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Tourism and Recreation Department

FINAL QUALIFYING PAPER

on the topic:

**«FORESIGHT PROJECT OF BUSINESS DEVELOPMENT OF AN
INTERNATIONAL TOURISM CORPORATION»**

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2.1 Characteristics of the management system of the tourism enterprise TUI

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6. Time schedule of the paper:

No.	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
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10.	Defencing of the final qualifying paper in the Examination Board	According to the schedule	

7. Date of receiving the task 13.01.2020

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

9. Guarantor of the educational program _____ Mykhailichenko H.I.

10. The task received by the student _____ Diadiuk D.D.

11. Response of scientific adviser of final qualifying paper

Student Diadiuk Diana Dmytrivna completed her final qualifying 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 parts, conclusions, a list of references and appendices.

The final qualification work explores the conceptual foundations of the development of foresight in tourism, including foresight in tourism as an object of research and world practice of tourism product formation in view of the foresight industry. An analysis of the preconditions for the emergence of foresight in tourism was made, theories of the future were considered and researched, marketing research of the market of tourist services was carried out, the main directions and prospects of development of forecasts of future demand in tourism were determined. Based on the study, a new concept of recreation was developed and substantiated, which fully meets the requirements of the future.

The final qualifying paper can be admitted to defense in the Examination Board and deserves high positive score.

Scientific adviser of a final qualifying paper _____ Kravtsov S.S.

Pre-defense check mark _____

(last name and initials, signature, date)

12. Conclusion on the final qualifying paper

A final qualifying paper can be admitted to defense in the Examination Board.

Head of educational and professional program _____ Mykhailichenko H.I.

Head of the Department _____ Tkachenko T.I.

“ “ _____ 2020

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INTRODUCTION

Relevance of the research topic. Given the current uncertainty about the development of the world economy, tourism remains one of the few sectors of the economy that is showing steady growth. Today, tourism accounts for 5% of world GDP, 30% of world exports, the tourism industry, and related economies create every 12th job in the world, providing \$ 1 trillion in export earnings.

The world is changing radically, there are rapid changes. If before a person was needed to change the world around him, now the world changes itself. Information technologies have become as cheap as possible, simplified, and the process of product introduction has been revised. It doesn't matter what the ideology, the politician, or the trademark is about the principles of work remain the same. At the same time, the management of the tourism industry needs changes. People no longer perceive the product as something innovative, technological, and high quality. Impressions and their creation for the effective sale of the service play an increasing role. The development of the travel services industry is quite rapid, so the processes of forecasting the future are quite current. Given this, the question of predicting the future is relevant. That is why the issue of predicting the future, in order to predict development in the tourism arena, is becoming relevant.

Expert's forecasts for the tourism sector strongly suggest that the most successful companies will be those that will create an impression of the product. And the greatest importance will be given to the creation of emotion. Given this, the most accurate and close to reality is the theory of Rolf Jensen – a dream society. Rolf Jensen studied forecasting at the Copenhagen Institute of Futurology. A «dream society» is a new society in which companies, communities, and individuals will thrive on the basis of their stories, not on the basis of information. Many scientists around the world have been concerned with the development of the future, building various hypotheses. However, the most realistic and well-founded is the study of Rolf Jensen.

Therefore, the question of how the dream society works now, in particular in

our country, and how it affects the organization of tourism enterprises, becomes relevant. And what are the prospects for the development of the dream society in Ukraine.

The purpose of the study is to develop the foresight project for international tourism corporations.

The tasks of research are:

- to study the world experience of tourism business in the segment of project forecasting;
- to determine the business processes of TUI Ukraine in the formation and implementation of the foresight project;
- to identify key issues and weaknesses of TUI Ukraine;
- to develop strategic alternatives for the introduction of a new concept in the enterprise;
- to evaluate the effectiveness of programs of measures aimed at developing and implementing a new concept in the work of the tour operator TUI.

The object is the process of developing a foresight project in the tourism business.

The subject of study. Theoretical, methodological and practical principles of developing foresight project by international tourism corporation

The following methods were used to solve the tasks. Method of collecting and processing information (for studying and analyzing the literature on the research topic), method of systematization (for systematization of data characterizing the current state of the tourist enterprise in the context of the dreams society), method of generalization and interpretation of data (when writing conclusions, summing up).

The practical significance of the research results. The main provisions of the thesis can be used as a methodological tool for further analysis and creation of foresight for further development of the tourism sector in Ukraine.

A scientific innovation. A study is a methodological tool for further analysis of the problems of development of foresight projects and their impact on tourism in Ukraine.

Practical value. The implementation of the proposed program of measures will lead to competitive advantages in the tourism market of Ukraine. The proposed action plan will contribute to profits even at the expense of the concept and associated costs. In addition, a focused concept of strategy can help to take the first place in the tour operator activities of affordable travel.

Publications. As a result of the scientific research, the article «Foresight project of international tourism corporation development» was published in Articles of master programs «Trends of international tourism business development» (Appendix A). In addition, accepted for publication proceedings of the conference «Priority Directions Of Science And Technology Development» November 22-24, 2020, (Appendix B), and a certificate on the implementation of the approaches of the dream society at the tourist enterprise was also received (Appendix C).

Work structure. The final qualifying paper consists of the introduction, 3 sections; the first and third parts consist of two subsections, the second part consists of three subsections and conclusions. The final qualifying paper also consists of the 6 figures, 17 tables, 50 references on 52 pages.

SECTION 1

THE ROLE OF FORESIGHTS FOR THE TOURISM ENTERPRISE MANAGEMENT

1.1 Foresight essence and methods of implementation in a changing environment

Appearing about 40 years ago, foresight has now become one of the main tools of an innovative economy [1, p. 208]. According to Ben Martin, foresight is «a process that involves a systematic attempt to look into the distant future of science, technology, economics, and society to identify areas of strategic research and technology that are likely to bring the greatest economic and social benefits» [2].

The term «foresight» is understood as a process of systematic definition of strategic scientific directions and technological achievements, which for a long time will be able to have a significant impact on the economic and social development of the country [3, p. 190]. Among Ukrainian scientists, the issue of foresight is addressed by Zgurovsky M. [4], Kyzym M. [5], Mazaraki A. [6]; Boyko M. [6], Dergachova V. [7], Kravchenko M. [7], Matyushenko I. [5], Shostak I. [5], Fedulova L. [8], Finagina O. [9] and others.

Foresight stimulates positive effects in the field of economy, environmental protection, and social security, in public relations and culture at the national and regional levels. Foreign scientists in their research also explored the concept of «Foresight» in general, and in more detail, each in its own field [10]. The main and more precise definitions are given in the table 1.1.

Foresight differs from almost all known tools of scientific foresight in that it involves many interesting sections of civil society not only in the formation of the picture of foresight but also in active action to implement their own changes. In addition, although foresight contributes to the desire to develop a consensus of active members of the stratum, it still does not tend to neglect the governing interests [17].

Table 1.1

Different approaches to determine the term «Foresight»

Representative	Definition
Professor L.M. Gochberg	«Foresight is a system of methods for expert assessment of long-term prospects for innovative development, identification of technological breakthroughs that can have the most positive impact on the economy and society» [11].
The United Nations Specialized Agency for promoting industrial development and international industrial development cooperation – UNIDO	«Foresight is a system of methods for expert assessment of strategic directions of socio-economic and innovative development, identification of technological breakthroughs that can have an impact on economy and society in the medium and long term» [12].
K. Kuls, Director of the German Center for Future Research and ISI Foresight	«Foresight is not only the «choice of winners» in research and technology, for example, strategically important areas of research, technology, but also the choice of losers, «losers» [13].
European Commission	«Foresight is a purposeful process of forming knowledge about the future of a given unit of analysis or system of actors, which is aimed at actions in the formation of public or private policy, strategy, and planning, and that anticipation is often a process of participation, participation, and cooperation» [14].
FOREN Guide	«Foresight is a systematic, joint process of building an image of the future in the medium and long term, aimed at improving the quality of current decisions and coordination of joint actions» [14].
Australian Center for Innovation	«Foresight is a systematic reflection on the future and its impact on the future» [15].

Source: own elaboration

Analyzing these sources of information, proved that this method of forecasting is quite versatile and innovative. It is possible to compare and contrast different points of view on a particular situation, resulting in a final opinion table 1.2 [18].

Table 1.2

Foresight methodologies

Methodology	Expert	Modeling	Based on trends	Context
Assumptions	From the knowledge of experts	Calculation of models	Development plan	Interaction modeling
Characteristics	Belief in the leadership of experts The qualitative and wider environment	Quantitative and «subjective» models Extrapolation The predominance of natural sciences	Trends Weak signals, warning in the early stages	Integration of «soft» and «hard» approaches Understanding change Opening – complicity Emphasis on action / innovation
Perspective	Analysis of changes	Calculation of changes	Reaction to changes	Understand, anticipate
Result	Delphi, Road maps, Scripts	Models, matrices	Trend databases Monitoring	Wild Maps, Action Plans, Scenarios, Innovative Ideas

Source: [18].

