

Kyiv National University of Trade and Economics
Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

**« TOUR OPERATOR PRODUCT STRATEGY IN THE SEGMENT
OF INCLUSIVE TOURISM »**

Student of the 2^d year, group 4 am,
academic degree «Master»
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Recreation Management»

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Tourism and Recreation Department

Educational Degree «Master»

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Task

for a final qualifying paper

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Purpose of the paper: is to study and analyze the market in the segment of inclusive tourism and to develop effective actions for tour operator product strategy.

The object is diagnostics and development of tour operator product strategy in the segment of inclusive tourism.

The subject is theoretical, methodological and practical methods of tour operator inclusive product strategy development.

4. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
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INTRODUCTION

SECTION 1: THEORETICAL BASIS OF TOUR OPERATOR PRODUCT STRATEGY IN THE SEGMENT OF INCLUSIVE TOURISM

- 1.1. The essence of inclusive tourism
- 1.2. World experience of tour operator activity in the segment of inclusive tourism

Conclusions to the section 1

SECTION 2: DIAGNOSTICS OF THE TOUR OPERATOR “TUI” ACTIVITY IN THE SEGMENT OF INCLUSIVE TOURISM

- 2.1. Characteristics of tour operator “TUI” management system
- 2.2. Analysis of business processes in forming and realization of inclusive tourism products
- 2.3. Assessment of “TUI” business communication concerning inclusive tourism

Conclusions to the section 2

SECTION 3: WAYS TO DEVELOP THE SEGMENT OF INCLUSIVE TOURISM IN “TUI” PRODUCT STRATEGY

- 3.1. Strategic alternatives of inclusive tourism segment development in “TUI” product strategy
- 3.2. Evaluation of measures program efficiency dedicated to inclusive tourism development by “TUI Ukraine”

Conclusions to the section 3

CONCLUSIONS

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8. Scientific adviser of the research _____ Kravtsov S. S.

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10. The task received by the student _____ Kondratenko Y.O.

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INTRODUCTION

Actuality of research is conditioned by supporting the concept of inclusive tourism. The research seeks to carry that tendency by finding out ways. Those, who are typically marginalized by, or excluded from tourism, can be brought into the tourism industry in ways that directly benefit them.

Inclusive tourism is defined as “Transformative tourism in which marginalized groups are engaged in ethical production or consumption of tourism”. The research demonstrates further need for attention in creation tour operator product strategy in the segment of inclusive tourism. In addition, strategy development requires contribution in the future tense. Moreover, the tour product strategy formation and realization can be drawn on the foreign experience.

The purpose of the paper is to study and analyze the market in the segment of inclusive tourism and to develop effective actions for tour operator product strategy. Lines of inquiry in the investigation of tourism product inclusiveness.

The objectives of the research are:

- to analyze characteristics of tour operator TUI Ukraine management system;
- to study world experience of tour operator activity in the segment of inclusive tourism;
- to define TUI Ukraine business processes in forming and realization of inclusive tour products;
- to determine key problems and weaknesses of TUI Ukraine activity in particular segment;
- to develop strategic alternatives for inclusive tourism segment as well, as new concept;
- to evaluate measures program efficiency dedicated to inclusive tourism strategy development.

The object is diagnostics and development of tour operator product strategy in the segment of inclusive tourism.

The subject is theoretical, methodological and practical methods of tour

operator inclusive product strategy development.

Methods of research. For the purpose of meeting previously mentioned objectives the number of qualitative and quantitative methods were used. The process of the scientific research that was implemented for the writing of qualifying paper comprises the review of the existed literature on this topic, analysis of the tour operator TUI Ukraine activity in the segment of inclusive tourism. In the process of qualifying paper writing, the next research methods were used: analysis, systematization, comparative analysis and generalization. What is more, the first theoretical part of the paper required the use of deduction, abstraction and observation. In the second part, analytical methods and SWOT-analysis were actively used. The third part of the paper was created with the usage of technolocial method of strategy creation.

Scientific innovation. In this scientific work the new accessible concept for the tour operator product strategy in the segment of inclusive tourism was created.

Practical value. Implementation of proposed measures program will lead to the competitive advantages in the segment of inclusive tourism in the tour operator activity. The suggested action plan will contribute to making profit even with expenditures for marketing campaign. In addition, the purposed concept strategy can help to take first place in tour operator activity of accessible travels.

Publications. As the result of the final qualifying work investigation the article “Tour operator product strategy in the segment of inclusive tourism” was published in Articles of master programs “Hotel Restaurant and Tourism Business: focus on International Trends” (Appendix A).

Paper structure. Final qualifying paper consists of the introduction, 3 sections; first and third part consist of two subsections, the second part consists of three subsections and conclusions. The final qualifying paper also consists of the 16 figures, 15 tables, 65 references on 70 pages.

PART 1

THEORETICAL BASIS OF TOUR OPERATOR PRODUCT STRATEGY IN THE SEGMENT OF INCLUSIVE TOURISM

1.1. The essence of inclusive tourism

On the grounds that society develops, the status of tourism changes from being socially desirable to being a necessity. In more economically developed countries, tourism is considered as a part of the modern experience with all people having the right to travel [1]. This refers also to those, who have various physical and other disabilities [2]. These people need more regard in the tourism sphere.

Those, who are typically marginalized by, or excluded from tourism, can be brought into the tourism industry in ways that directly benefit them, by using the concept of inclusive tourism [3].

Inclusive tourism is defined as “Transformative tourism in which marginalized groups are engaged in ethical production or consumption of tourism”. Therefore, very important when looking at market data on barrier-free tourism is that most figures, which are estimated, clearly demonstrate further need for attention in creation tour operator inclusive product and contribution in this type of tourism.

“Inclusive Tourism” is often referred to as “Accessible Tourism” or even “Disabled Tourism”. Disabled people were used to be and still are partially excluded from the leisure activities offered to people without mobility problems. Therefore accessible tourism is about making it easy for all people, irrespective of their gender, age or physical status, to enjoy tourism experiences. It is a set of facilities for individuals with special needs, who are for example disabled, elderly travelers, pregnant women, parents pushing their children in strollers or even people with temporary injuries, such as a broken leg or chronic ailments. All these people need to be particularly enabled during their travel. Thus, accessible tourism is the ongoing attempt to ensure that tourist destinations, products and services around the world are accessible to all people, regardless of their physical imitations, disabilities or age [4].

Tourism attempts to find the latest development in tourism strategies applied

by international institutions and organizations. Accordingly, accessible tourism aims for inclusive growth. This growth reduces the disadvantages of disabled while benefitting everyone. Therefore inclusive tourism seeks to make tourism part of a country's growth strategy as a way out of poverty.

Even though the concept of inclusive tourism is well advanced and looks promising, it is a relatively new concept [5]. Thus, it requires a long-term approach and analysis. Tourism is, by its very nature, an activity that promotes inclusion. In addition, it is often understood and experienced as an exclusive activity. Building on this initiative, it is important for further deeper collaboration and development of partnerships. It has to be focused on inclusive tourism that benefits entire communities, as well as travelers and tourism stakeholders. As globalization, interconnectivity and a growing consumer class lead to ever more people travelling, the world will continue seeming to get smaller, and inclusion will become even more of a priority. It is principal tool for the tourism community to create and promote inclusion in destinations, and a valuable reference for particular tourism stakeholders in developing best practices for a more inclusive sector [6].

Accessible tourism is not only about wide doors and greater signs – it is also about people [7]. In particular, it should be noted that under the term 'disabled people' not only persons with disabilities are meant, but also persons who have certain features that reduce their functionality [8]. The inclusive tourism market is made up of three market segments: people with disability, older people and young families (Fig.1.1).

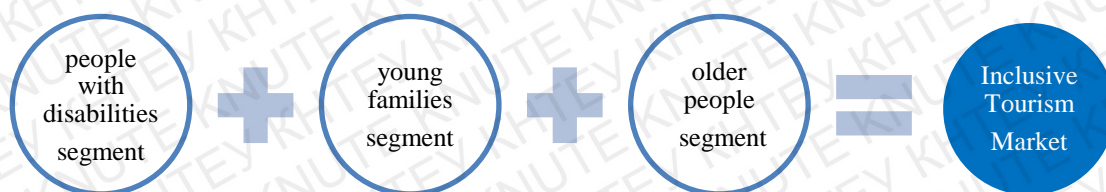


Figure 1.1. Inclusive tourism market segments

Source: [own elaboration]

As it is clarified, the term “inclusive tourism” is not final, therefore, in the future, new scientific views on this term are possible. This allows all inclusive categories, and especially people with disabilities, to be involved in tourism in the presence of an accessible environment, including mobile, visual, auditory and cognitive components of accessibility, in the aim of functioning independently and on the equal footing with dignity [9]. In this case, the model of the social and physical rehabilitation of the individuals with disabilities by means of the inclusive tourism is synthesized [10]. It can be added, people with disabilities have high interest in implementation inclusive tourism or its components to their lives, with an emphasis on rehabilitation opportunities [11]. This provides a basis for the tourism popularization in the system of social protection of the population, as a comprehensive means of rehabilitation [12]. The need of recreation combined with rehabilitation is important for people with disabilities.

Making adjustments and providing inclusive services for people with disabilities will have flow-on benefits for older people and young families. People with disabilities, older people and young families share similar needs when accessing tourism services. The concept of inclusive tourism includes these seemingly disparate consumer segments [13].

For as long as there has been tourism, there have been scholars who are interested in its wider social benefits and who seek to understand how those benefits may be maximized. This special issue asserts that the concept of inclusive tourism may be a valuable addition to the family of terms (e.g. responsible tourism, social tourism, peace through tourism, pro-poor tourism, accessible tourism) which constitute this field of scholarship.

Among domestic scientists developing the issue of inclusive tourism is carried out by N. Belousov, I. Borisov, O. Kravchenko, V. Lepsky, S. Makarenko, Y. Naumenko, M. Perfileva, etc . However, it remains poorly study the problem of opportunities for inclusive tourism in the context of social integration people with disabilities, ensuring their fundamental rights and freedoms on an equal footing with other tourists.

Family and youth tourism in Ukraine is especially relevant, because it has patriotic and educational significance. Also, it allows to realize the constitutional right of everyone to rest, and it is described by research works of V. Aksanyuk, Y. Grabovsky, Y. Kuznetsov, S. Nikitenko, V. Orlovska, V. Pestushko, N. Savchenko, A. Shipko and others.

As scientific professional publication “Modern Economics” affirms, there are about 23% of the population with different forms of disability, in the world on 2019. In Ukraine, it is more than 2.6 million people. By the way, in recent years, the number of disabled people has increased in the international tourism market [14]. This confirms the importance of paying greater attention to such people in the segment of inclusive tourism.

Such foreign scientists as Regina Scheyvens & Robin Biddulph affirm that: “Our impulse is normative: tourism should be inclusive, and scholars should be seeking to identify ways in which it can be more inclusive. Our impulse is also, of course, critical, highlighting the need to ask how inclusive any particular initiative really is, and to investigate structural limits to inclusion both within the industry and in the wider political economy” [15].

Despite a growing prevalence of disability-related research within tourism scholarship, few scholars have examined issues of travel and intellectual disability (notably, Lehto, Luo, Miao, & Ghiselli, 2017; Sedgley, Pritchard, Morgan, & Hanna, 2017). Yet, these studies have not critically considered the ethical and methodological implications of research that seeks to capture the lived experiences of travellers with intellectual disabilities, instead choosing to voice the perspective of their carer. Disability scholars have noted that sometimes well-meaning carers can cause roadblocks, create a sense of dependency and disempower these individuals (Darcy, Maxwell, & Green, 2016). They have also argued that research in this area can be viewed as too ethically complex (Iacono, 2006). More broadly, there have been extensive dialogues around inclusive research that is participatory or emancipatory in nature (see Nind, 2008). Yet, there remains a lack of discussion in tourism scholarship around inclusive research that puts the travellers’ voice and lived

experiences at the forefront of concern [16]. The problem is also that people with disabilities are afraid of travelling.

Hannah Münch & Rebecca Ulrich confirm in their article “Accessible tourism” that: “The demand on accessible tourism is estimated to be 36 million people, which indicates a huge customer potential not yet fully taken into account (Kästner, 2007). In addition to all social benefits, the market represents a considerable opportunity for new investments and services, which are yet seldom provided by regular tour operators, travel agencies, transport providers and other key players in the tourism sector.” [4]. Such contributions have to be very important for this segment, but, unfortunately, they are not well estimated.

The demand for “affordable tourism” is constantly growing, and world experience shows that tourists with limited mobility occupy an important segment of the tourism market [17] (Fig.1.2).

