

TUtogether

A digital platform focused on improving the online booking experience for couples

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In collaboration with TUI

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Preface

When I first started trying to figure out what I wanted to focus on for my graduation thesis, I quickly was introduced to TUI and the project they were working on. One of those that attracted my attention was the project focused on dynamic accommodations and dynamic stability. Instantly, I was intrigued. How could one achieve stability by changing and adapting, and the duality that comes with such a statement? Looking back, I have fully embraced this concept in my own way and have been able to create a strategic and meaningful product for TUI at the same time.

This thesis was written for my graduation project for the Master's Strategic Product Design at Delft University of Technology. The project, done in collaboration with TUI, focuses on improving the online accommodation booking experience for couples, supporting a collaborative and structured booking experience. The final concept, TUItogether, is a digital platform integrated within TUI's existing app, enabling couples to explore, share, and decide on accommodation options together, improving the overall booking experience.

During this project, I was given many opportunities to sharpen key skills such as strategic thinking, stakeholder

communication and validation research. I was also faced with multiple challenges along the way. From starting out with a small miscommunication to introducing a reframe halfway through my design process. Fortunately, I was able to learn something during every step. Considering all this, I can say I am proud of what I have been able to accomplish during this project, including the final product that I believe to be an innovative next step for TUI.

I would also like to take a moment and thank the team that supervised me during my graduation. First, I would like to thank my chair, Eui Young Kim, for connecting me with TUI and helping me give structure to my research and for such sharp and keen insights. Next, I would like to thank my mentor Willemijn Brouwer, who not only always knew what to say to make me feel better, but also helped me to think outside the box, giving me insights and perspectives I would otherwise never have thought of. Lastly, I would like to thank my mentor at TUI, Ernst Jan van Veen, who offered me essential company insights along with a mentorship during my days at TUI.

I wish you a pleasant reading experience!

Cecilia Glaese

Executive Summary

This thesis explores how TUI can improve its online accommodation booking experience in the context of a changing tourism industry, including TUI's implementation of its dynamic accommodation model. This model lets TUI offer a larger range of accommodations through third party providers, increasing their dynamic stability and reducing financial risk. This new model also results in a more complex booking environment for customers, especially couples. That is because they not only compare many options but also align preferences, communicate with each other, and make decisions together.

The project direction of this thesis is focused on a relevant challenge. Namely, that couples often struggle to come together and make decisions about their vacations together. Booking together as a couple proves to be a collaborative process, including lots of time pressure, fragmented communication, and difficulty maintaining an overview. TUI's current digital booking platform is focused on the individual, meaning it does not give the support needed for shared decision-making.

The research done during this project was conducted following the double diamond process and combined literature research together with qualitative methods. During the discovery phase, seven couples were asked to map out their current booking process. Giving a better understanding of the current booking scenario of couples. This was concluded into a customer journey, displaying that the largest pain point was finding time to physically sit together and make decisions. The second finding was

that couples were overwhelmed by the amount of accommodations they had to choose from, and comparing them. Research also showed that in the current scenario, certain psychological needs were not adequately supported.

Based on these insights, the final concept was developed, TUItogether. TUItogether is a digital platform integrated into TUI's existing app that works as a shared planning environment for couples. It lets partners link their accounts, explore accommodations independently, communicate with each other, and make decisions together in a structured way. The concept's focus is on reducing friction between partners, supporting asynchronous collaboration, improving the overview, and finally increasing the confidence of the couple after they have made their final decisions.

The concept was validated with three couples and internally with an employee of TUI. The couples responded positively, saying they found the concept to be clear, organized, and supported then to make decisions together about accommodations. TUI also saw strategic value in the concept, especially the opportunity to increase app engagement and strengthen its app as a key touchpoint. While the concept was seen as realistic and valuable, further technical validation is still required.

Overall, this thesis concludes that improving the online accommodation booking experience for couples requires a digital environment that supports them in navigating complex decisions together. TUItogether offers them a way to do so.

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Reading guide

To make this thesis paper easier to read and create structure, each chapter has been formulated in the same way. Here, a quick explanation will be given on this formulation.

First, each chapter starts with the title of that chapter along with a small introduction. In the top right corner of every one of these pages, you can also see the double diamond and where in the process this chapter is situated. The chapter ends with key takeaways or a recap of the chapter

depending on where in the process and the activities in the chapter.

Additionally, both of these pages are a different color than the rest of the chapter, making them easy to identify and navigate through between the different chapters. In figure 1, you can see an example of the first and last pages of a chapter.

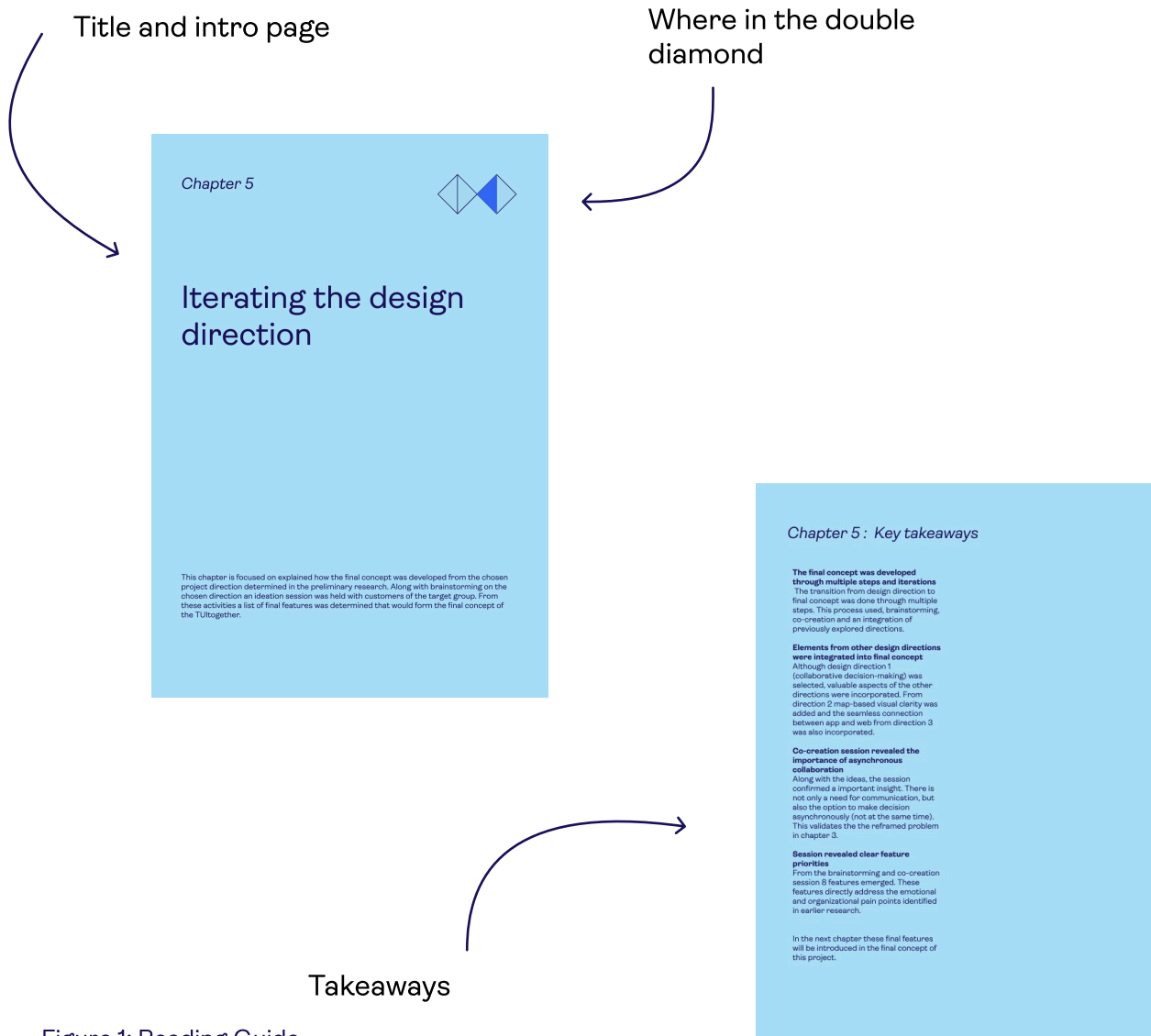


Figure 1: Reading Guide

Chapter 1

Introduction

In this first chapter of this project, the main problem is introduced along with the context in which it falls. How the project came into being is also explained, and subsequently, the scope and the project assignment are discussed. The client is introduced: TUI, touching upon the target group and their current digital product. The chapter ends with how the report is structured and the design process used.



1.1 Introducing the couples problem

Our modern lives often give the feeling that time is scarce (Hamermesh & Lee, 2007). This is particularly the case among younger generations such as Millennials and Gen Z, who balance work schedules, social commitments, and personal agendas. As a result, they often have the feeling of being rushed as they have to schedule activities within limited time frames. For couples, this scheduling can become even more complex, as decisions and plans must take the schedules, preferences, and priorities of two individuals into account.

This complexity becomes even more visible when couples plan and book a vacation together. While booking a holiday is generally expected to be an exciting and enjoyable process, it often turns into a time-consuming task that requires extensive coordination and negotiation. Couples must align their preferences, compare a large number of accommodation options and find moments that can sit together to make decisions despite their busy lives. As digital travel platforms continue to evolve, the number of available options also rises, and the decision-making process becomes increasingly harder.

This challenge couples face is particularly relevant for travel companies such as TUI, one of the world's largest tourism organizations (TUI, 2025). In response to increasing market competition, TUI has expanded its number of accommodations by implementing a new dynamic business model. While this increases the choice for customers, it also introduces a greater complexity in the booking process.

Within this context, this master's thesis was conducted in collaboration with TUI and focuses on creating a better online booking experience for couples to help navigate the decision-making process.

The main research question of this thesis focuses on this problem and is as followed:

How can TUI create an online booking experience for couples that supports them in navigating complex decision-making together?

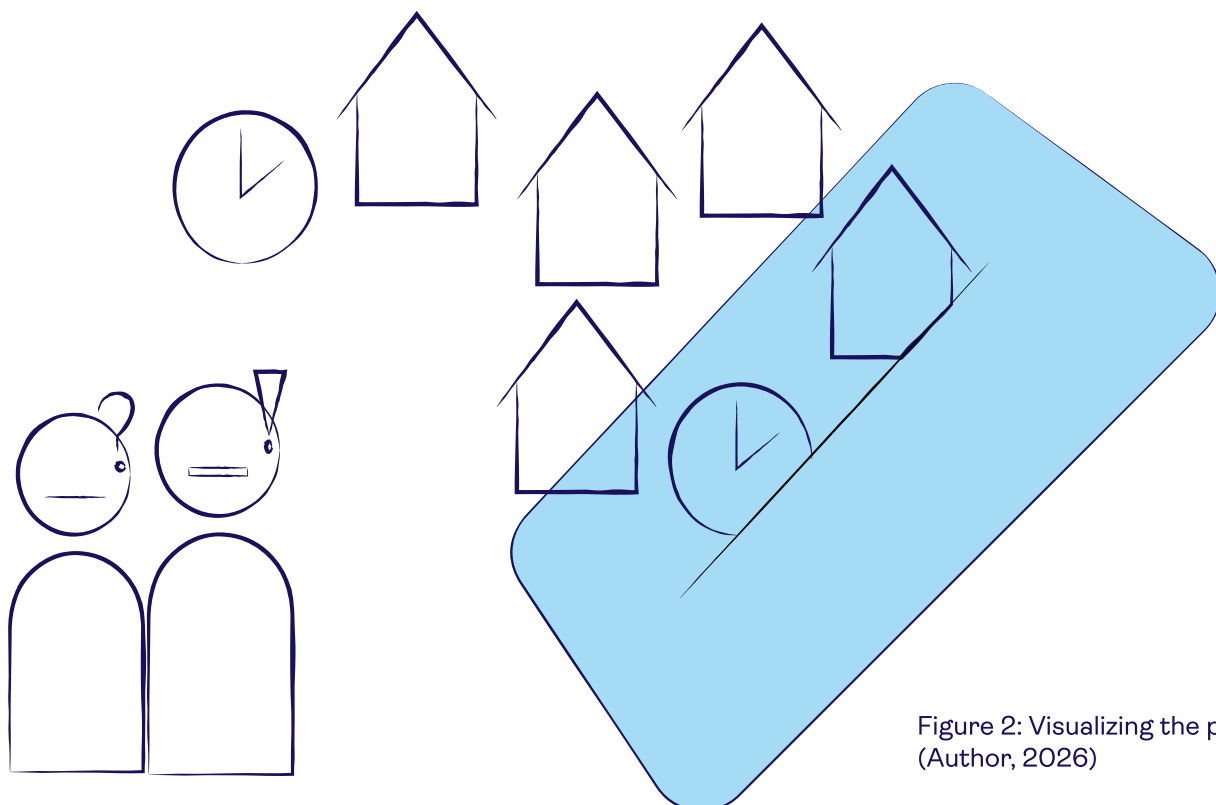


Figure 2: Visualizing the problem (Author, 2026)

1.2 Introducing the client

1.2.1 TUI Today

The roots of TUI were originally founded in 1923 in Germany as a coal and mining company (Preussag AG). In 1968, multiple German tour operators merged to form Touristik Union International, or TUI as we know it today. Throughout the 1970's all the way to the 1990's, TUI expanded to include package holidays, air travel, hotels, and resorts. From a coal and mining company, they had transformed themselves into a tourism company.

In the late 1990's, the industrial group Preussag changed its name to TUI AG to embrace its new identity as a travel company. 2007 was also a big year, as the tourism department of TUI AG merged with the British tour operator First Choice Holidays PLC to form TUI Travel PLC. In 2014, TUI AG and TUI Travel PLC completed an all-share merger to create TUI Group, which we also know today. (TUI, 2025)

Arkefly and Jetairfly were part of the TUI group, but in 2015 were renamed to TUI Nederland and TUI Belgium, and along with other countries became one airline with the name TUI. In figure 3 you can see the TUI group and all departments that fall under this extensive company.

With Belgium and the Netherlands, the operations of TUI Netherlands and TUI Belgium had become more and more integrated. So much so that in 2024, the branded entity TUI BENE was created, becoming a shared regional cluster under TUI group.

The TUI Group is now a leading global tourism company. They offer travel services which encompass 400 hotels, 18 cruise ships, 130+ aircraft, and 1200 travel agencies. (TUI, 2025)

Alongside their own capital, they have a digital platform that caters to hotels, cruises, and holiday activities. They are working on growing and expanding this platform as we speak.

