## **Kyiv National University of Trade and Economics Tourism and Recreation Department**

### FINAL QUALIFYING PAPER

on the topic:

### «TOUR OPERATOR'S ACTIVITY MANAGEMENT IN TERMS OF TOUCHLESS ECONOMY DEVELOPMENT»

Student of the 2 <sup>d</sup> year, group 5 am,	
academic degree «Master»	Valeriia
specialty 073 «Management»	Oleksandrivna
specialization «Tourism, Resort and	Lysiana
Recreation Management»	INTEX KUNTEY KO
Scientific adviser	
Candidate of Sciences	S. S. Kravtsov
(Public Administration),	S. S. Mavisov
Associate Professor	
Guarantor of the educational program,	UTEN KHITEK K
Doctor of Sciences (Economics),	N. O. Roskladka
Professor	

#### **Kyiv National University of Trade and Economics**

Faculty of Restaurant, Hotel and Tourism Business

Tourism and Recreation Department

Educational Degree «Master»

Specialty 073 «Management»

Specialization «Tourism, Resort and Recreation Management»

	Approved by		
	Head of the Touris	sm and Recreation Depart	ment
	LEY WULL	T. I. Tkachenko	
	<u>«</u> »	20	
	Task		
for a	final qualifying pape	TUTE KHUTE	
LY	SIANA VALERIIA		

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## SECTION 1: TOUR OPERATOR ACTIVITY PRINCIPLES ACCORDING TO THE CONCEPT OF TOUCHLESS ECONOMY

- 1.1 Touchless economy: genesis of idea, principles of implementation
- 1.2 World practice of low touch economy concept using in the tourism industry Conclusions to the section 1

SECTION 2: COMMUNICATION STRUCTURE ANALYSIS OF THE "CORAL TRAVEL" TOUR OPERATOR)

- 2.1 Management system characteristics of the tourism enterprise
- 2.2 Effectiveness evaluation of the enterprise business communications
- 2.3 Tour operator activity evaluation in accordance with the low touch economy principles

Conclusions to the section 2

## SECTION 3: IMPLEMENTATION OF TOUCHLESS ECONOMY TECHNOLOGIES FOR THE "CORAL TRAVEL" TOUR OPERATOR

- 3.1 The program of measures for improvement of service and management processes with touchless economy application
- 3.2 Effectiveness evaluation of the offered measures implementation for the "Coral Travel" tour operator

Conclusions to the section 3

CONCLUSIONS

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APPENDICES

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### 7. Date of receiving the task 13.01.2021

8. Scientific adviser of the research	Kravtsov S. S.
9. Guarantor of the educational program	Roskladka N. O
10. The task received by the student	Lysiana V.O.

#### 11. Response of scientific adviser of final qualifying paper

Student Lysiana Valeriia Oleksandrivna completed her final qualification work in time according to the calendar plan. The content, structure and design of the work meet all requirements. The work consists of an introduction, three sections, conclusions, a list of references and appendices.

In the final qualifying work the theoretical bases of the concept of touchless economy in the market of tourist goods were considered. Diagnosis of the communication management system of the tour operator Coral Travel LLC was conducted, which made it possible to propose theoretical steps to improve communication channels during the pandemic. Based on the study, proposals for the implementation of the proposed solutions for the tour operator Coral Travel were accepted and substantiated.

The work is recommended for defense in the Examination Board.

Scientific adviser of final qualifying paper	Kravtsov. S. S  (signature, date)
Pre-defense check mark	1 MO EX 100 EX 1500
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A final qualifying paper of the student	TE WHITEK HITEK
may be admitted to the Examination Board	(last name and initials)
Guarantor of the educational program	Roskladka N.O. (last name and initials, signature, date)
Head of the Department	Tkachenko T. I.
« » 2021.	(last name and initials, signature, date)

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#### INTRODUCTION

The significance of the paper. The impact of the COVID-19 pandemic on the tourism industry has caused significant economic losses. According to the UNWTO, during the quarantine period in 2020, the number of international arrivals decreased to 78%, which will cause losses of 1.2 trillion US dollars from exports of tourism services and 120 million direct job cuts in tourism [51]. However, the conditions of the pandemic have made an important contribution to rethinking the technology of trade in goods and services. Nowadays, the global market offers a transformed model of the relationship between Manufacturer (Seller), Consumer and a new form of internal communication between employees, which is reflected in the phenomenon of Touchless Economy or Low Touch Economy.

Approaches of touchless economy in the field of tourism have been studied by such scientists as O. Budyakova, T. Wu, M. Sigala, T. Tkachenko, N. Shevtsova etc.

In addition to secure communication, the advantage of the model is that the flow of income does not depend on direct contact between buyers, sellers and contractors. The surveyed companies found increased productivity, greater time savings and increased financial assets.

The aim of the work is to determine the main areas of application of the touchless economy in the tourism industry.

The object of this paper is mechanisms of touchless economy in tourism.

The subject of the research is methods and tools for the application of touchless technologies and methods in the tour operators' activity.

The research was based on the following **methods**:

- 1) structural and logical method during the study of scientific approaches to the definition of touchless economy;
- 2) system analysis during the study of the level of need and use in practice of touchless mechanisms in tourism in Ukraine;

3) comparative analysis - in the analysis of enterprises on the already implemented measures of Touchless economy and increase customer loyalty;

#### The tasks of the paper are:

- characterizing of scientific approaches to the definition of the touchless economy and studying the world experience in the application of its mechanisms in tourism;

-analyzing of the state and prerequisites for the use of touchless technologies in a pandemic in the domestic market;

-providing practical recommendations for the implementation of touchless tools in the activities of the tour operator;

The scientific novelty of the obtained results is the systematization of used and proposed new tools of touchless economy in the field of tourism in pandemic conditions.

**Publications.** As the result of the final qualifying work investigation the article "Tourism principles based on the concept of touchless economy: genesis of the idea, principles of implementation and the world practice" was published in Articles of master programs "Trends of international tourism busineee development" (Appx A) and the article for the edition "Conceptual ways of development of science and education" was accepted for publication (Appx B).

**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 19 figures, 15 tables, 31 references on 81 pages.

#### **SECTION 1**

# TOUR OPERATOR ACTIVITY PRINCIPLES ACCORDING TO THE CONCEPT OF TOUCHLESS ECONOMY

#### 1.1 Touchless economy: genesis of idea, principles of implementation

The pandemic period had a significant impact on the existing mechanisms of the world economy. The crises have affected the most important industries and services of the most developed countries in the world as well. The global crisis has approved new trends in the production environment and shifted consumers' priorities for different product groups. An important basis for the struggle for the establishment of logistics is a complex system of touchless business entities and consumers.

The tourism sector, which has suffered the most from the effects of COVID-19, needs to apply a new concept to secure its market position and emerge from the crisis. development of society - touchless economy as a component of security of economic relations. However, this idea contradicts the condition of physical movement of people - consumers of tourist waste, limiting the mobility of people and traffic, but allows to increase the demand for consumption of three-dimensional visualization and reduce the use of tourism resources. In our opinion, the touchless economy is a new direction in the development of market relations, which is relevant and will receive stable demand in the long run.

The concept of "touchless economy", which is not sufficiently substantiated in economic theories, and its features have been studied by such domestic and foreign scientists as O. Budyakova, T. Wu, S. Volosovych, M. Galeotti, A. Lanza, A. Mazaraki, B. Manzano, M. Sigala, T. Tkachenko, R. Fuentes, N. Shevtsova and others. The following basic interpretations of the touchless economy can be distinguished (Table 1.1).

The health threat posed by COVID-19 has been a major precondition for the rapid growth of the non-contact trend in society.

Table 1.1

#### Definition of touchless economy in various scientific sources

Scholar	Definition
Board of Innovation	The economy of minimal contact which need is formed as a result of slowing demand, the formation of new fears and anxieties, consumer escalation [16].
Tim Wu	Touchless economy includes economic activities that remain possible without close physical interaction between people: online meeting, live yoga session, virtual conference, direct delivery of food and other physical goods [41; 42].
Diana Manucharian	The economy of low contact, which exists with the reduction of physical interaction between consumers and suppliers of goods and services, and which is a serious constraint and, at the same time, an opportunity for businesses [40].
Andrii Tymkiv	This is a restriction of direct contact, a prototype of the Internet economy, or the digital economy, which does not imply the complete absence of socio-economic relations between the subjects [11].
Tetiana Shataieva	A type of economy (synonyms can be "Internet economy", "Web economy" or "Digital economy"), which implies the existence of defining parameters of economic activity, possible without physical interaction of entities, such as meetings, purchases, orders, reporting and online consultations [44].

Source: [own elaboration]

Remote mode, adjustments to the consumer's portrait and the emergence of new needs have influenced the mechanisms of interaction between consumers and business. We present the impact and consequences of the pandemic in the world diagram (Fig. 1.1).

## Touchless contributions of the pandemic

- Regulation of social distance;
- Closing borders;
- Adjustment of lockdown modes;
- New hygienic norms of individual protection;
- Changes in the education system, banking, sports, etc.;

## The effect of the virus on human behavior

- Measures to limit physical contact;
- Active transition to digital technologies;
- Trying to get out of a closed space;

## Forecasted impact on the economics

- Revival of the business environment affected by gas;
- Further work with remote limitation;
- Different recovery period of certain industries;

Fig.1.1. Impact and consequences of the pandemic crisis

Source: [own elaboration]

The term "touchless economy" refers to the way businesses are forced to succeed as a result of Covid-19. The best way to determine its value is to list its main characteristics at the moment:

- Businesses are forced to adapt to strict policies, including interaction with limited contact, limited fees, travel restrictions, and so on in order to mitigate health risks:
- Numerous aftershocks can already be observed on world markets. These include changes in consumer behavior, new regulations and disruptions in supply chains;
- Medical experts and business leaders predict that Covid-19 will directly affect the economy by the end of 2021
- Businesses that will survive the Covid-19 pandemic will be the ones to rely on business models adapted to this new standard keeping everyone safe [1].

The best way to define a concept is to outline its main features. We can characterize the low touch economy as one that minimizes the physical distance between objects of communication, facilitates the work with the information exchange channel, significant speed, relative increase in efficiency by reducing time, reducing the cost of enterprises to organize work, expanded platforms to organize work and communicate with customers.

However, despite the positive features, the negative ones include the inability of certain industries, such as tourism or hotel business, to completely replace the mechanisms of touchlessness, poor communication, some lack of means of communication, lack of correct and simple educational information about software products, the human factor of fear, anxiety, the need for physical contact and movement, etc.

Due to the touchless economy and its tools, companies that are forced to adapt to the severe economic situation have the opportunity to mitigate risks and losses, as well as maintain the loyalty of employees and consumers [5;23].

After studying the current working conditions of enterprises, the Board of

Innovation American agency has developed a four-step plan to create an effective strategy based on the principle of economics of low contact (Fig. 1.2) [53].

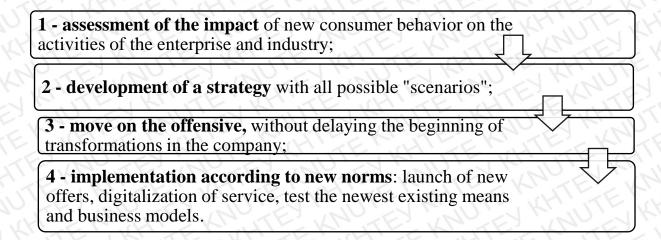


Fig.1.2. Strategic plan of the Board of Innovation

Source: [53]

This strategy has four stages. First, the company determines how new touchless trends and current consumer needs already coexist with current activities. This step does not provide forecasts for further development, only the definition of real conditions, new rules of customer behavior that have already affected the supply system, the industry and society as a whole (Appx C) [53]. The next step is to develop an action plan based on past experience of crises, which may provide a variety of ways out of financially volatile. The Board of Innovation provides an indicative table for establishing potential work scenarios for further development (Appx D, E) [53]. The third step is offensive action. There is a high probability of several subsequent crisis periods over the next few years. Even if the company now holds a stable position, the market will be held by those players who will be able to react quickly to fluctuations. The developers of the strategy advise to study thoroughly stakeholders and possible beneficial relationships (Appx F) [53]. The most important step is the implementation of ideas. Thanks to new needs and trends, you have the opportunity to create new rules for business organization. Be more flexible to change, have weekly joint discussions with the team in various forms and test

new proposals. It is important to find a leader for the project. He must have the skills to respond quickly to possible exacerbations of the crisis (Appx G) [1; 53].

The company's task is to create scenarios for overcoming the crisis based on previous experience, existing examples and flexible and timely response. The touchless economy will change its tools. It has already become an important area of balancing the state of enterprises in most industries.

# 1.2 World practice of low touch economy concept using in the tourism industry

Touchless economy is a possible activity without close physical interaction between people. It exists in tools such as online meetings, live broadcasts, virtual exhibitions and conferences, product delivery or distance learning using Zoom and Skype digitalisation platforms with gamification elements, and more. As fundamental, the signs of a touchless economy maintain a healthy atmosphere, isolation, and hygiene, but limit mobility, psychological stress, and conflict. Touchless economy should become a nationwide strategy as a direction of smart economy. A striking example is Japan - a country with one of the highest rates of development and implementation of innovative technologies. For example, Fujitec and Optex work with touch floor foot control technology that can be used for elevators and doors, and Toshiba's subsidiary Toshiba Tec works on restaurant menus, touchless gestures and more. The first smart hotel has existed in Japan since 2015. The pandemic has identified touchlessness as a new trend in all types of business services [26].