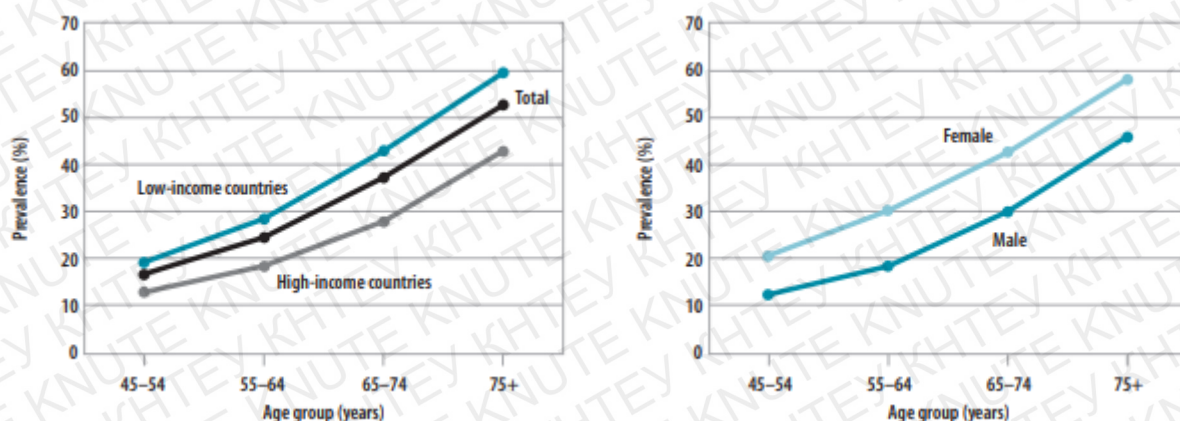


Figure 1.2. Age-specific disability prevalence, derived from multidomain functioning levels, by country income level and sex

Source: [18]

A greater understanding of the accessible tourism market has been promoted through research commissioned by the European Commission where a stakeholder analysis has provided an insight into the complexities of accessible tourism.

According to ENAT (the European Network for Accessible Tourism) inclusive tourism includes such requirements [19]:

- Barrier-free destinations: infrastructure and facilities
- Transport: by air, land and sea, suitable for all users
- High quality services: delivered by trained staff
- Activities, exhibits, attractions: allowing participation by everyone
- Marketing, booking systems, web sites: information accessible to all

There are suggest elements of an analytical framework for inclusive tourism, and indication, where inclusive tourism sits in relation to other terms that engage with the social and economic development potentials of tourism.

Elements of inclusive tourism are illustrated with reference to a range of examples from around the world. This illustrates how marginalized people might be ethically and beneficially included in the production and consumption of tourism. However, it also demonstrates how formidable the challenges are to achieve substantial social change through inclusive tourism given constraints both within the sector and in the wider political economy (Fig.1.3).

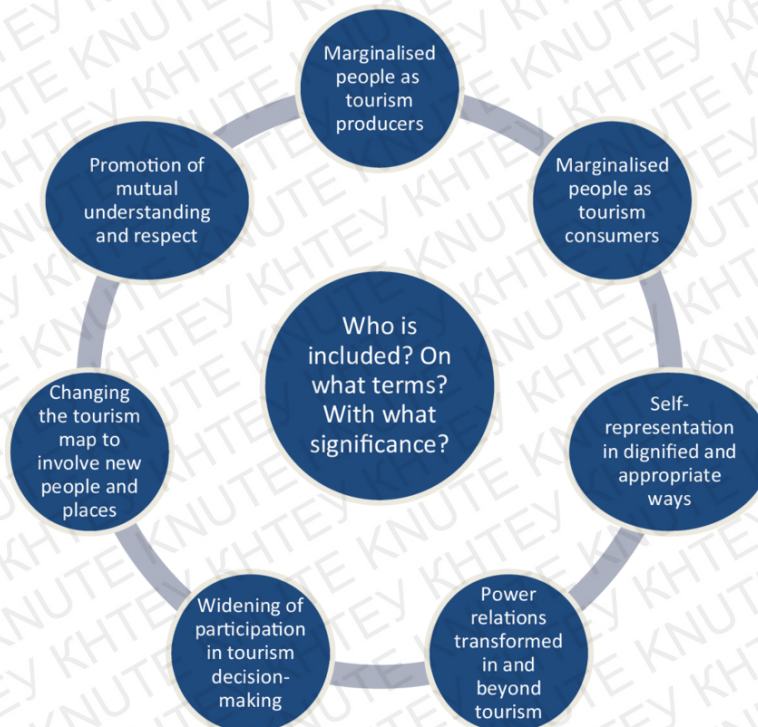


Figure 1.3. Elements of inclusive tourism

Source: [15]

It is found out that the practical rehabilitation and social activities for inclusive people, who may be potential tourists, can be divided into main areas [20]:

- 1) health tourism — covers rehabilitation services for all people with inclusion, but special attention is paid to the rehabilitation of people with disability for the restoration of the musculoskeletal system;
- 2) the concept of cultural and cognitive tourism — is reflected in the scientific works, which resulted in the classification of cultural and cognitive tourism into species, types, objects that are most attractive and are the main means of meeting the needs of cognitive cultural recreation;
- 3) sports tourism — optimization of actions aimed at integrating inclusive categories of people into active life in society, improving their physical and functional condition and restoring their ability to work.

However, to ensure the possibility of travelling, hiking and excursions for people with disabilities, it is important to create the necessary conditions to make tourism safe and accessible for them [21]. The main problems, people with disabilities face when planning travels, are listed below (Fig.1.4).

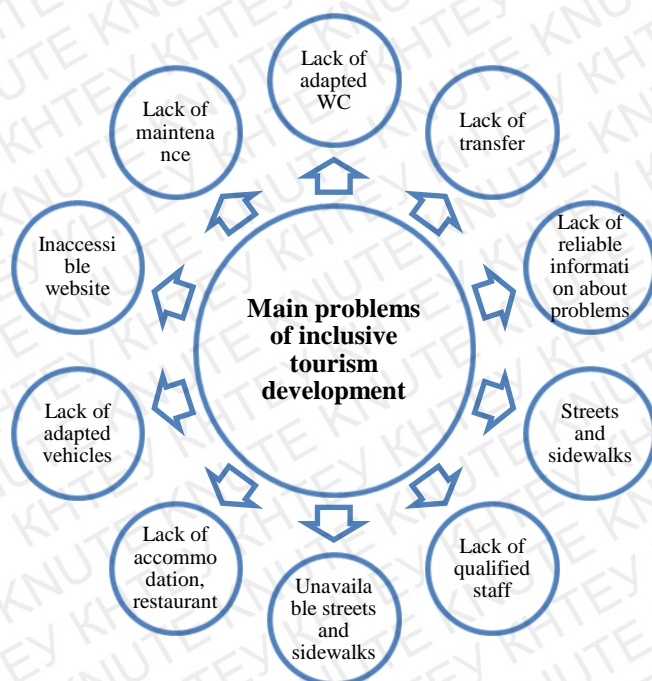


Figure 1.4. Main problems of inclusive tourism development

Source: [own elaboration]

Negative factors in the organization of inclusive tourism:

1. Lack of specialized travel agencies
2. Lack of suggestions on the needs of people with disabilities:
 - insufficient number of bases adopted to the needs of disabled persons;
 - lack of faith in service providers regarding the possibility of creating demand;
 - lack of appropriate support from the state and social funds.
3. Lack of suggestions gives the opposite reaction - lack of interest from the people with disabilities.

It is important to admit, the development of inclusive tourism takes time. People with disabilities have to realize that tourism and new unexplored lands are opened and accessible for them [22]. It is addressed to the people's consciousness. They have to understand what they need for travelling on an equal footing with others.

Analyzing the prospects for the development of inclusive tourism for people with disabilities, it takes place to consider the following measures to increase the availability of infrastructure for such tourists [23]:

1. To improve the legal and regulatory framework for inclusive rehabilitation and social tourism, consolidating its full functioning.
2. Arrangement of tourist facilities with ramps, call buttons and special markings.
3. Information support of projects by public organizations and dissemination of information about opportunities for barrier-free recreation.
4. Improving inclusive tourism products such as online tours and also in rural areas.

The development of tourism and tourist programs for people with disabilities creates equal opportunities for the exercise of the right to rest of every person [24]. However, it is important to take into account determined negative factors for improving the state and provide sustainability of inclusive tourism.

1.2. World experience of tour operator activity in the segment of inclusive tourism

The term “tourism is accessible for all” was initially introduced in 2009 by the World Tourism Organization (UNWTO). Later, in 2013, the Recommendations were adopted on affordable tourism, which defines that affordable tourism for all is “a form of tourism, which involves the cooperation of all participants in the tourism process, which allows people who need access, including mobile, visual, auditory and cognitive component, to function independently, on equal terms with self-esteem by providing them with universal tourist products, services and environment” [25]. Tourism can be more or less inclusive in any region of the world.

Nowadays, the tourism area for people with disabilities includes many various corners of the globe. Tourism guide for people with disabilities confirms that about thousands companies around the world provide services for people with disabilities in the field of tourism.

Most travel companies that provide services for people with various physical disabilities are concentrated in the United States and Europe. Although the development of this area is observed in developed countries, there are more and more countries that can accommodate such tourists and provide the necessary transport for them [26]. However, this is not enough to meet the tourist needs of all disabled.

Tour operators are one of the largest facilitators of information between suppliers. They are significant influencers of how the travel market can evolve towards more inclusive tourism [27]. It may be recalled, there still be tour operators who have not yet developed such complex and non-mass tour product for inclusive tourists.

Referring to the world experience, it can be admitted the tour operator ANEX Tour has introduced a new project “Rest without Borders” in 2019, which provides special programs and prices for people with disabilities. As part of the project, ANEX Tour conducts a full survey of hotels and represents a list of hotels that are truly adapted to receive exclusive tourists. Tour packages are available in 10-12

directions to the popular holiday destinations, such as Turkey, Egypt, Greece, Spain, the Dominican Republic, etc. This project is granted for potential tourists from Russian Federation, Belarus, Kazakhstan, Ukraine, Germany. ANEX Tour points out that resorts and hotels are only conditionally suitable for people with disabilities. Often the hotel has only a few rooms for disabled. At the same time, the territory is poorly adapted, there are no elevators that accommodate wheelchairs, and specially equipped arrivals to the sea are lacked. The percentage of hotels with special markings and menus for the blind and visually impaired is extremely small. Another problem is that not all insurance companies are ready to cover chronic diseases. Special insurance products are in high demand for disabled tourists. Such tours are built according to different logistics. They involve individual work with the client when organizing transportation. The tour operator ANEX Tour also plans to train agencies. Travel agents must have a methodological toolkit for servicing people with disabilities, take into account their special needs when servicing at all stages of the trip. ANEX Tour also announced a special discount — 10-15% of the base tour price for tourists with disabilities [28].

Thomas Cook Group Tour Operations Ltd had also experience in providing tours for disabled tourists. By the way, there were incidents and even claims for inadequate services, incompetent staff and unacceptable conditions provided by this tour operator [29]. In related manner, it applies to the most tour operators.

On March 8, 2019 TUI Group has launched accessible tourism pilot project. Their aim is committed to providing as many people as possible with accessible holidays. The idea is that disabled people have to plan their holidays far more meticulously than regular holidaymakers. TUI has developed an “Accessibility Roadmap” with the German NatKo – Tourism for All Association – and analysed the strengths and potential for development of its own accessible tourism portfolio. The first actions have already been taken, based on the roadmap findings, to further optimize TUI’s enduring commitment to accessible tourism. The TUI Group is contributing to eliminating barriers along the entire tourism service chain to provide even more guests with an enjoyable and accessible holiday experience [30].

Some tour operators, for example Pegas Touristik, provide information about the transportation of special categories of passengers, but do not give any details about tours for disabled. However, tours for young families (with children) are quite common.

World experience shows that tour operators apply discounts for many tours and visits, while some are even free, for the segment of accessible tourism [31].

People with disabilities have significantly limited rights and access to active recreation and tourism in compare with healthy people. The entire infrastructure of the tourism and hotel business is set up to serve and meet the needs of healthy people. As a rule, hotels or other accommodations (except specialized by profile resorts) are not adapted to provide comfortable conditions for this category of tourists. They do not know how to do it right and do not have properly trained staff.

Nevertheless, inclusive leisure experience can also bring hope and enthusiasm, feelings of belonging to and being part of community [32]. Very important issue is providing information on accessibility. It should be easy for disabled tourists to obtain, preferably in a variety of formats. Their expectations are shaped by the information they receive and they prepare themselves for travel accordingly [33]. Thus, the information provided can help to gain a clearer picture of what they need to be prepared for before they leave home and enable them to take steps to prevent problems that might arise during the trip [34]. These points could be key factors for successful inclusive activity for disabled tourists.

Accessible tourism involves a collaborative process among all stakeholders in tourism: including governments, international agencies, tour operators and tourists themselves [35]. In addition, a person's attitude to the travel has a great impact on accessible tourism. The key for cooperation is to positively acknowledge the contribution each organization makes [36]. Combination of recreation, treatment and tourism, including services in psychology and psychotherapy could meet the need of professional rehabilitation for inclusive segment [37].

Unfortunately, almost all tour operators and accommodations ignore this category of tourists and do not even seek to change something. Despite that, the

situation is complicated by the lack of a state program to ensure equal access to active recreation and tourism. Accessible and disability-friendly travel destinations have to be on the rise of tour operator's product strategy all around the world [38]. The rise of awareness and effective actions can include inclusive segment to the mass-tourism.