TUI differentiates itself from the competitors by owning the journey end-to-end, along with its notoriety and strong branding. This has all created trust among the customers who feel like they are in good hands.

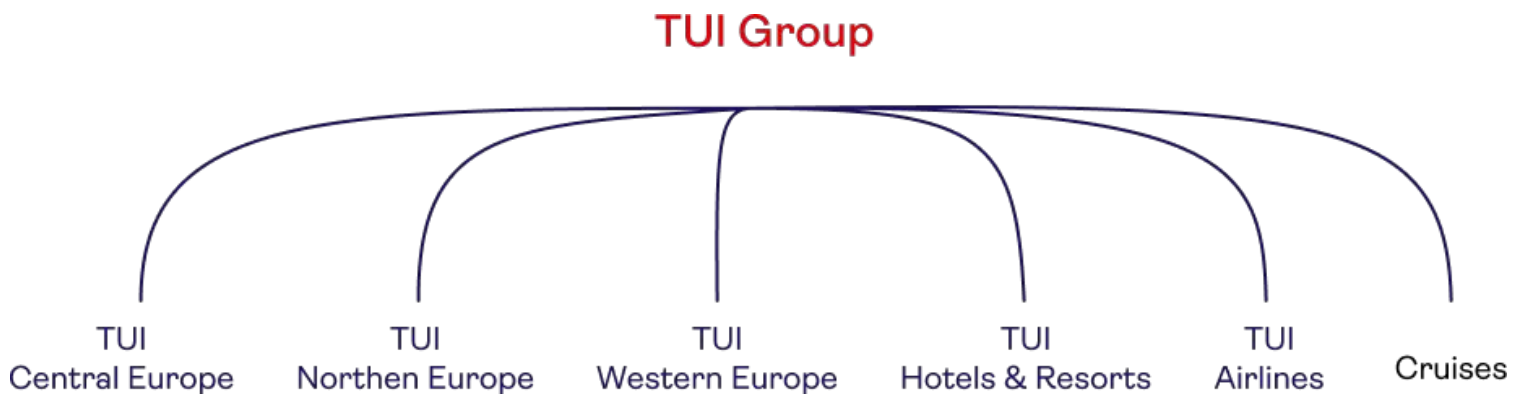


Figure 3: TUI group (Author, 2026)

1.2.2 Current digital platform

TUI currently has an application for mobile devices (figure 4). It focuses on selling vacations to TUI customers. You do not need an account to use the app, but to manage bookings or access boarding passes, you need to log in. It is also important to mention that the app works primarily as a portal. Once you click on an option or vacation, you are almost always redirected to the mobile webpage of TUI. The navigation of the app is split into three different sections: discover, my bookings, and account information. Right now, there is already the opportunity to add travel partners, but they do not have access to your saved accommodations. It is a simple app that fulfils the requirements of being able to book a vacation.

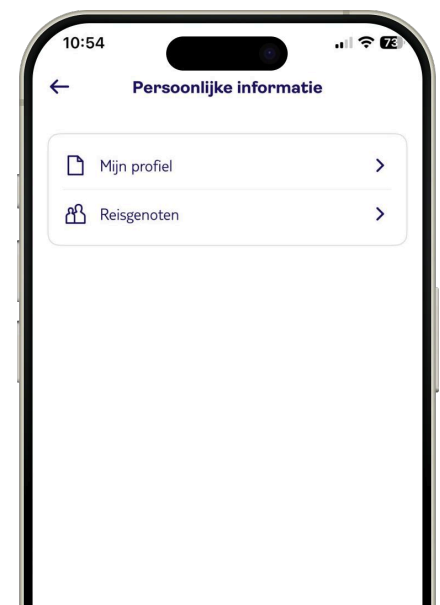
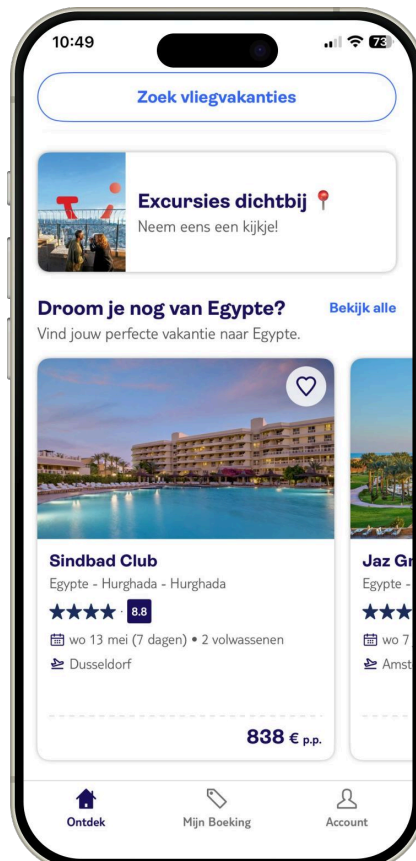


Figure 4: Current TUI app (TUI, 2025)

1.3 How did this project come into being

1.3.1 Initial problem statement

When first starting this project, the initial problem statement was focused solely on choice overload caused by the implementation of TUI's new business model, with the target group being all potential customers of TUI that fit into the travelistas travel segment (explained in 1.4). This initial problem statement was the following:

Design an approach or strategy to improve the experience of customers when faced with an increase in accommodation choices, helping them feel confident and satisfied during the decision-making process.

1.3.2 Digging deeper into a more prevalent problem

After diving deeper into the problem and performing qualitative interviews with potential customers and analyzing those interviews using thematic analysis, a new problem was discovered.

While choice overload was still relevant, there was something bigger that needed to be addressed. Couples with busy lifestyles, often of the younger generations, were feeling overwhelmed when trying to book vacations and online accommodations together. This often led them to postpone decisions and end with a less-than-satisfactory feeling after booking their vacation.

1.3.3 New problem definition

After this preliminary round of research and analysis, a reframe of the problem statement took place. The initial problem of increased choice remains relevant, but the first round of research showed a more specific and important challenge within the booking process.

It became clear that the complexity of navigating all the accommodation options becomes even more difficult for couples. Making decisions together requires alignment of preferences, communication

and negotiation, which can cause overwhelm when having to deal with a large number of options. The decision was then made to shift the focus towards improving the booking experience for couples.

This reframed problem, as introduced in chapter 1.1, forms the foundation of this thesis.

1.3.4 Preliminary ideas leading to project direction

During this first part of determining the project, which could also be called the fuzzy front end according to Herstatt & Verworn (2004), preliminary ideas and possible project directions were explored. These can be seen appendix D. These three directions were also discussed with the client, and TUI had a strong preference towards one of the directions, namely direction 1, which focused on creating a hub in which couples can collaborate to book vacations together. This was also chosen to be the main project direction for this project. Elements from alternative directions were later integrated into the final concept during the design process.

The qualitative interviews and their analysis, and the reframe of the initial problem can be found in appendix A.

1.4 Scope of project

1.4.1 Focus within TUI's customer journey

In order to understand the scope of this project, it is important to first understand the entire customer journey that TUI focuses on and why this project is only focused on a small part of that.

Understanding the customer journey is very important for companies. By doing so, they can better understand their customer's experiences and pinpoint moments of importance. TUI focuses on the entire customer journey, as seen in figure 5. They focus on the entire vacation from thinking about booking all the way to post-holiday, making sure their customers have the best experience all the way through.

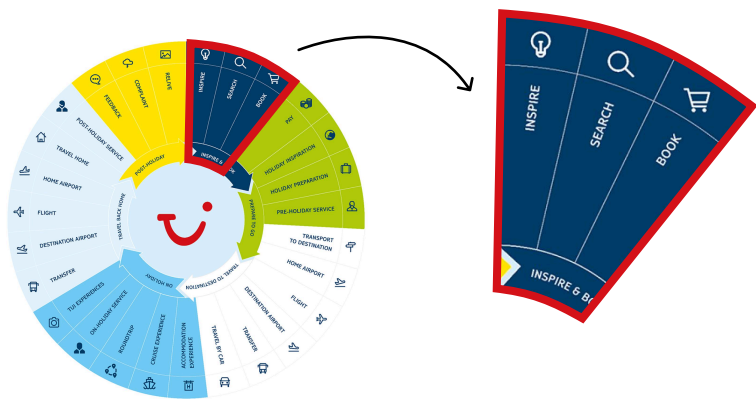


Figure 5: Customer Journey (TUI,2025)

This project only focusses on the inspire and book part of the journey. This is because the problem explained impacts this part of the journey the most, especially the searching and exploration part. Within this scope a solution will be proposed to solve the given problem. One could also argue that the inspire and book part of the journey the most important is and without it the rest cannot take place. In chapter 3.4 the customer journey is further addressed, and an as-is scenario is created as data for the design part of this project.

1.4.2 Customer target segment

In order to better understand the different types of customers that make up the tourism market, TUI has created customer segments. Creating these segments helps them better identify the needs of their customers and better explain the groups they are focusing. To be seen in figure 7.

TUI's core segments right now are Smart Tanners, Home & Away, and Senior Service. These groups are looking for convenient, sun and package holidays, exactly what TUI specializes in. For this project, the focus is not only on TUI's current segments but also on the future segments they want to reach. The segment that TUI sees the biggest opportunities in are Travelistas.

Travelistas have high volume and value in the market. They offer a high future potential, because many of them are not yet customers of TUI, but TUI would like them to be in the future. Currently, they represent 21% of all customers in the tourism market. Gaining this extra 21% could result in a much larger market share for TUI, along with more revenue for the company. TUI sees Travelistas as an untapped market they want to reach.



Figure 6: Visual Travelista(TUI,2025)

Travelistas are described as primarily younger, confident, and adventurous travellers. They are eager to explore different cultures and value authentic trips. They prefer to book accommodation and transportation separately, enjoying the flexibility of independent travel. They usually travel without children and with a partner or a few friends

As this project is focused on couples, the scope of the target segment includes couple Travelistas as well as couples in their existing customer segments. Doing so not only attracts a new target segment to TUI but also improves the experience for the existing target segments, improving the customers' loyalty towards TUI.

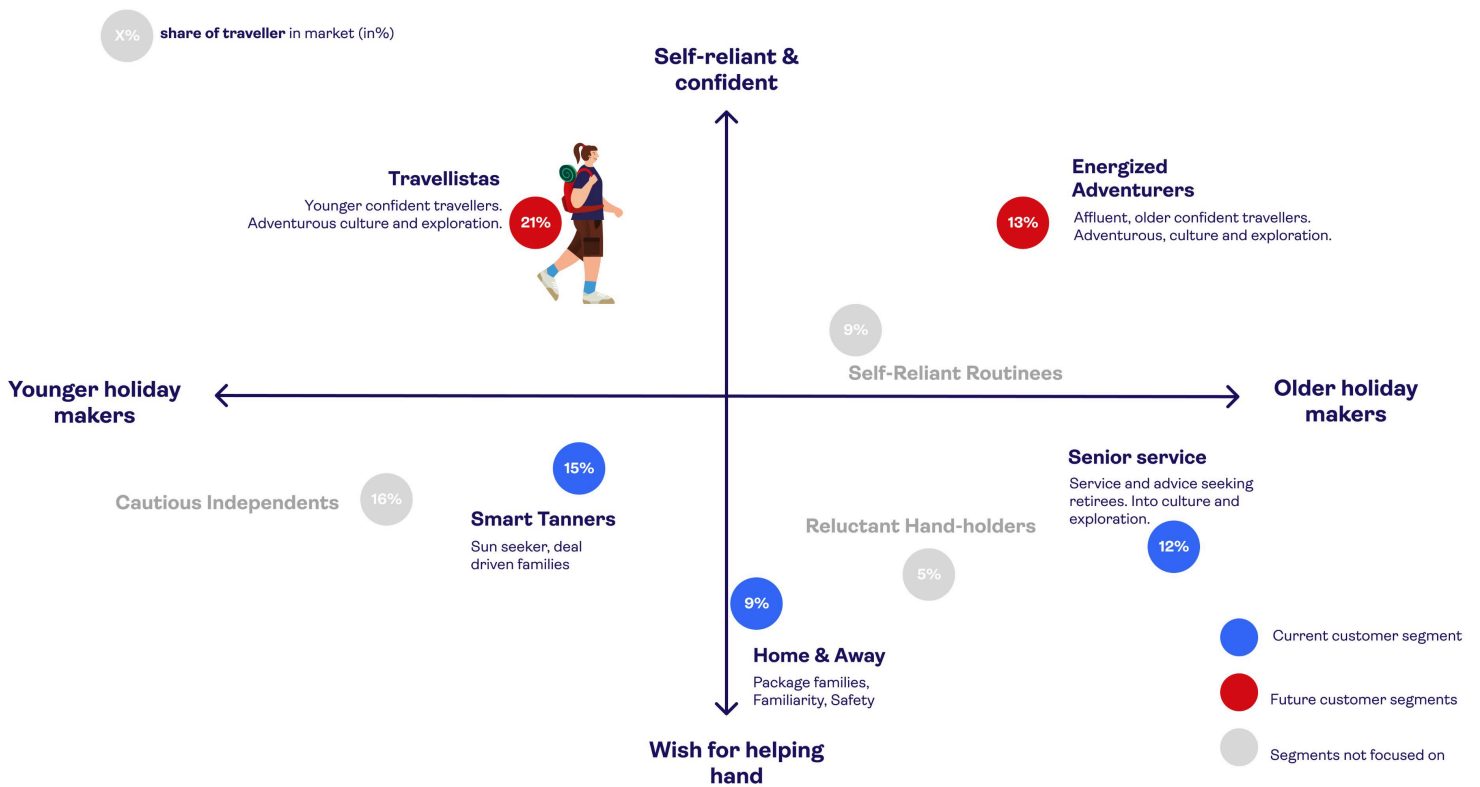


Figure 7: Customer segments (TUI,2025)

1.5 Structure of report

1.5.1 Double diamond structure

This project follows the double diamond design process. The classic double diamond is split into two diamonds, focusing on discover, define, develop, and deliver (Design Council, 2005). Before the first diamond of discover could take place, the project needed to be framed. This is not included in the double diamond process, but as some refer to it as the fuzzy front end of the project (Herstatt & Verworn, 2004), which indicates the unstructured beginning of a project, often focused on understanding and early problem definition. This has been included in the structure seen in figure 8 as a tentative diamond preceding the double diamond. Also, an extra ending bit has been included in the structure that holds the validation, conclusion, and discussion of this project.