In 2018, Chinese e-commerce delivery services Alibaba Group Holding opened the FlyZoo Hotel in Hangzhou. The Chinese hotel chain Leyeju Smart Hotel is a modern leader in touchless hotels. Thus, only 1-2 employees work in the accommodation facility, the rest of the service is automated. Everything is done online: booking through a website or application, registration using a face recognition system, jobs and

interactive signs direct customers to your room. The room operates on the principle of smart. Light, air and water temperatures are controlled automatically. Maids work part-time, using a special application to organize their schedule. According to research, automation reduces Leyeju costs by about 40% compared to conventional hotels, at least because the hotel does not require a significant area for the lobby.

The hospitality industry has also gained experience in the touchless economy, using new features of mobile applications, such as "Mobile registration and check-in", "Mobile guest identification number a (with a barcode); "Mobile guest requests", "Hotel information", "Mobile check-out", etc [45].

World experience has shown that touchlessness, which is the best solution to the problem of non-profit, can be ensured by providing at least the following steps [45]:

- Ability to book and pay for rooms online;
- Use of cloud services and professional software;
- Use of hotel television for communication;
- Extended access control and security system;
- Operation of chatbots;
- Keyless access to the number (using a digital key in the application);
- Registration for spa treatments or fitness classes in the application;
- Online conferences, emails and meetings in the Zoom service for certain departments;
- Online training of all employees.

An example of an innovative approach are the hotel units of Ribas Hotels Group. Some of them cleaned the Food and Beverage department, some went to work without a reception. Hoteliers have modernized facilities by equipping them with combination locks. They open and close remotely using Wi-Fi or codes that the system sends to guests after payment, which helps to optimize costs and to improve service [39].

Thus, the reservation department acts as a concierge service, 24/7 answers questions and wishes of guests. Booking, payment, settlement and eviction are fully

automated, almost excluding the human factor in the service system.

The pandemic pushed the hotel to greater digitalization and active introduction of touchless room reservation systems, ordering individual services, choosing dishes from the menu, calling the elevator, entering the room and more.

In the low season, the hotel chains Radisson and Accor allocate part of the number of rooms for rent for micro-offices for one person at a fixed rate [39, 23].

The world and domestic market has other striking examples of economic entities in the application of touchless economy in the tourism business, classified by areas of service providers (Table 1.2) [2].

Table 1.2 Examples of the application of touchless economy in the tourism industry

Example	Enterprise Activity Modification					
EN KY	Organizers of tourist and air services					
SimpliFlyin g	technologies) offered 29 detailed ways of touchless passenger travel from check to baggage claim [46].					
SXS Events	Event company has used its logistical and human resources to create videos, video courses, which can be ordered, for example, yoga instructors [1].					
livetouring.	The Czech online platform, which has been operating since 2014, offers Videoroutes programs. The project has awards for contributions to tourism. One example is the ancient tour to Ascoli Piceno (Italy) [37, 13, 14].					
INBO	Catering establishments and trade in consumer goods					
eGrocery	The "e-grocery" model through Instacart Walmart Grocery and Shipt delivery programs of products allowed to significantly increase sales revenues (the effect in the initial stages was more hectic) [16].					
McDonald' s	The order is placed remotely from the digital menu using self-service terminals, and is brought to the table. The usual cash registers also remained, but the reception and waiting area of the order was divided. Payment terminals are disinfected every hour [16].					
K. KL	Accommodation facilities					
ResortSuite	The company offers hotels mobile applications that eliminate contact with staff and other consumers. Serving Omni Hotels & Resorts, Champneys, Miraval and Montage Hotels & Resorts, the company offers Hotel-Guest integration through Mobile applications that exclude contact with staff and other consumers as much as possible [45].					
Vouch	A startup offering digital concierge bots for hotels (Singapore and Indonesia) [22;30].					

Source: [own elaboration]

In the case of restaurants, their adaptation is subject to the creation of its own delivery service or in cooperation with Uber Eats, Glovo, Deliveroo, etc. A popular trend is the transition to a model of a cloud restaurant (Ghost kitchen) [16].

To ensure compliance with epidemiological requirements, a new generation of menus for Ukrainian restaurateurs has been developed, namely QR-menus [44]. Social distance is the basis of the restaurant business during the quarantine period. Therefore, the use of a touchless menu allows you to reduce contact with staff.

QR-menu is an opportunity to show guests food and drinks in a convenient format for both guests and managers, using modern technology, and has its advantages [44]:

- ease of use does not require technical knowledge, with a simple intuitive interface;
  - reliability effective multilevel data protection;
- flexibility the menu changes dynamically, so more relevant information is displayed;
  - profitability visibility and security increase sales.

An important issue for airports, airlines is the establishment of a system of remote identity verification outside the airport. The technology is already available and tested. It is based on reading passport data using NFC (Near Field Communication) with the latest instant face recognition technology.

The SimpliFlying & Elenium project report for airlines and airports around the world provides solutions such as (Appx H):

- Vending machines with Personal Protective Equipment (Dubai and Las Vegas airports)
- Terminals for measuring the vital signs of passengers and staff for portebi, as well as a video consultation with a doctor (Abu Dhabi Airport).
- Touchless baggage check BagDNA from Elenium, each bag is uniquely recognizable in three seconds without special suitcase labels.
  - Digital vending machines with touchless delivery to hotels and homes (biometric

passenger recognition) of purchases directly to their hotels or homes.

- Touchless boarding (the Gatwick Airport in London), where you are invited individually when it comes time to board [11, 17].

Amadeus, an IT travel provider in the global travel industry, has already used a number of touchless technologies in its quarantine activities, such as biometrics and biometric profile of tourists, artificial intelligence of digital identity management, which have become especially popular and relatively stable during the crisis [30].

Thus, the use of AI (artificial intelligence) allowed to establish communication with the destination, offering to the main request changes that we can expect in the coming months in the country, travel restrictions and warnings, navigation, hospitality industry standards and more. User companies can share information to learn more about the benefits of countries, and through fast search and access to data and information from travel providers, vendors and destinations, search is more open and less linear, more intuitive, more personal and informative than ever before. Another option to stabilize demand during the crisis may be the use of gamification.

Aruba, as a tourism-oriented country, adapting to new high security standards, develops a touchless comprehensive solution, using biometrics - the program Aruba Happy Flow (Fig.1.3) [16; 36]:

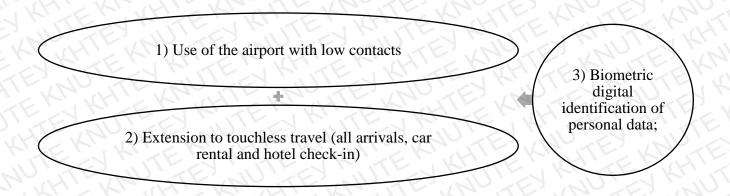


Fig.1.3. Aruba Happy Flow transformation program

Source: [20; 26]

International tour operator TEZTour allows tourists to earn discounts during the off-season or the introduction of quarantine restrictions due to achievements in the online game in the genre of shooter "Travel Antivirus". For the accumulated points, the tourist will be able to receive a promo code for discounts when booking a tour or hotel accommodation. Gamification in the business environment has reached a special level of popularity and has taken its place in the promotion of goods and services. The use of game mechanics allows customers to evoke strong positive emotions and keep their loyalty in the long run [4].

Thereby, pandemic conditions have led to an increase in the use of tools of touchless economy. In addition, the methods have become important not only at the level of business entities, but also at the state level. Touchless economy can be applied in the field of tourism, hospitality, restaurant and aviation services, and so on.

#### **Conclusions on section 1**

Touchless economy is a system of tools and mechanisms that allows without constant physical contact between people to organize operational activity and management, the need for which is formed because of the slowdown in demand, the formation of new fears and anxieties. It exists in tools such as online meetings, live sessions and virtual conferences, product delivery or distance learning using Zoom and Skype platforms, ie digitalization of the process. In addition to secure communication, the advantage is that profitability does not depend on direct contact between buyers, sellers and contractors, which reduces the cost of office rent and other fixed expenses.

#### **SECTION 2**

# COMMUNICATION STRUCTURE ANALYSIS OF THE CORAL TRAVEL TOUR OPERATOR

#### 2.1 Management system characteristics of the tourism enterprise

The study was conducted on the basis of the main office of the Coral Travel tour operator in Kyiv, which is a limited liability company, non-state property, VAT payer. The registration took place in 2008, ie it has been operating on the Ukrainian market for more than 10 years. The authorized person in Ukraine is Prokopenko Tetyana Petrovna. According to the constituent documents, the amount of the authorized capital is UAH 1,000,000.00. The ultimate beneficial owners (controllers) are persons of Turkish origin. OTI Holding Anonymous Shirketi is a founding legal entity with a 100% share. According to the NACE, the main activity is 79.12 "Activities of tour operators".

As of October 2021, it is not in the Register of Non-Profit Institutions. The counterparty of Coral Travel LLC has 8 trademarks and 2 licenses.

The main details of Coral Travel LLC are the actual address (01054, Kyiv, Shevchenkivskyi district, Bulvarno-Kudryavska Street, building 24 (Kyiv branch, Coral Travel Market LLC and Coral Travel Regions LLC are also registered at this address). , the founder of which is the Closed Joint Stock Company of Turkey ("OTI Holding")), e-mail (CV\_STAFF@I.UA), official website (https://www.coraltravel.ua/), USREOU code - 35649894, Individual tax number: 356498926595 [17].

Tour operator Coral Travel has been present on the international market for more than 25 years and offers Ukrainian tourists only high-quality travel products. Currently, the travel company offers the best resorts and hotels in 28 countries, including both popular seasonal destinations (Turkey, Spain, Greece, Egypt, Bulgaria, Tunisia, Morocco, Israel, UAE, Maldives, Cuba, Sri Lanka) and exotic tourist destinations (Andorra, Austria, China, India, Tanzania, Vietnam, Dominican Republic, Indonesia, Singapore, Mexico, Jordan) (Appx I) [17].

Despite the crisis, there is constant work on projects to open new tourist destinations. The tour operator organizes group and individual tours on the basis of its own charter programs and regular flights, developing family tours, incentive, MICE, sport and other activities, as well as actively sells tickets online (Fig.2.1).

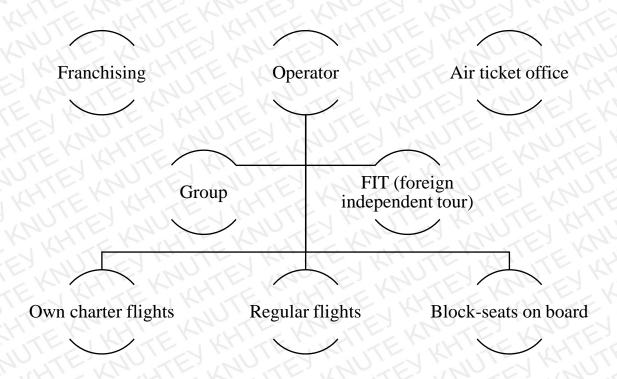


Fig. 2.1 The main characteristics of the organization of tours on the basis of a tour operator Coral Travel

Source: [own elaboration]

Coral Travel, which is also represented in Belarus, Georgia, Germany, Poland and Turkey, is part of the international structure OTI Holding, which has been operating since 1992. The holding constantly monitors the quality of services provided: Coral Travel sells its travel product together with ODEON Tours (structural unit of OTI Holding) in accordance with the requirements of the international certificate ISO 9001: 2000 with BVQI certification for quality management [17].

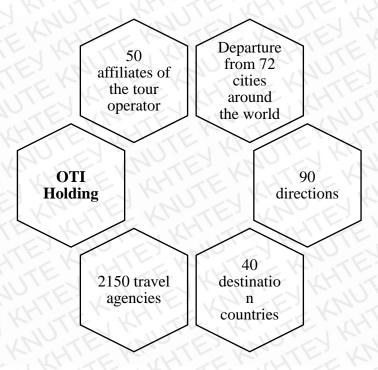


Fig. 2.2 Data of the OTI Holding tour operators

Source: [4; 17;17]

The holding includes international brands in the field of tour operator services, travel agencies, hotel business, as well as the Coordination Destination Management Center (DMC), aviation and security activities in the tourism sector. Tour operator activity is represented by more than 50 branches (Fig.2.2; Fig.2.3).

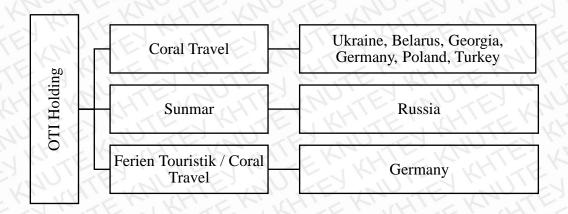


Fig.2.3 Brands of OTI Holding tour operators

Source: [17]

To expand the sphere of influence in the scope of tour operator activities (Table 2.1), in 2020 the Holding launched a large-scale project to build its own hotel chain OTI Hotels & Resorts International (hotels of various levels under the new brand Seven Seas Resort & Hotels, as well as those known in the market - Otium Hotels and Xanadu Resort). In the field of aviation, OTI operates 26 aircraft, 70% of which are owned by the Holding [17].