Certainly, making basic adjustments to a facility, providing accurate information, and understanding the needs of disabled people can result in increased visitor numbers. Improving the accessibility of tourism services increases their quality and their enjoyment for all tourists [39]. Also, providing barrier-free tourism allows to benefit from early adopter advantages and build a loyal customer base with a strong growth potential [40].

Conclusions to the part 1

Tourism is seen as the greatest potential in the economic development of many countries. In the fiercely competitive tourism industry, products should be built to satisfy different niches, maintain a market's novelty and create a unique appeal to generate profit. Scholars confirm the governments should make an effort to promote and maintain a welcoming travel environment for people with disabilities and strengthen the construction of accessible facilities to provide barrier-free spaces. In terms of service personnel, more competence people are needed to push for an inclusive environment. Important is also spreading the concept among local residents. Besides, travellers' personal attitude to themselves and to the trip plays an essential role.

Inclusive tourism niche can include such segments, as: people with disabilities, young families with children and older persons. Problem turns up in the lack of tourist offers for these segments. Nowadays, there are a lot of tourism companies, which provide some trips for such people. And only few global tour operators present tour packages. Firstly, insurance companies decline to cooperate with such cases. On the other hand, the lack of government support for disabled.

Defined elements and main problems of inclusive tourism development push to the consideration of ways for improvement. It is necessary to add, world experience shows that tour operators provide weak activity in the segment of inclusive tourism. However, tourism efforts to contribute to a more sustainable, equitable world for inclusive tourists segment will be awarded with new customer base and increment in profit.

PART 2

DIAGNOSTICS OF THE TOUR OPERATOR “TUI” ACTIVITY IN THE SEGMENT OF INCLUSIVE TOURISM

2.1. Characteristics of tour operator “TUI” management system

TUI Group is an Anglo-German multinational travel and tourism company headquartered in Hanover, Germany. TUI is the world’s leading tourism group. The broad portfolio gathered under the Group consists of strong tour operators, 1,600 travel agencies and leading online portals, five airlines with around 150 aircrafts, over 400 hotels, 17 cruise liners and many incoming agencies in all major holiday destinations around the globe. TUI Group was formed from the parent company TUI AG and its former British tourism subsidiary TUI Travel PLC in 2014 [41].

Also, many strong tour operators with leading positions in own domestic markets are clustered under the roof of the TUI Group’s vision and values (Fig.2.1).

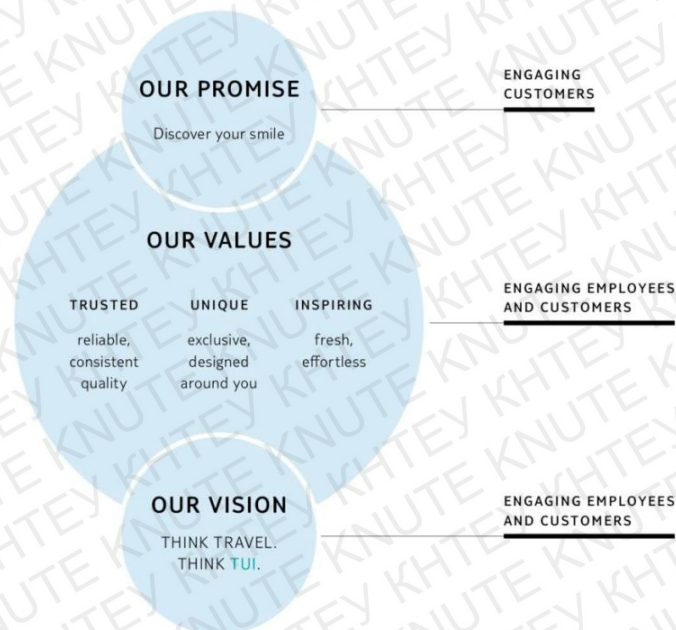


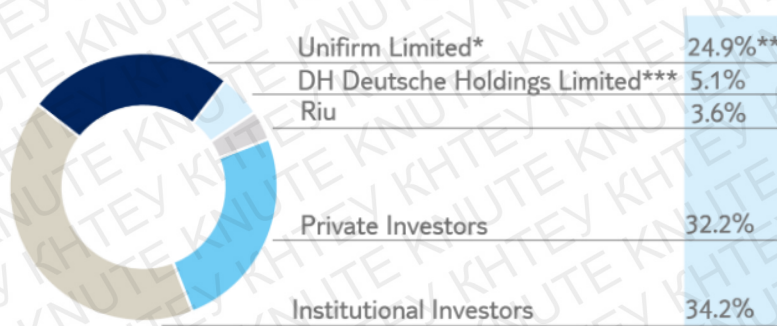
Figure 2.1. TUI Group’s vision and values

Source: [42]

TUI Group – is a joint-stock company. Its management team is composed of the: General Shareholder Meeting – Supervisory Board – Executive Board (with its

CEO, Chairman of the Board, Vice Chairmen of the Board and Directors) with Group Executive Committee (with its departments).

The Shareholders are presented in the Figure 2.2. Friedrich Jousen – is the CEO. The Supervisory Board includes such members: Dr. Dieter Zetsche – Chairman, Peter Long – Deputy Chairman, Frank Jakobi – Deputy Chairman [41]. But, new set-up of TUI Group Management is agreed as on January 1, 2021. And the company announced about the Directorate change that will become effective at the end of the 2021 Annual General.



as of September 2020/ rounded figures

*Unifirm Limited is indirectly controlled by the Mordashov family.

**24.89%

***DH Deutsche Holdings Limited is indirectly controlled by Hamed El Chiaty.

Figure 2.2. Shareholder by group in % of share capital

Source: [43]

In 2019 financial year the TUI Group with a headcount of around 70,000 recorded turnover of about €19bn and an operating result of €893mio. The TUI Group's share is listed in the FTSE 250 index, in the Quotation Board of the Open Market on the Frankfurt Stock Exchange, and regulated Market of the Hanover Stock Exchange [41]. Subscribed capital of TUI Group contains: 1 509 372 235.83 Euro [44].

In contrast to TUI Group, the tour operator TUI Ukraine – is a Limited Liability Company TTVK (TTVK LTD). TUI Ukraine reports to TUI Russia.

Beneficial owners are Kyrylo Mordashov (share: 50%) and Mykyta Mordashov (share: 50%) of October 3, 2019. Stated capital is: 31 570 889.70 UAH [45].

Tour operator license: series AE № 272718, was issued on March 13, 2014. The license period is of March 20, 2014 for an unlimited period. The financial security of TTVK LTD is the Bank Guarantee (valid of 22.10.2020 to 22.10.2021) № 20330/20-G. The amount of financial security is 20 000 Euro. The validity period of the bank guarantee is until October 22, 2021 [46]. The company's head office is located at address: 72, Velyka Vasylkivska Street, office 128, Kyiv, 03680, Ukraine [45]. By the way, the company has offices in other cities of Ukraine: Dnipro, Lviv, Odessa, Kharkiv.

Besides, TUI Ukraine presents their mission as: “We create a holiday that makes people happier”. Their values are: customer focus, teamwork, respect for people, efficiency continuous improvement. The company’s vision [46]:

- ✓ clients choice №1 for quality family vacation;
- ✓ a company with a flexible differentiated product;
- ✓ a stable and efficient company that uses advanced technologies.

It is also necessary to consider the organizational structure of TUI Ukraine (Fig.2.3), as it affects the distribution of responsibilities, information flows and the role in management decisions.

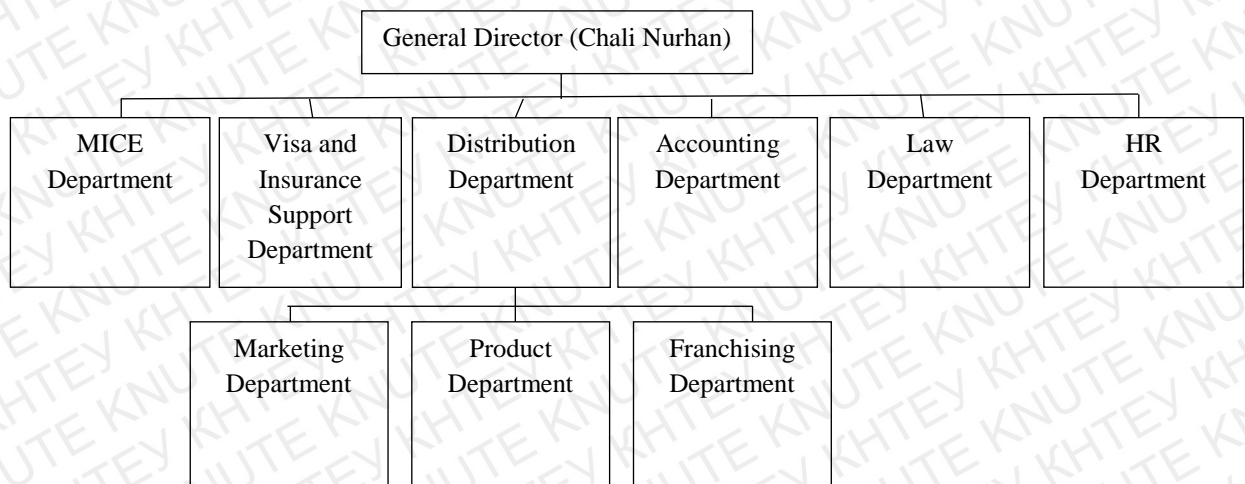


Figure 2.3. Organizational structure of the company TUI Ukraine

Source: [own elaboration]

As well as TUI Ukraine is a limited liability company, creation of the supervisory board isn't an obligation, according with The Law of Ukraine “About Limited Liability and Superadded Liability Companies” of February 6, 2018 [47]. Members of the organizational structure of TUI Ukraine are the general meeting of participants and Executive Board. TTVK LTD has insider's model of the corporate governance, as property is concentrated in the hands of two shareholders, each of them owns 50% of shares. In this case, most management functions are carried out under their direct influence, in addition, under the roof of TUI Russia.

Now 20 employees work in the head office of a tourism company. Each employee fulfills the authority approved by the CEO of the enterprise.

The linear-functional type of organizational structure of TUI Ukraine provides a stable position of the enterprise in the tourism market, which was formed due to the serious and professional approach of each employee of the enterprise to the organization of business. The work of some important departments can be analyzed. Marketing department develops and implements advertising strategy. In addition, marketing staff should identify which hotels are in high demand, which tours are most popular; what categories of people and in what quantitative composition are used by the services of the tourist enterprise; what time of the year (month) and where people prefer to go on vacation. Control over the work of the company is carried out through the accounting department, which receives information about the availability and movement of funds and various economic transactions. The legal department deals with the development of contracts and monitors their conclusion according to the wishes of the parties, both with foreign tourist enterprises and with private clients.

TUI Ukraine management uses all possible management methods for effective work of the company. In particular, administrative methods are used for the formation of orders. Also, in its work, the company uses democratic management style, where the main goal is to present a long-term development strategy and create prospects for the career growth.

Further, TUI Ukraine hotel database includes world famous hotel chains, such

as: Aldemar, Barcelo, Barut, Best, Concorde, Coral Sea, Cornelia, Fiesta, Gloria, Grecotels, Grupotel, H10, Hillside, Hilton, Iberostar, Iberotel, IC, Hotels, Jaz, Kempinski, Limak, Lopesan, Louis, Magic Life, Pegasos, Radisson, Riu, Rixos Sheraton, Sol Melia, Sol Y Mar.

The company manages all possibilities of an international brand in cooperation with well-known hotels and airlines to offer high quality tour products at the best price. Thus, TUI Ukraine offers different types of vacations for their potential clients, depending on their preferences [46]:

- Beach vacation
- Youth vacation
- Ski vacation
- Excursion vacation
- Family vacation
- TUI Prestige vacation

Leadership qualities of the company are provided by a number of advantages, one of which is the holiday concept. TUI vacation concepts are as a new format of recreation, which takes into account modern trends and interests of all generations.

Key holiday concepts are presented by TUI Ukraine [46]:

- 1) Day&Night Connected – can be satisfactory for young people, it is about sports activities, SPA procedures, themed parties, nightclubs and team games;
- 2) Fun&Sun – family holiday concept for adults and children;
- 3) SMART concept – is environment-friendly concept for everyone: families and young people;
- 4) TUI Exclusive – luxury holidays;
- 5) Club Magic Life – is a chain of club-format hotels that are designed for clients who like active and varied animation;
- 6) Suneo Club – is “a service on one star higher”;
- 7) Sensimar – this concept includes hotels that are ideal places for romantic stories;
- 8) Sensatori – a special approach to relaxation, based on the idea of saturating all five senses at the highest level;
- 9) Kids club “Toukan” – is the secret of a great holiday for children.

The tour operator TUI Ukraine develops special recreation concepts annually,

regarding the preferences of Ukrainian tourists.