1.5.2 Design activities

Many different design activities took place throughout the design process of this project. During the project framing phase, qualitative interviews were held along with extensive literature research to fully understand the problem. Qualitative interviews with couples were done twice during the design project. Once during the discover phase to better understand the as-is scenario and again during the validation of the final concept to ensure the desirability of the final outcome. Alongside this research, literature research was done to help support and understand the findings. In the develop phase of the project, a co-creation session was held in which ideas and concepts were formed for the final design solution. This was done after an initial round of brainstorming and early on in idea generation during preliminary research. All activities done in this project were essential and helped achieve the final result.

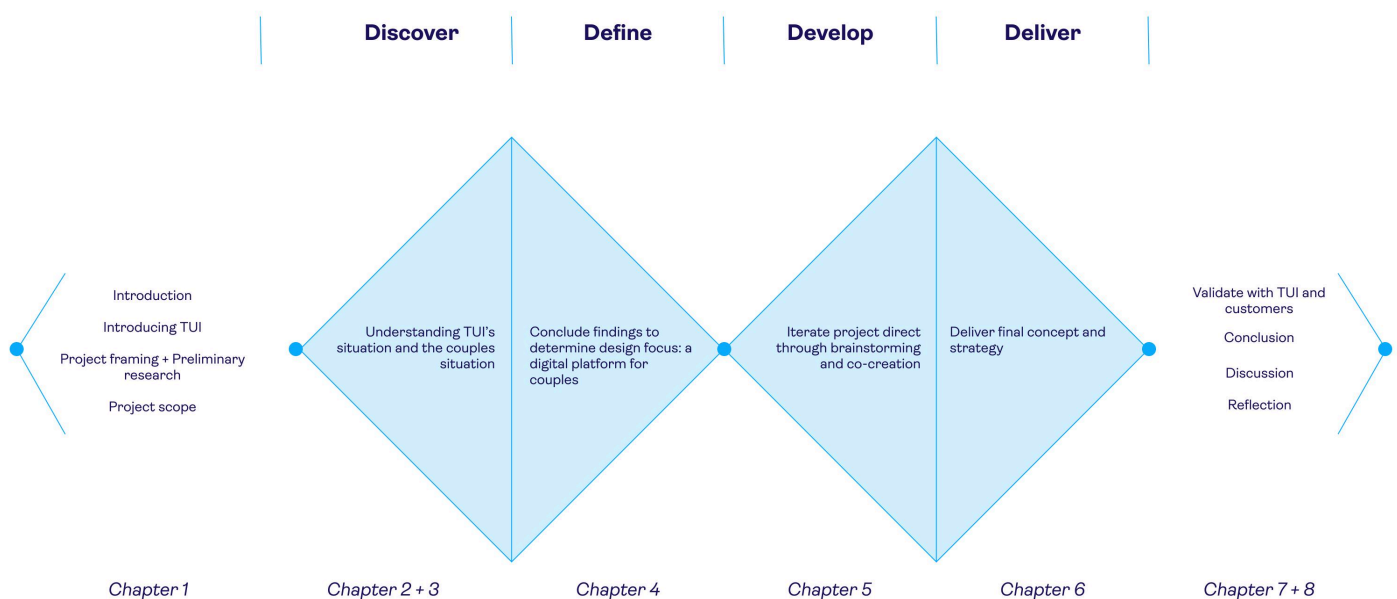


Figure 8: Structure of report

Chapter 1 : Key takeaways

Collaborative booking increases complexity

Booking together as a couple is more complex than booking as an individual. Couples must align preferences, make time for each other, and negotiate decisions, often with very time-consuming lifestyles. This creates a booking process that is often very demanding for couples while also being time sensitive.

TUI operates in a dynamic and competitive environment

The tourism industry is ever-changing due to environmental, economic, and digital developments. In response to this, TUI has introduced a new business model, letting it increase its flexibility. This also impacts the customer's experience of booking accommodations.

Individual-focused platforms limit working together

TUI's current digital platform is primarily designed for the individual experience rather than shared decision-making. As a result, couples lack the necessary tools to be able to communicate effectively.

A reframing of the project determined the final project direction

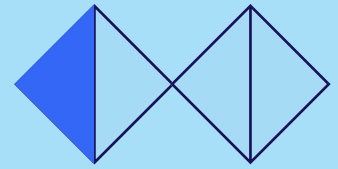
When trying to determine the main direction of the project, the first focus was on choice overload caused by the increase in accommodations. However, preliminary research revealed a more pressing issue in the collaborative decision-making of couples. This became the main direction of the project moving forward.

The scope is focused on the most critical phases

Due to the limited time of this thesis, the project scope was narrowed to only include the the inspire and book part of TUI's entire customer journey. These phases were identified as having the most influence when it come s to couples decision making.

A structured design process

This project is structured using the double diamond method. This allows the project to take enough time to research, do analyses, develop concepts, and validate the final project. This method ensures that the final concept incorporates customer insights and helps translate research into design outcomes.



Understanding TUI's situation

This chapter focuses on understanding what TUI is dealing with. We take a look at the industry context along with how it is evolving and how TUI is reacting. TUI's new business model is introduced with a focus on the consequences of implementing it. Lastly, this chapter touches upon dynamic stability and what it means for TUI and its customers.

2.1 Industry context

In recent years, the tourism industry has experienced an increase in disruptions due to environmental, economic, and health-related incidents. The COVID-19 pandemic had a major negative effect on tourism (UN Tourism, 2020). Next to this, recurring environmental challenges such as forest fires increasingly affect tourist destinations and planning stability (Campen & Velev, 2025). At the same time, the industry is becoming more digitalized and competitive, requiring tourism organizations to rethink how they create and deliver value.

These developments have made the tourism landscape less predictable. Where tourism organizations previously relied on relatively stable travel patterns and long-term planning, they now operate in a context in which external events can quickly have an impact on customer demand, destination attractiveness, and operational continuity. This increases the pressure on organizations such as TUI to remain responsive while still maintaining a sense of reliability and being loyal to their customers. Something TUI is known for.

For TUI, these changes are particularly relevant in the way accommodations are managed. Accommodations are a large part of their portfolio and strongly impact the overall travel experience. However, in a rapidly changing market, managing accommodations is no longer only about offering availability and attractive pricing. It also involves responding to shifting customer expectations, dealing with disruptions in destinations, and ensuring that the accommodation portfolio remains relevant in comparison to competing platforms and providers.

As a result, TUI can no longer rely solely on traditional business models and established ways of working. Instead, they have decided to implement new strategies that allow the organization to respond effectively to external changes while maintaining long-term stability. This requires a balance between adaptability and consistency. They must become more dynamically stable. What this is and what it means for TUI and its customers is explained next.

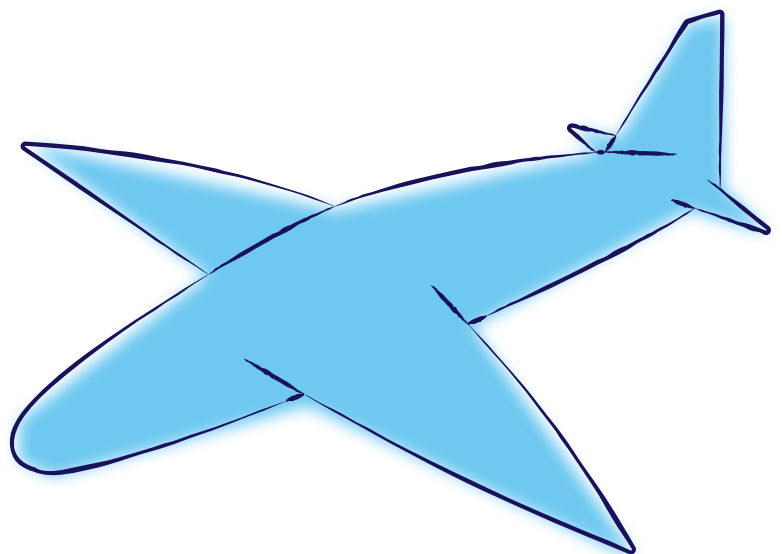


Figure 9: Sketch (Author, 2026)

2.2 Dynamic stability

2.2.1 Defining dynamic stability

The concept of dynamic stability refers to the ability of an organization or system to remain upright and functional while adapting to changing circumstances. Boynton and Victor (1991) first describe it as the combination of responsiveness to shifting demands and the preservation of long-term capabilities and knowledge, while Boynton (1993) emphasizes the importance of information and coordination in enabling this balance. Building on this, Kim et al. (2022) define dynamic stability as the ability of a system to reach a steady previous or new state after a major disruption. Dynamic stability therefore, differs from static stability: it is not about resisting change, but about achieving continuity through adaptation. This project focuses mostly on the definition given by Kim et al. (2022).

2.2.2 For the customer

For TUI's customer dynamic stability takes a bit of a different role. It refers to the ability to maintain a sense of confidence, clarity, and control throughout the entire booking process despite things changing along the way. When it comes to traveling and booking accommodations, customers are often confronted with uncertainty, such as changing availability and other external factors. At the same time, when travel decisions are made together as a couple, preferences and priorities are more likely to shift during the booking process. In this scenario, dynamic stability means the ability to absorb these changes while still having the customer be satisfied and confident with their final decision. This results in a booking experience that is not static but able to adapt. It allows customers to respond to new information, align preferences, and book their accommodation without unnecessary friction or confusion.

2.2.3 For TUI

When looking at TUI, dynamic stability refers to the ability to remain reliable and relevant in the ever-changing tourism industry. TUI must be able to respond to disruptions and changing behaviors (internal and external) while maintaining a coherent and trustworthy service. For TUI, dynamic stability is not achieved by resisting change but by adapting to it, allowing themselves to continue functioning effectively.

TUI has responded to this need for dynamic stability by implementing a new business model. This business model is further explained in the next part of this chapter.

2.3 TUI's new business model and the consequences of it

2.3.1 TUI's Strategic shift: dynamic accommodation model

TUI has originally offered accommodations through direct contracts with hotels. However, as a response to economic and environmental instability with the goal of achieving more dynamic stability, TUI has decided to implement a dynamic accommodation business model. (figure 10)

This new model expands TUI's number of accommodations by adding accommodations from third-party providers, known as bed banks. This means that bed banks purchase accommodations from many different hotels, and then TUI buys them from the bed banks.

But this is only done once a customer has actually decided to purchase the accommodation from TUI. Doing this significantly reduces the financial risk of unsold hotel beds while allowing TUI to offer a much larger number of accommodations to its customers. It removes a lot of the risk for TUI.

This strategic move increases flexibility and aligns TUI with its competitors, who are already using similar business models. This also adds to the company's ability to adapt to market behavior. While this new business model supports TUI's need for dynamic stability from a business perspective, it also impacts the customer by introducing many more accommodations to choose from.

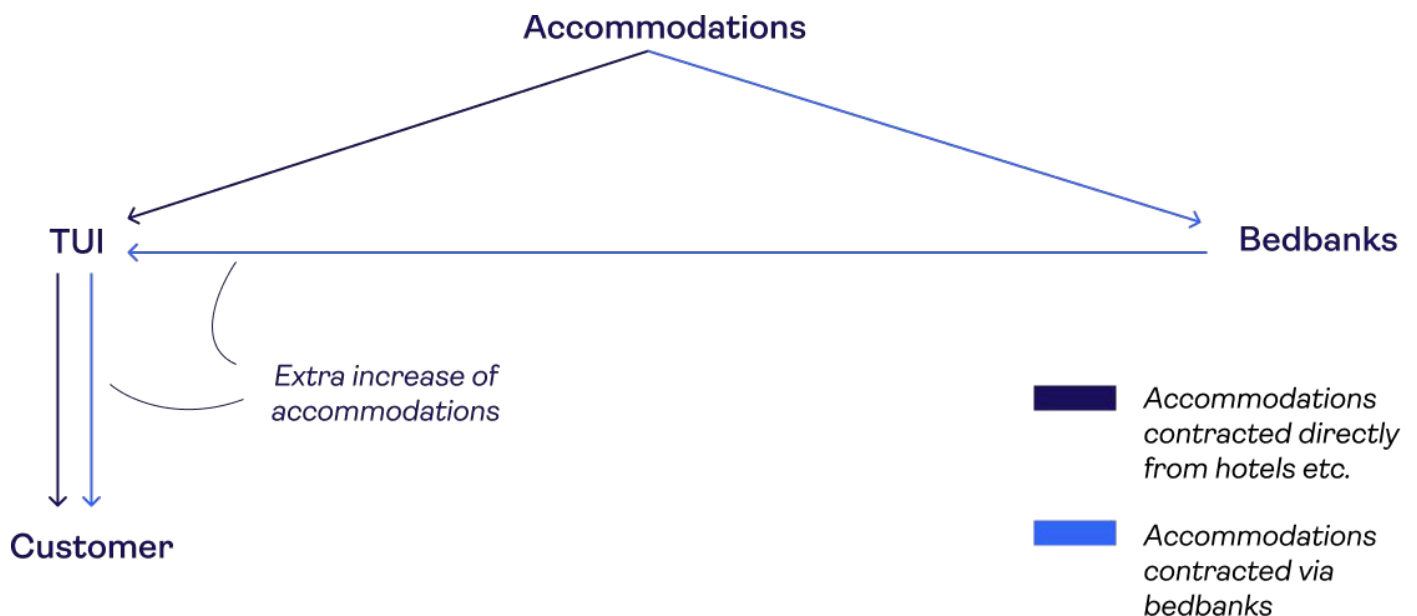


Figure 10: Simplified version of new business model (Author, 2026) with input and data from TUI

2.3.2 Consequences of the business model shift

Increase choice and complexity

Implementing a dynamic business model increases the number of accommodation offers on TUI's website. Customers now have many more options than before, including options previously not contracted directly by TUI.

While one might think that offering many more options sounds appealing, it also results in a more complex booking experience. Couples now are given many more options to compare and are asked to evaluate more information while navigating the booking process. This increase in options and complexity impacts the decision-making experience. This is visualized in figure 11.

Risk of choice overload

Having too many options can result in choice overload. When confronted with too many options, individuals can experience cognitive strain, feel overwhelmed, and have difficulty coming to a decision. This can result in a postponed booking, being unable to make a decision, or even choosing to stop the booking process altogether. More of this can be found in chapter 3.2, where we take a deeper dive into choice overload from the customer's perspective, along with the literature supporting it.