Table 2.1

Performance indicators of tour operators OTI Holding

Sent to Turkey	2017	2018	2019	Absolute deviation 2019/2017, thousand people	Absolute deviation 2019/2017, thousand people	Absolute deviation 2019/2017, thousand people
Dispatched to Turkey from MOT, thousand people	1 197,0	1 525,0	1 721,0	524	127,4	112,9
Served tourists per year, thousand people	2 700,0	3 100,	3 300,0	600,0	114,8	106,5
Served tourists per year (package tours), thousand people	2 300,0	2 800,0	2 900,0	700,0	121,7	103,6

Source: [17]

Characterizing the system of TOP-management of the enterprise, we will consider its components separately. The organizational structure of the tour operator has the usual structure, in accordance with its specialization (Fig.2.4).

The production and sale of a tourist product is carried out according to the generally accepted system, taking into account not only direct sales, but also through a travel agency franchise network and independent travel agents (Appx J).

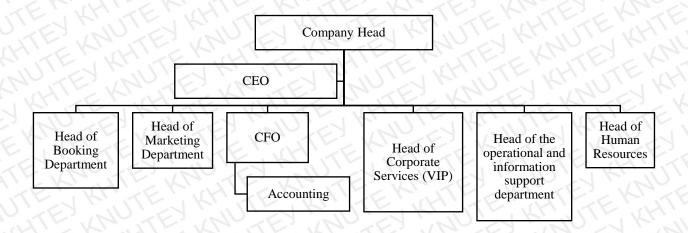


Fig. 2.4 Organizational management structure of Coral Travel

Source: [1; 17]

Analyzing the effectiveness of enterprise management, you can calculate the evaluation of the result in terms of the level of achievement of the overall objectives of Coral Travel. This level is characterized by the ratio between the actual and the planned indicator - the assessment can be quantified in points (Table).

The final score (23 points) indicates that the company is close to achieving all goals. Besides, coefficient of the level of achieving goals can be calculated in percentage (2.1), with taking into account that the maximum final score – 27 points (Table 2.2).

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

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

According to our evaluation, coefficient of the level of goal- achievement can be determined as: Coefficient  $_{ach. g.} = (23/27) *100\% = 85,2\%$ .

This indicator can rate the efficiency of management of Coral Travel, that contains 85,2%, which is above-average. This is the evidence of careful organization of management system of the tour operator but also broad prospects for improvement.

Table 2.2

Outcome evaluation concerning the level of achieving goals

Goal type	Goal meaning	Level of achieving goal	<b>Score</b> (1-3)
1. General	Quality product development, profit-making, permanent growth in tourism	medium	2
2.	Well-set business processes, democracy in management system; further development of the company;	complete	3
Administrative	Prompt adjustment of plans in accordance with current market requirements;	medium	2
3. Marketing	Rising of market share and strengthening loyalty to the company's product;	medium	2
	Constant growth of sales and differentiation of the tourist product;	medium	2
NUTE	No staff turnover, safe working conditions and salary increasing;	complete	3
1 Social	Formation of ecological consciousness;	complete	3
4. Social	Creating maximum benefits and 100% satisfaction of the requests of its customers, employees, society as a whole;	complete	3
5. Financial	Increasing the level of financial stability and profitability	complete	3
Final score	23		

Source: [1; 17; 25]

The personnel policy of the Coral Travel tourist enterprise aims to:

- timely provision of the enterprise with personnel of the required quality in the required number;
- ensuring the conditions for the implementation of the rights and responsibilities of employees under labor law;
  - rational use of human resources;
  - training and development of highly qualified personnel;
  - formation and support of effective work of labor collectives, etc.

The method of field research determined that the personnel policy of the

enterprise can be characterized by certain characteristics of the classifications (Fig. 2.5). As for the management of the enterprise, it is based on democratic principles of leadership, ie promotes publicity, the right of employees to participate in decision-making in their areas of interest, consensus on important organizational issues, exchange of views and feedback from management. Manipulation at the enterprise is not allowed.

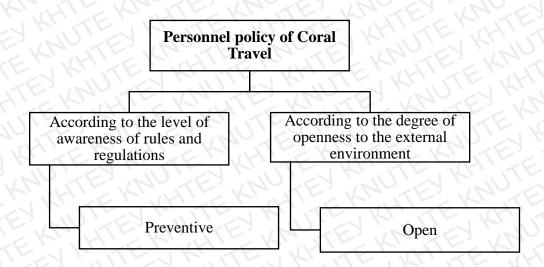


Fig. 2.5 Type characteristics of the Coral Travel personnel policy

Source: [own elaboration]

Thus, we characterize the enterprise for the organization of the tourist product as one that in the development programs has formed tasks for staff development, and the researched enterprise is ready to hire any specialist, if he has the appropriate qualifications, without taking into account experience in this or a related company, if the employee meets the needs of the tour operator. The leader is the head of the enterprise (appointed), whose activity is characterized by the content as an inspiring leader, by style - democratic and by nature - universal.

Also, the tour operator stimulates the work of employees, taking into account their individual characteristics, ie provides for the selection of individual, significant for the employee incentives to work and remuneration in accordance with them and in the

Personnel Policy adheres to the personification of staff. At the moment, personnel policy is at the stage of the life cycle "Stabilization".

By surveying a separate sample of employees, most noted the successful adaptation to the work process of the enterprise, which was facilitated by the following factors:

- quality level of work on career guidance of potential employees;
- objectivity of personnel assessment (both in the selection and in the process of labor adaptation):
  - attractiveness of the chosen profession
  - motivational instructions for employees;
  - flexibility of the personnel training system at the enterprise;
  - positive socio-psychological climate that has developed in the team;
  - personal qualities of employees.

Unfortunately, personal development, or more reorientation, is provided at the enterprise only within the framework of obtaining a separate direction of tourism and individual units. This is a significant obstacle to motivational actions on the part of management, so management compensates for this by investing in staff, namely periodic payment for in-depth knowledge and skills courses and, to avoid conflicts in the company, team building activities.

The company's operational management is characterized by a focus on the leading position of domestic tourism in Ukraine and is competitive. The operating system of the enterprise is represented by subsystems:

- processing (managers by areas);
- support (transport manager, accounting department);
- planning and control (management staff);

Thus, characterizing the effectiveness of the management of the tour operator, we can make the following statements:

- management makes all decisions quickly, as well as a well-established feedback

#### mechanism;

- there is a reliable management system, reliable and timely information is provided, techniques and methods of work correspond to the current level of scientific and technological progress;
  - high level of training, practical experience and staff stability;
  - the control system is optimal;
  - the ratio of centralization and decentralization of management is situational.

#### 2.2 Effectiveness evaluation of the enterprise business communications

Based on sociological research of the Ukrainian Association of Travel Agencies (UATA), a rating of tour operators was compiled according to the level of convenience for tourists and for the agent in the summer of 2021. on a 10-point scale (10 points - the best result). [9; 12;13]

Туроператор	Дотримання заявленої чартерної програми (в т.ч. місто вильоту)	Переноси та затримки рейсів	Частота непоселен ь у заброньов ані готелі	Оцінка роботи гідів	Підтверд- ження замовлень (швидкість частота відмов)	Гарантія кращої ціни по ранньому броню- ванню	Лояльність у вирішенні спірних питань	Фінальна оцінка
Pegas Touristik	4,15	3,93	4,29	3,93	4,18	3,66	3,89	4,01
TEZ Tour	4,14	3,93	4,17	3,93	4,09	3,69	3,86	3,97
Anex tour	3,95	3,67	4,56	3,37	4,49	3,81	3,82	3,95
Kompas	4,02	3,83	4,04	3,76	3,76	3,55	3,89	3,83
Coral Travel	3,67	3,48	4,15	3,76	3,96	3,37	3,43	3,69
Феєрія мандрів	3,80	3,73	3,81	3,78	3,63	3,34	3,56	3,66
TUI	3,62	3,45	3,95	3,68	3,86	3,57	3,47	3,66
Альянс	3,73	3,58	3,79	3,70	3,53	3,37	3,62	3,62
ALF	3,74	3,66	3,77	3,64	3,33	3,29	3,35	3,54
JoinUP!	3,49	3,11	3,74	3,41	3,23	3,35	3,34	3,38
TPG	3,45	3,39	3,48	3,38	2,97	2,92	2,71	3,19
Середнє знач.	3,80	3,61	3,98	3,67	3,73	3,45	3,54	3,68

Fig.2.6 Rating of tourist-friendly tour operators, summer 2021

Source: [8; 9]

The first rating evaluates nine tour operators according to seven criteria in terms

of convenience for the tourist (Fig. 2.6). The leader for the first time in the ranking archive since the summer of 2017, moving from the first rung of TEZ Tour, became a tourist. Coral Travel held the fifth position, remaining at the level of the half-time period (summer 2019), but lost 0.04 final points (Table 2.3).

Table 2.3

Place of Coral Travel LLC in the rating of tourist-friendly tour operators of

UATA, summer 2017-summer 2021

Period	Summer 2017	Winter 2017-	Summer 2018	Winter 2018-	Summer 2019	Winter 2019-	Summer 2020	Winter 2020-	Summer 2021
UTEY	2017	2017-	2016	2018-	2019	2019-	2020	2020-	2021
Place	5	2	4	4	3	4	5	5	5
Total score	3,96	4,05	4,09	3,95	4,02	3,88	3,73	3,72	3,69

Source: [8; 9]

Rating "Agent-friendly" evaluates 11 tour operators on 10 criteria in terms of convenience for the travel agent in working with the company (Fig.2.7). The data were obtained from a survey among directors and managers of travel agencies of Ukraine about tour operators that have their own charter programs in the most popular destinations for the period October 11 - November 14 UATA.

Туроператор	Справедли- вість комісійної програми (розмір, шкала)	Сайт (зручність, швидкість)	Актуаль- ність цін у підборі та по факту броню- вання	Викори- стання Promo Price	Приховані платежі (доплата за рейс, паливний збір)	Підтерд- ження замовлень	Оцінка роботи "гарячої лінії" оператора (неробочий час)	Лояльність у вирішенні спірних питань	Умови оплати по ранньому бронюван- ню	Вистав- лення рахункі в	Зведена оцінка
Anex Tour	4,31	4,42	4,04	4,63	3,36	4,49	3,38	3,82	4,34	4,59	4,14
Pegas Touristik	4,38	4,14	3,95	4,12	3,70	4,18	3,80	3,89	4,05	4,41	4,06
TEZ TOUR	4,02	3,61	4,08	4,23	4,03	4,09	3,81	3,86	4,05	4,30	4,01
Kompas	3,89	3,92	3,96	4,14	3,79	3,76	3,90	3,89	3,93	4,22	3,94
JoinUP!	3,85	4,19	3,71	4,40	3,65	3,23	3,40	3,34	3,98	4,33	3,81
TUI	3,88	3,79	3,51	3,11	3,17	3,86	3,53	3,47	3,85	4,21	3,64
Альянс	3,60	3,53	3,62	3,61	3,61	3,53	3,54	3,62	3,53	3,93	3,61
Феєрія мандрів	3,51	3,28	3,55	3,63	3,61	3,63	3,58	3,56	3,57	3,79	3,57
ALF	3,40	3,46	3,41	3,08	3,42	3,33	3,47	3,35	3,55	4,00	3,45
Coral Travel	3,35	3,27	3,39	2,43	2,99	3,96	3,48	3,43	3,93	4,18	3,44
TPG	3,25	3,04	2,83	2,55	2,88	2,97	3,16	2,71	3,26	3,79	3,04
Середнє знач.	3,77	3,70	3,64	3,63	3,47	3,73	3,55	3,54	3,82	4,16	3,70

Fig.2.7 Rating of agent-friendly tour operators, summer 2021

Source: [7; 9]

For the first time during the observation period, the tour operator Anex Tour became the leader. JoinUP! lost the lead, taking 5th place, and TEZ Tour went down to third place, swapping places with Pegas Touristik compared to the summer 2020 rankings. Travel company Coral Travel took tenth place, falling to one level of the half-time period (summer 2020), but increasing the final points by 0.12 points (Table 2.4).

Table 2.4
Coral Travel's place in the rating of agent-friendly tour operators of UATA,
summer 2017-summer 2021

Period	Summer 2017	Winter 2017-2018	Summer 2018	Winter 2018-2019	Summer 2019	Winter 2019-2020	Summer 2020	Winter 2020-2021	Summer 2021
Place	8	5	7	6	6	6	9	10	10
Total score	3,52	3,66	3,58	3,56	3,58	3,52	3,32	3,37	3,44

Source: [7; 9]

In the summer of 2021, the Alliance tour operator was added to the standard list of operators in the questionnaire, and Mouzenidis Travel was excluded. In addition to the survey on each criterion, there was one general question at the end, which of the tour operators the travel agent would prefer, other things being equal, and for the first time the leaders on the results on this issue coincided with a more detailed rating. Tour operator Coral Travel received 4% of the vote, which is 3.75 times less than the leader of the poll Pegas Touristik.