Foresight experts believe that for the first time the main elements of scientific technology substantiation of pictures and scenarios of the future (in particular Delphi's technique) are offered and tested in the United States by Research and Development (RAND). RAND was founded in 1948 and is considered the first analytical center in the world, which at the beginning of its activities (as an analytical unit of the US Air Force) dealt mainly with national security issues. Since the 1950s, RAND has also been working for government organizations [19 p. 29; 20]. In the 1970s, foresight technology appeared and spread rapidly in Japan, and in the 1980s and 1990s in the countries of the European Union.

As stated by the findings of scientists, the greatest successes in the study of

foresight in Europe were achieved by the following countries: Great Britain, France, and Germany. According to some estimates, Europe is the leader among other regions of the world in the number of studies performed using methods of studying the future, i.e. foresight technology, and foresight methodology [21, p. 65].

The essence of this approach is that the state with the help of companies determines promising technologies in the market for the next 10-20 years. Areas of cooperation between business and the state in creating competitive innovations. Measures that make it possible to use new opportunities to improve the quality of life accelerate economic growth and increase the country's international competitiveness.

Foresight differs from other tools for studying future development by four main characteristics [22]:

1. Focus on the application of specific measures, which consists not only in the analysis and reflection on the prospects for future development but in making specific decisions that will shape the future as they want to see it;
2. Consideration of various alternatives for future development, which is based on the fact that the future is uncertain;
3. Involvement of different participants, because it requires the involvement of a wide range of diverse but interested groups of participants;
4. Interdisciplinary nature, which is complex and tries to cover all the factors that may affect future processes.

As the ideas of foresight spread, its tasks and goals became more diverse. Forsyth's goals changed in three stages [23]:

- preparatory stage (the 60s of the XX century) – some methods of foresight were used in the United States, then in Japan mainly for defense research;
- the first stage – technological foresight, when the program was used to develop prospects for science and technology;
- the second stage is a market-oriented foresight, which is an assessment of the social and cultural consequences of the emergence and implementation of technologies;
- the third stage – socio-economic foresight - focuses on problems that cannot be

solved and that continue in time when the technological forecast is "tied" to the options for solving a particular problem.

The stages of the concept of foresight changed along with the development of states, changes in social systems. Today it is increasingly moving into the sphere of social, public, cultural relations. There are many forecasting methods, but only 10-15 of them are most intensively used in foresight programs. Among the most productive: Delphi method, selection of key technologies (Key Technologies), scenarios development; technology Roadmapping; formation of expert panels (Expert Panels); cross-impact Analysis; SWOT-Analysis, futures Workshops [24].

Each forecasting method has certain areas of application and conditions for the most efficient use. They are united by the fact that as a dominant source of forecast information they appeal to the assessments, descriptions, and arguments of highly qualified experts.

1.2 World practice of forecasting the future, requirements, challenges.

Forecasting is a subject that fascinates many people who are interested in the economics of tourism. Estimates of future demand at the destination level are very important in managing and planning tourism development and the necessary investment [25].

The tourism sector is facing changes at unprecedented speed and magnitude. To cope with these rapid and often complex changes, a new approach to strategy and planning is required. More than ever, strategy work needs to embrace uncertainty and consider disruptive forces. Foresight is the act of thinking about future changes in your operating environment. Taking a longer perspective allows get a head-start in understanding future changes and their impact on your organization, ensure your strategies are agile and future-proof, gain a competitive advantage.

But foresight is difficult for many organizations, as possibilities and their impacts increase considerably with a longer time horizon [26]. The process of forecasting the future in the tourism sector is a multicomponent phenomenon that is

divided into several stages. The stages of creating a forecast of the tourism industry are given in table 1.3.

Table 1.3

Stages of creating a forecast of the future in the tourism industry [26]

Steps	Essence
Explore	Detect new signals, change factors, and trends and prepare an organization for change. The first step in future preparedness is to explore and describe the driving forces affecting the tourism sector and to determine their inter-relationships. The participative horizon scanning process provides information and analysis on the main potential threats, risks, emerging issues, and opportunities to determine their importance for the organization.
Imagine	Envision possible as well as desirable futures to test current strategies. The development of possible scenarios of the future allows to explore possible scenarios as well as their implications and should inform long-term strategic management.
Design	Organizations that make sound strategic decisions establish a foundation for future success. Combining external change factors in possible scenarios and the desirable future for an organization provides a holistic perspective on the future and allows to strategically position the organization in relation to external forces while developing an action plan to reach a preferred future.
ACT	Implement the strategies and become a forward-thinking organization. Develop short-term action plans leading to long-term change. The specific outputs and outcomes of the ACT step depend on the particular integration of strategies and actions in the organization.

Source: built by the author

Many scientists are studying the future of the market. One of the earliest and most accurate assumptions was made by the Danish futurist Rolf Jensen. The scientist represents the Copenhagen Institute of Futurology. Rolf Jensen's research is considered to be the most innovative and well-founded. The scientist analyzes the changes in the collective consciousness from the standpoint of business – what the consumer of the 21st century will want. In addition, his desires will be closely linked to his morals, moral and spiritual values.

The information society is leaning towards the west the scientist is convinced. The next cycle of development is a dream society. All the basic principles of the

dream society Rolf Jensen described in his work «Dream Society». Before considering the relationship between tourism enterprises and the dream society, it is necessary to define the concept of «dream society».

Thus, the «dream society» is a new society in which companies, communities, and individuals will thrive based on their stories, rather than on the possession of information [27]. Stages of the development of society are shown in Fig. 1.1 [28].

Jensen thus explains the logic of this extinction of the information society. Total automation has eaten up jobs in the manufacturing sector and created them in the area of information processing. Only temporarily. The first wave of the electronics industry is hardware the second is software (now). Moreover, when the third comes – the product itself, not the tool, will generate the profit. Programs will create other programs, robots - other robots. This trend is already noticeable today and in all areas.

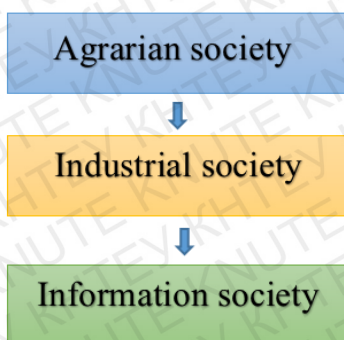


Fig. 1.1 Stages of development of society

Source: [28]

In the dream society, the emotional side of consumption will play an increasingly important role, says a Danish futurist. In addition, an integral part of emotions – our beliefs. Rich countries are a single market for beliefs. They are known: personal freedom, private initiative, family responsibility, tolerance, humanism. A company that uses child labor in a backward Asian country is threatened with a disclosure: consumers begin to boycott its products, and investors blacklist the company, closing down development opportunities.

The futurist notes that companies should have the same political platform as

presidential candidates. The only difference is that companies and their products go through elections every day, not every four years.

Today, those who manipulate data make the most money. Tomorrow it will be storytellers. Suffice it to look at the huge success of British author JK Rowling with books about Harry Potter, which are bought by both adults and children. However, it's not just the authors who tell stories. Athletes, musicians, TV presenters, and comedians already top the list with high earnings [28].

Now there are many stories of brands that have become fundamental and forced consumers to buy goods.

Thus, one of the most important aspects of the products in the future will be stories. Businesses with a turnover of billions of dollars can rely on better stories. While Bill Gates represents the information society, Steven Spielberg is the person closest to the embodiment of the Dream Society [29].

Conclusions on section 1

Thus, given the study of the role of forecasts in the organization of the tourist enterprise, the following conclusions can be drawn. Foresight is understood as the process of systematic determination of strategic scientific directions and technological achievements, which for a long time can have a significant impact on the economic and social development of the country.

Among the leading countries for the number of forecast research are Germany, France, and the United Kingdom. Forecasting the future has its main stages, namely: explore, imagine, design, and action. Each of these stages allows more clearly identify, formulate and meet the needs of society.

Foresight is inextricably linked to strategic forecasting of the future. One of the theories that quite clearly describes the future development of the market is the theory of the dream society, which provides space for further creation of emotions from the product or service.

SECTION 2

EVALUATION OF THE TOUR OPERATOR'S ACTIVITY AND READINESS FOR FUTURE CHALLENGES

2.1. Characteristics of the management system of the tourism enterprise TUI

The world's largest group of companies in the field of tourism with 40 years of experience, founded in 2014 as a result of a combination of two holdings: the German TUI AG and the British TUI Travel PLC. TUI Group provides services to more than 30 million customers a year and offers vacations in 180 countries. TUI is one of the most successful travel companies in the world. In the 2015/2016 financial year, the company's revenue increased 3 times to 1.037 billion euros, compared to last year, the turnover amounted to 17.184 billion euros.

TUI Group is an Anglo-German multinational travel and tourism company headquartered in Hanover, Germany. TUI is the world's leading tourism group. The broad portfolio gathered under the Group consists of strong tour operators, 1,600 travel agencies and leading online portals, five airlines with around 150 aircraft, over 400 hotels, 17 cruise liners, and many incoming agencies in all major holiday destinations around the globe. TUI Group was formed from the parent company TUI AG and its former British tourism subsidiary TUI Travel PLC in 2014. In the 2019 financial year, the TUI Group with a headcount of around 70,000 recorded a turnover of about €19bn and an operating result of €893mio. [30].