This creates a two-faced problem for TUI. On the one side, dynamic accommodations increase strategic flexibility and reduce financial risks. On the other hand, the increased number of accommodations can have a negative impact on the customer experience. If customers feel overwhelmed or unsure, the benefits of introducing this new business model may not be achieved.

Making sure that customers can confidently and positively go through the accommodation booking process, therefore, becomes essential, especially as a couple. This brings us to one of the main issues for TUI. How can TUI support couples and maintain a positive and confident booking experience despite offering so many options?

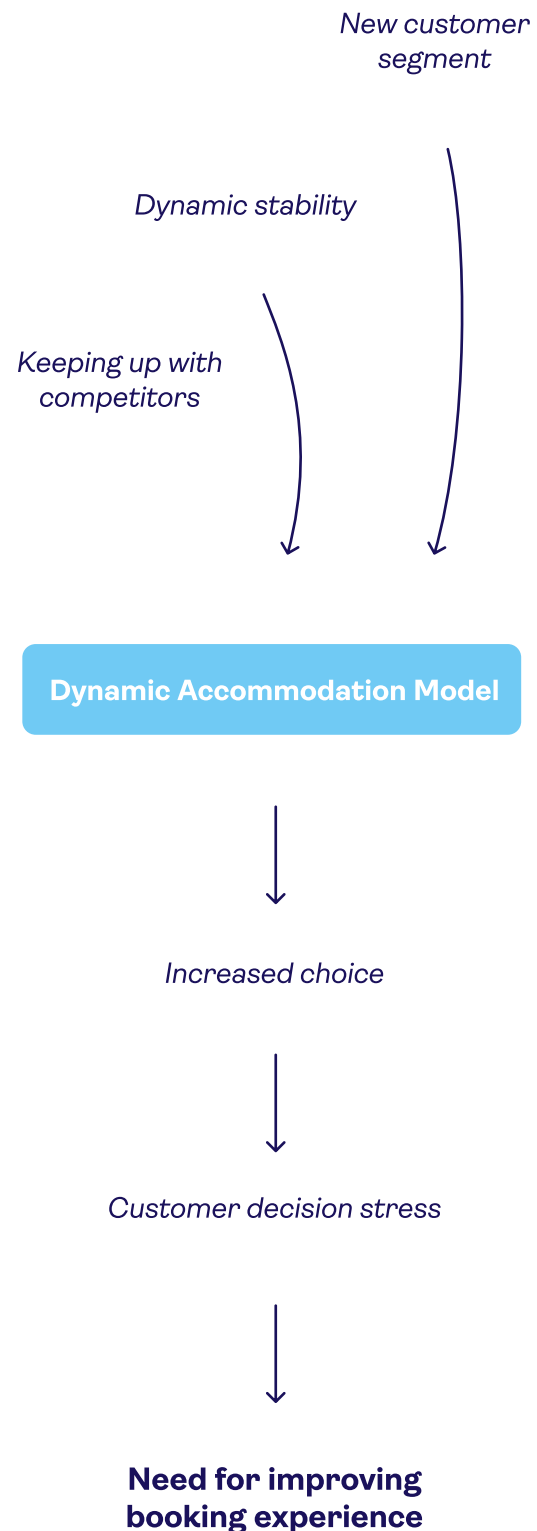


Figure 11: Business model shift (Author, 2026)

Chapter 2 : Key takeaways

The tourism industry has become less predictable

TUI operates in an industry influenced by environmental and economic disruptions, and at the same time, digitalisation and competition are increasing. This means the company can no longer build upon stable travel patterns and needs to respond more actively to these changes.

Dynamic stability

Dynamic stability is described as staying functional and reliable while adapting to change. For TUI, this means remaining relevant in a shifting market. For customers, it means feeling confident and in control during the accommodation booking process.

TUI's dynamic accommodation model to reduce risk and increase flexibility

Because of their new business model, TUI is able to book accommodation after the customer has decided to book, lowering the financial risk and helping expand TUI's number of accommodations. This also helps them keep up with their competitors.

New business model improves TUI's position but brings complexity for customers

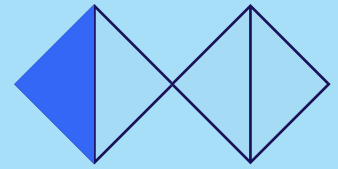
By adding more accommodations, TUI strengthens its adaptability. At the same time, customers now have to compare more options and process more information during the booking process.

Customers have the risk of choice overload

It became clear that more options do not automatically mean a better experience. Too many choices can lead to stress and postponing booking. This means TUI's business benefits may be lost if the booking experience does not support its customers well enough.

TUI needs to support decision-making

In this chapter, the issue is presented as a challenge between business stability and customer experience. TUI need to support couples in navigating the increase in options.



Understanding the as-is problem in couples booking accommodations

In this chapter, the focus is on understanding the challenges couples are facing now when trying to book accommodation online. This chapter takes a deeper dive into the as-is scenario and what couples experience when booking an accommodation. The findings from these couples' interviews are also shared with the literature that supports it. A customer journey is created from the research, along with an analysis of the fundamental needs.

3.1 Understanding the decision-making and experienced time pressure of younger generations

3.1.1 Gen Z and millennials in the decision-making process

Looking at the target segment travelistas, one can say that they fall into the category of Gen Z and/or Millennials. Gen Z are people born between 1995 and 2012, and Millennials, 1981 and 1996 (Perk, 2022). They are a tech-savvy generation that values open data, is social proof oriented, experience driven, price conscious, and very much influenced by peer reviews and online content. (Zouni et al., 2024)(Loan & Hoang, 2023). This means they value what others think when making decisions, especially when the person is also being influenced by the choice being made.

When booking travel online, both groups use mobile applications, online reviews, and social media to collect information and eventually also book. The younger demographic (Gen Z) favours social media and peer recommendations when searching for information online (Zouni et al., 2024). A large part of information gathering and planning is done online, with 62,2% of Gen Z and Millennials using their mobile phones to get information about accommodations and 33,5 % a laptop.

While mobile phones are used more for inspiration and sharing information, Zouni et al. (2024) discovered in the research they conducted, revealing a drop from 62,2% to 43,5% of choosing a mobile phone when actually making the reservation (Laptop 53,5%). This means that information is collected through mobile phones, but decisions and bookings are made on laptops.

This can partially be explained by Mograbi (2022), as they suggest that more impulsive buying behaviour is performed on a mobile phone compared to a laptop. Holidays and accommodation bookings are not often placed in the impulsive category and are often planned and researched as mentioned above.

These findings have made it clear that these younger generations get their information from online but are also dependent on peer reviews and the opinions of others in the decision-making process. Once everything has been collected and decided, they then turn to their computer and make the final purchase.

3.1.2 We have less time

Now that we understand how and where decisions are being made, we need to find out when decisions are being made, which proved to be not that easy.

Multiple papers found that people have the feeling that they have less time nowadays. (Hamermesh & Lee, 2007) concluded from a cross-country analysis of time pressure that people in modern societies experience a time squeeze. The feeling of having too much to do and not enough time to do it was found to be present across multiple demographics and cultures, not only a certain group of people (Perlow, 1999). Gershuny (2000) aligns with the previous statement but goes on to say that people are lacking leisure time, which results in families/ partners struggling to coordinate time together. In order to book vacations, one needs to find time together to sit and look at options and come to a decision. This becomes harder when people feel they are experiencing a time squeeze.

3.2 Choice overload in digital environments

3.2.1 Defining choice overload

Before understanding how couples experience the booking process together, it is important to understand the overall issue of choice in digital environments. Choice overload refers to the difficulty people experience when they are presented with many options and have to choose between them (Toffler, 1970). This is also when choice overload was first mentioned. Experiencing more choice may seem positive at first, but research shows that a large number of options does not automatically lead to a better experience.

Looking at different studies, one can see that when people are faced with too many options, they feel overwhelmed and can become less satisfied with the decisions they are making. Iyengar and Lepper (2000) found that a bigger choice set can reduce the likelihood of people making a choice at all. Reibstein et al. (1975) found results that were similar and showed that more options do not always increase satisfaction. This shows that having more choice is not always the best option and instead makes decision-making more difficult.

Chernev et al. (2014) explain that choice overload is not only caused by the number of options, but also by how these options are presented and how difficult they are to compare. Factors such as decision task difficulty, choice set complexity, preference uncertainty, and decision goal all influence whether people experience choice overload. Looking at digital environments, the issue is not only how many options you have, but also how easy they are to compare and understand.

When people are tasked with comparing many options and many different attributes, the decision-making process becomes very demanding. This can lead to decision stress, postponement of the decision or a feeling of regret after having made a decision. Inbar, Botti & Hanks (2011) explain that people are more likely to experience regret when they

are feeling rushed or when they do not feel they have had enough time to properly consider their options. This ties in with what was said in chapter 3.1. This means that choice overload not only affects the final decision but also the experience and journey leading up to the final decision.

3.2.2 Choice overload in online travel booking

Choice overload is very relevant in tourism, especially when it comes to online travel booking. This is because customers are often presented with many accommodation options that are similar but still need to be compared on different aspects such as price, location, and reviews. Park and Jang (2012), (like Reibstein et al.), discuss that large choice sets in tourism can reduce satisfaction and decrease confidence in the final decision. In some cases, a larger number of options can even result in no choice being made at all.

This becomes even more relevant when applying it to the online booking environment. Armstrong (2023) explains that nowadays people mainly book vacations through online platforms and websites. This means that customers are online comparing many options and evaluating them via websites or apps. Because of this, the structure and presentation of the information displayed become very important, especially when trying to differentiate oneself in the market. Guo and Li (2022) discovered that people are better able to handle a larger number of options when each option contains less information or the information shown is what they find interesting to know. It is also improved when the presentation remains simple and easy to compare.

Chernev et al. (2014) also mention that tools like filters and sorting options can reduce the effort needed to make an option. These tools can be used to make it easier for users to narrow down their options and give more structure to the decision-making

process. This is important when it comes to booking accommodations, as the number of options can quickly become overwhelming.

For TUI, this means that choice overload should not only be seen as a problem of offering too many accommodations, but also as the problem of how these accommodations are presented in the digital booking environment. When customers are shown too many similar options without the right kind of support, they may delay booking or feel unsure about their final decision. This is something TUI definitely does not want. A clearer and more supportive online experience can help reduce this feeling and support customers in making a more confident decision (Sharifuddin et al., 2023).

This issue of choice overload becomes even more relevant when the booking process is not done individually, but together as a couple.

This chapter (3.2), along with what is stated in chapter 3.1, gives a clear understanding of the current issues couples are facing when trying to book accommodations.

Next, we will talk with couples to gain their perspectives on the as-is scenario.

3.3 Understanding the as- is scenario of couples

3.3.1 The importance of understanding the couples perspective

In understanding the context of this project, it is important to have a clear picture of the as-is scenario when it comes to booking an accommodation. By understanding the current situation and the challenges couples are facing, can one use the insights to determine where improvements can be made. In the preliminary phase of the project the choice was made to do qualitative interviews, but for this part of the project the couples are asked to fill in a template describing how they go about booking accommodations together. Doing so let the couples draw out their own experience, which can be easier then talking about it, as it helps them visualize the steps of their booking process.

3.3.2 Designing a template

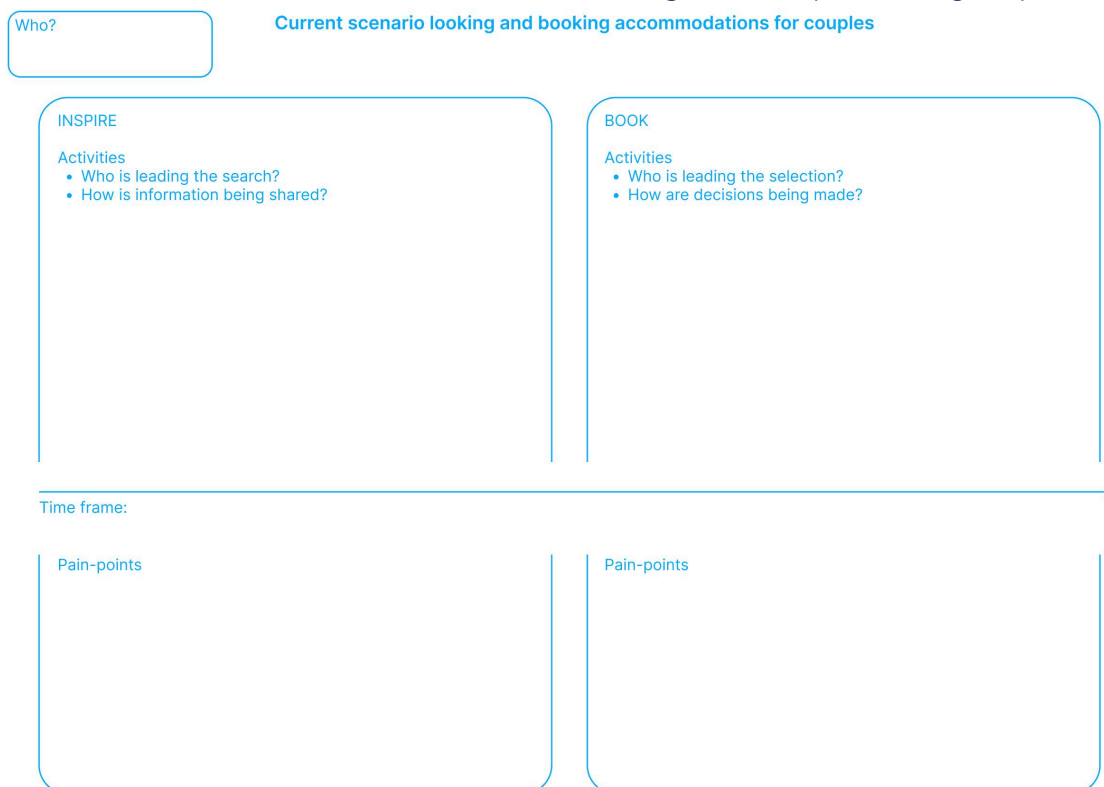
To better understand these experiences when trying to book together, a template was created in which potential customers could explain and draw out their current booking procedure. (figure 12)

The goal of this template is to understand the as-is scenario, along with the pain points and how they emerge, to then know what areas need improving.

The template was filled in together with 7 couples. The activities done throughout the booking process were explained, along with the steps taken to try to come together to book, and how they communicate in each step of the process. The template is split into inspire and book, as these are the two different parts of the customer journey that are within the scope of this project.

The question of who is leading/making the final decision is also asked of the couples to see if one person is predominantly making the decisions, as this is interesting information to have in the design process of the project. Completed and analyzed templates can be found in appendix E.