While analyzing management efficiency of the enterprise, the outcome evaluation can be calculated concerning the level of achieving goals by TUI Ukraine. This level is characterized by the ratio between actual and regulatory rate of the goal. Upon that, judgmental estimate can be expressed quantitatively in score (table 2.1).

Table 2.1

Outcome evaluation concerning the level of achieving goals

Goal type	Goal meaning	Level of achieving goal	Score (1-3)
1. General	Profit-making, growth in the forming and realization of tourism products	complete	3
2. Administrative	Democracy and humanism in management system; further development of the enterprise	complete	3
3. Marketing	Market expansion; rising of market share	medium	2
4. Social	Absence of staff turnover, salary increasing, safe working conditions	complete	3
5. Financial	Increasing the level of financial stability, profitability	complete	3
Final score	14		

Source: [own elaboration]

The final score (14 points) indicates that the company is close to achieving all goals. Besides, coefficient of the level of achieving goals can be calculated in percentage (computing formula 2.1), with taking into account that the maximum final score – 15 points.

$$\text{Coefficient ach. g.} = \frac{\text{Score}_{\text{fin}}}{\text{Score}_{\text{max}}} \times 100\% \quad (2.1)$$

where: $\text{Score}_{\text{fin}}$ – final score; $\text{Score}_{\text{max}}$ – maximum final score

Thus, coefficient of the level of achieving goals by TUI Ukraine can be determined: Coefficient_{ach. g.} = (14/15) * 100% = 93,3%

This indicator presents the efficiency of management of TUI Ukraine that contains 93%, which is quite high rate. This is the evidence of careful organization of management system of the tour operator.

Moreover, sufficient analysis in mechanism of forming and realization of tourism products can be evaluated in regards to the main economic indicators of TUI Ukraine activity (table 2.2). This is important for the reason that competent work of employees of TUI Ukraine affect on economic efficiency of the company.

Table 2.2

Analysis of the main economic indicators of TUI Ukraine activity

Line item / Year	2019
Net Revenue (Receipts) from product realization, thsd. UAH	24650
Cost of Goods Sold, thsd. UAH	21692
Cost Price in percentage to Receipts, %	88
Gross Profit, thsd. UAH	2958
Other Operating Revenue, thsd. UAH	1045,8
Administrative Expenses, thsd. UAH	734,9
Distribution Costs, thsd. UAH	901,3
Other Operating Expenses, thsd. UAH	1008,8
Profit & Loss Statement from Operating Activities, thsd. UAH	1358,8
Other Financial Revenue, thsd. UAH	12,7
Profit & Loss Statement from Ordinary Activities before taxes, thsd. UAH	1371,5
Tax on Profit from Ordinary Activities, thsd. UAH.	260,585
Net Profit, thsd. UAH	1110,92

Source: [internal information of the company]

From the table 2.2 appearances that TUI Ukraine is the remunerative business. In light of the fact that profit is an absolute indicator of the organization activities effect, so, the most informative are the relative indicators. Remarkably, profitability of the enterprise can be calculated. The analysis of the dynamics of profitability performance profile is pointed out in the Table 2.3.

Table 2.3

Analysis of the dynamics of TUI Ukraine profitability performance profile

Indicators	Computing formula	Accounting standard	Year
			2019
Margin on sales, %	Margin on sales = $\frac{\text{Net Profit}}{\text{Cost of Goods Sold}} \times 100\%$	>0	5,1
Operating profitability, %	Operating profitability = $\frac{\text{Net Profit}}{\text{Net Revenue}} \times 100\%$	>0	4,5

Source: [own elaboration]

From the Table 2.3 appears that the company is profitable. In 2019 5,1 UAH of profit is accounted for 100 UAH of expenses.

Well-formed organizational structure and efficient management system allow the company to operate effectively and manage all departments adequately.

2.2. Analysis of business processes in forming and realization of inclusive tourism products

Travel should be entertaining for everybody. Inclusion and demographic change are two key social issues, so the travel sector has to take the needs of disabled and elderly people into account. TUI Group hopes to play an initiative role in these two areas by developing new tour products that make travel accessible to as many people as possible. Accordingly, the company extends its range of accessible products for such segment [48].

The revenue from sales is a final financial result of the tour operator activity. For sure, the success of the tour operator enterprise largely depends on promoting of the tour product. The mechanism of tour product realization is a system of operating, the set of processes on stimulating and sale of services in the tourism market.

So, TUI Group seeks to provide as much people as it is achievable with accessible holidays. They advance new products and processes that make travel easier and more comfortable for everyone [49]. So, it can be announced TUI stays focused on accessibility beyond a doubt.

For understanding the importance of inclusive tourism implementation in tour operator activity, it is important to know that on October 1, 2020 The World Bank provides information about disability inclusion. It contains data that there are one billion people, or 15% of the world's population, who experience some form of disability [50]. Therewith, the State Statistics service of Ukraine highlighted the Statistical Publication: "Social Protection of the Population of Ukraine in 2019" with following statistical data (table 2.4).

Table 2.4

Number of people with disabilities in Ukraine

	<i>(On the beginning of the year, thousand persons)</i>		
	2018	2019	2020
Total	2635,6	2659,7	2703,0
among them:			
I disability group	235,4	226,3	222,3
II disability group	899,2	896,1	900,8
III disability group	1341,9	1375,7	1416,0
Child disability group	159,0	161,6	163,9

Source: [51, p. 57]

Besides, the State Statistics service of Ukraine indicates the number of permanent older population in its Statistical Publication: "Resident Population of Ukraine by Sex and Age on January 1, 2020" (table 2.5).

Table 2.5

Number of permanent older population in Ukraine on Jan 1, 2020

	<i>(Total, persons)</i>
	60 years and older
Total population of the country	9 978 194
among them:	
Men	3 594 350
Women	6 383 844
Urban population	6 917 084
Rural population	3 061 110

Source: [52, p. 8-17]

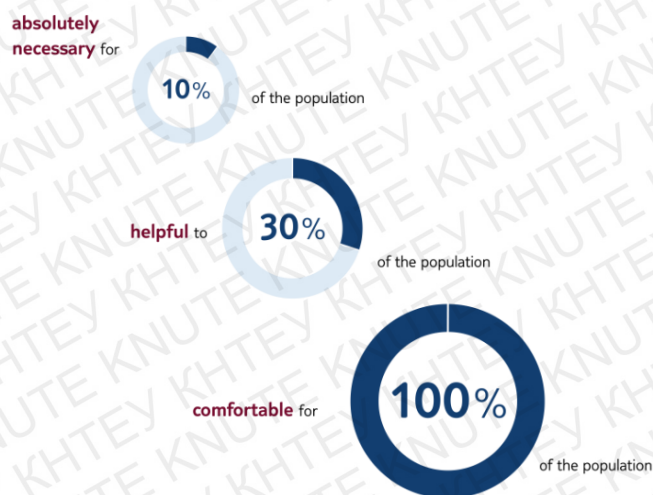
The data from the Table 2.4 and Table 2.5 provide the understanding that the market size for this category of tourists is significant. Therefore, the actions of TUI Group and TTVK LTD can be explored on the subject how they reach this target audience.

The TUI Group view on barrier-free tourism is highlighted in such sections [48]:

- Service: TUI has over 1,100 handicapped-accessible and limited accessibility hotels and holiday resorts at 130 destinations in its program. The TUI Cruises ships also have accessible cabins.
- Mobility in the air: TUIfly has a special on-board wheelchair that disabled tourists can book in advance of their flight, and their own wheelchair is transported free of charge to the holiday destination.

Problem of inclusiveness is included to the TUI Group corporate policy for a while. Also, accessibility has been on the TUI Group policy agenda for years. Their vision on these items follows that people with disabilities have the right to self-determination and comprehensive participation in social life (Fig.2.4).

Accessibility is ...



Source: NatKo

TUI GROUP

Figure 2.4. TUI Group policyAGENDA on Accessibility

Source: [48]

TUI Group is collaborating with external partners and experts to expand its range of accessible products because reduced mobility should not be an obstacle to travelling and exploring the world. It is essential in Europe a lot of people with disabilities do not travel alone, but with an accompanying person. So, TUI tour products target future guests, their travel companions and relatives, whom TUI hopes to inspire with its attractive accessible travel portfolio.

As it is known, TUI has developed an accessible tourism project “Accessibility Roadmap” in 2019. According to this program seven TUI hotels and resorts – from the Canary Islands to Mecklenburg Lower Pomerania – are currently undergoing audit certifications in a project. TUI Group is also supporting and promoting the German government’s “Travel for All” certification system. It provides impeccable information about the local infrastructure, which is helpful to people with restricted mobility in the holiday planning process. They not only have to ensure that suitable travel and transfer arrangements are available, but also that accommodation and excursions are designed with disabled people in mind [32].

The company’s responsibility is reflected in their actions, intentions and partnership, which are oriented on the segment of inclusive tourism. So, in 2018, TUI Group took steps to supply clarion information about accessibility. The company invited hotel partners to fill up a 70-point questionnaire to provide specific accessibility information, which is shared with holidaymakers to inform their decisions. TUI Group continues to search ways to interject more information on the website, to permit informed customer choices. TUI Group also undertake accessibility training – for instance, Paralympian athlete Pippa Britton delivered a disability awareness session for TUI UK colleagues.

TUI Group provides tour packages for people with disabilities using the newest equipment to ensure comfortable services. To fix up with smooth transfers for tourists with limited mobility, especially, those, who need a wheelchair-accessible vehicle, a new transfer process has been implemented. Across TUI cruise operations, they come forward with special cabins with a wider entrance as well as more spot. Almost all areas of the ships are step-free and accessible by elevator. TUI Cruises website

distributes extensive information on accessibility. What's more, TUI Airlines provide onboard assistance, free transportation of mobility equipment and other maintenance [49]. These all services are described and provided by TUI Group in global all around the world. By the way, TUI Group, in cooperation with the insurance company ERV, organizes worthy insurance certificates for disabled tourists. This is grand action in comparison with other tour operators in general.

What concerns TUI Ukraine, as opposed to TUI Group, this limited liability company does not supply information about accessible tours for disabled on its website. Also it's not available on any TUI agents' sites, both: retail network and franchise travel agencies. By the way, there is not option to choose tourist health condition in filters on the website.

But for all that, TUI Ukraine extends for sale specialized inclusive tour packages for disabled tourists. Such travel tours include hotels that are adapted with necessary items and trained personnel to meet travelling needs of these guests. TUI Ukraine website highlights additional services on the board of "Windrose Airlines" and "Ukraine International Airlines" flights. They offer, firstly, a special on-board wheelchair, then, food menu, priority registration for the flight, fast line and seat reservations on aircraft. These all services can also be considered in any TUI agencies by competence manager, who will help to book the inclusive tour. Trained manager will contact with host country about needed transfer, with guest relation department in selected hotel, with airlines to inform about arriving tourists and their special needs and also request for special service in the airport. These all overlapping dimensions will ensure free-barrier tour in the segment of inclusive tourism.

Furthermore, TUI Ukraine works with worldwide renowned hotel chains, which allow the company to guarantee a high level of services. Additionally, to analyze if TUI Ukraine accommodates inclusive tourists in appropriate way, TUI hotel database can be investigated against accessible tourism requirements (table 2.6). Analysis is prepared in search of standard double room for 7 nights to the most popular destinations Ukrainian tourists travel to.

Table 2.6

TUI Ukraine hotel database suggestions for disabled tourists

Hotel / Accessibility in the room	Wheelchair accessible	Toilet with grab rails	Raised toilet; Lowered sink	Bathroom emergency button	Visual aids; Auditory guidance	Elevator
<i>Egypt:</i>						
Stella Di Mare Beach Hotel & Spa 5*	Yes	No info	No info	No info	No info	No info
Oriental Rivoli 4*	Yes	No info	No info	No info	No info	Absent
<i>Turkey:</i>						
Limak Lara Deluxe Hotel & Resort 5*	Yes	Yes	Yes	Yes	No info	No info
Side Aquamarin Resort & Spa 4*	Yes	Yes	Yes	Yes	Yes	Yes
<i>The UAE:</i>						
Hilton Dubai Jumeirah Beach 5*	Yes	Yes	Yes	No info	No info	Yes
Ibis Abu Dhabi Gate 3*	Yes	Yes	No info	No info	No info	No info

Source: [Appendix B, C, D]

Among searched accessible hotels the one advisable example is presented in the Figure 2.5.

ПЛЯЖНЫЙ ОТДЫХ

★★★★

Side Aquamarin Hotel

Турция / Сиде / Манавгат

Открытый бассейн All Inclusive SPA

Детский клуб

34 293 UAH

от 29 076 UAH

ВЫБРАТЬ ТИП >

♿ Accessibility

- ✓ Auditory guidance
- ✓ Visual aids (tactile signs)
- ✓ Visual aids (Braille)
- ✓ Bathroom emergency cord
- ✓ Lowered sink
- ✓ Raised toilet
- ✓ Toilet with grab rails
- ✓ Wheelchair accessible
- ✓ Entire unit wheelchair accessible
- ✓ Upper floors accessible by elevator

Figure 2.5. Accessible hotel for disabled tourists: Side Aquamarin Resort & Spa

Source: [Appendix C]

The process of searching information about accessible hotels on TUI Ukraine website is enough complicated. Firstly, as it is already known, the filters don't include any disability options. Secondly, when needed accessible hotel is found, the

description includes only info about existence of rooms for disabled. Additional points about elevators for wheelchair, toilets, rails, bathroom arrangement, visual aids: Braille menus and tactile signs, auditory guidance for the blind and visually impaired people are absent. This information could be found on other online booking platforms with all details.