The legal name of TUI Ukraine is TTVK LLC. TUI Ukraine operates on the basis of a license for tour operator activities (series AE № 272718), which was issued on March 13, 2014. Financial security is banking warranty № 618/15-G. The amount of financial security is 20,000 (twenty thousand) euros. Financial support was provided by PJSC «Investment Bank and savings». The ultimate beneficial owner (controller) – Mordashov KO (Russian Federation). Founder – «Kaifel Trading Limited»; (Republic Cyprus). The amount of the contribution to the statutory fund is UAH 31,570,889.70 Share: 100%. General Director of TUI Ukraine Nurhan Chaly.

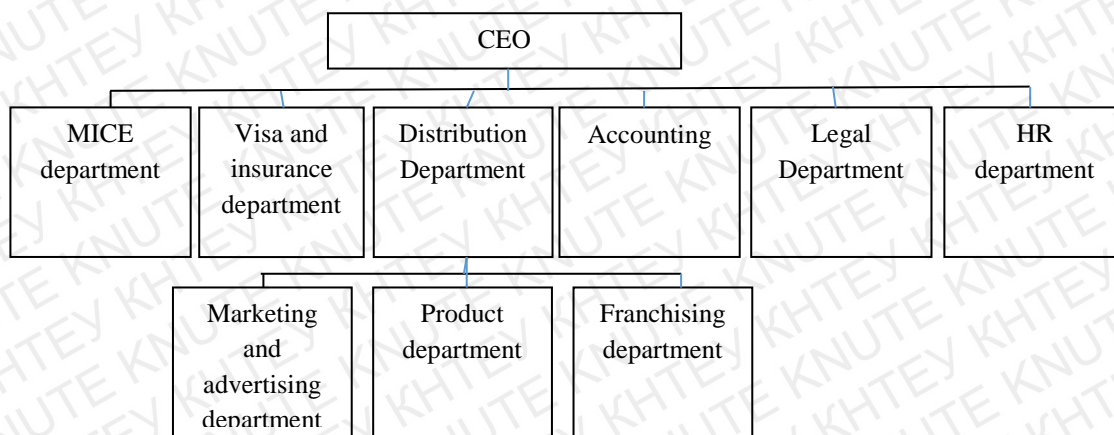


Fig. 2.2. The organizational structure of the main office of the tour operator TUI Ukraine

Source: own elaboration

The disadvantages of the linear type of management are high requirements for the leader, who must have diverse knowledge and experience in all management functions and areas of activity, which, in turn, limits his ability to effectively manage the organization. Information overload, a large flow of documentation, many contacts with subordinates, higher and related organizations. Lack of specialists in certain management functions. Non-compliance with the growing requirements of modern production [31].

The TUI group includes tour operators, chains of travel agencies, more than 300 hotels, 14 cruise liners, 6 airlines with the largest charter fleet in Europe, more than 130 aircraft, and others. In Europe alone, TUI has more than 3,000 sales offices. The concern includes well-known hotel chains RIU, Club Magic Life, Suntopia, Iberotel, Robinson Club, Sol Y Mar Club, Coral Sea, Jaz Resort, and many others. TUI Group is multiple winners of the prestigious 18th International Travel Awards. The number of employees of the company is more than 76,000 people in 130 countries.

Success and leadership in the TUI market can be assessed by the main economic indicators, which are listed in table 2.1. Because economic indicators have a strong influence on the further development of the company and allow making certain predictions about the future.

Table 2.1

Analysis of the main economic indicators of TUI activity

Line item / Year	2019	2020	Deviation (+/-)	Growth rate, %
Net Revenue (Receipts) from product realization, thsd. UAH	24650	21350	- 3300	86,6
Cost of Goods Sold, thsd. UAH	21692	19768	- 1924	91,1
Cost Price in percentage to Receipts, %	88	45	- 43	—
Gross Profit, thsd. UAH	2958	2040	1	68,9
Other Operating Revenue, thsd. UAH	1045,8	867	-178, 8	82,9
Administrative Expenses, thsd. UAH	734,9	613,2	-121,7	83,4
Distribution Costs, thsd. UAH	901,3	789,1	-112,2	87,5
Other Operating Expenses, thsd. UAH	1008,8	879,3	-129,5	87,1
Profit & Loss Statement from Operating Activities, thsd. UAH	1358,8	1132,0	-226,8	83,3
Other Financial Revenue, thsd. UAH	12,7	9,5	- 3,2	74,8
Profit & Loss Statement from Ordinary Activities before taxes, thsd. UAH	1371,5	1045,1	- 326,4	76,2
Tax on Profit from Ordinary Activities, thsd. UAH.	260,585	150,251	-110,334	57,6
Net Profit, thsd. UAH	1110,92	998,80	-112,12	89,9

Source: internal information of the company

Based on Table 2.1, it can be seen that TUI is a fairly profitable business. Since profit is an indicator of the efficiency of the enterprise, the most informative is the relative indicator. And the profitability of the enterprise can be calculated. Analysis

of the dynamics of the profitability efficiency profile is given in table 2.2. The table shows that the marginal revenue indicator has changed. This was influenced by the global Covid-19 pandemic, which significantly reduced the country's revenues, particularly in the tourism industry. With this in mind, the company's performance has declined somewhat, but is not critical and still shows a high level of profit.

Table 2.2

Analysis of the dynamics of the profitability efficiency TUI

Indicators	Computing formula	Accounting standard	Year	
			2019	2020
Margin on sales, %	Margin on sales = $\frac{\text{Net Profit}}{\text{Cost of Goods Sold}} \times 100\%$	>0	5,1	5,0
Operating profitability, %	Operating profitability = $\frac{\text{Net Profit}}{\text{Net Revenue}} \times 100\%$	>0	4,5	4,7

Source: built by author

One of the indicators that characterize the success of the company is the company's mission. The mission of the travel company TUI is «We create a holiday that makes people happier».

Vision:

- Choice of clients №1 for a quality family vacation.
- A company that is distinguished by a flexible differentiated product.
- A stable and efficient company that uses advanced technologies.
- A company where everyone can realize themselves.

The values of travel companies are customer orientation, teamwork, respect for people, efficiency and effectiveness, and continuous improvement [32].

Management of a travel agency, namely management, uses all possible methods of management for the effective operation of the enterprise. In particular, administrative methods are used in the formation of orders. In its work, TUI uses an authoritarian style of government, where the main goal is to present a long-term

development strategy and create prospects for career growth.

The company is socially responsible and actively contributes to reducing carbon emissions. TUI also conducts annual studies of the impact of travel on the environment and attracts tourists to socially conscious tourism. The analysis of management decisions of the company is given in table 2.3.

Table 2.3

Analysis of management decisions of the tour operator «TUI»

Evaluation criteria	Example	Evaluation (0-5)
Effectiveness	The company increases the number of tourists served per year and sales.	4
Timeliness	The tour operator tries to respond to consumer requests in a timely manner; however, this does not always turn out perfectly.	4
Modernization	Opening of the first showroom in Ukraine in Kyiv. The office uses the latest technology and 3D reality glasses.	5
Informativeness	During and during the return of tourists from abroad, all information promptly appeared on the company's website and was frequently updated.	5
Activities during force majeure	Due to the spread of the coronavirus, the company urgently returned transit and Ukrainian tourists from abroad within the period set by the state.	5

Source: built by the author.

The company actively uses the franchising program and invites existing agencies to join the network of tour agencies TUI.

The company regularly trains its staff through specially created courses «School of Tourism Manager TUI». Unique programs and speakers of the company's central office, practicing directors, and managers of tourism are offered. A special place in the company's management policy is the incentive of its employees. The travel company offers the possibility of flexible schedules, promotional tours, various training programs, and training. Among the features of the management of a tourist, the enterprise is the involvement of employees in decision-making. This is especially

true of decision-making to open new areas and the effectiveness of existing ones. Travel agency TUI has developed a strategy that helps the company maintain its position in the Ukrainian market. The company considered many options. The company has identified priorities for several market segments. This provides options for expanding the capabilities of the enterprise in terms of intensification of activities. First, qualified service personnel. This applies to people who serve consumers (employees of travel agencies, tour guides, guides, employees of tourist information points), as well as employees of management. TUI creates all the conditions for career growth. The company employs more than 76,000 people in 130 countries.

Thus, the general characteristics of the tour operator made it possible to draw the following conclusions: TUI uses all possible methods of personnel management, incentives, and development of the state and the company as a whole. The analysis of management decisions of the tour operator TUI demonstrates the high quality of the company's work, interest and concentration of employees. Sustainable economic, environmental and social activity is an integral part of TUI's corporate culture [33].

2.2 Analysis of the effectiveness of the tour operator in the context of the demand of the dream society

The rapid development of society and the transition from an information society to a dream society are forcing many areas of the economy to be reformatted. This can be seen in the example of titanium brands such as «Adidas», «Mercedes», «Apple», all stopping selling «high-tech, high-quality and innovative» products. These brands realized that the future lay in the historical load of the product, so they wove the stories into their product and focused on selling a story that would touch the consumer.