Figure 12: Couples booking template (Author, 2026)



3.4 Findings from couple interviews

3.4.1 Findings

Time pressure in the booking process was something discussed by many. 5 of the 7 couples interviewed mentioned something about difficulty finding time to come together and book, especially if they were both working full-time or had busy lives. This difficulty in finding time to sit together occurred predominantly when precise decisions had to be made, like the exact accommodation and dates the couple wanted to book. This was done after the general decisions had been made, such as location and general time of vacation, often done in passing or via text.

“We are both busy, so it’s difficult to find a moment to sit together” - Couple 2

It was mentioned multiple times that big booking decisions were done on laptops and preferably together, whereas looking for inspiration was also done separately and then sent to each other via text or social media. Many couples also mentioned getting inspired either by trusted social media (blogs, travel influencers they have been following for a long time) or from friends and family. The one does not exclude the other, but would often be used in combination.

4 of the 7 couples also mentioned things that are related to choice overload. Some things mentioned are feeling overwhelmed when comparing information, trouble comparing the options correctly, and losing the overview of possible accommodations.

Other things that were mentioned during this exercise, that don't necessarily fit into the previously mentioned themes but are still interesting, are that two couples either had problems with finding the information that had been collected during the inspiration period of the process, or had troubles coming to an agreed location for their vacation. These are also interesting findings that should be taken into account when designing a solution.

The couples were also asked to write down who was leading that part of the process. This was done so a better understanding could be achieved on whether the decision-making process is equal or if there is a leader making more decisions than their counterpart.

This is, for most couples in fact true, while some couples did all parts of the decision making equally and sat together for everything, this was certainly not the case for all. For most scenarios, there is one that is leading the booking. While this is true, it is important that the person is then more focused on searching for activities during the vacation or finding good restaurants. While the booking process may not be equal. Taking this aspect into account creates a more equal vacation experience.

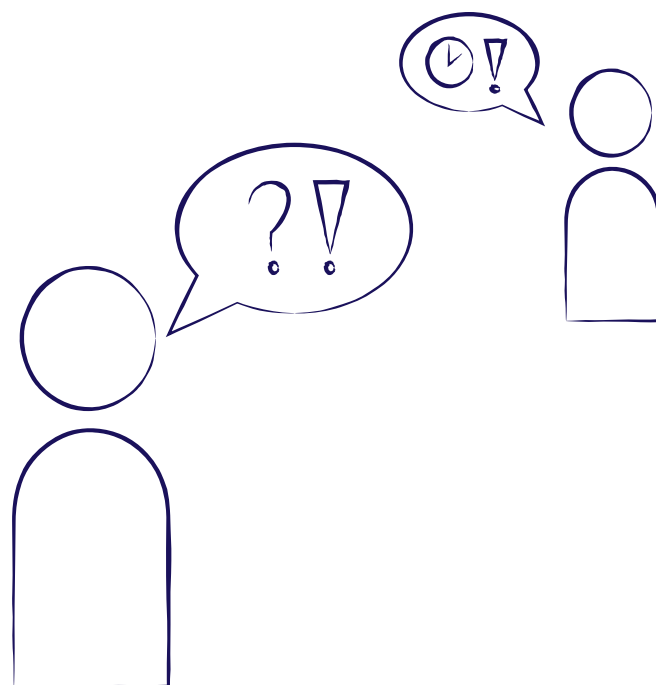


Figure 13: Couples having troubles (Author, 2026)

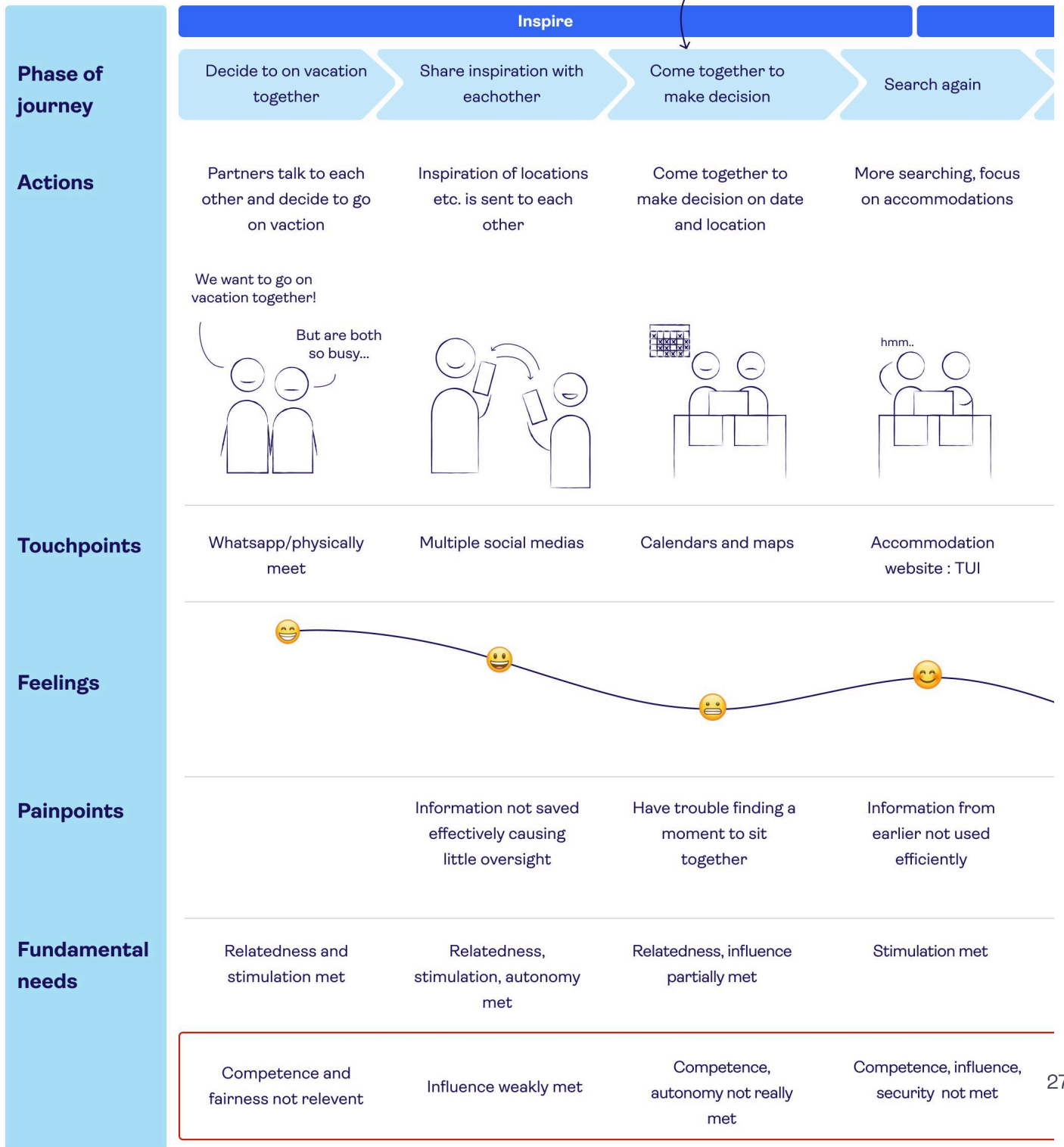
3.4.2 As-is couple customer journey

From the 7 templates, the as-is customer journey of couples when booking an accommodation was created. This can be seen as the average experience that couples go through when deciding/trying to book a vacation together. In chapter 6.4, the to-be customer journey can be found, showing the impact of the final concept.

Customer Journey map

Booking process as-is scenario

friction point, excitement of vacation meets complexity of booking



The as-is customer journey tells us multiple things. The first one is that couples start excited and happy when they have just decided they are going to go on vacation. From there, things go downhill. There is a small peak in enthusiasm after the first time sitting together and determining the location and dates. Soon after that, the couple feels overwhelmed and has difficulty making decisions.

Looking at the pain points, the largest problem is that couples experience is finding time to physically sit together and make decisions. After that, the second problem is a combination of choice overload along with agreeing on certain decisions, such as location or accommodation. These pain points are also incorporated into the customer journey. An enlarged version of the customer journey can be found in appendix F.

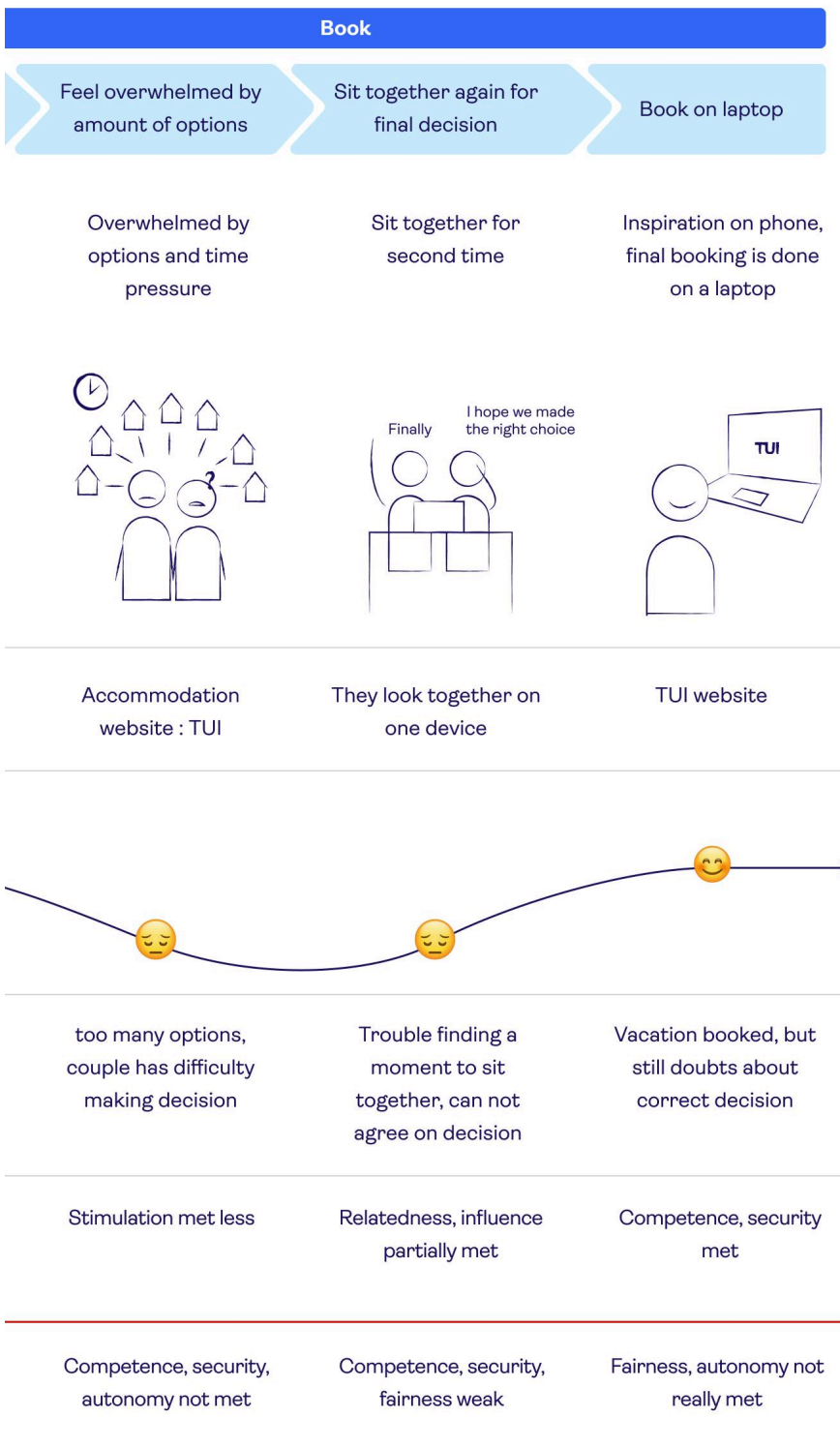


Figure 14: Customer journey map as-is (Author, 2026)

3.4.3 Fundamental needs not met

Aside from the pain points, the fundamental needs of (Desmet & Fokking, 2020) that are or are not being met are also incorporated into the customer journey.

The fundamental needs are universal psychological needs that explain why people experience products, services, or situations as meaningful, pleasant, or unpleasant. These products, services, or situations don't create needs; they support them.

From the customer journey and the couples' interviews, the fundamental needs were determined that will support a positive experience for the customers. The top 3 needs are relatedness, competence, and autonomy, followed by stimulation, influence, and fairness. These fundamental needs are further explained in chapter 6, when they are addressed in the design solution.

In the as-is customer journey, some fundamental needs are already being met. Relatedness is present in multiple moments of the journey. However, at the moment, relatedness is mostly present emotionally, and it is not well supported structurally. There are no tools that help them communicate well. Another fundamental need that is currently being met is stimulation in the ability to browse and visually explore options. Stimulation can easily turn into overload, which is not a desired effect.

Autonomy and influence (Impact) are being partially met, as each partner can search independently and voice their options. But in the journey, we can see that individual exploration doesn't mean that making decisions together is made easier. Also, information gets lost in between search sessions, and influence depends heavily on verbal negotiation.

Competence and fairness (morality) are not being met in the as-is customer journey. Due to the repeated searching and overwhelmed feeling that comes with too many options, competence is being strongly violated. Fairness is also not being supported, as there are multiple possibilities for imbalance, as one partner searches more or can voice their opinions more vocally.

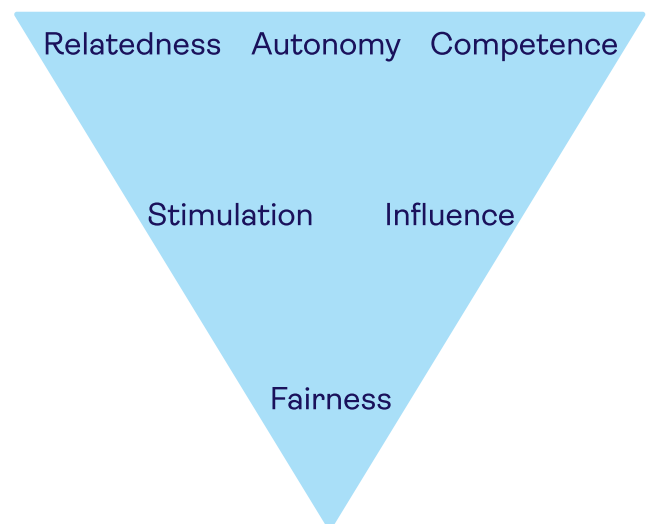


Figure 15: Fundamental needs addressed in this chapter (Desmet & Fokking, 2020)

Chapter 3 : Key takeaways

Accommodation booking is a demanding decision-making process

Booking accommodations involves comparing many things at once, such as price, location, and reviews. Because of this, the process can quickly become demanding instead of having a positive booking experience.