The investigation of the internal environment of the tour operator TUI Ukraine can be completed with the analysis of management decisions of the company, the results of which are given in the Table 2.7.

Table 2.7

Analysis of management decisions of the tour operator TUI Ukraine

Criteria	Example	Score (0-5)
Performance	The company increases sales and number of tourists served per year.	4
Timeliness	The tour operator tries to respond to consumer requests in time, however, it does not always turn out perfectly.	4
Modernization	The first showroom is opened in Kyiv, Ukraine. The office uses the latest technology and VR glasses.	5
Informational content	During tourists return from abroad, all information promptly appeared on the company's website and was frequently updated.	5
Activity in force-majeure circumstances	Due to the spread of the COVID-19 the tour operator urgently returned Ukrainian tourists from abroad, within the period set by the state.	5

Source: [own elaboration]

The Table 2.7 shows that most management decisions are effective. It proves also the successful economic performance of the tour operator activity during 2019.

In general, the efficiency of management of TUI Ukraine has a high rate, but not concerning barrier-free tourism. By the way, it can be added that the tour operator have responsibility for the quality of accessible tour products, which it provides for disabled tourists. So, the management efficiency has to be stimulated regarding inclusive tour products. For this purpose, TUI UK 'accessible tourism' approach can

be analysed and borrowed by TUI Ukraine.

Firstly, while proposing tours for booking, TUI UK website offers to choose a holiday type, where “Accessible Holidays” type is presented.

Secondly, when it is chosen, they provide information on ‘What makes an accessible holiday?’ [53]:

1. **Wheelchair Accessible Resorts:** an extensive range of accessible hotels, apartments and villas in a variety of wheelchair accessible resorts.
2. **Accessible Transfers:** the accessible vehicles are available at the chosen destination.
3. **Airport Assistance:** team will help with bags, checking in, getting through the security area, boarding the aircraft and hiring wheelchairs.

What’s more, business communications with potential inclusive tourists TUI UK provides in the relevant way and also gives guarantees (Fig.2.6) : by booking on website and using a ring or online chat.



Figure 2.6. TUI UK booking guidance

Source: [53]

So, TUI UK approach for inclusive tourists can be determined as quite accurate, accessible and effective. Using and implementing this accessible tourism

strategy TUI Ukraine can expand the market share of inclusive tourism for disabled tourists. And also it can lead to being a №1 tour operator in Ukraine in the segment of barrier-free tourism, as it has all opportunities for this.

In conclusion, taking into account the features in forming and realization of inclusive tourism products will ensure the efficiency. It will promote the formation of competitive advantages, maximize benefits and earning power, develop the tour operator TUI Ukraine activity.

2.3. Assessment of “TUI” business communication concerning inclusive tourism

Business communications play a crucial role in the development of tour operator activity in the segment of inclusive tourism. Business communication in the field of tourism can be defined as the interaction of a tour operator with contractual counterparty, what refers to exchanging parties.

Communication aspects, first of all, promote achievement of the purposes of TUI Ukraine activity in the realization of the inclusive tour product for consumers. Of course, the tour operator works to increase profit, but for achieving this goal it is necessary to attract potential customers and constantly increase the number of tourists in the segment of inclusive tourism.

Initially, it is important to admit, as it was previously analysed, TTVK LTD doesn't introduce any policies, articles, subtopics, items and filters for disabled customers on its website, what is opposed to TUI Group in general. TUI Ukraine also doesn't provide any documents and descriptions about accessibility, barrier-free tourism in the statute or licence for retail network and franchise travel agencies. The tour operator doesn't have requirements and appointments on how disabled tourists have to be served. By the way, TUI travel agencies don't maintain arrangements, such as: buttons, visual aids, auditory guidance and wheelchair ramps for potential tourists with disabilities, except, TUI travel agencies that are located on the 1st floor, because they are accessible for such people on actual basis. Special brief or

recommendations on how to provide services for such people are not implemented for managers of travel agencies. However, these all points could take place into the mechanism of TUI Ukraine business communications.

Refers to intermediars, smooth transfers for tourists with limited mobility can be implemented. Travel agencies have instant visibility of the vehicles available in each destination. On the other hand, accessible hotels are presented in TUI Ukraine hotel database. The company works with such accommodations and applies before arriving disabled tourists. But it doesn't provide information on website about accessibility in the hotel room and also doesn't promote such hotels, so they still unknown. TTVK LTD provides such methods of communication with tourists, as online chat on website, hotline and travel agencies contacts for connection with actual manager.

While considering TUI Ukraine business communication, the tour operator index can be explored in the rating of "tourist-friendly" and "agent-friendly" tour operators – competitors. Ukrainian Association of Travel Agencies (the UATA) presents the next data on tourist-friendly rating (table 2.8).

Table 2.8

Rating of tourist-friendly tour operators. Summer 2019

Place	Tour operator	Charter flight program	Flight changes and delay	Faults in check-in to the hotel	Evaluation of guides' work	Confirmation reservations	Best price guarantee for early booking	Loyalty in outstanding issues	Final score
1	Tez Tour	4,82	4,51	4,65	4,35	4,24	3,73	4,21	4,36
2	Pegas Touristik	4,51	4,09	4,58	4,13	4,14	3,59	4,01	4,16
3	Coral Travel	4,44	4,13	4,36	3,89	4,07	3,51	3,77	4,02
4	Kompas	4,39	4,11	4,3	3,84	3,71	3,48	3,65	3,93
5	TUI	4,28	3,83	3,95	3,76	3,93	3,72	3,63	3,87
6	ALF	4,09	3,95	4,06	3,69	3,39	3,18	3,44	3,69
7	Anex Tour	3,9	3,03	4,38	2,73	3,97	3,39	2,89	3,47
8	Join Up!	3	2,31	4,04	3,45	3,55	3,97	3,88	3,46
9	TPG	3,77	3,56	3,48	3,37	3,08	3,28	3,17	3,39

Source: [54]

According with this rating, TUI Ukraine takes 5th place. As the UATA confirms, there are changes in the top 3 compared to the previous season, and TUI lost two positions at once and took 5th place.

The UATA also presents rating for winter season 2019-2020 (table 2.9).

Table 2.9

Rating of tourist-friendly tour operators. Winter 2019-2020

Place	Tour operator	Charter flight program	Flight changes and delay	Faults in check-in to the hotel	Evaluation of guides' work	Confirmation reservations	Best price guarantee for early booking	Loyalty in outstanding issues	Final score
1	Tez Tour	4,54	4,35	4,56	4,28	4,46	3,8	4,11	4,3
2	Mouzenidis Travel	4,24	4,12	4,38	4,39	3,96	3,66	3,81	4,08
3	Pegas Touristik	4,18	3,97	4,29	3,95	4,2	3,51	3,74	3,98
4	Coral Travel	4,13	3,92	4,22	3,85	3,96	3,54	3,57	3,88
5	TUI	3,98	3,76	3,93	3,81	3,81	3,65	3,27	3,74
6	Kompas	3,91	3,78	4	3,65	3,7	3,29	3,51	3,69
7	ALF	3,73	3,63	3,79	3,63	3,42	3,16	3,38	3,53
8	Anex Tour	3,71	3,34	4,27	2,9	3,93	3,06	2,74	3,42
9	Join Up!	2,88	2,52	3,71	3,29	3,78	3,54	3,18	3,27
10	TPG	3,25	3,21	3,2	3,36	2,83	2,98	2,58	3,06

Source: [55]

This rating places the tour operator TUI Ukraine also on the 5th position. The indicators are the same as in summer season 2019: the highest score is for charter flight program, and the lowest score for loyalty.

In the agent-friendly rating tour operators were evaluated on 10 criteria in terms of comfortable cooperation with agents. The summer season results show that TTVK LTD takes also 5th place. The highest score was received for conditions of payment for early booking, and the lowest — for the use of Promo Price [56]. In the winter 2019-2020 rating TUI Ukraine takes 6th place [57].

By the way, the UATA has ranked how tour agencies evaluate the tour operator activity during COVID-19 (clarity of actions, loyalty etc.) (Fig.2.7).

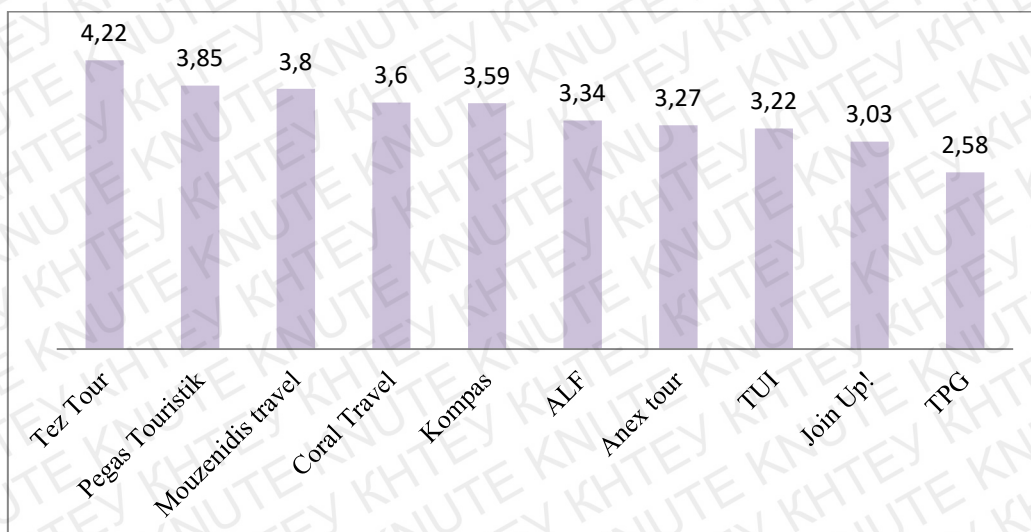


Figure 2.7. Score of tour operator activity during COVID-19

Source: [57]

The Figure 2.7 highlights results in which TUI Ukraine takes 8th place with the low score — 3,22 among 10 competitors. It affirms about poor tour operator activity and loyalty in force-majeure regarding tour agencies, the company communicates with. But previous analyses confirms that TUI Ukraine provided good tourist-friendly work on returning Ukrainian tourists from abroad.

The next step, TUI Ukraine website can be analysed relating to competitors, most common requests, dynamics of consumer activity etc. Frequent requests people search on TUI Ukraine website are presented in the Figure 2.8.

№	Запрос	Позиция	URL	Запросов в месяц	Эфф. показов
1	туры в египет из киева	3	/countries/egypt/	116	116
2	туй туроператор украина	1	/	65	65
3	горящие туры в турцию из киева	3	/search/country_turkey/	63	63
4	туры в египет из киева горящие	9	/countries/egypt/	97	49
5	горящие туры из киева в египет	10	/countries/egypt/	97	49
6	туры в турцию из киева	2	/search/country_turkey/	46	46
7	египет из киева	7	/countries/egypt/	82	41
8	египет	90	/countries/egypt/	3667	37
9	туй украина	1	/	26	26
10	туроператоры украины	16	/	212	21

Figure 2.8. Requests people search on TUI Ukraine website

Source: [58]

The Figure 2.8 shows most popular destinations that potential tourists search is holiday in Egypt with departure from Kyiv.

In addition, donor that refers to TUI website with links can be determined (Appendix E). The analysis shows that frequently used links are for booking tours online, early booking, tours to Egypt and Turkey and available hot tours. By the way, tour operator's competitors are fixed (Appendix F), among them the most famous tour operators are: Coral Travel, Anex Tour, Tez Tour, Join Up and others.

What's more, traffic dynamics is important for considering. It shows how often people visit TUI Ukraine website and citizens from which countries are interested in this (Appendix G). The highest indicator of TUI Ukraine website traffic was recorded on August, 2020 and contained 736 505 visits. More than 90% of visitors are from Ukraine, on the 2nd place Belarus – 4.24%, Turkey – 2.12%, Egypt – 1.26%, Russia – 0.90% and others – 1.29%.

While considering TUI Ukraine business communication, competitors that are working in the segment of inclusive internal and outbound tourism can be explored more even. Firstly, the tour operator Farvater Travel offers inclusive tours to Oman in worldwide-known hotel chains with accommodation in studio-room for people with disabilities and queen-size bed [59]. Also, tour operator Anex Tour offers vacations for people with disabilities on wheelchair. They propose hotels adapted for people with special needs in which it will be easy and comfortable to have a rest. The tours are provided to such destinations as: Turkey, Spain, Mexico, Dominican Republic, Cuba, Greece, Cyprus, the UAE etc. [60]. The next competitor is Tez Tour tour operator, which also participates in the segment of inclusive tourism in the national market [61]. The last one is HKS Group that suggest tour packages to Greece to the specialized hotel with different rooms, which are adapted for people with disabilities in the appropriate way [62]. These tour operators are players in the segment of barrier-free tourism that requires paying attention on their activity in this market share.