The tourism industry is already taking the first steps towards a dream society. New offices are created with an emphasis on impressions, now tourists are forced to experience emotion when buying a travel product, this can be seen in the example of

the tour operator TUI. The tour operator presented a sales office opened in TRS River Mall in conjunction with the Rixos hotel chain in Turkey. A feature of the new office of the travel agency are gadgets: an interactive chair, a touch panel with 3D tours, and a virtual reality helmet, which allows you to view in 360 degrees some hotels (including Rixos), beaches, zoos, and underwater world.

The idea of using virtual tours to communicate with tourists is not new. A few years ago, Coral Travel advertised this opportunity at a travel exhibition, after which virtual reality glasses appeared in some elite offices of this tour operator. However, such gadgets are unlikely to be able to influence sales. The main problem has always been and remains the shortage of videos that can be watched on them [34]. Tour operator Thomas Cook supplies travel agencies of its retail network with virtual reality glasses (VR-glasses). Currently, Thomas Cook, Holiday Land, and Neckermann Reisen in Germany distribute 880 VR glasses.

Customers can visit tourist regions and hotels before booking with this innovation. About 50 360-degree videos are now available for viewing. Their duration is from one and a half to four minutes. Thomas Cook shot the videos themselves during business trips. Yes, the company's customers can visit New York's Central Park or get an idea of this Club Med hotel on the Greek island of Euboea. It works like this: travel agents open videos from the tour operator's website on a smartphone. The client wears VR glasses and a smartphone is inserted into them, on which the video from the site is played, providing the effect of immersion and 360-degree review [35]. In addition, the client is offered the The Land Of Legends photo zone – a thematic photo zone that allows you to take a vivid photo for memory and print it in the office.

Tour operator Thomas Cook has now ceased to exist due to a recent bankruptcy. To analyze the effectiveness of tour operators, it is proposed to consider the comparative characteristics of tour operators TUI, Coral Travel, TPG (Table 2.2).

Analyzing the work of the tour operator plays an important role in the number of tourists served per year.

Table 2.2

Comparative characteristics of TUI with competitors according to the theory of dream society

№	Categories of analysis	TUI	Coral Travel	TPG
1	Charity programs	The company plans to implement on a permanent basis in the near future charity events.	<ul style="list-style-type: none"> ● Assistance to orphanages ● Cooperation with charitable foundations 	<ul style="list-style-type: none"> ● Charitable project «Assistance to children from the anti-terrorist operation zone» ● Charity week tour to Turkey ● «Okhmatdit» ● Monthly help from the neonatology department
2	Eco-friendly	<ul style="list-style-type: none"> ● The company minimizes fuel and carbon emissions. ● Action «Green Days» on the territory of their hotels for the best eco idea. ● Involvement of clients and employees in eco projects. 	There are no eco programs	There are no eco programs
3	IT-technologies in the work of the enterprise	The showroom in Kyiv is equipped with interactive gadgets	Availability of technology in the offices of elite service	Missing
4	Loyalty in resolving disputes (0-5 points) [36]	3,66	3,77	3,17
5	Reliability (0-5 points) [36]	4,28	4,44	3,77
6	Making an impression (0-5)	5	4	3
Number of tourists served in 2019 [37]		450 thousand	305 thousand	420 thousand

Source: developed by the author.

To clearly understand the situation in the tourism market of Ukraine, it is

necessary to compare the number of tourists served per year among the leading tourism companies. In the ranking of TUI companies, Ukraine entered the top three, losing to Anex-tour and Join Up. The rating of companies by the number of tourists served is given in table 2.3. Also in the top 10 are such well-known companies as Coral Travel, Pegas, TEZ-tour, and TPG [38].

Table 2.3

The rating of companies by the number of tourists served in 2019-2020

№	Tour operator	2020	2019
1	ANEX Tour	511910	821730
2	Joi UP!	449350	1015474
3	TUI Ukraine	278538	450000
4	Coral Travel	but*	305000
5	Pegas Touristik	but*	152000
6	TEZ tour	but*	305000
7	Compass	94767	152200
8	TPG	81630	420000
9	Alf	33610	52000
10	Orbit	9667	15000
11	Extravaganza	7691	15000
12	Siesta	but*	15000
13	Adriatic Travel	5995	26940
14	«Alliance»	5678	9207
15	CITY TOUR	4150	9350
16	I travel	3795	5077
17	Tourist Club	but*	9500
18	Adria Hit	2000	3500
19	Ukrainian Global Company(UGC)	1557	5311
20	Eurotrips	1120	7000
21	Mouzenidis Travel	728	52000
22	Zeus travel	700	15268

Source: [38]

Thus, the analysis shows that in the market of tourist services there are positive changes towards the introduction of a dream society in the tourist arena. TUI became the leader among the rated tour operators. The tour operator was the first in Ukraine to open a showroom with the possibility of using virtual reality, which also leads in creating impressions, and the number of customers served per year. The management pays a lot of attention to the support of eco-projects, but charitable projects are still being implemented.

2.3. Research of enterprise management processes in accordance with the needs of the future

An important role in the work of a travel company is played by the creation of an offer that will interest the consumer. In order to find out what exactly a tourist needs, modern companies resort to various methods: surveys, questionnaires, and take into account global trends and proposals. Another effective way to manage is to create a company strategy. However, in his work, Rolf Jensen described the strategy as an ambiguous phenomenon, as it can both help and harm the company's work.

In a stable world, the company's strategy (consciously chosen path of development) can be unchanged. In a less stable world, the company's market is changing a bit, requiring a periodic review of the strategy, perhaps every five years. The bottom line is that as change accelerates, so does the need to revise the strategy. Many companies have already felt that a carefully crafted strategy, originally conceived as a plan, is instantly obsolete. Market developments took off even before the planning horizon was reached. The three-year plan becomes an annual one. Many companies have already felt the need to focus on goals that are more fundamental.

Mission. Why are we doing this? What would not be enough in the market if we were not there. Vision. What the company will achieve in 10 years. What products will it offer on the market.

Strategies that define a specific path of development often hinder the manifestation of initiative and block the ability to respond quickly if a new favorable situation develops in the market. No strategy can be stronger than the market. The strategy should serve as a beacon, and its meaning is that employees know what actions and decisions management supports. Problems arise because the market is mobile. Even the most vigilant managers cannot adapt their strategy as quickly as the market changes; they will always be a little behind unless they forget about their established strategy and do not use as a beacon a broader and more convenient concept of vision. Orderly planning for the future guarantees defeat, companies that are better prepared for change will win. The initiative goes from strategy to greater

concentration on market issues and its capabilities, from guided by control strategy to inspired by the concept of business development, from strict control by management to close monitoring of the market and open opportunities provided by employees and administration [27].

The dream society aims not only to change and reformat the perception of the product but also to get as close as possible to the wishes and impressions of the consumer, to understand his requests, and do everything to satisfy them.

Analyzing the work of the tour operator TUI, we can say that the company is moving towards a dream society. The company demonstrates a clear strategy and vision. It understands its niche and is developing in this direction.

In the work of the company, they pay special attention to forecasting the future, anticipating customer requests and trends in their industry. Given the new trend – the creation of emotions, the tour operator focuses its work on the reproduction of emotions from travel. Choosing the object on the basis of which the impression will be created, TUI analyzed customer feedback, global industry trends, and the feasibility of implementation. That is why the «wow effect» in the proposed concept will be unusual hotels. The success of this solution is evidenced by research and the foresight of the hotel business.

One of the essential components of the foresight of the hotel business is the identification of global megatrends based on the results of discussions by leading global foresight experts of systemic changes. The basic basis for determining the megatrends of the hotel business is the results of foresight experts of Amadeus, who presented a global overview of future business models and the results of which prepared «Hotels 2020: Beyond Segmentation» [39]. Therefore, the main drivers of change will be: 1) the global context; 2) the future traveler; 3) business transformation; 4) technology and connections.

In the transition of the tourist system to the post-industrial era, there is a growing need to focus on its characteristic «breakthrough innovations»: products and services that meet expectations of the information economy – technological startups. According to M. McSpadden, «the next generation will live and rest in completely

new conditions: so now it is necessary to experiment and implement blockchain technology, augmented reality, and a reliable presence to make travel more comfortable, safe, and personified» [40].

The company keeps up with the times and introduces new trends and innovations into its work. After analyzing the work of TUI, a table of trends used by the tour operator was developed. The obtained data are shown in table 2.4.

Table 2.4

Use of technological trends by TUI

Type of trend	Essence	Implementation
Artificial intelligence	Dissemination of technology integrated cooperation people and machines	Formation of new standards of tourist services. Selection of the «perfect» tour
Optional reality	Opportunities design for any object of information in real time	The growing need for travel, for deeper interaction between man and the world. Get more information about any object. Reducing the need for guides, guides
Blockchain	Able to perform revolution in the field tourism. Reliable distribution record storage - internet trust;	The company is implementing a blockchain and is now one of the main areas of innovation policy in TUI.
Virtual reality	Possibilities of comprehensive immersion in objects that are potentially interesting to certain persons	Introduction of a virtual reality office. Augmented reality glasses and a chair that selects the perfect tour for the client.
Certainty presence	Spread biometric technologies	Reduction of cash payment and spread of contactless payment for services. Reduction of paperwork and use of digital documentation. Quick identification.