Younger generations experience decision-making under time pressure

The feeling of time pressure impacts the decision-making of younger generations. They are given the feeling that they need to decide efficiently, which makes the booking process feel rushed and stressful.

More choice does not automatically create a better experience

A main point in this chapter is that having more options is not always the best. When the number of options becomes too large, people feel overwhelmed and tend to postpone decisions, making them feel less confident about the final outcome.

Choice overload is influenced by both quantity and presentation

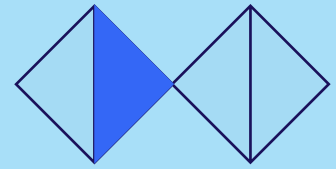
Choice overload is not only caused by the amount of options available but also by the by how these options are shown and how easy they are to compare. This means that the design of the booking environment plays a larger role in whether the customers feel supported or not.

Booking as a couple adds another layer of complexity

Couples not only compare accommodation options, but also take each other's preferences, priorities, and expectations into account. This results in a booking process when shared negotiation is more important than the individual decision.

The interviews show that emotional and relational factors shape the booking experience

Findings from the interview suggest that communication, trust, and alignment influence how the couples' booking process is experienced. The as-is customer journey tells us that couples need support in reaching decisions together in confidence.



Concluding the research to a design opportunity

In this chapter, the research from the previous chapters is concluded. This results in the conclusion that, for this project, in order to create a better online booking experience for couples, a new digital product needs to be created. This is determined from the takeaways from each chapter. This chapter synthesizes the perspectives from TUI and the customer to identify a clear design opportunity.

In the next chapter, the project direction will be further iterated to create the final concept.

4.1 Concluding the research

The tourism industry keeps becoming more competitive and complex, leading TUI to adopt a dynamic business model that results in them increasing the number of accommodations while becoming more resilient. However, an increase in choice also creates greater complexity for customers. This creates a tension between TUI's need for flexibility and the ability of their customers to be confident in their decision-making.

When looking at the research on couples, it shows that booking accommodations for couples is a collaborative process in which couples must align preferences and make joint decisions. This is often done under time pressure and fragmented communication. This, combined with the increase in the number of options, often leaves couples feeling overwhelmed. They have difficulty making decisions, and there is a lack of structure within the booking experience of couples

4.2 Defining the core problem

When combining the strategic context of TUI with the couple insights a clear problem emerges.

The challenge is not only in the large number of accommodation options, but in the difficulty of navigating these options together. TUI's dynamic accommodation model increases the availability of options, which then enhances their own dynamic stability but also creates a more intense booking process. While coping with this increase in options, couples are required to align preferences, coordinate their time, and make decisions together.

The travel applications available at the moment are mostly designed towards individuals and do not support the duo experience that couples have difficulty with. This often results in couples experiencing friction, not working efficiently, which then again causes delayed decisions and reduced confidence in their booking experience.

This problem creates a design opportunity

4.3 Design opportunity

This problem shows us that there is a opportunity to create a design solution. This solution needs to help support couples in working together to navigate the accommodation options in a structured and efficient way.

This solution should embody and help partners to align their preferences more easily while also providing structure and overview within the decision-making process. It should also help reduce cognitive load and support communication and exploration together. The final solution should support confidence while the final decisions are being made.

By working on both the cognitive complexity and the collaborative side of booking, the booking experience turns from a **fragmented and stressful** experience to a **structured and pleasant** one.

4.4 Design direction

Based on these conclusions, this project moving forward focusses on developing an improved digital platform that supports collaborative accommodation booking for couples.

The digital platform needs to create a shared planning environment that enables partners to explore, compare, and share accommodation options with each other. By having these tools focused on aiding communication, preference alignment, and decision-making, the solution is able to reduce friction and create an efficient booking experience, making the couples feel more confident in their decisions.

This proposed solution not only helps the needs of couples but also supports TUI in managing the increased complexity resulting from their dynamic accommodation model.

The following chapters work on iterating the design direction and developing the final concept.

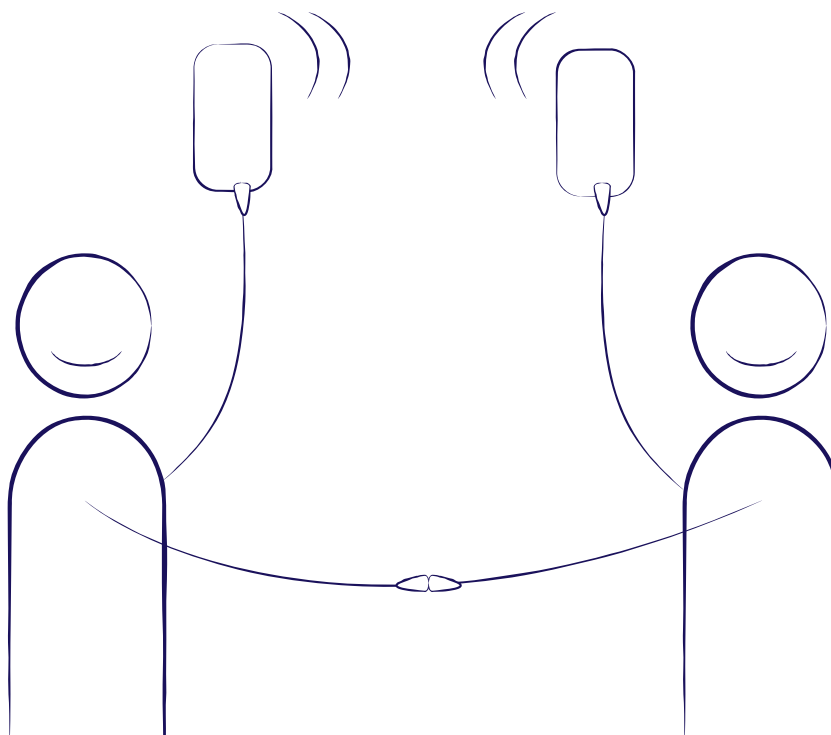


Figure 16: Visualization of design direction
(Author, 2026)

Chapter 4 : Key takeaways

TUI's need for dynamic stability increases decision complexity for customers

TUI's dynamic accommodation model increases the number of available options to choose from for customers. This increase makes the booking process more complex, creating tension between the business model and the customer's decision-making

Collaborative decision-making is the core challenge in accommodation booking

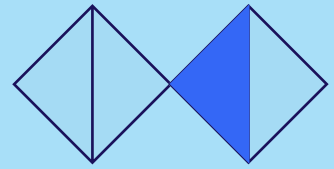
Booking accommodations as a couple is a collaborative task that requires aligning preferences, coordinating time, and making decisions together. This process becomes difficult with an increased of options and already feels like your time is limited.

Current digital platforms do not support collaborative booking

The existing travel applications are mostly designed for a single person and fail to support shared decision-making. This results in fragmented communication and reduced confidence during and after the booking process.

A structured, collaborative digital solution is needed

The findings from the first few chapters show an opportunity to design a digital platform that supports couples in navigating the booking process together. By adding structure to the decision-making process and supporting communication and preference alignment, the booking experience for couples can become more efficient and, most importantly, more enjoyable.



Iterating the design direction

This chapter is focused on explaining how the final concept was developed from the chosen project direction determined in the preliminary research. Along with brainstorming on the chosen direction, an ideation session was held with customers of the target group. From these activities, a list of final features was determined that would form the final concept of the TUItogether.

5.1 Ideation approach

In figure 17 the ideation approach is further detailed, explaining the steps taken in order to reach the final concept.



Figure 17: Ideation approach

5.2 Initial brainstorming

From the preliminary research and talking with the client, it was determined that, from the possible design directions (appendix D), the direction moving forward is direction 1. In this chapter that chosen direction will be ideated upon with the information gained from the previous chapters.

First brainstorming took place, seen in figure 18 and appendix G.

Here, different ideas were explored, and elements that proved relevant from the other directions were integrated into the chosen direction. For example, brainstorming was done on how the map feature and app–web flow could be implemented into the final concept. No decisions were made during this initial brainstorming, but the ideas generated were used later, together with the outcomes of the ideation session, to determine the final concept. This step was all about exploring the possibilities and thinking broadly before concluding on a final design.

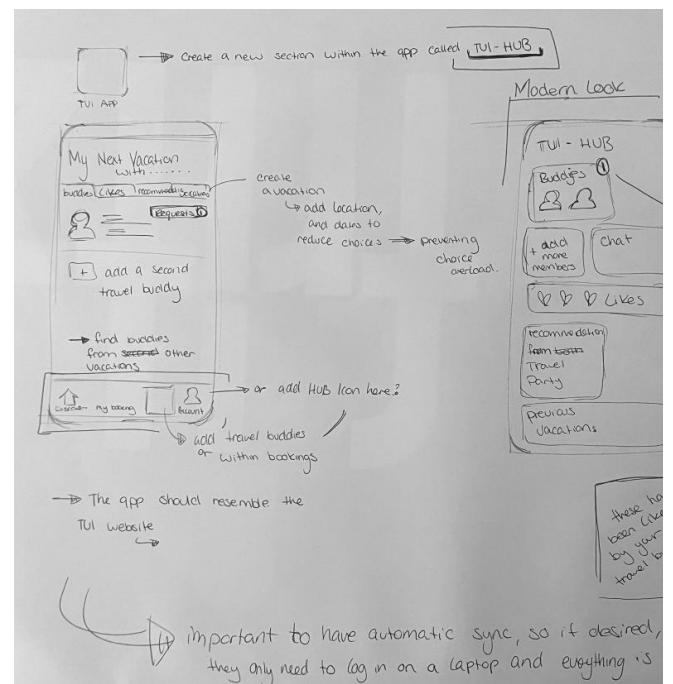


Figure 18: Sketches of initial brainstorming (Author, 2026)

5.3 Ideation session

An ideation session was held in which potential customers of TUI were able to share their ideas and wishes when it comes to booking together and decision-making. The participants were all part of a couple, and the goal of the session was not only to work with my own ideas, but also to work with the customers who will be using the concept. This makes sure that the final product is also something the target group desires.

During the ideation session, the participants took part in multiple design activities such as purging their first ideas, brainwriting/drawing, and scamper to ideate on options for the final concept. All activities are from the book Roadmap for creative problem-solving techniques (Heijne & Van Der Meer, 2019), focused on creative facilitation.

5.3.1 Insights from ideation session

From the ideation session, multiple clusters of ideas formed. The 8 clusters that were formed were named based on their overarching theme. From these clusters, the participants were asked to select ideas that resonated with them the most or that they thought would be the most helpful. During the ideation session many ideas were formed that aligned with the ideas from the initial brainstorming, but others were entirely new and created good insights into the wants of the customer. The couples also shared what they really found important, which in this case was the need for communication and being able to make asynchronous decisions. The ideas and eventually the final features that came from this session support these wants.



Figure 19: Photos from co-creation session

A subset of the ideas generated during the ideation session can be found in figure 20. These ideas were then used to determine certain features for the final concept. The features concluded from this ideation session were an overview page, chat function, reminders & alerts, splitting the bill, recommendations, and visual clarity in the form of a map. All other ideas generated during the session can be seen in appendix H.

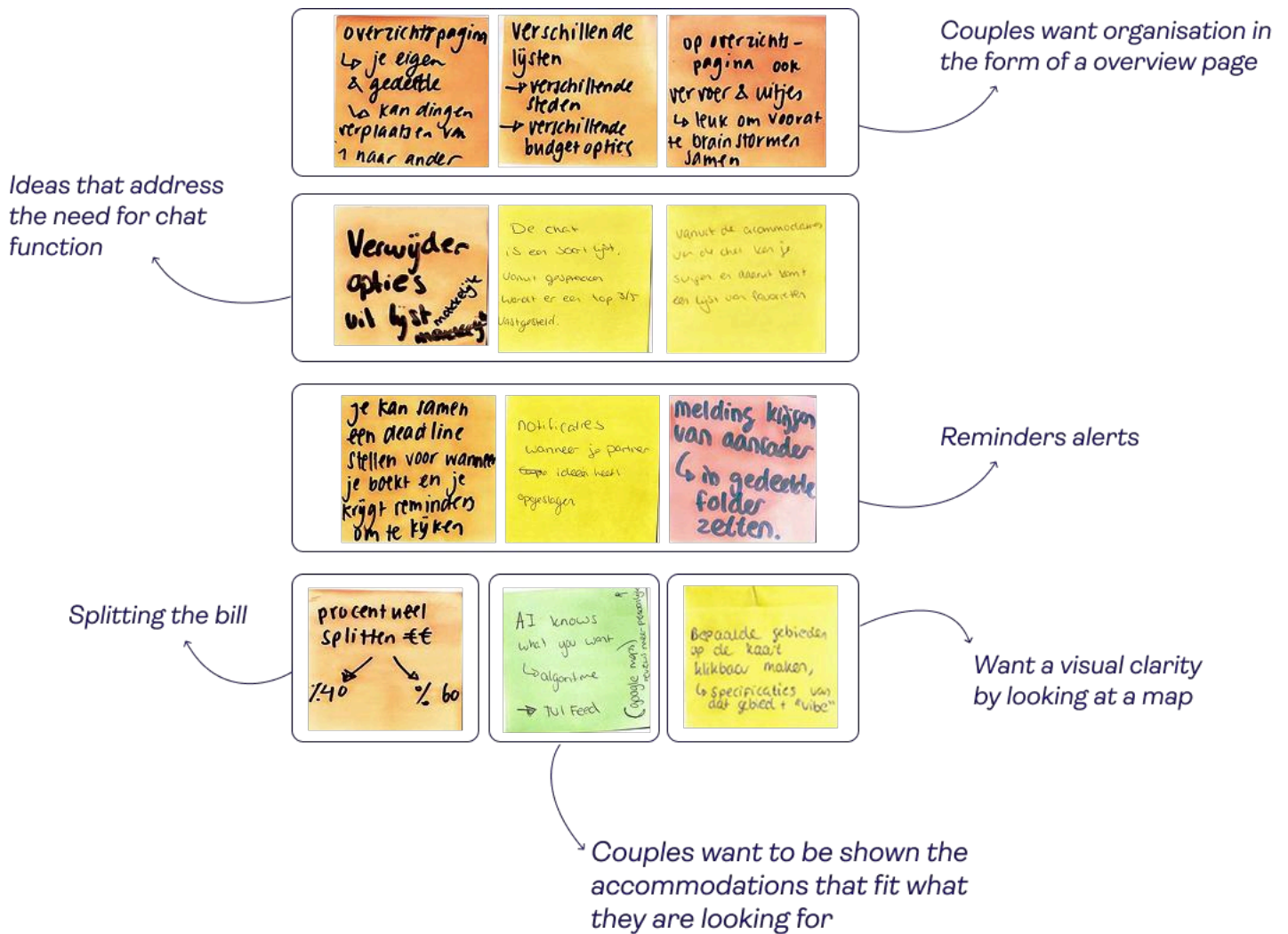


Figure 20: Post-its from co-creation session

5.4 From many ideas to the final concept

The ideas that had the most potential, feasibility, and helped create a better booking experience were considered when determining the final features of the concept. Participants in the ideation session were also asked to point out the idea they liked the most at the end of the session. All this feedback and data were used to determine the features explained in chapter 6. Many ideas from the ideation session were combined and or adjusted with existing ideas from earlier ideations. Many of the features in chapter 6 have multiple ideas incorporated into them. A visualization of this entire process can be seen in figure 21.