Coral Travel received neutral ratings that reflect the level of external communications for the fairness of the commission program (size and scale), the convenience of the site, the relevance of prices in the selection and booking, the work of the "hot line" and loyalty in resolving disputes. The work of the tour operator related to terms of payment for early booking is more positive. However, the items "using promo price" and «hidden fees» negatively affected the rating (Fig. 2.8).



Fig.2.8 Rating of preferred tour operators, summer 2021

Source: [9]

Coronavirus still has a significant impact on tourism (in the context of partnerships), so UATA has added questions about the evaluation of tour operators during COVID-19 (clarity of action, loyalty, clarity, etc.). Coral Travel received 5 places in the ranking, while the difference in points with the leader Anex Tour was 0.40 units. Here is how the companies are located according to the agents (Table 2.5) [9]:

Table 2.5

Evaluation of the work of tour operators in the conditions of COVID-19,

summer 2021

ТО	Anex	Pegas	TEZ	Kompas	Coral	JoinUP!	TUI	Feieria	ALF	Alliance	TPG
	Tour	Touristik	Tour	IUTE	Travel	IJTE	1	Mandriv		KHI	(E)
Evaluation	I K	KHI		THI		THE		177	1	Klyn	TE.
of the	SITE	NUIN !				KIL	11-	1 KL	TE	I KY	1
company's	KHILE	KINKH	111	Kly	771	KA	11/	KN	17	EJ W	10
work	4,25	4,14	4,08	4,05	3,85	3,84	3,82	3,79	3,76	3,69	3,15
during	KH	EKI	KH	FK	142	K	70	TE	Mi	TE	KH
COVID-	ENU	TE	110	J'E		7-	Ki	ITE	1/	117	1 X
19	E KILLY	HIL	413	CHIE	Kla	HIL	KL	CHIL	· K	NUT	5

Source: [9]

The concept of touchless economy is considered within the main goal of Coral Travel - "consolidating leadership as a leading Ukrainian tour operator and increasing the company's market share while improving the quality of the proposed tourism product, as well as further introduction of innovative technologies without which the dynamic development of modern tourism is impossible." Therefore, the result of an effective communication system should be the loyalty of consumers and employees, as well as reliability on the part of other stakeholders [17].

Considering the quality of the product, the company presents itself as a practitioner of a comprehensive approach to quality. This means quality in everything from the product offered to the employees of all Coral Travel divisions. Despite minor differences in the company's positioning and image, Coral Travel keeps the bar on the level of communication channels to the stated level.

Relationships with partners are based on the principles of openness and decency, without which it is impossible to build a successful business and a constant reliable communication space.

The principles and values of the company's work, which affect the level of communication with stakeholders, both internal and external, absolute transparency and respect for the customs and traditions of the country where the company operates:

- "Employees are not only an integral and important part of the business process, but also members of the large, friendly Coral Travel family."
- "Relationships with partners are built on a long-term mutually beneficial basis. That is why all the company's partners are its loyal friends."
- "Competition in the market is a natural stimulus for Coral Travel for further development."
- "Coral Travel respects the opinions of partners and competitors, is unbiased in its criticism and is always open to cooperation."
- "Participation in charity and in the social life of the country is mandatory for the company."

- "The company wants every tourist to be satisfied with a holiday with Coral Travel."
  - "Coral Travel contributes in every way to the further development of the consumer tourism market, realizing that the successful development of the company is possible only with the forward movement of the entire tourism industry." [17].

When assessing internal communications, it is necessary to consider in detail not only the structure of TOP management, but also the general structure of the tour operator's departments (Fig.2.9) and their area of responsibility (Appx K). According to the level of development of the enterprise, the organizational structure is linear and functional.

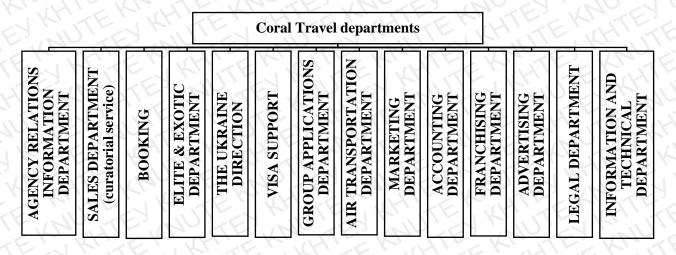


Fig.2.9 Departments of the Coral Travel tour operator in Kyiv

Source: [16; 23; 31-33; 35]

This organization of communications from the analysis of the possibilities of the tour project to the sale to the end customer and receiving feedback is effective in selling both simple and complex, but relatively stable range of Coral Travel products.

The main tools of internal communication of the operational department of the company, which conducted field research, include:

- corporate intranet portal;

- corporate mailings;
- corporate social networks;
- chatbots for messengers and corporate events (quests, picnics), etc [10].

The main criteria for evaluating these tools are:

- the level of awareness of employees (relative indicator of field research 95%);
- simplicity of formation of project groups and teams (relative indicator of field researches 85%);
- the level of loyalty and involvement in comparison with the pre-quarantine period (relative indicator of field research 75%) [2];

Thus, the main components of the work of an international tour operator are the flexibility of the company's policy, receptivity to innovation and openness to new, advanced techniques and technologies. Therefore, corporate ethics is based on a combination of a team democratic approach to the tasks with the professionalism and creative initiative of each individual employee, as well as on the mandatory decency and responsibility towards all business participants and customers. The level of communication in the company is above average.

# 2.3 Tour operator activity evaluation in accordance with the low touch economy principles

This year is still quite unprofitable for the main tourism entities, except for tour operators that have been able to maintain their positions in the domestic market. Now, tour operators, online booking services, management companies and thousands of travel agents are still turning to their reserves. Up to 70% of travel agencies did not operate until June 2020, but, for example, rent as a fixed cost took place (in special cases, such as the lockdown period, some tour operators operated under a lease agreement stating that for a period of deteriorating epidemiological situations, tenants had the right to pay only utility bills, without the basic rent).

One of the issues to address the crisis may be the use of mechanisms of touchless economy, namely the digitalization of communication. Digitalization is a term used to describe the digital transformation of society and the economy. Its characteristic feature is the use of digital technologies and innovations (Fig. 2.10) [52].

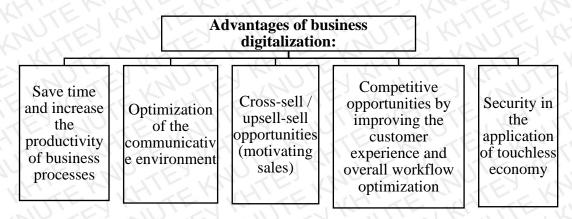


Fig.2.10. Advantages of business digitalization

Source: [52]

According to ITPro forecasts in early 2020, investment in digital technology and services in the world should reach \$ 2.3 trillion by 2023. Nowadays tour operators are forced to adapt their business model to technologies they have not planned to work with for a long time. At the forefront of the travel company Coral Travel was the problem of protecting employees and customers. Networking and business communications remotely have become an integral part of its business. Video conferencing using Teams, Zoom, Skype, etc. platforms have become an alternative. Classroom and Trello are used to establish strict accountability among employees. And a series of Coral Travel webinars have allowed employees, franchisees and other travel agents to refocus on new products and listen to the recommendations of experts on YouTube or by following the links on Google Meet for live broadcasts [52].

For remote communication, most travel companies with large staff use applications such as the virtual environment Citrix and VMware, virtual private networks (VPN), platforms for corporate collaboration (such as HighQ) and more. Such

virtual offices, including Google Mail and related quarantined products, have been used by the operator for a long time and help the managers of the researched tour operator to maintain communication between teams and are an alternative to personal business meetings. Coral Travel has focused on educating highly qualified professionals by organizing virtual schools, self-study courses, online learning platforms, distance learning systems for tourism and more.

Companies that use the achievements of the pandemic period in the long run and the best adaptation tools that allow them to be flexible, agile, agile, be able to respond to changing trends, monitor and track the actions of competitors and create an optimal supply chain using any other workforce. period. Thus, travel companies have to reorient one of the stages of product sales to foreign consumers, namely the reform of obtaining a Ukrainian electronic visa (e-Visa), which from November 2020 will be issued according to a new, modern and more convenient procedure [6].

The main solutions of Internet marketing and B2B and B2C tools are social networks, official sites and search platforms. Effective online banking technology is actively used to make touchless payments, which allows not only to reduce contact, but also to reduce the cost of the bank's fee.

Thus, the use of AI (artificial intelligence) allowed to establish communication with the destination, offering to the main request changes that we can expect in the coming months in the country, travel restrictions and warnings, navigation, hospitality industry standards and more. User companies can share information to learn more about the benefits of countries, and with fast search and access to data and information from travel providers, vendors and destinations, search is more open and less linear, more intuitive, more personal and informative than ever before. Another option to stabilize demand during the crisis may be the use of gamification.

We can evaluate the work of the tour operator Coral Travel on a 5-point school, where 1 - not performed, 5 - operates, taking into account the basic idea of the concept of touchless economy, including Internet marketing, distancing employee contact, the

need for direct contact with consumers and a contractor, a provider of tourist services (Table 2.6).

Table 2.6
Coral Travel evaluation according to low touch economy principles

Evaluation parameter	Score (1 to 5)	Overall score
The level of minimization of live contact with consumers	3	J. HIV
The level of minimization of live contact with suppliers	5	L'AD.
Electronic document management (internal and external)	4	ENITE
Using site, application, etc. to inform consumers/Internet marketing	4.0	25
Using touchless tools working in a team	4	Es KH
Minimize significant crowds of people during maintenance	1/1	ITE KY
Observance of hygienic norms on all functioning	4	A CONTRACTOR

Source: [own elaboration]

The result is 25 points out of 35 possible, due to the impossibility of avoiding significant crowds of people in the service, the need for live contact at least in the first stage of service given the needs of the market and consumer generation and little influence of other parameters.

Thus, the Coral Travel management system has acquired new features due to the threat of insolvency due to the pandemic crisis and expanded the range of touchless tools, adaptation to which will have a further work positive effect in the post-quarantine period.

#### **Conclusions on section 2**

The tour operator is in considerable uncertainty caused by the pandemic, which requires rapid adaptation to work in the new format. Coral Travel holds a leading position on the market. Mechanisms of touchless economy of the communicative direction allow to create safe conditions of management and effective communication in the company back-office and front-office.

#### **SECTION 3**

# IMPLEMENTATION OF TOUCHLESS ECONOMY TECHNOLOGIES FOR THE CORAL TRAVEL TOUR OPERATOR

# 3.1 The program of measures for improvement of service and management processes with touchless economy application

Examining the current state of the economy in Ukraine, we found a tendency to promote applied touchless mechanisms. Most travel companies constantly use online services, which are also examples of the economy of minimal contact, but it is the quarantine period that has revealed the need for their large-scale application.

We propose a number of reform steps (Fig. 3.1) for the tour operator "Coral Travel", which will reduce physical contact between employees, provide maximum data for rapid adaptation of new employees who are most compatible with the proposed position and monitor the current state of work using a motivational element working environment.

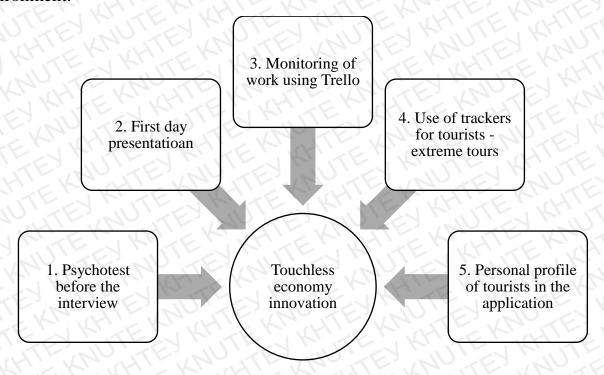


Fig. 3.1 Touchless innovations offered to tour operators

Source: [own elaboration]

Thus, the first step in applying the principles of touchless economy in times of crisis to establish communication is to apply a psychological test in a separate section in the existing tour operator's application, or a separate frame on the official website to access the interview or determine the compatibility of a potential employee. This step is a financially insignificant operation, can be used in the long run and use an "assistant", which is part of the branding of most travel companies. In addition to the previous one, there is a proposal to develop and use the first day presentation, which acquaints with the company's history, specifics of its activities and services, as well as with all colleagues, tells about opportunities and bonuses provided to staff, and shows all necessary internal regulations. The FAQ section allows new employees to quickly find answers to common questions. Significant financial costs are required for development, but no additional effort is required to gather information. To create an interactive presentation on the first working day, the tour operator can use the services of specialized IT companies, preferably domestic, because, firstly, our specialists can create a product simple and accessible to domestic users, and secondly, the presentation should be duplicated correctly in three languages. widely used in tourism - Ukrainian, Russian and English for international employees and, thirdly, our market offers much cheaper high quality services.