Source: built by the author based on article [6]

Digitization and innovation are key elements for the rapid future growth of TUI. To continue to expand its portfolio of differentiated and unique products and services, TUI needs to use innovative solutions throughout the value chain. Pursuing the goals of expanding the portfolio of products and services, a special category

«Digitalization and innovation» was created on the official website of TUI. Where the main directions of the company's work in matters of innovative approaches to work are highlighted:

- The inventory of the Group's hotels has been transferred to the blockchain to, for example, manage them more efficiently.
- TUI relies on artificial intelligence to support customer service
- The world's leading travel service provider has developed a digital platform through which vacationers can get answers to inquiries [32].

The TUI showroom in Kyiv offers not only professional advice from the company's best managers, but also a unique experience of full immersion in the country of your dreams with the help of innovative technologies. In addition, the tour operator offers individual tours that are created for a specific client, taking into account all the wishes. An individual route is laid, places of visit are chosen, in particular, taking into account the wishes of the tourist about the absence of fellow citizens. Particular attention to the development of TUI tours is paid to the creation of leisure concepts. TUI leisure concepts are a new leisure format that takes into account the interests of all generations and current trends. All company concepts are given in the table. 2.5.

Table 2.5

Recreation concepts of tour operator TUI [32]

Title	Essence concept
<i>SMART</i>	Smart is a concept for everyone: for families and young people who are united by one goal - to enjoy a quality holiday for smart money. First, we offer a star service above: animation, children's club, food and beverages, Wi-Fi, recognizable style in design and quality at an affordable price. The use of plastic cups and the rejection of tubes is minimized, a reasonable approach to water and energy consumption, garbage bins are installed to separate waste.
<i>FUN & SUN</i>	During the holiday for the guest FUN & SUN the hotel becomes a kind of world in miniature, where the room is an apartment. Tukan Children's Club – kindergarten and school, the sea and various pools become the most pleasant bathroom in the world, the main restaurant – a dream kitchen with endless food, and a la carte restaurants – restaurants for going out into the «world» with the whole family on the weekend.

Title	Essence concept
<i>DAY & NIGHT CONNECTED</i>	Day & night Connected is a whole universe of adventures, fun, and bright positive emotions. The universe, which consists of the Solar System «Ultra All Inclusive» with planets of freshly squeezed orange juice, national dishes, European cuisine, a la carte restaurants, and free imported alcohol; Entertainment galaxies with the constellations «Wellness & Fitness», where masterclasses are held by famous instructors, and «Night Life» with free admission to popular nightclubs, and endless Wi-Fi.
<i>CHILDREN'S CLUBS MINI TUKAN</i>	Mini Tucan Children's Club is a recreation area with a developmental and play program for children from 4 to 12 years old, created by professionals, taking into account the wishes of parents. Hotels with children's clubs Mini Tucan allow you to spend a long-awaited vacation in peace for the safety and entertainment of the child for parents, fun and informative for children.

Source: built by author

TUI sees its mission as creating a holiday that makes people happier, so it tries to create a «show» as much as possible so that when leaving the company's office the client was impressed for a long time. Such measures affect not only a particular consumer but also his environment, because, in parallel, begins to work «word of mouth», which in turn forces people to come to the tour operator at least in terms of curiosity.

Based on the data obtained during the analysis of the enterprise, SWOT analysis was developed and demonstrated in table 2.6.

Table 2.6

SWOT-analysis of TUI Ukraine

	Positive sides	Negative sides
Internal factors	(S) Strengths	(W) Weaknesses
	<ul style="list-style-type: none"> ● Activity automation ● Strong dealer community ● Distribution network ● High level of customer satisfaction ● Extensive integration experience ● Availability of leisure programs ● Strong portfolio of brand 	<ul style="list-style-type: none"> ● Delivery process failure ● Financial instability ● Unsuccessful sales management strategy ● Gaps between expectation and realization

External factors	(O) Opportunities	(T) Threats
	<ul style="list-style-type: none"> ● Creating new concepts of recreation ● Introduction of additional virtual reality tools in the work of offices ● Forecasting future market trends ● Creating a mobile application 	<ul style="list-style-type: none"> ● Climate change due to the global wastes such as carbon emission that will affect the traveling activities. ● Fluctuation of foreign exchange and fuel prices may interrupt the hedging process and unstable economy that may cause cost base increase. ● There are many competitors that TUI needs to be aware of.

Source: built by author based [41], [42]

Highlighting strengths, threats, opportunities, and weaknesses allows companies to see mistakes and find ways to correct them. And also allows you to assess and plan possible ways of development.

Thus, TUI is a large tour operator on the world stage, providing services to more than 30 million customers a year. Moreover, the analysis of management decisions demonstrates the high quality of the company, the interest and concentration of employees. The travel company was the first to establish itself as a company that implements the principles of the dream society in its work.

The company's analysis of the demands of the dream society has shown that TUI manages to move in line with current trends. At the same time without losing its leading position in the market. The introduction of various innovative technologies in the work of the office is a distinctive feature of the tour operator in comparison with competitors.

Conclusions on section 2

Therefore, having studied the work of the travel company TUI, we can draw the following conclusions.

TUI is one of the largest tour operators in Ukraine, has a wide network of

agencies in the country, and is a leading leader in the tourism industry. The tour operator offers a wide range of services to customers and has leisure programs. The company's management system is at a high, professional level, which allows you to maintain and confirm the title of the country's leading tour operator.

Economic efficiency is consistently high, despite the pandemic crisis. This is evidenced by the number of tourists served, where thuja occupies a leading position among competing companies. Particular attention is paid to the process of digitalization and innovation. This is confirmed by the implemented blockchain systems and investment programs. World trends in the industry are well followed and used in the work of a tour operator. Given this, one of the latest trends is successfully reproduced - creating an impression of the product.

SECTION 3

FORESIGHT PROJECT DEVELOPMENT OF TOUR OPERATOR ACTIVITY

3.1. Strategic alternatives and program of measures to implement foresight project

The development of the tourism sector of Ukraine has determined active development until January 2020. In December 2019, a new type of COVID-19 virus was discovered in Wuhan, which began to actively spread around the world and threaten all sectors of the world economy, while the tourism industry.

The State Agency for Tourism Development of Ukraine complained that quarantine and the coronavirus pandemic had hit the tourism industry the hardest. However, other data on collections cannot be used there because there are no statistics. Today, the tourism sector is one of the world's victims of the COVID-19 outbreak, which affects both demand and supply. This will provoke further regression in a weak global economy, geopolitical, social, and trade tensions, as well as uneven efficiency among key market units. Now the State Agency for Tourism Development is appealing to the State Statistics Service to promote separate tourist accounts for data collection. In addition, they, together with MPs, develop a number of measures to help overcome the crisis in the tourism industry [43].

Given the situation in the world, the changes indicate and program measures to optimize the work of the tour operator TUI. Now you need to postpone all the most ambitious plans and goals indefinitely, as well as focus on what is really needed. Given the general decline of the world economy, the number one mission for a tour operator – visit and do not go bankrupt. For TUI as well as for other representatives of this sector, it is time to mobilize as much as possible and keep everything afloat. Want to forget about your long-term plans, so as not to follow.

Taking into account all aspects of the impact, a program of measures was developed to improve the work of TUI in accordance with the needs of the dream

society (Table 3.1).

This table shows that even though market conditions need to focus on an improved management strategy. You can do this by creating a history of the company or product. Further, the event does not require significant financial costs, however, is essential in accordance with human society. In addition, a particularly important aspect excludes emotions here they turn to the concept of «impression economy». To create emotions when selling a tour, you can use the equipment already available in the company. For example, instead of the boring presentation that can be found in the country, you can place video visits, thus saving on new virtual reality glasses, but forcing customers to virtually travel right now and now.

Table 3.1

The program of measures to improve the work of the tour operator TUI according to the requirements of the dream society for the next 1-2 years

№	Measure	Term	The necessity of implementation in general (0-5)	The need for implementation at this stage (0-5)
1	Filling the product with a related history	By the end of 2022	5	5
2	Development of measures to create emotion during the sale	By the end of 2022	5	5
3	Changing loyalty programs	By the end of 2022	5	5
4	Changing the approach to quality management	By the end of 2022	5	4
5	Creating a new concept for the requirements of the dream society	By the end of 2022	5	4

Source: developed by the author.

Despite the difficult situation in the world and in particular in the market of tourist services, ideas that are more ambitious should be developed. That is why, in the table. 3.2 provides more far-sighted goals that will help attract customers attention to themselves and establish the company among competing colleagues both in Ukraine and abroad.

Table 3.2

A program of measures to improve the work of the tour operator TUI according to the requirements of the dream society

№	Measure	Term	The necessity of implementation in general (0-5)	The need for implementation at this stage (0-5)	The pace of change
1	Implementation of «Charity» programs	By the end of 2022	5	3	+2
2	Introduce IT technologies in all offices	By the end of 2022	5	2	+3
3	Teambuilding	By the end of 2022	4	2	+2
4	Professional development of employees	By the end of 2022	4	2	+2

Source: developed by the author.

Now is the time for the tour operator to «collect stones» and focus on those aspects that are necessary and relevant today but do not require significant financial costs. Table 3.2 proposes measures to improve brand perception, develop the company towards social awareness, develop its own staff and implement new programs.