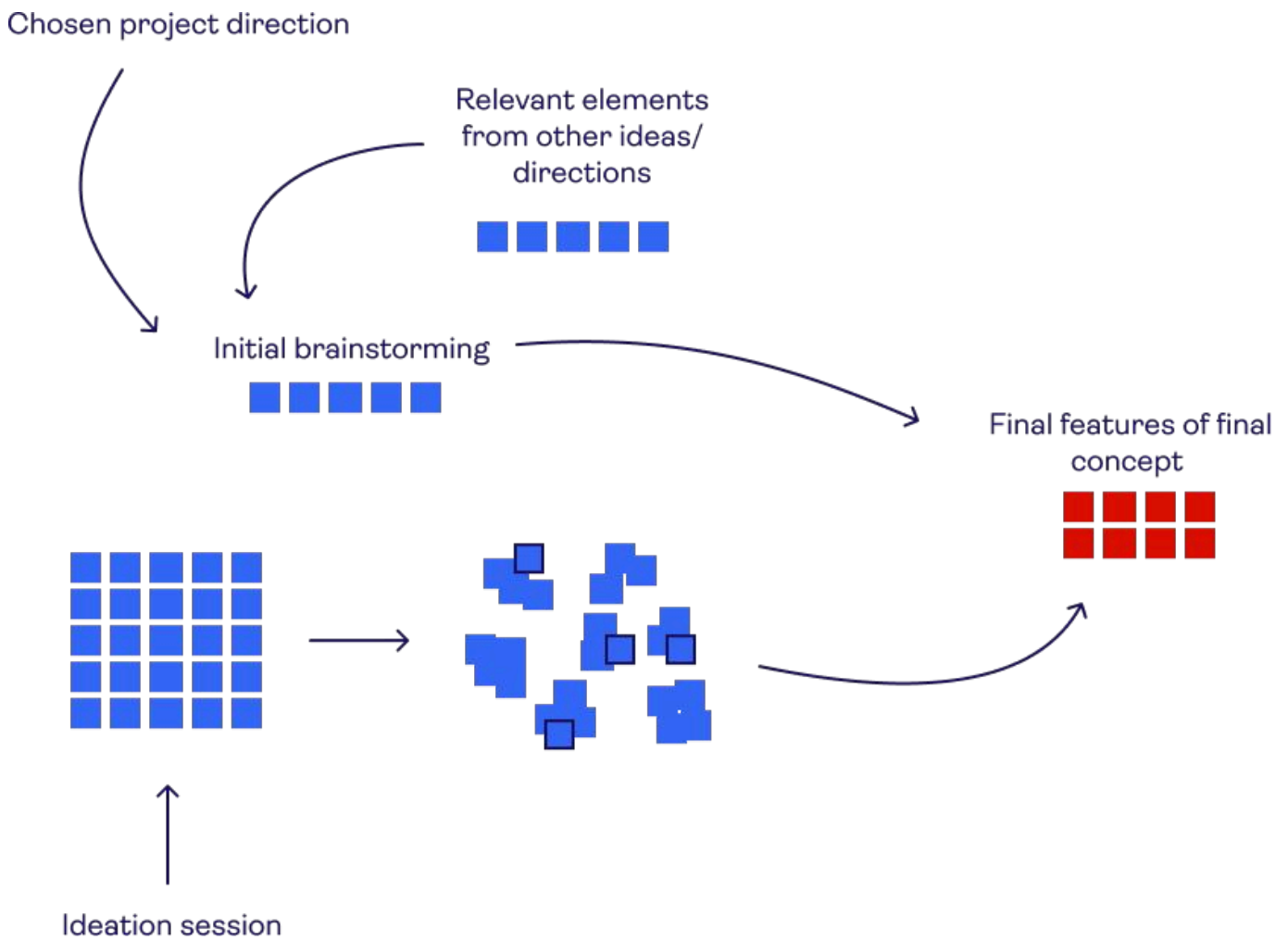


Figure 21: Visual from first ideas to final concept (Author, 2026)

Chapter 5 : Key takeaways

The final concept was developed through multiple steps and iterations

The transition from design direction to final concept was done through multiple steps. This process used brainstorming, co-creation, and an integration of previously explored directions.

Elements from other preliminary design directions were integrated into the final concept

Although design direction 1 (collaborative decision-making) was selected, valuable aspects of the other directions were incorporated. From direction 2, map-based visual clarity was added, and the seamless connection between app and web from direction 3 was also incorporated.

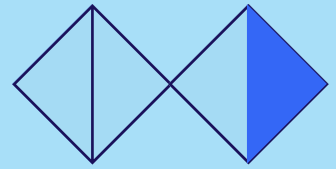
Co-creation session revealed the importance of asynchronous collaboration

Along with the ideas, the session confirmed an important insight. There is not only a need for communication, but also the option to make decisions asynchronously (not at the same time). This validates the reframed problem in chapter 3.

Co-creation session revealed clear feature priorities

From the brainstorming and co-creation session, 8 features emerged. These features directly address the emotional and organizational pain points identified in earlier research.

In the next chapter, these final features will be introduced in the final concept of this project.



Final Concept and strategy

This chapter introduces the final concept of TUtogether. Each feature is explained extensively, along with screenshots of the developed digital platform. The to-be customer journey is also presented on how this will impact the customers when they use the new concept, as well as how the concept connects to dynamic stability. The impact the concept has on the customer is explored with the fundamental needs and how they are supported by the features. The impact on TUI is also addressed, and how they will benefit from the implementation of the concept. Finally, an implementation strategy is introduced with a strategic roadmap explaining how the concept will be introduced.

6.1 Introducing the final concept

The final concept of this project is a digital platform called TUItogether, designed to support couples in collaboratively booking accommodations and the decision-making process that comes along with it. The digital platform is situated within TUI's existing travel application. It functions as a shared planning environment in which two partners can link their accounts, creating the ability to share, discuss, and independently explore accommodation options. Instead of needing multiple coordination moments, often resulting in friction and frustration, TUItogether supports an efficient booking experience for couples. It focuses on reducing choice overload, aligning decisions, and having the couples feel confident about their choices rather than overwhelmed. This is done through shared lists, visible preferences, and integrated communication tools. While existing platforms optimize search and booking for a single person, TUItogether focuses on the interpersonal dynamics of shared decision-making.

All figures 22 to 30 have been created by myself using the program Figma make.

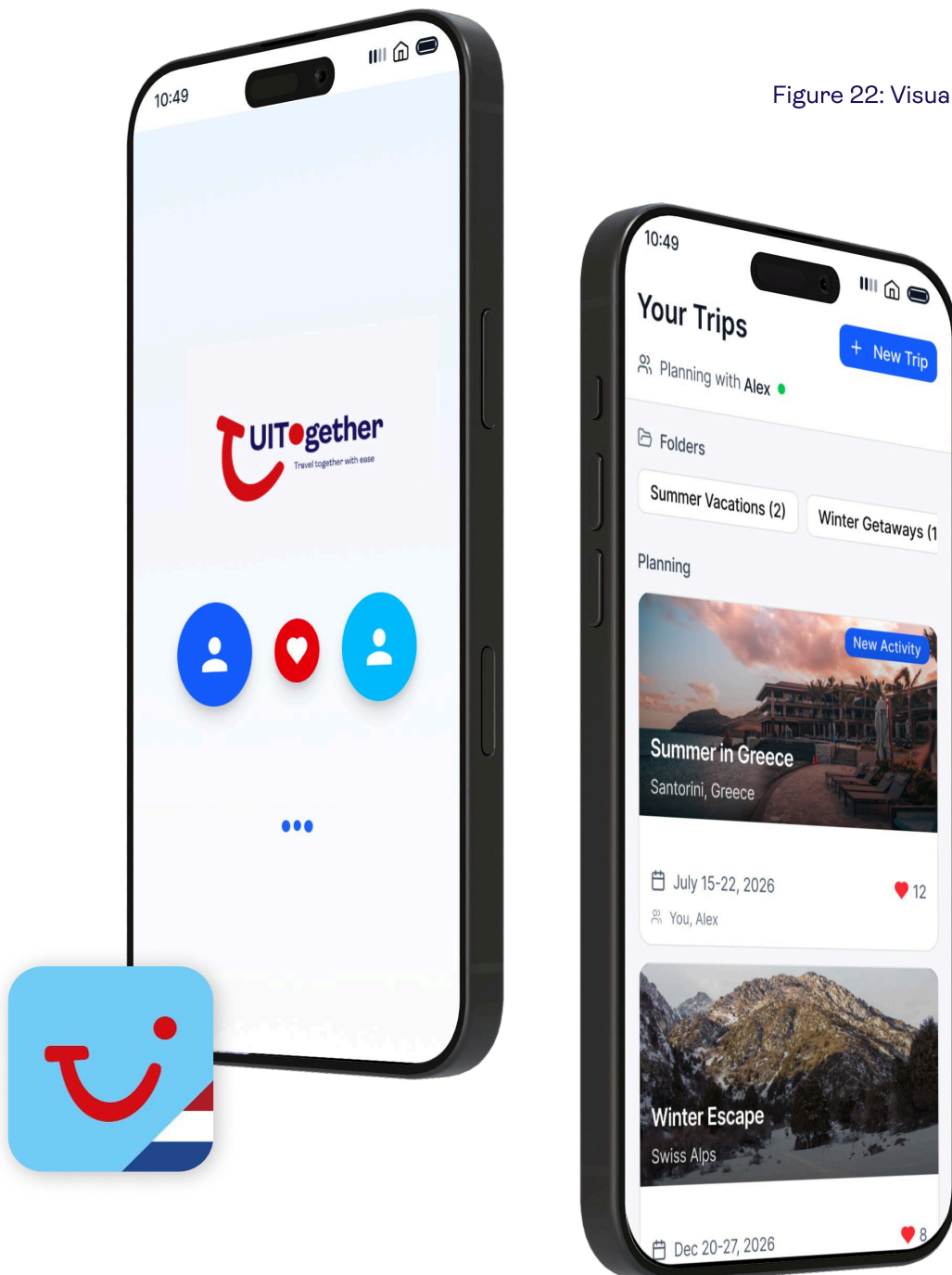


Figure 22: Visualization of final concept

6.1.1 The features of TUItogether

The most important innovation of TUItogether is that it gives you the ability to link your TUI account, offering a way to communicate with your travel partner in the TUI app. Once both parties have added their partner, they unlock a multitude of features that improve the accommodation booking process as a couple.

The features are further explained in this chapter.

Overview page with all vacations

The overview page can also be seen as the homepage of TUItogether. On this page, you can create different vacations you are thinking of taking in the future and create an overview. Once your partner is linked to this vacation, they will also have access to that vacation's folder. Creating different vacations helps keep everything organized and lets you set filters and preferences for each vacation separately. The data from each vacation will be stored in its respective folder; this organization reduces stress and feeling overwhelmed. An added benefit is that one can set different travel buddies for each vacation if the customer wishes to do so.

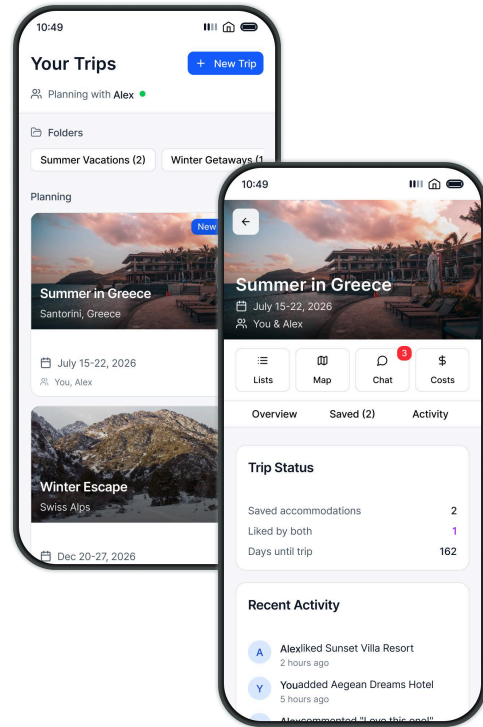
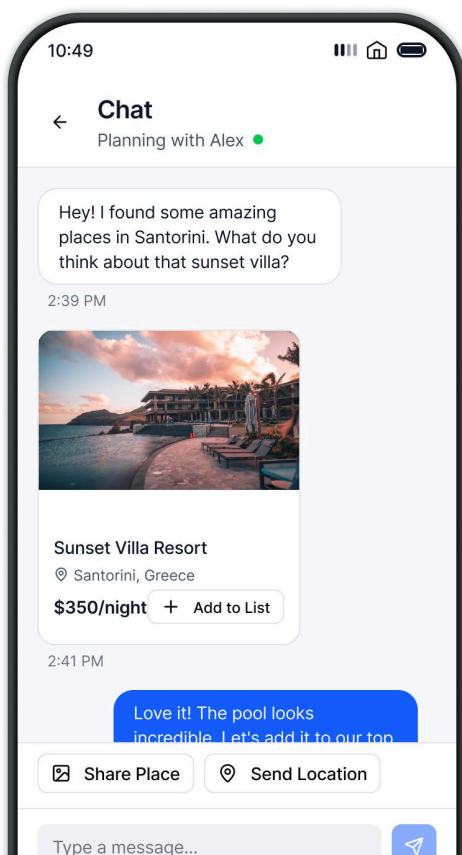


Figure 24: Overview page

Figure 23: Chat feature



Chat for sharing and list creation

Once both partners have linked their accounts, they are able to chat with each other. In this chat, they can share liked accommodations and reviews. Within the chat, they can easily add accommodations to that vacation folder, creating an even more comprehensive overview for the couple. Deletion is also very easy in the chat; deleting something in the chat will also remove the item from the chat list, keeping an up-to-date list of sent accommodations. By creating a chat in which they only talk about options for their vacation, they are less likely to lose the data elsewhere, and accommodations can be found more quickly. It also adds the aspect that the customer must be in the TUI app, increasing the likelihood of them looking through and using other TUI services. This is supported through the rule of close proximity.