The next stage is the application of the system of monitoring the results of work in the mode of individual symbols - colors, using the service Trello (Fig. 3.2), which is completely free. The cost at this stage is only the time of managers to create records in the program. Projects and tasks of individual departments are highlighted in different colors: red - those who do not meet deadlines, yellow - in the process of closing the plan, green - work for a certain period or the project is completed. Such a system is motivational, which provokes the desire of units not to fall into the "red zone" for individual tasks in the service, given the overall availability of this file, creating a competitive effect. Trello provides active collaboration between team members or individual units, a convenient and productive way to organize projects and prioritize

them. The service helps to track the status of tasks in a percentage, controlling those responsible.

An important addition is the ability to send attachments available to the management level [32].



Fig. 3.2 The example of using the online service Trello

Source: [27-29; 34; 47-50]

Regarding the front-office itself, we offer the following two steps. First, a convenient and reliable way to track the route and health of tourists interested in active recreation, the use of smart trackers - fitness bracelets with wide functionality is the most profitable offer. The global market for fitness trackers and bracelets to determine a person's physical and emotional state is one of the fastest growing. In Ukraine, their price range starts from UAH 500. Their quality allows re-use by tourists. In addition, consumers can be remotely aware of urgent messages or the need for evacuation. Bracelets allow you to quickly provide assistance in case of loss of consciousness by the owner. The program implementation can create a gamification culture when synchronized with the app, increasing the consumer satisfaction level [18; 19; 38; 43].

Secondly, the creation of a personal user profile in a separate section of the

application and the site of the tour operator with a map of sightseeing with the option of developing a bonus program: with increasing "experience" of tourists, users can expect to receive additional free service - tours the interest of tourists, their loyalty, and, as a result, the company's profits [3].

At the moment, the site of the tour operator offers a private user to create a personal account, filling in the basic data - from the point of view of the consumer, the form of data transfer is unobtrusive and organic to the overall concept of the site (Fig. 3.3).



Fig. 3.3 Registration form of the personal account of Coral Travel

Source: [1]

The Personal Account page includes sections: "My account", "My applications", "Settings" and a link to "Log out" of the personal profile. To implement the fifth step of implementing the company's advanced customization to touchless economy trends, we offer to use all software features and configure an additional section "My bonuses": according to the study, the tour operator currently offers only the service "Gift Cards" - face value cards 20,000 hryvnias to 100,000 hryvnias, which is installed at the request of the Buyer can be ordered and used by identifying the number and code word. These data are not displayed in the personal account, which causes insufficient awareness of potential and regular consumers (Fig.3.4).

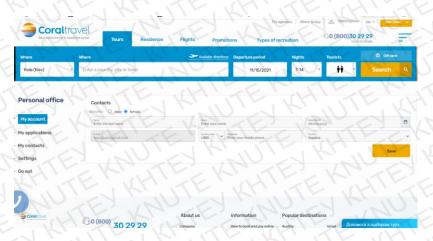


Fig. 3.4 Personal profile of the Coral Travel site

Source:[1]

The Ukrainian representative office of the Coral Travel tour operator also offers a consumer solution in the form of a tourist assistant - the application "Coral Travel". It allows you to track the following information: - all documents for the trip (voucher, air tickets, insurance); - the status of your application and visa issued through Coral Travel; - current changes: departure time, tour date, airport or airline, transfer time (data, time and place of departure); - information about the hotel guide: his name, phone, meeting time; - all available excursions in the country of rest, their programs and possible dates; - other necessary contacts: data of the tour operator, personal agency and Customer Service in the country of travel (Fig. 3.5) [22].



Fig. 3.5 QR code is a link to the official Coral Travel application Source:[22]

According to the data of November 9, 2021, the rating rating of the application is

3.3 points on the Google play service. Expanded opportunities to display information in the application and the implementation of a map of sightseeing with the option of developing a bonus program aimed at increasing the level of "experience" of tourists with the possibility of obtaining additional free service along with general improvements to ease of use will increase customer desire to the brand [22].

To implement the proposed elements of touchlessness, we have proposed stages that should be agreed with the administrative authorities of the tour operator (Table 3.1).

Table 3.1
Algorithm of actions on application of practical tools of touchlessness

The name of the step	Performers	Responsible person	Implemen- tation period	
Agreement with the owner based on financial capabilities and access to the necessary information	Owner, initiator, software specialist	Owner	31.01.2022 – 18.02.2022	
Collection of information and development of a psychological online test	Practicing psychologist (outsourced), software specialist, HR-manager	HR manager	21.02.2022 – 08.04.2022	
Selection of information and development of an interactive presentation	Owner, HR-manager, software specialist	HR manager	21.03.2022 - 08.04.2022	
Testing of the Trello service in progress	Owner, HR-manager, employees	HR manager	21.03.2022 – 01.04.2022	
Analysis of the effectiveness of the use of trackers, research of market proposals, testing in the domestic market (during the quarantine period)	Owner, marketing specialists, sales manager	Sales Manager	21.03.2022 – 15.04.2022	
Modification of the application to create a separate section - "Tourist"	Owner, sales manager, software specialist, manager	Software specialist	21.03.2022 – 15.04.2022	
Monitoring the level of satisfaction and ease of use of individual elements of the model after testing	Marketing specialists, HR-manager, employees	Marketing specialists	11.04.2022 - 15.04.2022	
Correction of shortcomings identified in the work	HR-manager and staff, practicing psychologist	HR manager	18.04.2022 – 22.04.2022	
Analysis of the efficiency of working time and financial resources	Owner, HR-manager, employees of the accounting department	Owner	25.04.2022 – 29.04.2022	

Source: [own elaboration]

Thus, the measures of administrative management will ensure full responsibility of individuals for the adaptation of new elements on the principles of touchlessness and consistency of each of the actions of the organizers.

# 3.2 Effectiveness evaluation of the offered measures implementation for the Coral Travel tour operator

In order to substantiate the innovative elements of the management model, we conducted a SWOT-analysis of prospects for the tour operator, which aims to apply the proposal (Table 3.2).

Proposal SWOT analysis matrix

Table 3.2

Strengths	Weaknesses
1. Image and reputation of the company	1. The cost of individual elements
2. IT skills of the company's employees	2. The cost of time to adapt the project
3. The need to organize limited contact during the	3. Stereotypical thinking and barriers to a
quarantine period	positive perception of innovation
Opportunities	Threats
1. Reducing the burden on employees of the	1. Inconvenience of use of the offered tools of
personnel department;	touchlessness
2. Reducing financial costs, increasing profits	2. Violation of information confidentiality
3. Save time	3. The human factor: misunderstanding, fear
4. Increasing the coverage of staff during the	4. Software failures
selection and focus on the basic needs of the company in human resources	5. The inappropriateness of developing a test to assess psychological compatibility
5. Using the experience of previous years for the rapid adaptation of new employees	MULE KINTEY
6. Motivation among employees	KITE KY TE KY TE
7. Development of the innovative status of the	MULE MULE MUL
tourist company among consumers	LIKELE WAYERTHI
8. Increasing the level of corporate culture of the	E, MOLEY MOLEY MI
company	I S K WIT KIND KIND

Source: [own elaboration]

To assess all the factors mentioned in the analysis, we construct a SWOT map by the scoring method (5-point scale) (Table 3.3), where: 1 - the strength of the factor is insignificant; 2 - the strength of the factor is moderate; 3 - the strength of the factor is

palpable; 4 - the strength of the factor is significant; 5 - the strength of the factor is as significant as possible.

Table 3.3

Table of analysis of the SWOT-matrix of the proposal

Strengths	<b>Points</b>	Weaknesses	<b>Points</b>
<ol> <li>Image and reputation of the company</li> <li>IT skills of the company's employees</li> <li>The need to organize limited contact during the quarantine period</li> </ol>	3 4 5	<ol> <li>The cost of individual elements</li> <li>The cost of time to adapt the project</li> <li>Stereotypical thinking and barriers to a positive perception of innovation</li> </ol>	4 3 2
Sum of points	12	Sum of points	9
Opportunities	I KI	Threats	
<ol> <li>Reducing the burden on employees of the personnel department;</li> <li>Reducing financial costs, increasing</li> </ol>	3	<ol> <li>Inconvenience of use of the offered tools of touchlessness</li> <li>Violation of information</li> </ol>	5
profits 3. Save time	4	confidentiality  3. The human factor:	3
4. Increasing the coverage of staff during	5	misunderstanding, fear 4. Software failures	NO.
the selection and focus on the basic needs of the company in human resources 5. Using the experience of previous years for the rapid adaptation of new employees 6. Motivation among employees 7. Development of the innovative status of the tourist company among consumers	3 4 3 3	5. The inappropriateness of developing a test to assess psychological compatibility	3
8. Increasing the level of corporate culture of the company 9. Increasing the level of attractiveness in the tourism labor market	3	E KNUTE KNUTE TE KNUTE KNUTE TE KNUTE KNUTE	EXX
Sum of points	32	Sum of points	16

Source: [own elaboration]

Thus, the analysis of the parameters revealed that the strengths were rated at 12 points, weaknesses - 9 points, opportunities - 32 points and threats - 16 points. To summarize, it is necessary to identify the share of influence of each segment of the matrix on the implementation of innovation. According to the results, the greatest value is reflected in the element "Strength and Capabilities", namely points. Others differ

significantly from the obtained maximum value. The proposal has all the opportunities for effective operation of the enterprise (Table 3.4).

Table 3.4
Generalization of the SWOT-matrix analysis

Some parameters	Points	Opportunities	Threats
KHILELKH	TEKHI	32	16
Strengths	12	$12 \cdot 32 = 384$	12·16 = 192
Weaknesses	9	9.32 = 288	9.16 = 144

Source: [own elaboration]

The results of the study also provided an opportunity to summarize the possible risks of innovation and ways to overcome them (Table 3.5).

Table 3.5
Risks of adaptation of the proposed touchlessness model

Nº	Risk description	Probabi lity of risk (1- 3, where 1 is low, 3 is high)	Risk impact (1-3, where 1 is low, 3 is high)	Risk minimization plan
1	Inconvenience of using the proposed touchless tools	Low	High	<ol> <li>Organize detailing of requirements and clear, clear technical task for developers.</li> <li>Take measures to eliminate problems.</li> <li>Periodic monitoring of employee satisfaction</li> </ol>
2	Violation of confidentiality of information	Low	High	<ol> <li>Clarity in determining the level of availability of information.</li> <li>Reduce staff turnover.</li> <li>Increasing the motivation of employees</li> </ol>
3	Human factor: misunderstanding, fear	Medium	Medium	1. Appointment of a responsible person to coordinate and correct these services and detailing instructions for using, possibly, a video file

№ п/п	Risk description	Probability of risk (1-3, where 1 is low, 3 is high)	Risk impact (1-3, where 1 is low, 3 is high)	Risk minimization plan
4	Software failures, other technical problems	Low	Low	1. Analyze and monitor the project in detail at each stage of creation and make changes
5	The inappropriateness of developing a test to assess psychological compatibility	Low	High	Work with a professional practicing psychologist to find the best option

Source: [own elaboration]

To implement the proposed elements of touchlessness, stages were proposed and their cost was calculated (Table 3.6):

Table 3.6
Costs for application of touchless tools

Action name	Costs
Collection of information and development of a psychological online test:  • Detailed study of the task, analysis of the market and competitors (1-5 days);  • Prototyping; Writing a technical task (5-15 days);  • Design (5-15 days);  • Programming (18-60 + days);  • Testing (5-10 days);	Simple application - development within 1-2 months, a team of 4 people - if an outsourcing company); Cost of 1 hour of working time: USA and Australia (\$ 50-150); Great Britain (\$ 60-70); Ukraine (\$ 20-70); TOTAL - UAH 30,000;
Selection of information and development of an interactive presentation;	Do not require additional costs;
Adaptation and testing of the Trello service in progress;	Free;
Analysis of the effectiveness of the use of trackers, research of market proposals, testing in the domestic market (during the quarantine period) and software;	The cost of trackers on the national market - from 500 UAH; Quantity (only for extreme types of tourism) - from 10 pieces; TOTAL - from UAH 15,000 with full software;

Table 3.7

The end of the table. 3.6

Action name	Costs
Modification of the application to create a separate section - "Tourist"	DO NOT REQUIRE ADDITIONAL COSTS;
Monitoring the level of satisfaction and ease of use of individual elements of the model after testing	ON REQUEST, depending on the scale of implementation;
Correction of shortcomings identified in the work;	ON REQUEST, depending on the scale of implementation;

Source: [own elaboration]

To implement these measures, the impact on the key performance indicators of the Coral Travel tour operator was studied (Table 3.7).

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**Indicators and tools of influence** 

Indicator	Direction of influence	Direct impact tool
Staff turnover	(reduction of the learning curve, reduction of stress, faster adaptation)	Psychotest; Presentation of the first working day;
Number of tourists served	(attraction of active tourists, their security and safety, personalization of service)	Personal profile of the tourist;
Productivity	(decrease in turnover and increase in income)	Trackers;
The share of unproductive working time	(reduction of time spent on unproductive classes)	Personal profile of the tourist;
Labor intensity	(less time per customer)	Psychotest; Presentation of the first working day; Trello;

Source: [own elaboration]

Thus, the financial costs are one-time in the adaptation of the project and have little impact on the prospects of implementation, because they can be realized independently by the tour operator. However, the analysis revealed the predominance of potential opportunities, which allows us to call the program of measures for the introduction of

touchless technologies in tourism promising and effective. In addition to secure communication, the advantage of the touchless model is that revenue does not depend on direct contact between buyers, sellers and contractors, which in the long run will increase productivity, increase time savings and increase financial resources through the use of touchless technologies.