Finally, the diagnostics of TUI Ukraine activity can be completed with SWOT-analysis concerning inclusive tourism (table 2.10).

Table 2.10

TUI Ukraine SWOT-analysis concerning inclusive tourism

STRENGTHS	WEAKNESSES
<p>Profitability of the tour operator activity</p> <p>Weak competition in the segment of inclusive tourism</p> <p>Competence personnel (managers in tour agencies)</p> <p>Being a part, TUI Ukraine can use available TUI Group policyAGENDA on Accessibility</p> <p>Presence of accessible hotels in TUI Ukraine hotel database</p> <p>Accessible vehicle for tourists with disabilities in the destination of arrival, as a new transfer process</p> <p>Tour operator ability to act urgently in force-majeure circumstances (ex. Ukrainian tourists returning from abroad due to Covid-19)</p> <p>Well-formed organizational structure and efficient management system of the tour operator</p> <p>Effective management decisions</p> <p>Accessible price for inclusive tour packages</p> <p>The available opportunity for people with disabilities to travel with an accompanying person or family</p>	<p>Absence of Inclusive Tourism Concept for the disabled tourist segment</p> <p>The lack of briefs, recommendations for staff on how to provide service for tourists with disabilities</p> <p>The tour operator's website is not adapted for inclusive tourists</p> <p>The lack of adapted business communication with disabled people</p>
OPPORTUNITIES	THREATS
<p>The great opportunity to develop Inclusive Tourism Concept for the disabled tourist segment</p> <p>The opportunity to become № 1 tour operator in the segment of inclusive tourism and expand this market share in Ukraine</p>	<p>The lack of acts and laws for inclusive category of people in the legal system on state level</p> <p>Inaction in the direction of inclusive tourism</p> <p>Potential tourists fear to travel</p>

Source: [own elaboration]

The SWOT-analysis of tour operator activity represents high level of strengths and great opportunities, which can play a crucial and helpful role in the development of inclusive direction.

Conclusions to the part 2

The analysis of TUI Ukraine characteristics confirms that this tour operator provides its activity as limited liability company under the roof of TUI Group, that is an Anglo-German multinational travel and tourism company headquartered in Hanover, Germany. The organizational structure of TUI Ukraine has linear-functional type. It provides a stable position of the enterprise in the tourism market.

TUI Group and TUI Ukraine in particular work with worldwide-known hotel chains. Also, the Ukrainian tour operator offers different types of vacations for its potential tourists. By the way, TUI Ukraine holiday concepts were analyzed. Moreover, the outcome evaluation was calculated concerning the level of achieving goals by TUI Ukraine. The analysis shows good results that confirms the efficiency of management system.

What is more, the dynamics of profitability TUI Ukraine performance profile presents the tour operator as the profitable enterprise. Well-formed organizational structure and efficient management system allow the company to operate effectively and manage all departments of the enterprise adequately. The important fact is that TUI Group has its own policy agenda on accessibility. But the tour operator TUI Ukraine does not use it in its activity. The diagnostics shows how TTVK LTD does not comply with accessible tourism requests. While talking about TUI Ukraine business communication concerning inclusive tourism, the tour operator has such ways of communication with potential tourists, as online chat and hotline call. Also, tour operator website is not adapted for such audience. Finally, the diagnostics of TUI Ukraine activity in the segment of inclusive tourism was completed with SWOT-analysis. The investigation presents a lot of strengths and opportunities for tour operator activity in particular segment.

PART 3

WAYS TO DEVELOP THE SEGMENT OF INCLUSIVE TOURISM IN “TUI” PRODUCT STRATEGY

3.1. Strategic alternatives of inclusive tourism segment development in “TUI” product strategy

Disability is not a problem of a one person, it stills to be the global problem of reality and all environment. People with disabilities have to be perceived more as people with additional and special needs rather than people with disabilities.

Moreover, the process of diagnostics of tour operator activity in the segment of inclusive tourism has led to the defining of TUI Ukraine key problems in this market. So, before considering strategic alternatives of inclusive tourism development these significant weaknesses have to be reminded. Firstly, the main problem lies at the root of state governance. The lack of laws, standards for the category of people with disabilities run into their routine life and cause significant difficulties. It has to be admitted, social environment is enough complicated for this category of people, before talking about availability of inclusive tourism. The government does not fully realize what problems people with disabilities face to, therefore the introduced innovations do not make life easier for such people. The core factor is also hidden on the psychological level that causes the fear of travelling. The simple case is that disabled people are afraid of going out from their houses, while rejecting the idea of travelling. This concerns also elder population. Secondly, TUI Ukraine inactivity in the segment of inclusive tourism. Despite the fact that TUI Group works diligently in this direction. The company has got its own policy agenda on accessibility and guidance on how to provide services for this segment of travelers. It means TUI Ukraine has great opportunities for developing the segment of inclusive tourism by using existing instructions. On the other hand, the website of TTVK LTD is very poor for particular segment. There is the absence of information about accessible tourism, lack of filters in tour searching request. Also, communication process with such people is afforded only by online chat or hotline call, as for all TUI clients.

For the development of the segment of inclusive tourism the process of creating an effective management, for the promotion of this idea, has to be introduced (Fig. 3.1).

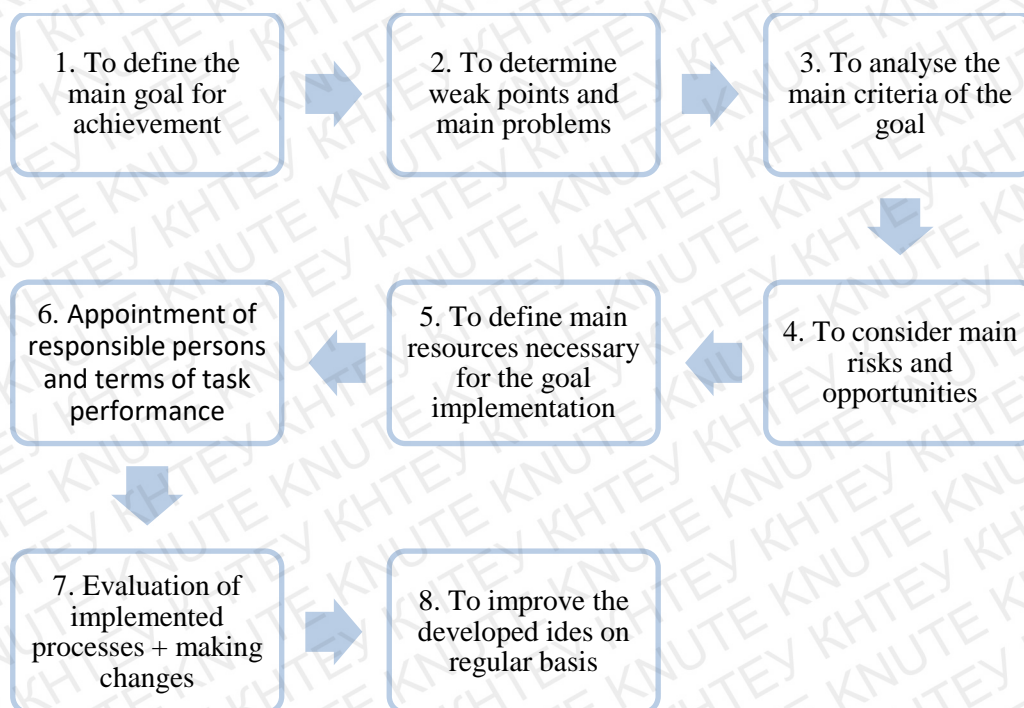


Figure 3.1. The process of creating an effective management of development the segment of inclusive tourism

Source: [own elaboration]

After the course of investigations, strategic alternative will be presented as creating an accessible travel concept for the development the segment of inclusive tourism in TUI Ukraine product strategy. As it is already known TUI Group provides a wide range of measures for accessible travels. But TUI Ukraine is on the contrary of TUI Group policy on accessibility and does not implement any opportunities for this category of tourists. By the way, lately TUI Ukraine has presented the new concept – Kids club “Toukan”, as hotels for holiday with children. Since the segment of inclusive tourism includes the category ‘young families with children’, this concept “Toucan” can also be used for the formation of accessible travel concept. Besides, elder people and people with disabilities stay away. Thus, the first step in creating a process of inclusive segment development introduces the main goal for

achievement, as creating of new concept for barrier-free tourism.

As main problems and weaknesses are defined above, the next step considers the key criteria of the new concept. The previous kids club concept is known as “Toucan”, so, the new concept for accessible travels can be called “BOOMER”.

Why this name? As for previous concept TUI Ukraine decided to use the name of the bird. Therefore, the accessible concept intends to use the animal name. Firstly, the boomer – is defined as: male kangaroo; advertiser; the one who creates the hype. In the given case, the hype can be introduced in creation and promotion of inclusive tourism segment for disabled people, which can lead TUI Ukraine to become the accessible tour operator № 1 in the country. Secondly, kangaroos are careful animals that can represent care about potential tourists with additional needs. The last idea is that ‘baby boomers’ – is a generation of population generally defined as people born from 1946 to 1964. It will apply to older category of potential tourists in the segment of inclusive tourism.

The new concept will be defined as: “BOOMER” – the concept for barrier-free tourism and accessible travels; inclusive-friendly holidays for elder, young families with children and people with disabilities. The next criterion in concept creation is logo development. The possible logo variant is presented in the Figure 3.2.



Figure 3.2. The logo for TUI Ukraine concept of accessible travels

Source: [own elaboration]

By the way, the proposed concept with logo perfectly plays into the existing TUI Ukraine concepts with their logo. This idea can be considered among other TUI Ukraine concepts in the Figure 3.3.



Figure 3.3. TUI Ukraine concepts with their logo

Source: [own elaboration]

On the other hand, possible risks and opportunities can be analyzed. In general, the new concept introduction does not expect failures because of risks. This concept can be implemented and it will work in any cases. Nowadays, the most significant risk is quarantine measures due to the spread of the coronavirus. This fact restrains mass tourism all over the world. Obviously, elder people and those, who have chronic diseases, are at risk. So, in this situation inclusive tourism is endangered. However, the implementation of the new concept has more opportunities. At first sight, the opportunity to expand the market share and also making profit. Other opportunity can lead for taking the first place in national tourism market in the segment of inclusive tourism. By the way, this achievement can attract potential tourists' attention to the tour operator TUI Ukraine, as for its responsible activity. In addition, it will interest more tourists in general for being permanent clients of the tour operator TTVK LTD.

For effective implementation of the new concept, the necessary resources have to be determined. First of all hotel database for inclusive tourists is required. Then, contractual arrangements with host intermediaries and accessible vehicles for people with limited mobility. The advertising campaign and expenses for it introduction. Necessary expenditures for staff training: managers and call-centre workers. Formation of contractual agreements for extended insurance for people with disabilities and chronic diseases. Defining the optimal ways for comfortable and accessible communication with potential clients in the segment of inclusive tourism.

The action plan for the new concept of accessible travels implementation is described in the Table 3.1.

Table 3.1

The action plan for the new ‘BOOMER’ concept implementation

Measures	Term of implementation	Responsible department
Formation of contractual agreements with ERV insurance company for extended insurance for people with disabilities and chronic diseases	1 week	Visa and Insurance Department
Contractual arrangements with hotels, intermediars	1 year	Distribution and Sales Department
Expenses payment on the new concept implementation	1 year	Accounting Department
Elaboration of recommendations, briefs and standars on providing servicers for people with disabilities within the state laws	1 month	Law Department
Contracts control	on regular basis	
Representing a company in the court on inclusive tourism requests	on regular basis	
Trainings for personnel	5 days	HR Department
Advertising campaign	1 year	Marketing Department
New concept on barrier-free tourism development and realization	6 months	Product Department
Formation of accessible tour packages	1 year	
Dissemination of developed recommendations on providing accessible travels to agencies that work on TUI Ukraine franchising basis	on regular basis	Franchising Department

Source: [own elaboration]

While talking about inclusive tour packages, accessible hotel database to the most popular destinations has to be defined. So, product development department has to consider hotels that accommodate people with special needs. To this concept can be included hotels that already participate in TUI activity. However, contractual agreements with new accommodations need to be implemented. Such accessible hotels are presented for beach vacations within the new concept of TUI Ukraine Table 3.2.

