ideal mission statement immediately upon creation of a new venture. However, with experience comes growth; errors become lessons learnt while successes lead to ups and downs before eventually the team develops one with which they all resonate – creating the ideal mission statement that resonates with everyone involved – including entrepreneurs themselves as well as team members and travelers alike.

An HR policy of any company is an essential tool in its human resource management (Pestova A. et al., 2021:1005) and has an immense effect on business processes. The purpose of an HR policy should be:

1. Recruiting Qualified Professionals.
2. Employee Development and Training.
3. Personnel motivation.
4. Formation of corporate culture.
5. Provision of social and protective measures.

6. In general, the HR policy of the travel agency helps to attract and retain qualified personnel, provides them with conditions for professional growth and improvement of the quality of work, creates favorable conditions for work and increase the economic efficiency of business processes.

Stage 23. Transition to sustainable development. Sustainable development involves imple-

menting business practices that promote respect for the environment and concern for the well-being of the community. This means that a travel company must work with environmental, social and economic factors in mind when making decisions and planning its activities.

Why is this necessary? Firstly, sustainability is a responsible approach to business that allows the tourism industry to remain efficient and prosper on a long-term basis, without harming the environment and considering social well-being. Secondly, sustainability in travel activities helps a travel company to reach a new level of development, improve its image and achieve success in a competitive market.

Based on the algorithm above, that consists of 23 stages, the 3rd tourism company «Go2.kz» LLP was also opened to continue business development. Thus, this algorithm – a step-by-step methodology of organizing a travel company and its reorganization, in the conditions of the tourism market of the Republic of Kazakhstan allows to systematically carry out activities to form a competitive travel company, as well as to be actively implemented in the educational process of higher educational institutions that prepare specialists for the tourism industry and have such courses of disciplines such as «Tour Operating», «Business Planning», «Tourism Business Management» and others, aimed at the formation of sustainable tourism business.

Conclusions

This methodology, developed by the authors in the process of long-term research, allows to integrate the maximum amount of data into a single methodology, algorithm of actions, systematic implementation of which allows future and current subjects of the tourism industry to start, implement or promote their business activities. Thus, this scientific research allows to optimize the activities of modern subjects of the tourism industry providing tourist services in the Republic of Kazakhstan, as well as to form the following conclusions:

- The development of the tourism industry in the Republic of Kazakhstan, throughout the period of independence, has undergone many qualitative changes, which systematically allowed to create a strong base for the formation of competitive busi-

ness. Every year, the country conducts research in the field of tourism, subsidizes the tourism business, organizes measures to promote small and medium-sized businesses, and the state maximally supports entrepreneurs through basic, regulatory and legislative documents. Today, an important aspect in the activities of travel companies is the step-by-step simplification of the process of registration of travel company.

- Organization of tourism business in the Republic of Kazakhstan, at different stages of tourism development in the state, was a multifaceted, and at the first stages a rather complex process, which was quickly enough automated and effectively simplified, as well as adapted to the needs of potential and real subjects of the tourism industry.

- Creation of a methodology, algorithm of development of a travel company in the conditions of the tourist market of the Republic of Kazakhstan, was the result of a long process of professional activity in the field of creation and management of a travel company, as well as in the training of tourist personnel. This methodology is able to have a qualitative impact on the process of opening a travel company, as it is a real study of empirical level, integrated into practice and implemented in educational programs for training of tourism personnel in the Republic of Kazakhstan.

Thus, the creation of a modern methodology for designing a travel company in the Republic of Kazakhstan was an organic conclusion of the empirical research, which continues at present.

Modern tourism industry in the Republic of Kazakhstan involves continuous improvement and development, which is impossible without two components: the first is the support of the state, expressed in the development of tourism development programs of the country, subsidizing small and medium-sized businesses, simplifying the process of registration and employment of travel companies, the second is an active position of potential and existing subjects of the tourism industry in the process of formation and development of travel companies. Thus, the developed methodology for the creation of travel companies can have a qualitative impact on the development of tourism in the country, through the systematization of this process for both the business environment and the educational process in the direction of tourism.

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