To develop the concepts of the future, namely the dream society, it is necessary to introduce a process of creating effective management to promote this idea (Fig. 3.1). Taking into account all the above requirements and the specifics of the tour operator, a new concept of recreation was developed – DREAM & FUN.

DREAM & FUN is a concept built on getting emotions from rest. The main purpose of the holiday is to create tours with strange hotels and non-standard panoramas. These tours will be slightly more expensive than others will but will fully provide customers with emotions. In the list of partner hotels, there are no ones that would 100% meet the requirements of the dream society, so others are offered. An example would be an underwater hotel in Dubai Hydropolis Undersea Resort or Cuevas Pedro Antonio de Alarcon in Spain.

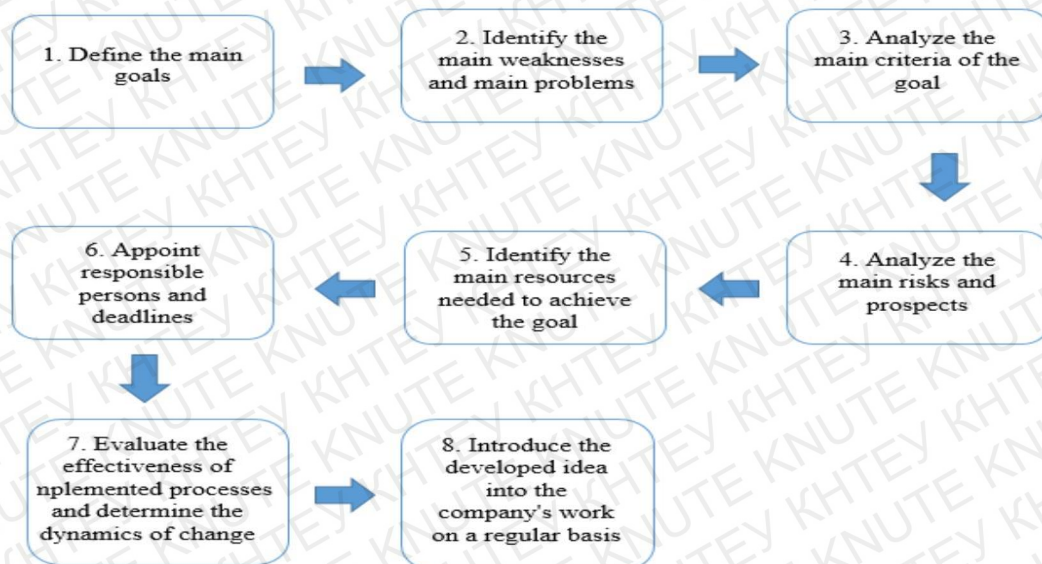


Fig. 3.1. The process of creating effective management of the concept of a dream society

Source: built by author

This concept also pursues careful resource use, therefore, hotels will be equipped with landfills for sorting garbage, and hotels will be certified as environmentally friendly. Each payment for the room will cost \$ 2 to the planet's freshwater conservation fund and to create favorable living conditions for endangered species. As an example, to the WWF Ukraine Free Rivers Conservation Fund. Let it flow! [44]. In addition to all of the above, this concept will preserve the quality of service, animation, and other characteristics of high-end hotels. The possible logo variant is presented in Fig. 3.2.



Fig. 3.2. Logo for TUI Ukraine concept DREAM&FUN

Source: developed by author

To make this concept more effective, it is necessary to allocate the resources that will be needed. The main ones are hotels because it is on them that the concept is built. The second no less important process will be the conclusion of cooperation agreements, advertising campaigns of a new concept, staff training. The action plan for the implementation of the new concept of affordable travel is given in table 3.3.

Table 3.3

The action plan for the new «DREAM&FUN» concept implementation

Measures	Term of implementation	Responsible Department
Selection of hotel facilities	6 months	Distribution Department and Sales
Contractual intermediators arrangement with hotels	1 year	
Expenses payment on the new concept implementation	1 year	Accounting Department
Contracts control	on regular basis	
Trainings for personnel	5 days	HR Department
Advertising campaign	1 year	Marketing Department
Developing details of new concept	6 months	Product Department
Formation of accessible tour packages	1 year	
Dissemination of developed recommendations on providing accessible travels to agencies that work on TUI Ukraine franchising basis	on regular basis	Franchising Department
After-sales service	on regular basis	Sales Department
Analysis of customer satisfaction data with the product	on regular basis	Analytical Department

Source: built by author

Creating a new concept of recreation is necessary to analyze the available hotels and destinations. Given the specifics of the proposed concept, it is necessary to find new hotel complexes that would reproduce the idea and principles of the theory of dream society. It is with these hotels in the future that will be concluded

contractual agreements on cooperation. The list of available hotels is given in table 3.4.

Table 3.4

The list of available hotels for DREAM&FUN concept

The name of the hotel	Category	City	Country	Infrastructure/ facilities
Dubai Hydropolis Undersea Resort	5*	Dubai	United Arab Emirates	Almost half of the building is under water, and can only be entered through an underwater tunnel. The hotel has everything: shops, children's playgrounds, clubs, boutiques, salons and many other entertainment and shopping facilities [45].
Cuevas Pedro Antonio de Alarcon	2*	Granada	Spain	Cave rooms with panoramic views of the Guadix and the Sierra Nevada Mountains. The caves open onto the outdoor swimming pool. Each whitewashed cave is decorated in rustic red clay and features a fireplace. A kitchenette is equipped with this and a room [46].
Crazy house hotel	1*	Dalat	Vietnam	The rooms are decorated in an original way with a variety of animals. Includes a seating area, wardrobe and heating. The private bathroom has a shower and toilet. Some rooms overlook the garden [47].
Tree hotel	4*	Harads	Sweden	This special property offers a unique stay among the trees of Harads's forests. It blends cutting-edge architecture and design with home comforts like tea/coffee makers and free WiFi. Treehotel's eco-friendly rooms feature large beds as well as stylish, up-to-date décor and furniture [48].
Hotel de vrouwe van stavoren	2*	Stavoren	Netherlands	From the outside, the Hotel de Vrouwe van Stavoren looks quite ordinary, but the rooms are simple barrels, once at a local winery. It offers standard rooms and wine barrel rooms. Some rooms have a seating area. Rooms have a terrace or balcony. Free Wi-Fi is available throughout the Vrouwe van Stavoren. A flat-screen TV is provided [49].

Source: built by author

All the measures are listed in table 3.2. require the attention of management and of course cash infusions. They are more ambitious and no less important, given that the future is impressive. Companies should keep in mind that such a phenomenon as «deferred demand» will still, with this in mind, all the above methods will be of maximum interest to tourists, and will help provide a quality tourism product when the environment is favorable.

Therefore, in today's environment, TUI's management should focus on maintaining the company, modernizing management and quality control systems, reviewing the loyalty program, and developing a clear action plan for the next year or two. To enter the tourist arena in full combat readiness after the end of the epidemiological situation in the world, taking into account and correcting all the shortcomings and problems, at least from the point of view of company management.

3.2. Justification of expediency of implementation of the foresight project

The main goal of any company is to meet the demands of society. The dream society is actively beginning to capture all markets in the world and in particular Ukraine, dictating its rules. The main one is to forget about high technology and innovation, instead of getting an impression. As requests change, there is an urgent need to change approaches to the organization, management, and development of new destinations.

Tour operator TUI has confidently established itself over the years in the tourism arena, both in the world and abroad. In Ukraine, the tour operator is in the top 30 best travel companies in the country and is in the top three travel companies as of January 2020. The ways and methods of improvement and optimization of work offered in the previous subsection are formed based on the detailed analysis of the work of the company at present. The substantiation of expediency of introduction of the resulting mechanisms is shown in figures in tab. 3.5. For the expediency of implementation and effectiveness of these methods, the main criteria were assessed at the request of the dream society before and after the implementation of changes [50].

Table 3.5

Comparative characteristics of the emotional perception of TUI's product before and after the implementation of the demands of the dream society

№	Measure	Term	The necessity of implementation in general (0-5)	The need for implementation at this stage (0-5)	The pace of change
1	Emotional perception of the product by the customer	Implementation of IT technologies in the company's work (virtual reality glasses, chairs, projectors, etc.)	3	5	+2
2	Customer loyalty to the brand	Brand loyalty assessment, development, and implementation of loyalty strategy	4	5	+1
3	Customer satisfaction	Social network surveys, statistical analyzes, and service quality analytics.	4	5	+1
4	Making an impression	Creating a brand history, product company	3	5	+2
5	Company loyalty to customers	Development of action programs in case of disputes and conflict situations. Reimbursement programs.	3	4	+1

Source: built by author

The proposed action plan for the development of the concept will be implemented within 2 years. Analysis of changes before and after the introduction of the company demonstrates an increase in the efficiency of the company. The Table is based on this. 3.6.