#### **Conclusions to section 3**

A number of tools based on digitalization have been proposed, which will be useful for the tour operator both during the quarantine restrictions and in the future. Despite the financial costs of developing touchless mechanisms, the analysis revealed that the potential outweighs the threats. The program of measures for the introduction of touchless technologies in tourism is promising and effective for the Coral Travel tour operator.

#### CONCLUSIONS

Thus, based on the results of the study on the use of contactless technologies in the tourism industry of the world and domestic markets, the following conclusions can be drawn:

- 1. Touchless economy is a contactless economic activity, or sometimes the Internet economy, web economy, digital economy, which reduces the physical interaction of entities. Some applications include online meetings, reporting and purchases, live sessions and virtual conferences, distance learning, and more. Such mechanisms make it possible to reduce the fixed costs of enterprises. In the first part the concept of low touch economy in tourism is analysed as a system of tools and mechanisms that allows without constant physical contact between people to organize operational activity and management, the need for which is formed because of the slowdown in demand, the formation of new fears and anxieties. It exists in tools such as online meetings, live sessions and virtual conferences, product delivery or distance learning using Zoom and Skype platforms, ie digitalization of the process. In addition to secure communication, the advantage is that profitability does not depend on direct contact between buyers, sellers and contractors, which reduces the cost of office rent and other fixed expenses.
- 2. The domestic economy is in a state of uncertainty, but its level of innovation is constantly growing. In particular, the tour operator Coral Travel, according to the analysis of the level of external and internal communications maintains a high level of quality. The tour operator is in considerable uncertainty caused by the pandemic, which requires rapid adaptation to work in the new format. Mechanisms of touchless economy of the communicative direction allow to create safe conditions of management and effective communication in the company back-office and front-office. In the second part the Coral Travel tour operator and its management and communication system are considered. The tour operator is in considerable uncertainty caused by the pandemic,

which requires rapid adaptation to work in the new format. Coral Travel holds a leading position on the market. Mechanisms of touchless economy of the communicative direction allow to create safe conditions of management and effective communication in the company back-office and front-office.

3. In the third part a number of tools based on digitalization have been proposed, which will be useful for the tour operator both during the quarantine restrictions and in the future. Despite the financial costs of developing touchless mechanisms, the analysis revealed that the potential outweighs the threats. The program of measures for the introduction of touchless technologies in tourism is promising and effective for the Coral Travel tour operator. The first step in applying the principles of touchless economy in times of crisis to establish communication is to apply a psychological test in a separate section in the existing tour operator's application, or a separate frame on the official website to access the interview or determine the compatibility of a potential employee, that is a financially insignificant operation, can be used in the long run and use an "assistant", which is part of the branding of most travel companies. The secont step is a development and use the first day presentation, which acquaints with the company's history, specifics of its activities and services, as well as with all colleagues, tells about opportunities and bonuses provided to staff, and shows all necessary internal regulations. The next stage is the application of the system of monitoring the results of work in the mode of individual symbols - colors, using the service Trello, which is completely free. For the front-office we offered the usage fitness bracelets with wide functionality is the most profitable offer for active types of tourism and the creation of a personal user profile in a separate section of the application and the site of the tour operator with a map of sightseeing with the option of developing a bonus program.

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#### **APPENDICES**

#### Appendix A

The Research Article: «Tourism principles based on the concept of touchless economy: genesis of the idea, principles of implementation and the world practice»

Kyiv National University of Trade and Economics Tourism and Recreation Department

# TRENDS OF INTERNATIONAL TOURISM BUSINESS DEVELOPMENT

Articles of master programs students
Specialty 073 «Management»

(specialization «Tourism, Resort and Recreation Management»),
242 «Tourism» (specialization
«International Tourism Business»)

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У статті проаналізовано нову для науковому обгрунтування концепцію безконтактої економіки в туризмі, її актуальність та методи реалізації в окремих сегментах індустрії подорожей. Обгрунтовано доцільність застосування туристичними підприємствами окремих безконтактних технологій. Наведено приклами імплементації розглянутих принципів в готельноресторанному та туристичному бізнесі.

Ключові слова: безконтактна економіка, економіка мінімального контакту, COVID-19.

The significance of the paper. The impact of the COVID-19 pandemic on the tourism industry has caused significant economic losses. According to the UNWTO, during the quarantine period in 2020, the number of international arrivals decreased to 78%, which will cause losses of 1.2 trillion US dollars from exports of tourism services and 120 million direct job cuts in tourism [1]. However, the conditions of the pandemic have made an important contribution to rethinking the technology of trade in goods and services. Nowadays, the global market offers a transformed model of the relationship between Manufacturer (Seller), Consumer and a new form of internal communication between employees, which is reflected in the phenomenon of Touchless Economy or Low Touch Economy.

The aim of the work is to determine the main areas of application of the touchless economy in the tourism industry.

The object of this paper is mechanisms of touchless economy in tourism.

The pandemic period had a significant impact on the existing mechanisms of the world economy. The crises have affected the most important industries and services of the most developed countries in the world as well. The global crisis has approved new trends in the production environment and shifted consumers' priorities for different product groups. An important basis for the struggle for the establishment of logistics is a complex system of touchless business entities and consumers.

The tourism sector, which has suffered the most from the effects of COVID-19, needs to apply a new concept to secure its market position and emerge from the crisis. development of society – touchless economy as a component of security of economic relations. However, this idea contradicts the condition of physical movement of people - consumers of tourist waste, limiting the mobility of people and traffic, but allows to increase the demand for consumption of three-dimensional visualization and reduce the use of tourism resources. In our opinion, the touchless economy is a new direction in the development of market relations, which is relevant and will receive stable demand in the long run.

The concept of «touchless economy», which is not sufficiently substantiated in economic theories, and its features have been studied by such domestic and foreign scientists as O. Budyakova, T. Wu, S. Volosovych, M. Galeotti, A. Lanza, A. Mazaraki, B. Manzano, M. Sigala, T. Tkachenko, R. Fuentes, N. Shevtsova and others. The following basic interpretations of the touchless economy can be distinguished (Table 1).

The health threat posed by COVID-19 has been a major precondition for the rapid growth of the non-contact trend in society.

Table 1

#### Definition of touchless economy in various scientific sources

Scholar	Definition
Board of Innovation	The economy of minimal contact which need is formed as a result of slowing demand, the formation of new fears and anxieties, consumer escalation [2]
Tim Wu	Touchless economy includes economic activities that remain possible without close physical interaction between people: online meeting, live yoga session, virtual conference, direct delivery of food and other physical goods [3]



Scholar	Definition
Diana Manucharian	The economy of low contact, which exists with the reduction of physical interaction between consumers and suppliers of goods and services, and which is a serious constraint and, at the same time, an opportunity for businesses [4]
Andrii Tymkiv	This is a restriction of direct contact, a prototype of the Internet economy, or the digital economy, which does not imply the complete absence of socio-economic relations between the subjects [5]
Tetiana Shataieva	A type of economy (synonyms can be «Internet economy», «Web economy» of «Digital economy»), which implies the existence of defining parameters of economic activity, possible without physical interaction of entities, such a meetings, purchases, orders, reporting and online consultations [6]

Source: compiled by the author

Remote mode, adjustments to the consumer's portrait and the emergence of new needs have influenced the mechanisms of interaction between consumers and business. We present a diagram of the impact and consequences of the pandemic in the world (Fig. 1).

The term «touchless economy» refers to the way businesses are forced to succeed as a result of Covid-19. The best way to determine its value is to list its main characteristics at the moment:

- Businesses are forced to adapt to strict policies, including interaction with limited contact,
   limited fees, travel restrictions, and so on in order to mitigate health risks;
- Numerous aftershocks can already be observed on world markets. These include changes in consumer behavior, new regulations and disruptions in supply chains;
- Medical experts and business leaders predict that Covid-19 will directly affect the economy by the end of 2021;
- Businesses that will survive the Covid-19 pandemic will be the ones to rely on business models adapted to this new standard keeping everyone safe [2].

# Touchless contributions of the pandemic

- Regulation of social distance;
- · Closing borders;
- Adjustment of lockdown modes;
- New hygienic norms of individual protection;
- Changes in the education system, banking, sports, etc.;

### The effect of the virus on human behavior

- Measures to limit physical contact;
- Active transition to digital technologies;
- Trying to get out of a closed space;

#### Forecasted impact on the economics

- Revival of the business environment affected by gas;
- Further work with remote limitation;
- Different recovery period of certain industries;

Fig. 1. Impact and consequences of the pandemic crisis

Source: compiled by the author

The best way to define a concept is to outline its main features. We can characterize the low touch economy as one that minimizes the physical distance between objects of communication. facilitates the work with the information exchange channel, significant speed, relative increase in efficiency by reducing time, reducing the cost of enterprises to organize work, expanded platforms to organize work and communicate with customers.

However, despite the positive features, the negative ones include the inability of certain industries, such as tourism or hotel business, to completely replace the mechanisms of touchlessness, poor communication, some lack of means of communication, lack of correct and simple educational information about software products, the human factor of fear, anxiety, the need for physical contact and movement, etc.

Due to the touchless economy and its tools, companies that are forced to adapt to the severe economic situation have the opportunity to mitigate risks and losses, as well as maintain the loyalty of employees and consumers [7].

After studying the current working conditions of enterprises, the Board of Innovation American agency has developed a four-step plan to create an effective strategy based on the principle of economics of low contact (Fig. 2) [8].

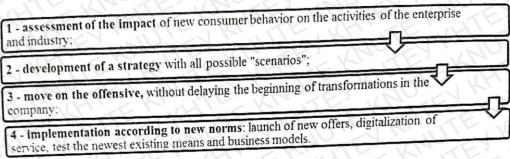


Fig. 2. Strategic plan of the Board of Innovation

Source: [8]

This strategy has four stages. First, the company determines how new touchless trends and current consumer needs already coexist with current activities (Table 2). This step does not provide forecasts for further development, only the definition of real conditions, new rules of customer behavior that have already affected the supply system, the industry and society as a whole.

The next step is to develop an action plan based on past experience of crises, which may provide a variety of ways out of financially volatile. The Board of Innovation provides an indicative table for establishing potential work scenarios for further development. The third step is offensive action. There is a high probability of several subsequent crisis periods over the next few years. Even if the company now holds a stable position, the market will be held by those players who will be able to react quickly to fluctuations. The developers of the strategy advise to study thoroughly stakeholders and possible beneficial relationships. The most important step is the implementation of ideas. Due to new needs and trends, you have the opportunity to create new rules for business organization. Be more flexible to change, have weekly joint discussions with the team in various forms and test new proposals. It is important to find a leader for the project. He must have the skills to respond quickly to possible exacerbations of the crisis [2; 8].

The company's task is to create scenarios for overcoming the crisis based on previous experience, existing examples and flexible and timely response. The touchless economy will change its tools. It has already become an important area of balancing the state of enterprises in most

Touchless economy is a possible activity without close physical interaction between people. It exists in tools such as online meetings, live broadcasts, virtual exhibitions and conferences, product delivery or distance learning using Zoom and Skype digitalisation platforms with gamification elements, and more. As fundamental, the signs of a touchless economy maintain a healthy atmosphere, isolation, and hygiene, but limit mobility, psychological stress, and conflict. Touchless economy should become a nationwide strategy as a direction of smart economy.

A striking example is Japan – a country with one of the highest rates of development and implementation of innovative technologies. For example, Fujitec and Optex work with touch  $n_{OOT}$  implementation of innovative technologies. For example, Fujitec and Toshiba's subsidiary  $n_{OOT}$  foot control technology that can be used for elevators and doors, and Toshiba's subsidiary  $n_{OOT}$  foot control technology that can be used for elevators and more. The first smart hotel has existed in Tec works on restaurant menus, touchless gestures and more. The first smart hotel has existed in Tec works on restaurant menus, touchless gestures as a new trend in all types of business Japan since 2015. The pandemic has identified touchlessness as a new trend in all types of business services [9].

# Analysis of the impact on the tourism industry

TEY	(If any of these		ters of a certair resent in your l rative if you ca	n not successfull	business of your y balance it)	Impact
Industry	Large crowds are important	Close contact between people is important	Hygiene, or its perception, is critical	Dependence on travel (business and leisure)	a product or service can be delayed or is one- time	analysis
Tour operating	Very high	Very high	High	Very high	High	Very high
1. 7.7		Moderate	High	High	Moderate	High
Hotel business	Very high	High	High	Moderate	Moderate	High
Restaurant business	High	I I I I	V			-

Source: [8]

In 2018, Chinese e-commerce delivery services Alibaba Group Holding opened the futuristic FlyZoo Hotel in Hangzhou. The Chinese hotel chain Leyeju Smart Hotel is a modem leader in touchless hotels. Thus, only 1-2 employees work in the accommodation facility, the rest of the service is automated. Everything is done online: booking through a website or application, registration using a face recognition system, jobs and interactive signs direct customers to your room. The room operates on the principle of smart. Light, air and water temperatures are controlled automatically. Maids work part-time, using a special application to organize their schedule. According to research, automation reduces Leyeju costs by about 40% compared to conventional hotels, at least because the hotel does not require a significant area for the lobby [10].