Table 3.2

Suggested hotel database for barrier-free tourism

Destination	Hotel category	Hotel name
Egypt	5*	Stella Di Mare Beach Hotel & Spa
		Sunrise Arabian Beach Resort
	4*	Oriental Rivoli
		Aqua Blu Sharm El Sheikh
	3*	Sharm Inn Amarein
		ApartHotel in Porto Sharm
Turkey	5*	Limak Lara Deluxe Hotel & Resort
		Mirage Park Resort-Ultra All Incl.
	4*	TUI BLUE Tropical
		TUI BLUE Sarigerme Park
	3*	TheLuna Suite Hotel
		Dalyan Live Spa Hotel
The UAE	5*	InterContinental Fujairah Resort
		Mandarin Oriental Jumeira
	4*	Grand Excelsior Hotel Al Barsha
		Crowne Plaza Yas Island
	3*	Rove La Mer Beach
		Dhafra Beach Hotel
Greece	5*	Four Seasons Astir Palace Hotel Athens
		Elysian Luxury Hotel and Spa
	4*	Palmera Beach Hotel & Spa
		Bio Suites Hotel
	3*	Grand Olympic Hotel Loutraki
		Hotel Karagianni

Source: [own elaboration]

Among proposed hotels there are differentiated variants of holiday budgets.

Potential tourists can find hotels for different taste, as luxury 5-stars hotel with spa to the more budget choice as 3- or 4-stars hotels. By the way, these hotels work not only within the beach vacation concept. Here can stay also tourists with additional needs who have business trip.

Moreover, the creation of the new concept can be based on the new ISO/DIS 21902 standard on accessible tourism for all. This document is under development by collaboration of International Organization for Standardization and United Nations World Tourism Organization. The future standards will be called “ISO 21902 Tourism and related services — Tourism for all — Requirements and recommendations” [63]. In terms of scope, the new standard will set clear guidelines for tourism planning and destination management. This document provides information on the key aspects of policy making, strategy, infrastructure, products and services. It is addressed to all stakeholders involved in the tourism supply chain. According to the Director of Universal Accessibility and Innovation of the ONCE Foundation, the new standard will be “a lever to promote Design for All in such an important economic sector as tourism at the world level. In many cases persons with disabilities cannot exercise their rights to leisure and the enjoyment of culture and tourism. This is discrimination. In addition, from an economic point of view, tourism activity that is designed for all people represents a source of wealth creation”. What is more, the UNWTO Executive Director, emphasized that universal accessibility is a right and a business opportunity for destinations and companies: “Accessible tourism is the answer to everyone’s universal right to travel and discover the world. At the same time, it is an opportunity for the tourism industry to capture a global marketplace that includes millions of people with disabilities, seniors, families with young children and many others who encounter numerous barriers, both physical and cultural, when travelling.” [64].

In addition, relying on this standard will help TUI Ukraine accessible concept be more adequate and responsible. It can bring great success for the tour operator activity in the segment of inclusive tourism, with the aim of ensuring equal access and enjoyment by the widest range of people of different ages and abilities.

3.2. Evaluation of measures program efficiency dedicated to inclusive tourism development by “TUI Ukraine”

Development of the new tour product concept is contained on giving it specific consumer characteristics corresponding to the demand of the target market and financial capabilities of the tour operator. Since the tour operator activity is not fundamentally different from other forms of economic activity, so, the main provisions of the modern marketing theory can be fully used in tour operator product strategy for the new segment.

Marketing concepts focus on finding right tour products for the customers instead of finding right customers for the tour products. It is based on four pillars – target market, customer requirements, incorporated market, and profitability. Marketing concepts start with a defined market, focus on customer needs, coordinate all the interrelated activities that will affect customers and increase the profits by bringing more satisfied tourists. So, within the implementation of the new accessible concept marketing approaches can be used. This is built under marketing concepts in its turn.

Taking into consideration that according to the marketing product concept, consumers favor those tour products that provide them better quality, performance and accessible features. The great attention in creation of new concept for inclusive segment has to be focused on making superior tour products and improving them time to time. In product concept, it is considered that the consumers are aware of the quality of the products and they have an ability to evaluate good quality and performance.

By using the selling concept, potential tourists, if left on their own, will usually not buy enough. The tour operator must therefore integrate an aggressive selling and promotional effort to get a competitive edge in this market share. According to this concept, the company constitutes effective selling and promotion tools in order to encourage more buying. By the way, the purpose of the new concept implementation is to sell more tour packages to more people, more regularly, in order to make more

profit in the new segment of inclusive tourism.

Customer concept introduction is also very important for the new tour operator product strategy. According to the customer concept, the tour operator focuses on individual customers, for instance, people with additional needs. They provide individual offers, services, and establish direct channels of communication with them. Collecting information on each customer's past transactions, demographics, media and supply preferences is necessary. In this way the tour operator TUI Ukraine will make profitable growth by capturing a large share in the segment of inclusive tourism by building high customer loyalty and customer lifetime value.

These all statements can affirm that suggested measures program will be effective within the creation of new 'BOOMER' concept for barrier-free tourism. By implementing the action plan for the new concept TUI Ukraine will develop the new segment not only within its tour operator activity, but in all national market. The new concept will present it as a strong competitor in the segment of inclusive tourism.

On the other hand, the tour operator is responsible for all services that are provided for tourists, both included in the tour package and additional services. The tour operator must have complete information about the range, content and quality of all additional services of the host side and intermediars. The search for promising partners means that from a large number of them it is needed to choose those, who will show an interest in cooperation. When choosing partners in the hotel business and for transfers, it is important to remember that working with only one partner is undesirable. The presence of several hotel chains and transport organizations with accessible vehicles in the region of travel and recreation will expand opportunities significantly. Moreover, it will serve as an alternative in conflict situations or force majeure circumstances. Potential partners' business qualities, reputation and image are also very important. To avoid mistakes and miscalculations in any case allows a purposeful approach to the search and selection of suppliers and intermediars. It is based on the following principles [65]:

- The tour operator should focus not on immediate benefits, but on long-term cooperation;

- Cooperation should be mutually beneficial for both parties and have development prospects;
- The partner must have experience in providing of tourism services in the segment of inclusive tourism;
- Services provided by different intermediars must correspond to the same level and standard of service.

The considered conditions for creating an effective concept imply the creation of a marketing campaign to promote a tour product in the segment of inclusive tourism. The advertising campaign can include different advertising approaches. The main carriers of advertising communications for the “BOOMER” concept implementation are presented in the Table 3.3.

Table 3.3

The main carriers of advertising communications within marketing campaign

Type of advertising carrier	Advertising location		Advertising carrier description
FM-radio (radio-advertising)	Lounge FM	time: 9 am, 9 pm.	FM-radio is popular among particular segment
Booklet	Kyiv		A multi-color edition on high-quality paper with pictures and photos can easily and effectively interest potential clients
Advertising in Instagram	coverage: Kyiv and region		Instagram advertising is also effective. Banners will be displayed to Instagram users according to their geolocation, determined by the mobile phone, as well as according to search requests

Source: [own elaboration]

As the main carriers of advertising communications are considered, expenditures for marketing campaign can be calculated. The cost sheet is presented for 1 year of advertising campaign introduction (table 3.4).

Table 3.4

Cost sheet on marketing campaign

Type of advertising carrier	Cost of one, UAH	Format	Number of issues	Overall price, UAH
FM-radio: "Lounge FM"	140	(30 seconds radio-egveebveadvertising)	730	102 200
Booklet	0,461	100x210 mm	100 000	46 100
Advertising in Instagram	1 000	advertising post	24	24 000
Final price				172 300

Source: [own elaboration]

The proposed measures plan for concept development will be implemented during the year. Based on this, the probable effectiveness can be calculated after the implementation of recommendations. The table. 3.5 shows the forecast indicators of TUI Ukraine after the implementation of the suggested recommendations, without taking into account other factors.

Table 3.5

The forecast indicators of TUI Ukraine after the implementation of the suggested marketing recommendations

Net Revenue Growth	Margin Profit Share, %	Additional Net Revenue, UAH	Expenses within recommendations, UAH	Additional Net Profit, UAH
0	0,08	0,00	172 300,0	-172 300,0
0,01	0,08	19720,00	172 300,0	-152 580,0
0,02	0,08	39440,00	172 300,0	-132 860,0
0,03	0,08	59160,00	172 300,0	-113 140,0
0,04	0,08	78880,00	172 300,0	-93 420,0
0,05	0,08	98600,00	172 300,0	-73 700,0
0,06	0,08	118320,00	172 300,0	-53 980,0
0,07	0,08	138040,00	172 300,0	-34 260,0
0,08	0,08	157760,00	172 300,0	-14 540,0
0,09	0,08	177480,00	172 300,0	5 180,0
0,1	0,08	197200,00	172 300,0	24 900,0

Source: [own elaboration]

Margin Profit Share in Net Revenue is chosen as average and it contains 0,08%. The table. 3.5 shows that even with Net Revenue Growth by 9% within the proposed recommendations, the tour operator TUI Ukraine will be able to receive Additional Net Profit in 5 180 UAH.

By the way, in case of successful competitive activity in particular segment among such competitors as Coral Travel, Anex Tour, Tez Tour, Join Up, so, TUI Ukraine ability polygon will look like in the Figure 3.4.

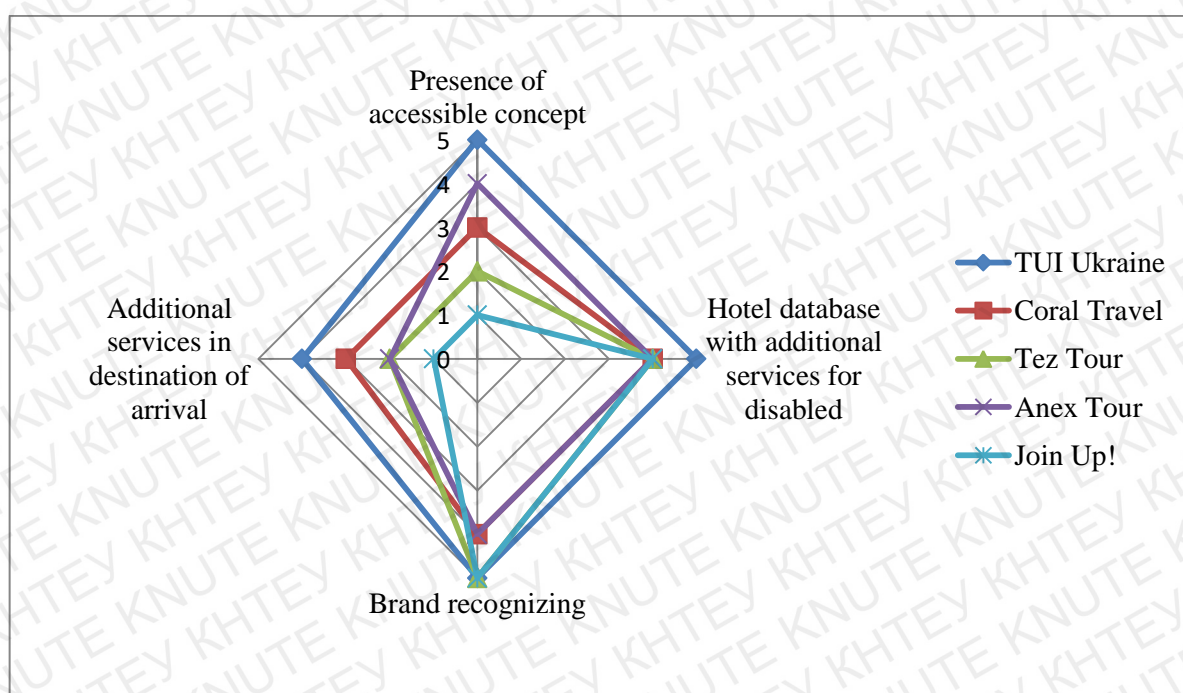


Figure 3.4. Polygon of TUI Ukraine competitiveness after accessible concept implementation

Source: [own elaboration]

In addition to the economic effect, it is logical to increase TUI Ukraine competitiveness. Attracting new business partners aims to increase the level of provided services in the new target segment. The implementation of measures program dedicated to the creation of the new concept for barrier-free tourism will bring additional net income in tour operator activity. Meanwhile, polygon of TUI Ukraine competitiveness after implementation of the proposed recommendations shows good results within the new concept. The tour operator TUI Ukraine acquires

competitive advantages not only due to the presence of accessible concept, but also due to the hotel database with additional services for people with special needs and additional services in the destination of arrival, such as accessible vehicle and transfer in general.

As a result, suggested measures in the formation of the concept for barrier-free tourism meet the requirements in concept creating. Since in the process of scientific research the initial provisions were checked, developed, corrected, if necessary – rejected. The concept includes: research methodology, a system of research principles based on the dialectical method and a systematic approach; a set of research methods that are methods of collecting, processing and analyzing data. Also the following principles of organization of the research process were also used. There are an action plan with suggested measures and recommendations. There were analyzed what resources are needed, who is responsible for task performance and in which terms. This correct approach can satisfy concept requirements necessary for goal implementation in the form of accessible concept forming and realizing.

In addition, evaluation of efficiency of measures program can be defined across the types of conducted evaluation. The most appropriate type of evaluation is process evaluation in particular case. Process Evaluation determines whether program measures have been implemented as intended and if it will result in certain outputs. By the way, process evaluation can be conducted periodically throughout the lifecycle of existing concept. The evaluation can start by reviewing the aim and output components of the measures program.