Table 3.6

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

Net Revenue Growth	Margin Profit Share, %	Additional Margin Profit, UAH	Expenses within recommendations, UAH	Additional Net Profit, UAH
0	0,08	0,00	130 000,0	-130 000,0
0,01	0,08	17 080,00	130 000,0	-112 920,0
0,02	0,08	34 160,00	130 000,0	-95 840,0

Net Revenue Growth	Margin Profit Share, %	Additional Net Profit, UAH	Expenses within recommendations, UAH	Additional Net Profit, UAH
0,03	0,08	51 240,00	130 000,0	-78 760,0
0,04	0,08	68 320,00	130 000,0	-61 680,0
0,05	0,08	85 400,00	130 000,0	-73 700,0
0,06	0,08	102 480,00	130 000,0	-27 520,0
0,07	0,08	119 560,00	130 000,0	-10 440,0
0,08	0,08	136 640,00	130 000,0	6 640,0
0,09	0,08	153 720,00	130 000,0	23 720,0
0,1	0,08	170 800,00	130 000,0	40 800,0

Source: built by author

The pace of change shows an increase in positive changes from the modernization of the enterprise to the requirements of the dream society. Analysis of the work of the tour operator before and after the introduction of mechanisms in accordance with the demand of the dream society showed that productivity and perception of the company will increase by 41%. The dynamics of changes from the implementation of the principles of the dream society are shown in Figure 3.3.

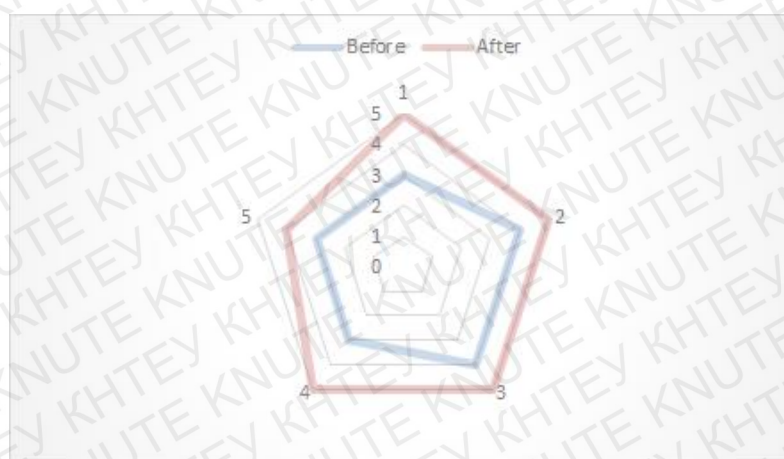


Fig. 3.3. Dynamics of changes from the implementation of the principles of the dream society in the work of the tour operator TUI

Source: built by author

The emotional component itself is undergoing the biggest changes because so

far the tourism market as a whole is not sufficiently focused on creating emotion. Slightly smaller changes require brand loyalty and customer satisfaction, because TUI, over the years, has established itself as a reliable, responsible company that values the respect of its customers.

Thus, the tour operator TUI is actively developing, and despite this needs to change. First, it is necessary to improve the quality of service delivery, to focus on the implementation of loyalty and charity programs. Loyalty programs to customers and the creation of exceptional impressions of the tourist need to be revised. However, taking into account today's events, the tour operator must take care of the modernization of those elements in the work that do not require significant financial costs. Among them is the development of the historical load for the product and the emotional color of the product. The implementation of all the above measures at the tourism company will change the perception of the brand by consumers for the better, attract new customers and increase the quality and efficiency of work by 41%.

Conclusions on section 3

Therefore, after analyzing the work of the tour operator TUI in the previous section, ways to improve the work were formed and suggested. Due to the global pandemic, most companies have some difficulties, but it is time to modernize the management system. Measures to improve the quality management system at the enterprise, creation of loyalty programs, training of employees will be offered. A special task is to create a history for the product of the TUI company.

Based on the analysis of the work of the tour operator TUI, a new concept DREAM&FUN of recreation was proposed. Also, to implement the concept, a logo, and basic postulates that the theory of the dream society imitates were developed. With this in mind, a program of implementation measures has been developed, which in turn requires an action plan with deadlines and responsible departments. The analysis clearly shows that after the implementation of the concept of the company, the company's performance will increase and increase by 41%.

CONCLUSIONS

Today the world is changing radically, at the same time the consumer demand is changing. People no longer perceive the product as something innovative, technological, and high quality. Impressions and their creation for the effective sale of the service play an increasing role. That is why the most relevant is forecasting future trends and consumer demands. Experts' forecasts for the tourism industry assure that the most successful will be those companies that will create an impression of the product. And the greatest importance will be given to the creation of emotions. The term «foresight» means the process of systematically defining strategic scientific directions and technological achievements that will be able to significantly affect the economic and social development of the country for a long time. Many Ukrainian scientists have studied the issue of foresight in tourism, while the leaders among European countries are Germany, France, and Great Britain. Forecasting the future has 5 main stages: research, representation, design, action.

One of the most accurate and well-founded studies of the foresight of the future is the study of Rolf Jensen, a representative of the Copenhagen Institute of Futurology. The scientist determined that the future lies in creating a product history. And for success in the market, it will be necessary to sell emotion, instead of goods.

Most travel companies in Ukraine follow the global trends of the travel market, however, most are in line with the vision of the future of TUI. Diagnostics of the TUI management system identified the company as a limited liability company with the state capital, an insider model of corporate governance, and an organizational structure on top with the CEO. The analysis of the company's efficiency determined that the company occupies a leading position in the market. This is evidenced by the main economic indicators and despite the crisis in the market high profits. An effective and well-selected and implemented management system plays an important role in the company's success. Tour operator TUI is developing and holding a fairly high bar in the market.

Given the concept of a dream society, which most accurately embodies the

forecasts of the future, TUI is actively implementing the basic positions and principles of the theory. Among them are the introduction of charitable programs, the implementation of eco-programs, the formation of brand loyalty, a guarantee of reliability, and the creation of the impression of the purchase. The first in Ukraine office of virtual reality which allows receiving impressions on the spot is successfully realized.

Based on the results of the analysis of the enterprise, a new concept was developed – DREAM & FUN. The basic position of which is to create an impression during the trip. The program also implements an environmental mission, namely to support the River Conservation Fund of Ukraine. The logo of the concept was proposed, an action plan for the implementation of the concept of recreation in the work of the company was developed, a study of the hotel base was conducted and those that are suitable were identified.

A study was also conducted to predict the effectiveness of the implementation of the new concept and management system in the company. According to the results of the study, the efficiency of work will increase by 41%, interest in the brand will increase, and at the same time, the economic indicators of the tour operator will increase.

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APENDEXIES

Appendix A

Article «Foresight project of international tourism corporation development»

УПРАВЛІННЯ ТУРИСТИЧНИМ ПІДПРИЄМСТВОМ ВІДПОВІДНО ДО ВИМОГ СУСПІЛЬСТВА МРІЙ

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Вступ. В умовах нинішньої невизначеності щодо розвитку світової економіки туризм залишається одним з небагатьох секторів економіки, що демонструє стаке зростання. На туризм сьогодні припадає 5% світового ВВП, 30% світового експорту, туристична галузь і пов'язані з нею сферою економіки створюють кожне 12 робоче місце у світі, забезпечують 1 трлн доларів експортних надходжень. Інформаційні технології максимально здешевіли, спростились, крім того, переглянули процес впровадження товару.

Люди більше не сприймають товар як щось інноваційне, технологічне та якісне. Все більшу роль відіграють враження та їх створення для ефективного продажу послуги.

Найбільш точно задовольняє потреби сьогодення суспільство мрій. «Суспільство мрій» – це нове суспільство, в якому компанії, спільноти і окремі люди будуть процвітати на основі своїх історій, а не внаслідок володіння інформацією. Тому набуває актуальності питання щодо розгляду того, як працює суспільство мрій зараз, зокрема в нашій країні, і як воно впливає на організацію роботи туристичних підприємств. Та які перспективи розвитку суспільства мрій в Україні.

Мета дослідження. Виходячи з практичної актуальності теми і недостатньої розробленості проблеми в науковій літературі, метою дослідження та завдання є розробка програми заходів щодо залучення принципів суспільства мрій в роботу туристичного підприємства.

Матеріали й методи. Для вирішення поставлених завдань в роботі були використані наступні методи: метод збору і обробки інформації (для вивчення і

аналізу літератури по темі дослідження), метод систематизації (для систематизації даних, що характеризує сучасний стан роботи туристичного підприємства в контексті запитів суспільства мрій), метод узагальнення та інтерпретації даних (при написанні висновків, підведенні підсумків роботи). Матеріалами даної роботи були відкриті дані про туристичні підприємства лідери в Україні.

Результати й обговорення. Світ стрімко віртуалізується, через що в ньому відбуваються фундаментальні зрушення. Змінюється сам характер людського розвитку. Якщо раніше людина змінювала навколишній світ, то тепер він перейшов до зміни самого себе. Інформаційні технології гранично здешевили, спростили і зробили максимально ефективним процес впровадження товару. Мова про просування товарної марки, релігійної доктрини, ідеології, мас-культури, політичного діяча або лідера терористів – усюди закони жанру однакові. Зі стрімким розвитком суспільства виникла необхідність у аналізі і прогнозуванні майбутнього. Західні футурологи розглядають майбутнє суспільства не як науково-технічний процес, а як суспільні відносини. Інформаційне суспільство хилиться до заходу.

«Суспільство мрій» – це нове суспільство, в якому компанії, спільноти й окремі люди будуть процвітати на основі своїх історій, а не внаслідок володіння інформацією [1]. Наступним етапом стане суспільство мрій. І чекати залишилося недовго. Етапи розвитку суспільства продемонстровано на (рис. 1). [2].