The world and domestic market has other striking examples of economic entities in the application of touchless economy in the tourism business, classified by areas of service providers (Table 3) [10].

Table 3

Examples of the application of touchless economy in the tourism industry

Example	Enterprise Activity Modification
NOIT	Organizers of tourist and air services
SimpliFlying	The company in partnership with Elenium Automation (an innovator touchless technologies) offered 29 detailed ways of touchless passenger tra
SXS Events	Event company has used its logistical and human resources to create video courses, which can be ordered, for example, yoga instructors [2]
livetouring.	The Czech online platform, which has been operating since 2014, off Videoroutes programs. The project has awards for contributions to tourist One example is the ancient tour to Ascoli Piceno (Italy) [12, 13, 14].

Example	Enterprise Activity Modification
Y	Catering establishments and trade in consumer goods
eGrocery	The «e-grocery» model through Instacart Walmart Grocery and Shipt delivery programs of products allowed to significantly increase sales revenues (the effect in the initial stages was more hectic) [15].
McDonald's	The order is placed remotely from the digital menu using self-service terminals, and is brought to the table. The usual cash registers also remained, but the reception and waiting area of the order was divided. Payment terminals are disinfected every hour [15].
	Accommodation facilities
ResortSuite	The company offers hotels mobile applications that eliminate contact with staff and other consumers. Serving Omni Hotels & Resorts, Champneys, Miraval and Montage Hotels & Resorts, the company offers Hotel-Guest integration through Mobile applications that exclude contact with staff and other consumers as much as possible [16]
Vouch	A startup offering digital concierge bots for hotels (Singapore and Indonesia) [17]

Source: compiled by the author

The hospitality industry has also gained experience in the touchless economy, using new features of mobile applications, such as «Mobile registration and check-in», «Mobile guest identification number a (with a barcode); «Mobile guest requests», «Hotel information», «Mobile check-out», etc. [16].

World experience has shown that touchlessness, which is the best solution to the problem of non-profit, can be ensured by providing at least the following steps [16]:

- · Ability to book and pay for rooms online;
- Use of cloud services and professional software;
- Use of hotel television for communication;
- Extended access control and security system;
- · Operation of chatbots;
- · Keyless access to the number (using a digital key in the application);
- Registration for spa treatments or fitness classes in the application;
- · Online conferences, emails and meetings in the Zoom service for certain departments;
- Online training of all employees;

An example of an innovative approach are the hotel units of Ribas Hotels Group. Some of them cleaned the Food and Beverage department, some went to work without a reception. Hoteliers have modernized facilities by equipping them with combination locks. They open and close remotely using Wi-Fi or codes that the system sends to guests after payment, which helps to optimize costs and to improve service [18].

Thus, the reservation department acts as a concierge service, 24/7 answers questions and wishes of guests. Booking, payment, settlement and eviction are fully automated, almost excluding the human factor in the service system.

The pandemic pushed the hotel to greater digitalization and active introduction of touchless room reservation systems, ordering individual services, choosing dishes from the menu, calling the elevator, entering the room and more.

In the low season, the hotel chains Radisson and Accor allocate part of the number of rooms for rent for micro-offices for one person at a fixed rate [18, 19].

In the case of restaurants, their adaptation is subject to the creation of its own delivery service or in cooperation with Uber Eats, Glovo, Deliveroo, etc. A popular trend is the transition to a model of a cloud restaurant (Ghost kitchen) [15].

To ensure compliance with epidemiological requirements, a new generation of menus for To ensure compliance with epidemiological toquities for the developed, namely QR-menus [20]. Social distance is the basis of Ukrainian restaurateurs has been developed, namely QR-menus [20]. Social distance is the basis of Ukrainian restaurateurs has been developed, namely QR-menus [20]. Social distance is the basis of Ukrainian restaurateurs has been developed, namely the use of a touchless menu allows the restaurant business during the quarantine period. Therefore, the use of a touchless menu allows QR-menu is an opportunity to show guests food and drinks in a convenient format for both you to reduce contact with staff.

guests and managers, using modern technology, and has its advantages [20]: • ease of use - does not require technical knowledge, with a simple intuitive interface;

- reliability effective multilevel data protection;
- renability effective indifference of the more relevant information is displayed;
- profitability visibility and security increase sales.

• promability - visibility and seemly are the establishment of a system of remote identity. An important issue for airports, airlines is the establishment of a system of remote identity. verification outside the airport. The technology is already available and tested. It is based on reading passport data using NFC (Near Field Communication) with the latest instant face recognition technology.

The SimpliFlying & Elenium project report for airlines and airports around the world provides solutions such as:

- Vending machines with Personal Protective Equipment (Dubai and Las Vegas airports)
- Terminals for measuring the vital signs of passengers and staff for portebi, as well as a video consultation with a doctor (Abu Dhabi Airport).
- · Touchless baggage check BagDNA from Elenium, each bag is uniquely recognizable in three seconds without special suitcase labels.
- · Digital vending machines with touchless delivery to hotels and homes (biometric passenger recognition) of purchases directly to their hotels or homes.
- · Touchless boarding (the Gatwick Airport in London), where you are invited individually when it comes time to board [11, 17];

Amadeus, an IT travel provider in the global travel industry, has already used a number of touchless technologies in its quarantine activities, such as biometrics and biometric profile of tourists, artificial intelligence of digital identity management, which have become especially popular and relatively stable during the crisis [21].

Thus, the use of AI (artificial intelligence) allowed to establish communication with the destination, offering to the main request changes that we can expect in the coming months in the country, travel restrictions and warnings, navigation, hospitality industry standards and more. User companies can share information to learn more about the benefits of countries, and through fast search and access to data and information from travel providers, vendors and destinations, search is more open and less linear, more intuitive, more personal and informative than ever before. Another option to stabilize demand during the crisis may be the use of gamification.

International tour operator TEZTour allows tourists to earn discounts during the off-season or the introduction of quarantine restrictions due to achievements in the online game in the genre of shooter «Travel Antivirus». For the accumulated points, the tourist will be able to receive a promo code for discounts when booking a tour or hotel accommodation. Gamification in the business environment has reached a special level of popularity and has taken its place in the promotion of goods and services. The use of game mechanics allows customers to evoke strong positive emotions and keep their loyalty in the long run [22].

Aruba, as a tourism-oriented country, adapting to new high security standards, develops a touchless comprehensive solution, using biometrics - the program Aruba Happy Flow (Fig. 3) [23]:

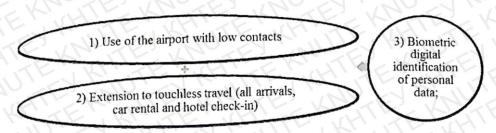


Fig. 3. Aruba Happy Flow transformation program

Source: compiled by the author

Thereby, pandemic conditions have led to an increase in the use of tools of touchless economy. In addition, the methods have become important not only at the level of business entities, but also at the state level. Touchless economy can be applied in the field of tourism, hospitality, restaurant and aviation services, and so on.

Based on the investigation, we can assume that touchless economy is a system of tools and mechanisms that allows without constant physical contact between people to organize operational activity and management, the need for which is formed because of the slowdown in demand, the formation of new fears and anxieties. It exists in tools such as online meetings, live sessions and virtual conferences, product delivery or distance learning using Zoom and Skype platforms, i.e. digitalization of the process. In addition to secure communication, the advantage is that profitability does not depend on direct contact between buyers, sellers and contractors, which reduces the cost of office rent and other fixed expenses. In addition to secure communication, the advantage of the model is that the flow of income does not depend on direct contact between buyers, sellers and contractors. The surveyed companies found increased productivity, greater time savings and increased financial assets.

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#### Appendix B

II International scientific-practical conference "Conceptual ways of science and education development" (Lviv scientific forum", 3-4 October, 2020)

## ЛЬВІВСЬКИЙ НАУКОВИЙ ФОРУМ

МАТЕРІАЛИ ІІ МІЖНАРОДНОЇ НАУКОВО-ПРАКТИЧНОЇ КОНФЕРЕНЦІЇ



# КОНЦЕПТУАЛЬНІ ШЛЯХИ РОЗВИТКУ НАУКИ ТА ОСВІТИ

3-4 жовтня 2020 року

Source: [4]

#### 3MICT Ежовомічні вауки... Бинда Г.В., Марич А.В. ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ БАНКІВСЬКОГО КРЕДИТУВАННЯ В УКРАЇНІ... Гаврин Г.О. ОСОБЛИВОСТІ БУХГАЛТЕРСЬКОГО ОБЛІКУ ЗОБОВ'ЯЗАНЬ У Демчик Н.Л., Радзієвська О.В., Журавель О.О. МИТНІ РИЗИКИ В ЛОГІСТИЧНИХ Кірносова М.В., Кожукар Є.В. МАРКЕТИНГОВА ТОВАРНА ПОЛІТИКА НА УКРАЇНСЬКОМУ РИНКУ ДИТЯЧОГО ДИЗАЙНЕРСЬКОГО ОДЯГУ 12 Коватенко А.С. СУТЬ, ВИДИ ТА ПОКАЗНИКИ СВІТОВОЇ ТОРГІВЛІ Touchless Economy 3ACTOCYBAHHR TOUCHLESS TEXHOLOGIE B TYPICTIVIHIN ІНДУСТРІЇ В УМОВАХ ПАНДЕМІЇ Мельмиченко Д.О. КЛАСИФІКАЦІЯ ХАРАКТЕРИСТИК НОВИХ ІНФОРМАЦІЙНИХ. Міняйло В.П., Куляна Н.Ю. ДІЯЛЬНІСТЬ ДАСУ НА МІСЦЯХ: ОЦІНКА АКТИВНОСТІ МІЖРЕГІОНАЛЬНИХ ТЕРИТОРІАЛЬНИХ ОРГАНІВ У 2019 Р. 20 Мірченко А.О., Міняйло В.П. ПРОБЛЕМИ В ЗДІЙСНЕННІ ДЕРЖАВНОГО ФІНАНСОВОГО КОНТРОЛЮ В УКРАЇНІ Πιστικοία Η.Ι., Απόρουσα Ι.Π. ΥΠΟΟΚΟΗΑΠΕΗΗЯ ΤΕΡΜΙΗΟΠΟΓΙЧΗΟΓΟ ΑΠΑΡΑΤΥ Історичні науки. Жолобиук Х.І. «ІСТОРІЯ РОЗВИТКУ І СУЧАСНИЙ СТАН САНАТОРНО-РЕКРЕАЦІЙНОЇ СФЕРИ НА РІВНЕНШИНІ» 25 Меличині вауки Бабийчук Л.В., Бабийчук В.Г., Ковата С.Н. КРИОКОНСЕРВИРОВАННАЯ КОРДОВАЯ кровь и артериальная гипертенкия Грицевський О.В., Кущ О.Г., Шведова Т.А., Бесараб І.О. ЧАЛЕЖНІСТЬ ПЕРІОДУ відновлення серцево-судинної системи в залежності від Кравчук Н.Д., Підлісна В.В., Казлюк О.С. РОЛЬ МІЖДИСЦИПЛІНАРНОЇ ІНТЕГРАЦІЇ ТА 🛘 РЕАЛІЧАЦІЯ ПРИ ВИКЛАДАННІ КЛІНІЧНИХ ДИСЦИПЛІН ТЕРАПЕВТИЧНОГО ΠΡΟΦΙΙΙΟ.. Микитенко Р.В., Опофрейнук Х.О., Гришенкова О.С., Подгорна А.Д., Косолапов О.П., 33 Εσότια Α.Ι., Зелоторь от П.В. ПРОГРАМА ДОСЛІДЖЕННЯ РЕГУЛЯТОРНИХ ФУНКЦІЙ ПРИ СИНДРОМІ ЛОБНОЇ ДОЛІ ТРАВМАТИЧНОЇ ЕТІОЛОГІЇ Нашональна безпека... Кубрак Д.О., Кірісько В.М. ІНФОРМАЦІЙНА ПРОПАГАНДА ЧЕРЕЗ ЗМІ, ЯК ЗАГРОЗА НАЦІОНАЛЬНІЙ БЕЗПЕЦІ УКРАЇНИ Лимиюк М.В. ІНФОРМАЦІЙНА БЕЗПЕКА ЯК ПРЮРИТЕТНА СКЛАЛОВА НАЦІОНАЛЬНОЇ БЕЗПКИ Пелагогічні вауки ... Antienko O., Mithchenko K. THE PROBLEM OF STUDENT MOTIVATION IN LEARNING ENGLISH IN THE CONTEXT OF DISTANCE EDUCATION IN HIGHER EDUCATIONAL

ESTABLISHMENTS

Міхнародна науково-практічна конференція «Концептуальні шляхи розвитку науки та освіти»

Наук. керівник:

Touchless economy Touchless economy Touchless economy

#### ЗАСТОСУВАННЯ TOUCHLESS TEXHOЛОГІЇ В ТУРИСТИЧНІЙ ІНДУСТРІЇ В УМОВАХ ПАНДЕМІЇ

Карантинні заходи внаслідок пиндемії COVID-19 спричинили заячні втрати в туристичній галузі. Так, за оцінками UNWTO за період карантину у 2020 році кількість міжнародних прибуттів зменшиться до 78%, що спричинить збитки в розмірі 1,2 трли допарів США від експорту туристичних послух та 120 мільйонів прамих скорочень робочих місць у туризмі [1]. Проте, умови пандемії зробили важлизмі внесох в переосмислення технології торгівлі товарами та послугами, передусім посилення ролі безконтактних технологій.