Firstly, the target audience was determined as a segment of inclusive tourism with such participants as young families with children, elder people and people with disabilities. It means, those, to whom measures program is dedicated, are defined. The next request is stated on what the concept will do. So, the main purpose of the new concept implementation is to develop the tour operator TUI Ukraine product strategy in the segment of inclusive tourism and also expand the market share within this segment. This aim will also make profit in tour operator activity. Thirdly, very important question replied to terms of the concept realization takes place. As

quarantine measures are introduced all over the world that restricts mass tourism in general, the relevant period for concept introduction will be after normalization of the situation due to the covid-19. This will help to avoid undesirable risks of the tour operator activity in the segment of barrier-free tourism. Moreover, as the analysed research confirmed that citizens from other countries visit TUI Ukraine website, the new concept can cover not only Ukrainian market. It can act also for potential tourists from neighbor – country as Belarus. It can be affirmed that the new concept “BOOMER” for accessible travels answers all questions in evaluation method. It means that recommendations are efficient in measures program dedicated to inclusive tourism development by the tour operator TUI Ukraine.

Conclusions to the part 3

As the diagnostics of TUI Group and Ukrainian tour operator TUI in particular is provided, the strong points, weaknesses, opportunities and threats of tour operator activity in the segment of inclusive tourism are found. The creation of new concept applies to the barrier-free tourism and can carry the name “BOOMER”. In addition, the measures program for concept implementation has to be confirmed. It includes the action plan with responsible persons and terms of implementation within the new accessible concept creation. The important factor in the concept implementation is the advertising campaign. The main carriers of advertising communications were proposed for goal achieving. Moreover, the forecast indicators of TUI Ukraine after the implementation of the suggested marketing recommendations can be analyzed. And the study affirms that even with Net Revenue Growth by 9% the tour operator TUI Ukraine will be able to receive Additional Net Profit. In addition to the economic effect, it is logical to increase TUI Ukraine competitiveness. So, the polygon of TUI Ukraine competitiveness shows good results within the new concept. Finally, the proposed concept is defined as successful. In addition, it will bring the tour operator activity competitive advantages in the segment of inclusive tourism among other well-recognized players in the national market.

CONCLUSIONS

Nowadays, “Inclusive Tourism” is often referred to as “Accessible Tourism” or even “Barrier-free tourism”. People with disabilities have the same rights as all people in society they live in. To the segment of inclusive tourism are included such categories of people, as young families with children, elder people and disabled people. The indicators of population number of these categories are enough high. What is more, social restrictions, which are problems for people with disabilities, apply to the tourism sector and forces tour operators to create a comprehensive tourism product that should meet additional needs of certain low-mobile categories of tourists. The searching process has found that a lot of domestic and foreign scientists are studying the segment of inclusive tourism for people with additional needs. Key elements of inclusive tourism are also defined. So, they can explain who is included, on what terms and with what significance to the segment of accessible tourism.

Thousands companies around the world provide services for people with disabilities in the field of tourism. The development of this area is observed in developed countries. There are more and more countries that can accommodate such tourists and provide the necessary transport for them. However, this is not enough to meet the tourist needs of all disabled. In addition, not so many tour operators perform tour products for particular segment of tourists. The world experience shows that Anex Tour and ex-tour operator Thomas Cook have experience within inclusive segment activity. The tour operator Pegas Touristik provides information about the transportation of special passengers’ categories, but do not give any details about tours for disabled. By the way, main problems of accessible tourism development are already studied. Besides, the rise of awareness and effective actions can include inclusive segment to the mass-tourism.

TUI Group vision, promise and values are engaged among their employees and customers. The diagnostics of TUI Ukraine management system has found the enterprise as limited liability company with its state capital, insider’s model of the corporate governance and organizational structure on top with the general director.

Also, the investigation has searched types of holiday and vacation concepts that are provided by the tour operator. Among them there are beach, youth, luxury, ski vacations and the new one kids-club concept for family holidays. In addition, outcome evaluation concerning the level of achieving goals and analysis of the main economic indicators of TUI Ukraine activity were conducted. The analysis confirms TUI Ukraine as a profitable enterprise.

For sure, the success of the tour operator enterprise largely depends on promoting of the tour product. For understanding the importance of inclusive tourism implementation in tour operator activity, it is important to consider data on number of people with disabilities and permanent elder population in Ukraine and worldwide. The data analysis shows high indicators within these categories of people. While the globe indicator is about 15% of the world's population. In this case, the worldwide-known tourism company TUI Group has its own policy agenda on accessibility. However, TUI Ukraine stays opposed. As well, as tour operator activity in the segment of inclusive tourism is poor, the hotel database suggestions for disabled tourists were highlighted. Moreover, the analysis of management decisions confirms that tour operator activity in force-majeure circumstances is on high level for clients services.

Concerning business communication, TTVK LTD doesn't introduce any policies, articles, subtopics, items and filters for disabled customers on its website, what is opposed to TUI Group in general. Also, the tour operator index was explored in the rating of "tourist-friendly" and "agent-friendly" tour operators, where TUI Ukraine takes 5th place among other competitors. By the way, the SWOT-analysis of TUI Ukraine activity finds a lot of strengths and opportunities within the segment of inclusive tourism. However, among them TTVK LTD has key problems. The type of holiday for people with additional needs is not presented among TUI Ukraine concepts.

Finally, the development of strategic alternatives can be found out in the creation of new concept for barrier-free tourism. The process of creating an effective management of new concept development contains main stages. By the way, the

concept has to include key criteria such as, concept name, target audience, logo. Besides, these all criteria have to fit into performance already existing concepts of TUI Ukraine. The next stage in efficiency of concept creation will consider risks and opportunities. As for previous concept – kids club “Toucan” the tour operator decided to use the name of the bird, therefore, the accessible concept intends to use a name of male kangaroo – “BOOMER”. Also, it refers to the hype that can be made after the new concept implementation for the segment of inclusive tourism. By the way, this strategy can bring the tour operator TUI Ukraine the first place in the national market. Also, potential tourists can be not only from Ukraine, but from neighbor countries, as they visit TUI Ukraine website. As far, as concept criteria are defined, the necessary resources for its implementation have to be considered. Among them is accessible hotel database that means formation of new contractual agreements. Also, the search of new partners and intermediars for additional services in the destination of arrival. So, all necessary measures for the action plan are considered within the new concept development.

Evaluation of measures program efficiency dedicated to inclusive tourism development has been provided. The further implementation of the concept requires marketing promotion. The main carriers of advertising communications within marketing campaign were defined in addition with the sheet cost for campaign introduction. The probable effectiveness was also calculated after the implementation of recommendations and it shows good perspectives. In consequences, the efficiency of measures program is defined as successful, as the process of new concept creation meets all requirements in the approach of concept development. By the way, the new “BOOMER” concept introduction will be succeeding in the tour operator activity within the segment of inclusive tourism

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APPENDICES

Appendix A

TUI Ukraine hotel database suggestion for disabled tourists

пляжный отдых



★★★★★

Stella Di Mare Beach Hotel & Spa
Египет / Шарм-эль-Шейх / Шарм-эль-Шейх


Дайвинг All Inclusive SPA
Для семейного отдыха

40 430 UAH
от 34 526 UAH

Выбрать тур >

♿ Accessibility
Wheelchair accessible

пляжный отдых



★★★★★

Oriental Rivoli
Египет / Шарм-эль-Шейх / Шарм-эль-Шейх

All Inclusive Открытый бассейн
Спортивные развлечения SPA

Рейтинг TripAdvisor 4.5
Основан на 1274 отзывах


28 082 UAH
от 20 988 UAH

Выбрать тур >

♿ Accessibility
Upper floors accessible by stairs only

TUI Ukraine hotel database suggestion for disabled tourists


РЕГУЛЯРНЫЙ РЕЙС ОТДЫХ



★★★★★
Limak Lara Deluxe Hotel & Resort
 Турция / Анталья / Лара


SPA Бесплатный Wi-Fi






Первая линия пляжа Открытый бассейн

Рейтинг TripAdvisor  Основан на 4186 отзывах

от **52 726** UAH

[ВЫБРАТЬ ТУР >](#)

 Accessibility

-  Bathroom emergency cord
-  Lowered sink
-  Raised toilet
-  Toilet with grab rails
-  Wheelchair accessible

ПЛЯЖНЫЙ ОТДЫХ




★★★★★
Side Aquamarin Hotel
 Турция / Сиде / Манавгат











Открытый бассейн All Inclusive SPA

Детский клуб

~~34 293 UAH~~
 от **29 076** UAH

[ВЫБРАТЬ ТУР >](#)

 Accessibility

-  Auditory guidance
-  Visual aids (tactile signs)
-  Visual aids (Braille)
-  Bathroom emergency cord
-  Lowered sink
-  Raised toilet
-  Toilet with grab rails
-  Wheelchair accessible
-  Entire unit wheelchair accessible
-  Upper floors accessible by elevator

TUI Ukraine hotel database suggestion for disabled tourists

ОТДЫХ



★★★★★
Hilton Dubai Jumeirah Beach
 ОАЭ / Дубай / Джумейра

Конференц-залы Открытый бассейн
 Бесплатный Wi-Fi Для пар

Рейтинг TripAdvisor  Основан на 6266 отзывах

от **48 059** UAH

[ВЫБРАТЬ ТУР >](#)

 Accessibility

- Lowered sink
- Raised toilet
- Toilet with grab rails
- Wheelchair accessible
- Upper floors accessible by elevator

ОТДЫХ



★★★
Ibis Abu Dhabi Gate
 ОАЭ / Абу-Даби / Абу-Даби городские отели

Открытый бассейн SPA Для пар
 Бесплатный Wi-Fi

от **36 939** UAH

[ВЫБРАТЬ ТУР >](#)


 Accessibility

- Toilet with grab rails
- Wheelchair accessible

Donor that refers to TUI Ukraine website

№	Донор	Анкор	Акцептор
1	048.ua	«Раннее бронирование»	/early-booking-winter/
2	048.ua	Капо Ватикано	/search/?adults=2&dateFrom=1591131600000&directionCountryTo=18770&directionFrom=235144&directionRegionTo=18879&directionRegionTo=253421&maxCost=200000&nightsFrom=7&nightsTo=14&sortType=1
3	048.ua	бронируют на сайте самостоятельно	/booking-tours-online/
4	048.ua	бронируют тур на сайте самостоятельно	/booking-tours-online/
5	048.ua	возможностью онлайн бронирования	/booking-tours-online/
6	048.ua	забронировать тур в Турцию	/search/?adults=2&dateFrom=1600156324000&directionCountryTo=18803&directionFrom=235144&maxCost=200000&nightsFrom=7&nightsTo=14&sortType=1
7	048.ua	забронировать тур онлайн	/booking-tours-online/
8	048.ua	здесь	/
9	048.ua	отдых в Египет на сайте TUI	/search/?adults=2&arrivalCountryId=18498&arrivalRegionId=18536&dateFrom=1583528400000&departureCityId=235186&directionCountryTo=18498&directionFrom=233630&directionRegionTo=18536&maxCost=78697&minCost=23738&nightsFrom=7&nightsTo=20&selected=arrival&sortType=1
10	048.ua	раннего бронирования	/early-booking-summer/

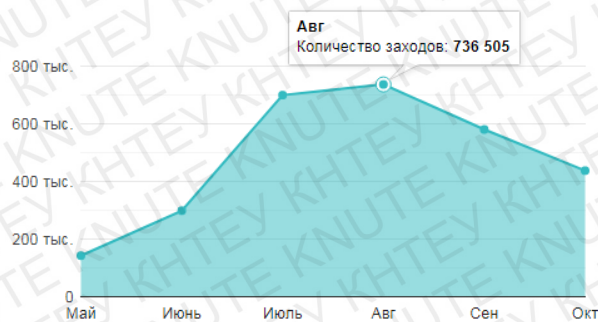
TUI Ukraine competitors

 Конкуренты

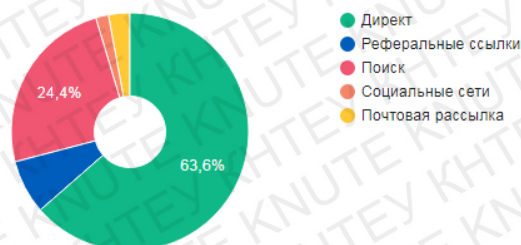
Домен	ИКС	Пересечение показов	Показов сайта	Показов конкурента	Соотношение, %
farwater.travel	280	15956	28536	28094	76
pilgrim.ua	420	25472	28536	35070	76
coraitravel.ua	590	25621	28536	42116	69
anextour.com.ua	860	7320	28536	31640	67
hottours.in.ua	230	13711	28536	17452	65
ht.kiev.ua	150	13432	28536	32425	64
anex-tour.com.ua	240	12782	28536	22675	63
joinup.ua	1060	28536	28536	74119	48
makintour.com	130	2251	28536	2753	46
teztour.ua	370	5543	28536	14287	45

TUI Ukraine website traffic dynamics

График посещаемости



Источники трафика



География