Рис. 1. Етапи розвитку суспільства

Continuation of Appendix B

У суспільстві мрії емоційна сторона споживання буде грати все більш важливу роль, а невід'ємна частина емоцій – наші переконання.

Отже, ідея суспільства мрій змушує змінити і переосмислити принципи ведення бізнесу з огляду на нові потреби споживача. Все більша увага приділяється емоційній стороні покупки товару чи послуги, в той час, як показники якості та високо технологічності відходять на другий план. Враховуючи це слід будувати будь-який бізнес, зокрема туристичний, з урахуванням вимог суспільства мрій.

Основною ідеєю суспільства мрій є отримання враження: через історії які продають підприємства, враження від отриманого товару чи послуги. Також не останню роль відіграє благодійність компаній. Все це створює позитивне враження у клієнтів, зацікавлює та підкупає їх увагу. Туристична індустрія загалом є плацдармом для створення емоції, а загалом і її продажу. Управління туристичними враженнями в різні періоди викликало значний практичний, науковий та суспільний інтерес.

Емоційна реалізація – одна з ключових в суспільстві мрій. Досліджуючи шляхи входження на ринок духовної близькості, дружби і любові, компанії приділяють ще більше уваги міжособистісним відносинам. У суспільстві мрії вони будуть мати попит, у них буде своя ціна, а кмітливі компанії будуть їх постачати. Для компаній, що зосереджені на цей ринок, ключовим стає питання створення символів і ритуалів, що позначають людські зв'язки [1]. Створення символів, ритуалів, будь-яка прив'язка до місця чи події є прикладом впровадження суспільства мрій в життя. Крім того, основною метою є викликати у споживача емоцію, змусити його на емоційному рівні відчувати посыл до купівлі або використанню товару. Туристична галузь це якраз купівля-продаж емоції та враження, які споживачі отримують купуючи послугу.

Питанням дослідження впливу емоцій на продаж товарів займалось багато дослідників, тому ця тема висвітлена в багатьох наукових працях. Саме це дає змогу сказати, що основні ідеї суспільства мрій та економіки вражень

перетинаються і в дечому є тотожними. Порівняльна характеристика економіки вражень та суспільства мрій наведено нижче (табл. 1.).

Таблиця 1

Порівняльна характеристика суспільства мрій та економіки вражень

Критерії оцінки	Суспільство мрій	Економіка враження
Головна мета	Зацікавити	Інспенувати
Природа товару	Емоційна	Емоційна
Роль продавця	Оповідач, актор	Актор
Роль покупця	Глядач	Гість, глядач
Фактори попиту	Емоції враження	Відчуття, враження
Призначення товару	Відтворити потребу у враженні	Задоволення потреб в емоціях і гострих відчуттях

Джерело: розроблено автором

Отже, подальший розгляд концепцій суспільства мрій є неможливим без участі економіки вражень. Туристична діяльність загалом відноситься до «економіки вражень», яка орієнтована на відчуття споживача. Характерними особливостями туристичних послуг як специфічного виду товару є їх невідчутність, обмеженість часовими, географічними, етнографічними, культурними та іншими аспектами; нездатність до зберігання й високий ступінь невизначеності або мінливості. Сучасний розвиток психологічних досліджень дає змогу з певною вірогідністю аналізувати та спрогнозувати поведінку споживачів. Маркетологами широко використовуються маркетингові стратегії, що змушують потенційного споживача приймати рішення про покупку на рівні емоцій. Саме тому такий підхід потребує від суб'єктів туристичної діяльності раціональності та володіння навичками емоційного аналізу, що дасть змогу створити такий товар, який найбільше б задовольняв потреби споживачів [3].

Проаналізуємо туристичний ринок на предмет готовності до суспільства мрій. Для аналізу ефективності роботи туроператорів пропонується розглянути порівняльну характеристику туристичних операторів TUI, Coral Travel, TPG (табл. 2). Серед усіх компаній найбільш готовий до вимог суспільства мрій туристичний оператор TUI.

Таблиця 2
Порівняльна характеристика туристичних операторів у відповідності
суспільству мрій

№	Категорії аналізу	TUI	Coral Travel	TPG
1	Charity програми	Компанія планує найближчим часом впровадження на постійній основі благодійних акцій	Допомога дитячим будинкам Співпраця з благодійними фондами	Благодійний проект "Допомога дітям із зони АТО" Благодійний тижневий тур до Туреччини «Охматдит» Щомісячна допомога відділенням неонатології
2	Eco-friendly	<ul style="list-style-type: none"> • Компанія мінімізує викиди палива та вуглецю у атмосферу. • Акція «Зелені дні» на території своїх готелів на найкращу еко ідею. • Залучення клієнтів та співробітників в еко проекти. 	Немає еко програм	Немає еко програм
3	IT-технології в роботі підприємства	Шоорум в Києві оснащений інтерактивними гаджетами	Наявність технологій в офісах елітного обслуговування	Відсутні
4	Лояльність у вирішенні спірних питань (0-5 балів) [4]	3,66	3,77	3,17
5	Надійність (0-5 балів) [4]	4,28	4,44	3,77
6	Створення враження (0-5)	5	4	3
	Кількість обслугованих туристів за 2019 рік [5]	450 тис.	305 тис.	420 тис.

Джерело: розроблено автором

Аналізуючи роботу туристичного оператора TUI можна сказати, що компанія рухається у напрямку суспільства мрій. Компанія демонструє чітку

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стратегію та бачення. Вона розуміє свою нішу та розвивається в цьому напрямку.

Шоу-рум TUI у Києві пропонує не тільки професійну консультацію кращих менеджерів компанії, а й унікальний досвід повноцінного занурення в країну мрії за допомогою інноваційних технологій. Крім цього, туристичний оператор пропонує індивідуальні тури, які створюються під конкретного клієнта з урахуванням усіх побажань. Прокладається індивідуальний маршрут, обираються місця відвідування, зокрема, з урахуванням побажання туриста про відсутність співгромадян.

Особлива увага в розробці турів TUI приділяється створенню концепцій відпочинку. Концепції відпочинку TUI – це новий формат відпочинку, де враховані інтереси всіх поколінь і сучасні тренди.

Враховуючи всі вимоги та специфіку туристичного оператора було розроблено нову концепцію відпочинку – DREAM&FUN.

DREAM&FUN – це концепція побудована на отриманні емоцій від відпочинку. Основною метою відпочинку є створення турів з диковинними готелями та нестандартними панорамами. Ці тури будуть дещо дорожче ніж інші, проте будуть повністю забезпечувати клієнтів емоціями. В переліку готелів-партнерів немає таких, які б 100% підходили вимогам суспільства мрій, тому пропонуються інші. Прикладом може бути підводний готель у Дубаї Hydropolis Undersea Resort або Quinta da Pacheca в Португалії.

Дана концепція також переслідує дбайливе ресурсне користування, тому, готелі будуть оснащені смітниками з сортування сміття, а готелі будуть сертифіковані, як екологічно чисті. Від кожної сплати за номер буде відраховуватись 2 долари у фонд збереження прісної води на планеті та на створення сприятливих умов життя для вимираючих видів тварин. Як приклад, до фонду збереження річок WWF Україна Вільні річки. Let it flow!

Крім всього вище перерахованого за даною концепцією буде зберігатися якісний рівень сервісу, анімація та інші характерні особливості готелів вишого класу.

Висновки. Суспільство мрій як явище мало у своєму розвитку ряд історичних, еволюційних передумов. Проте, зі стрімким розвитком суспільства і зміною його запитів суспільство мрій стає соціально-економічною моделлю, яка має свої характерні особливості та засади функціонування. Суспільство змінюється, а разом з ним і цінності та запити громадян. Змінюється ставлення до базових речей та відбувається переоцінка цінностей.

Все більше уваги приділяється історії товару, його емоційній складовій, а технологічні аспекти відходять на другий план. Це тільки початок. Ера оповідачів почалася: ось вони, спортсмени, які можуть розповісти історію успіху, історію про волю до перемоги, незважаючи ні на що. Нам потрібні ці історії, і ми готові платити за них. Компанії купують історії для своїх товарів і витрачають величезні гроші, щоб така історія чітко асоціювалася з їх продуктом.

Проведене дослідження вкотре доводить, що суспільство мрій це цілком реальне майбутнє, яке вже зараз активно впроваджується в сучасне життя. Та демонструє, що суспільство прагне змін та емоцій, час змінюється, а разом з ним і сучасний споживач.

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Document on the implementation of the approaches of the dream society at the tourist enterprise

Шифр "Суспільство мрій"

ДОВІДКА

про впровадження результатів роботи

Дійсною довідкою підтверджується, що результати дослідження здобувача вищої освіти Київського національного торговельно-економічного університету Дядюк Діани Дмитрівни на тему «Управління туристичним підприємством відповідно до вимог суспільства мрій», здійсненого під керівництвом доцента кафедри туризму та рекреації Кравцова С.С. в 2020 році, впроваджені в діяльність туристичного підприємства, а саме використано підходи до розробки концепції відпочинку відповідно до вимог суспільства мрій.

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