Метою дослідження є визначення основних напрямків застосування безконтактної економіки в туристичній індустрії.

Підкоди безконтактної економіки в сфері туризму досліджували такі науковиї, як Т. Ву, М. Сігала, Т. Ткаченко, Н. Шевцова, О. Буджова та інші. У той же час, масштабність поширення COVID-19 у світі створили нові умови для застосування безконтактної економіки, що по потребує додаткового дослідження.

Наразі світовій простір пропонує трансформовану модеть відносин варобана: (продавець)-споживач, що відображена в феномені безекконтактної економіки (Touchless Economi) чи економіка мінімального контакта (Low Touch Economy). Озрім безпечної комунізації, перевагою такої модеті є те, що потік доходу не залежить від безпосереднього контакту між покупцями та продавцями та контрагентами. Доспіджені підприємства показати підвищення продуктивності, більшу економію часу та зростання фінансових ресурсів.

Світовий та вітчизняний ринок має яскраві приклади застосування інструментів безконтактної економіки суб'єктами туристичного бізнесу, які пропонується об'єднати за напрямками діяльності постачальників послуг (табл. 1).

Таблирг .

Приктал	Модифікація діяльності підприемства
17.17	Організатори туристичного та авіаобслуговування
SimpliFlying	Комплейт у партворстві з Еlenium Automation (певоватор в touchless технологіят запроповували 29 детальнізованих способів безконтлатної подорожі пасажира від росстранії до визосовит багаку.
SXS Events	Бент компанія месового обстуговування задіала свої матеріально-технічних та людовкий ресурси для створення відеородинів, відео курсів, замовниками вких можуть бути вхириками, івструктори з йоги.
livetouring.com	Чеська плитформа, то діє з 2014 року, протовує програми Videorottes – відео-миртрутів. Проєм має вагороди за вклад в турнам. Оджим з прикладів є тур автичивим Аксоli Ромпо (frants).
	Заклади хартування та торгівля споживчими товарами
eGrocery	Модель "електроевної бакалій" через програми доставки продуктів Інзівсаніб Walmari Grocery та Shipt дозволила звачиво збільшили прибутки від реалізації (ефект ва початкових етапих мав більш аксіотацикий характер).
McDonald's	Замовления оформатесться дистанційно з цифрового межо за допомогою термінація самообстуговувания, і привоситься до столу. Замчайні каси тех залишилися, проте зову прийому та отімувания замовления розділили. Термінали оплати впезаромуються погодини.
Stravopys	КОМПАНІЯ ПРОПОНУЄ РОЗРОБКУ ОК-МЕНЮ ДЛЯ РЕСТОРАНІВ (УКРАЇНА)
NO	Засоби розмищения
ResortSuite	Компанія прополує готелью мобільні додатки, що межсимально виключноть контакти : персовалом та іншими споливачими.
Vouch	Стартапу, що проповує пифрових ботів-ковсьержів для готолів (Сівтапур та Індовозія).
ResortSuite	Обслутовуючи Оппп Hotels & Resorts, Champusys, Miraval та Montage Hotels & Resorts, компанія проповує інтеграція Готель-Гість за допомогою Мобільних додатків, що максимально виключають комтакти з персовалом та іншими споживачами.

Джерело: складено автором

#### Львівський науковий фоум

Якщо мова йде про заклади ресторанного господарства, їх адаптація здійснюється за умови створення впасної служби доставки чи за співпраці зі Uber Eats, Glovo, Deliveroo тощо. Популярною є тенденція переходу на модель хмарного ресторану (Ghost kitchen).

Індустрія гостинності також набула досвіду безконтактної економіки, використовуючи нові можливості мобільних додатків, такі як «мобільна реєстрація», «мобільна ідентифікація гостя номера» (штрих-код), «мобільні запити гостей», «інформація про готель», «мобільне виселення» тощо.

Важливим питанням для аеропортів, авіакомплий є створення системи дистанційної перевірки ідентичності поза межами аеропорту. Технологія вже доступна і перевірена. Вона заснована на з'интуванні паспортних даних за допомогою NFC (зв'язок на невеликих відстанях) з новітньою миттєвою технологією розпізнавання облич.

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У звіті SimpliFlying & Elenium щодо проектів для авіакомпаній та аеропортів у всьому світі, пропонуються такі рішення, як:

- використання торгових автоматів із засобами індивідуального зазисту (веропорти Дубай та Лас-Вегасу);
- запровадження терміналиїв для вимірювання життєвих похазників пасажирів та персоналу за потреби також відео-консультація лікаря (аеропорт Абу-Дабі);
- безконтактна ресстрація багажу (BagDNA від Elenium): кожен мішок однозначно розпізнається за три секунди без спеціальних міток валіз;
- використання цифрових торгових автоматів з безконтактною доставкою до готелей та будинків (розпізнавання пасажирів за біометрією) покупок безпосередньо до своїх готелів або домівок;
- безконтактна посадка (аеропорт Гатвік-Лондон), куди гостей запрошують індивідуально, коли приходить час посадки.

Аруба, як туристичноорієнтована країна, адаптуючись до нових високих стандартів безпеки, розробляє безконтактне всеохоплююче рішення, з вихористанням біометрії - програма Aruba Happy Flow (рис. 1).

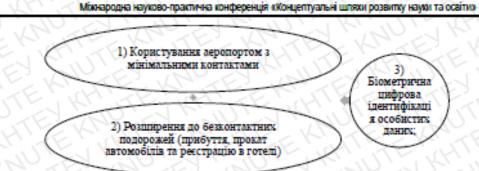


Рис. 1. Програма трансформації Aruba Happy Flow

Дослідивши сучасні умови роботи підприємств, американське агентство Board of Innovation розробило план з чотирьох кроків для створення дієвої стратегії за принципом економіки мінімального контакт (рис. 2):

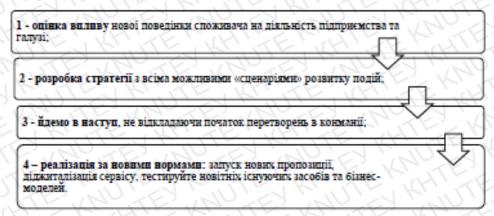


Рис. 2. Стратегічний план Board of Innovation

Таким чином, умови пандемії спричинили до підвищення рівня застосування інструментів безконтактної економіки. До того ж, методи набули важливого заячення не лише на рівні суб'єктів підприємницької діяльності, але і на державному. Безконтактна економіка може набувати прикладного зарактеру в галузі організації туркиму, готельного господарства, ресторанногоб авіаційного обслуговування тощо.

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## Appendix C

### The tourism industry impact analysis

KHITEK	CHILE	Param	eters of a certain	n industry	A WHO	EY K
		- V	s are present in yo mpact is negative balance it)			UTE Y
Industry	Large crowds are important	Close contact between people is important	Hygiene, or its perception, is critical	Dependence on travel (business and leisure)	Purchasing a product or service can be delayed or is one- time	Impact analysis
Tour operating	Very high	Very high	High	Very high	High	Very high
Hotel business	Very high	Moderate	High	High	Moderate	High
Restaurant business	High	High	High	Moderate	Moderate	High

*Source:* [53]

### Low touch economy framework

Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast

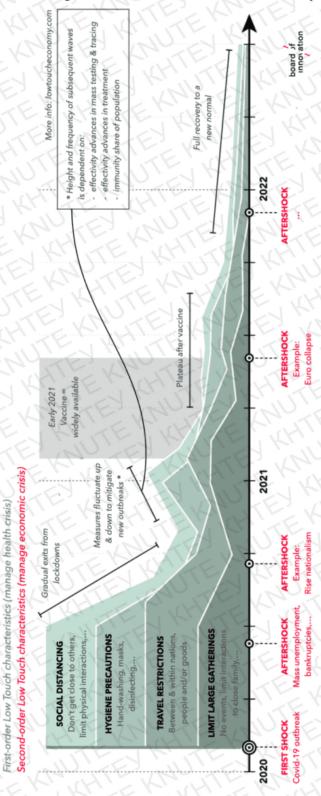
	Positive Revenue growth through demand surge e.g. E-commerce	Mildly negative Sustained revenue loss of 0-15% in Q2-4 2020 e.g. Consumer Goods	Severe Sustained revenue loss of 15-50% in Q2-4 2020 e.g. Oil and gas	Catastrophic Sustained revenue loss +50% in Q2-4 2020 e.g. Tourism
0.5 year impact V-curve rebound; Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of t business and prepare f re-start
1.5 year impact U-curve recovery; Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorgan growth, or divest
3 year impact L-curve recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Last survivor strategy c abandon market

GDP forecast / Pandemic evolution / Economic policy

SEVERITY AND DURATION OF ECONOMIC IMPACT

### Appendix E

18-24 months to get back to a new normal. Brace yourself.



*Source:* [53]

### Starting a growth program, step-by-step action

# Set up your new economy growth initiative

KH KK KI	TE KILLE	KATE VA	TE VALE
Asses the impact	Develop the strategy	Go on offense	Make it happen
2-hour Impact session	Growth strategy	Develop opportunity pipeline	Run new business sprints
What is the Low Touch economy, and how will it	How can I grow in the Low Touch economy, and	Develop a short-term pipeline of new business	Run weekly sprints
impact industries?	outperform competitors?	opportunities, driven by new customer behaviors	Launch new proposition or business model
Impact monitoring	Pivot your portfolio		Design, develop, and launch
How will my customers,	How should I repurpose my	Develop M&A roadmap	a new proposition to market
market, categories, and	investments to the right	Scan for inorganic growth	
business overall be impacted	growth initiatives?	opportunities	Hire a growth team
in the mid to long term?			Hire on-demand reinforcements for your teams

Source: [16; 31]

#### Current and next actions of the company

**Existing actions** 

Short-term protective measures

(0-3 weeks)

#### **PROTECTION:**

Coordination of management work, creation of a project management department;

Protection of health and safety of employees and clients;

Macroeconomic and microeconomic scenarios tested in theory on profit and loss items;

Operations to stay in black;

Urgent actions

Medium-term risk mitigation

(3-6 weeks)

#### **PROTECTION:**

Assessment of mediumand long-term consequences;

Protection of their income;

Indicate the re-drafting of the budget, the implementation of measures to save funds;

Stabilization of its activities;

#### **OFFENSIVE:**

Understanding of the new economy, growth opportunities in this situation;

Development of a strategy to stay ahead of competitors;

Pivot planning or product development, services, market or business model; Actions in the future

Long-term growth (after 6 weeks)
PROTECTION:

Monitoring of actual data and comparison with scenarios, adjustment;

Introduction of rebudgeting and sale of part of assets;

Bringing operations back to normal for the next 18 months;

#### **OFFENSIVE:**

Investments in the field of possible growth;

M&A plan development;

Changing the current product portfolio;

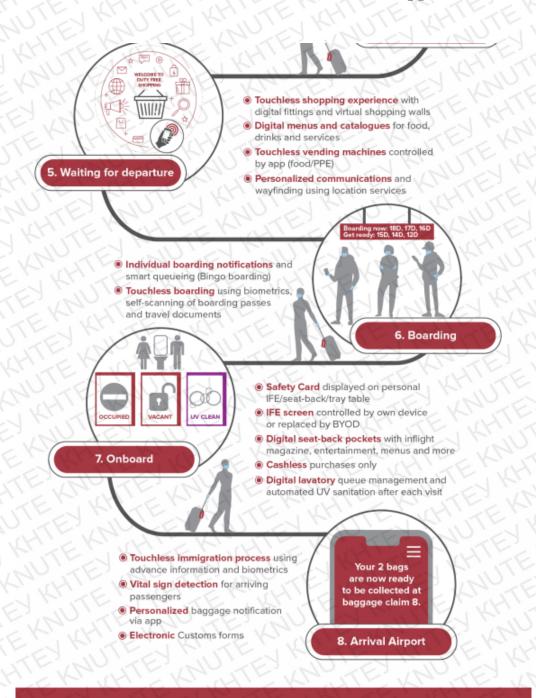
Development of new products or models;

*Source:* [53]

### Simplifying Selenium Report. Its recommendations



#### **Appendix H. Continuation**



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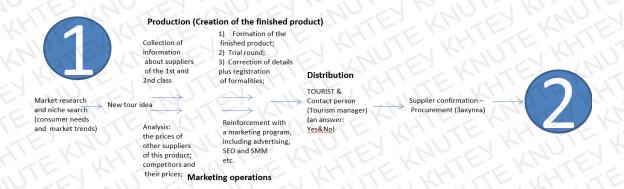


Markets on which Coral Travel operates directly or indirectly

Appendix I



#### **Tourism Logistics System**





## Feedback and a performance evaluation



**Coral Travel departments in Kyiv** 

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# Appendix K. Continuation

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