Lists of liked accommodations per vacation

When scrolling through the options of accommodations, you can easily like them by clicking on the heart in the right-hand corner. This gives you two options: you can add the accommodations to your overall likes or to a certain vacation. This is inspired by other social media platforms that already use this feature to help you structure your likes. On the digital platform, you can then find the lists of all the liked accommodations as well as them sorted into different vacations. Your travel partner can easily view all the accommodations you have liked that have been saved to the holiday you are taking together, increasing efficiency and organization.

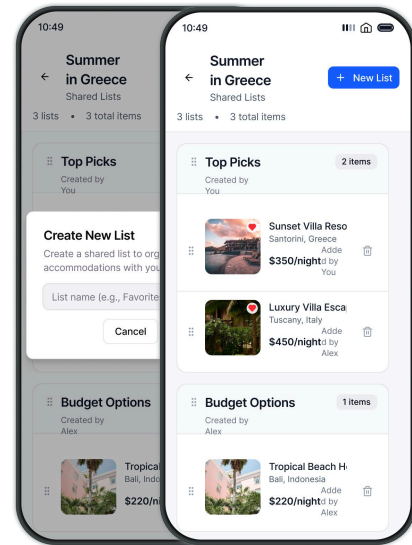


Figure 25: Liked accommodations

Algorithm gives suggestions in the form of a discovery page

If both travel partners have started to like accommodations, TUtogether can look at the lists and see if there are any overlapping accommodations. These liked accommodations will pop up in your discovery section. When scrolling and discovering options, travel partners can see if their partner has liked an accommodation. An extra heart is added to the accommodation. This feature is applied with the original features of the TUI app as well as the discovery page of the TUtogether platform.

“Oh, my travel partner likes this accommodation, I think I should look at it also”

Implementing this feature of recommendation/ already liked accommodations works as a pre-selection by reducing the number of accommodations that need to be discussed and considered. This can then reduce how overwhelmed the couple feels. Reducing the number of options is a proven method for reducing choice overload.

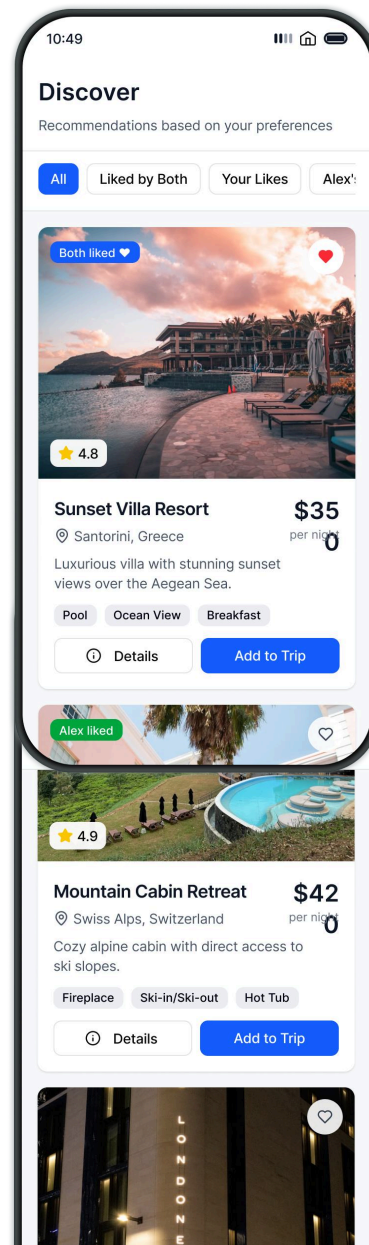


Figure 26: Discovery page

Seamless experience from app to laptop

Literature mentioned in chapter 3 of this project told us that some people like to use their phone when looking for inspiration and browsing their options of accommodation, but when it comes to actually booking, they grab their laptop. The services TUtogether offers run seamlessly between these two interfaces in order to ensure the best experience for customers. As long as the customer is logged in on their account on both devices, they can go back and forth between the two and book their final accommodation on either device. The accounts are also both structured the same way, making them both easy to navigate and understand.

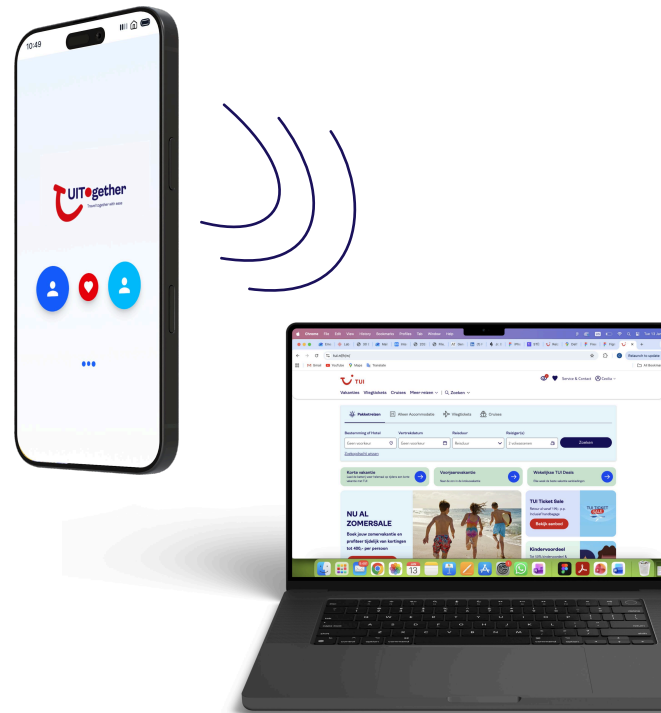


Figure 27: Seamless connection

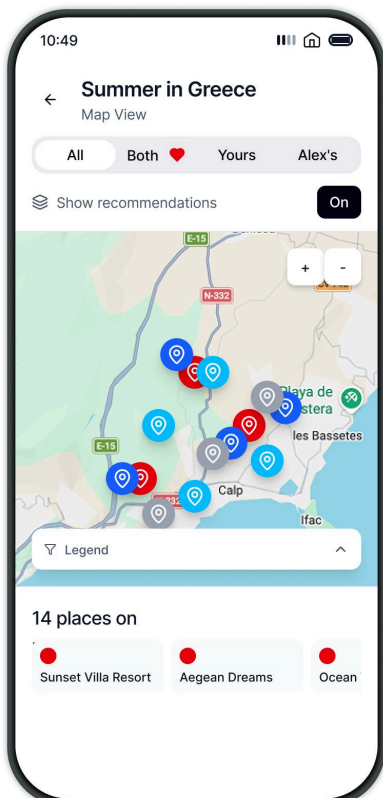
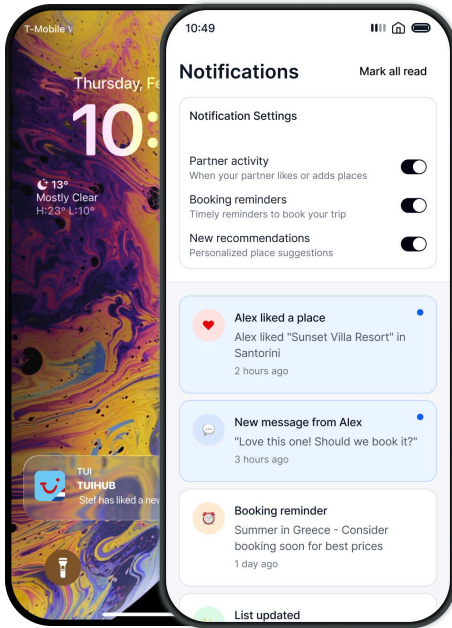


Figure 28: Map feature

Map with liked accommodations, recommendations, and highlights

From the interviews done during the preliminary research of this project (appendix B), it became clear that customers of TUI valued the map and the spatial clarity it offered. TUtogether goes a step further; you can not only see the accommodations that you have liked on the map, but also the liked accommodations of your travel partner.

This lets you see where the liked accommodations of your travel partner are compared to yours and the rest of the location. The map also offers the option to have recommended accommodations be shown on the map, as well as highlights in the area.



Reminders and alerts

In order to motivate both sides of the couple to start liking accommodations, TUItogether offers two extra features. You can set reminders, helping you to start looking so that you have enough time to make a decision you are happy with and don't feel stressed. Another option is to turn on the alerts. Then, when your travel partner likes an accommodation, you get an alert reminding you to look at what he liked and also start liking your own accommodations. These alerts and reminders also work in favor of TUI as they help the customer to keep thinking about TUI and their vacation, along with the fact that they are more likely to use the TUI app if they keep it more frequently in their notifications.

Figure 29: Reminder feature

Cost tracking and splitting

Traveling together with a partner can sometimes result in uncomfortable conversations about money. TUItogether offers at least one conversation less, offering the service to split your bill and bill the members separately for the chosen accommodation. This feature on the platform can also be used to track other expenses of the vacation.

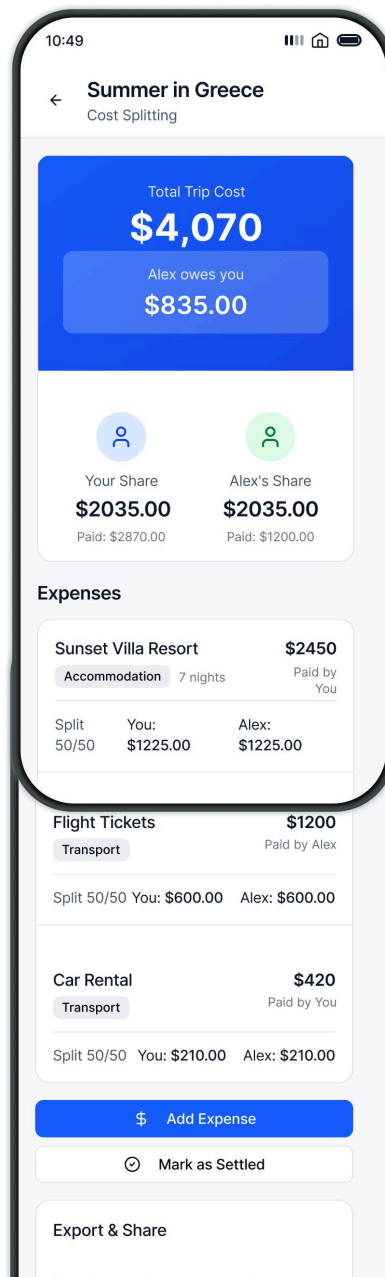


Figure 30: Cost-splitting feature

6.3 Impact on customer

Implementing a new concept will always have an impact on the customer. This impact influences how the customer experiences the concept. The fundamental needs of Desmet & Fokking (2020) were used to see which needs were supported by the features of the new concept.

From the fundamental needs, the top 6 were selected that applied to the final concept of this project. Below these are discussed along with the features that support them.

6.3.1 Relatedness

The fundamental need of relatedness has to do with the feeling of being connected to, understood by, and involved with others. When it comes to design, relatedness is supported by features that support collaboration and communication. Both of these are important for TUITogether as they are the building blocks of on which the concept is built. This can be seen as the core need of this concept.

Features:

- Lists of liked accommodations per vacation → focuses on collaboration and shared decision making
- Chat for sharing and list creation → ongoing communication
- Algorithm gives suggestions in the form of a discovery page → creates an understanding of partners' preferences, improves communication/collaboration, and you learn and relate to each other.
- Reminders and alerts → keep partners connected, create a feeling of “we are doing this together.”

6.3.2. Competence

Competence is the need to address the feeling of being capable and in control of one's actions. This need is fulfilled when people are able to understand the situation and make informed decisions.

Features:

- Overview page with all vacations → users feel organized and in control
- Seamless experience from app to laptop → Creates the ability to continue tasks without restarting or researching, giving a feeling of efficiency
- Map with liked accommodations, recommendations, and highlights → spatial clarity supports informed decision making
- Reminders and alerts → alerts reduce cognitive load and support reminding customers to act on time to book an accommodation.

6.3.3 Autonomy

Autonomy is the need to experience the freedom of choice. It very much relates to the feeling of being able to determine your own actions and that you voluntarily made those decisions. It closely relates to the ability to act independently.

Features:

- Overview page with all holidays → offers freedom to structure vacations as they see fit
- Chat for sharing and list creation → let's partners express feelings and preferences freely
- Seamless experience from app to laptop → creates a freedom in which the customer is able to choose the device that best fits their needs at that moment.
- Split costs effectively → offers financial independence while still booking together

6.3.4 Stimulation

Stimulation refers to the need for new experiences and mental engagement. This need is achieved by having engaging and interesting experiences without feeling overwhelmed.

Features:

- Algorithm gives suggestions in the form of a discovery page → seeing new novel options to discover that are tailored to the customers, offers them inspiration in their search.
- Map with liked accommodations, recommendations, and highlights → visual exploration creates excitement for the possibility of the vacation. Increases emotional engagement.

6.3.5 Influence (Impact)

Influence is the need to feel that one has an impact on the outcome. It is fulfilled when people see that their input matters and others take their contributions into account.

Feature:

- Create and share lists of accommodations → each partner can actively shape the vacation by sharing their favorites.

6.3.6 Fairness (Morality)

Fairness is a subset of the broader need of morality. This need refers to the desire to be treated equally and to treat others equally as well. This also has to do with respect and shared responsibility.

Feature:

- Split costs effectively → gives a sense of being equal doing the right thing.



Figure 32: Couple sketch (Author, 2026)

6.4 To-be customer journey

In order to understand how the proposed concept will change the booking experience for the customer. A to-be customer journey has been created. Here, the impact of the new concept will be made clear, along with the fundamental needs and the features supporting them. An enlarged version of this customer journey map can be found in appendix I.

Customer Journey map

Booking process to- be scenario

No forced sit down moment

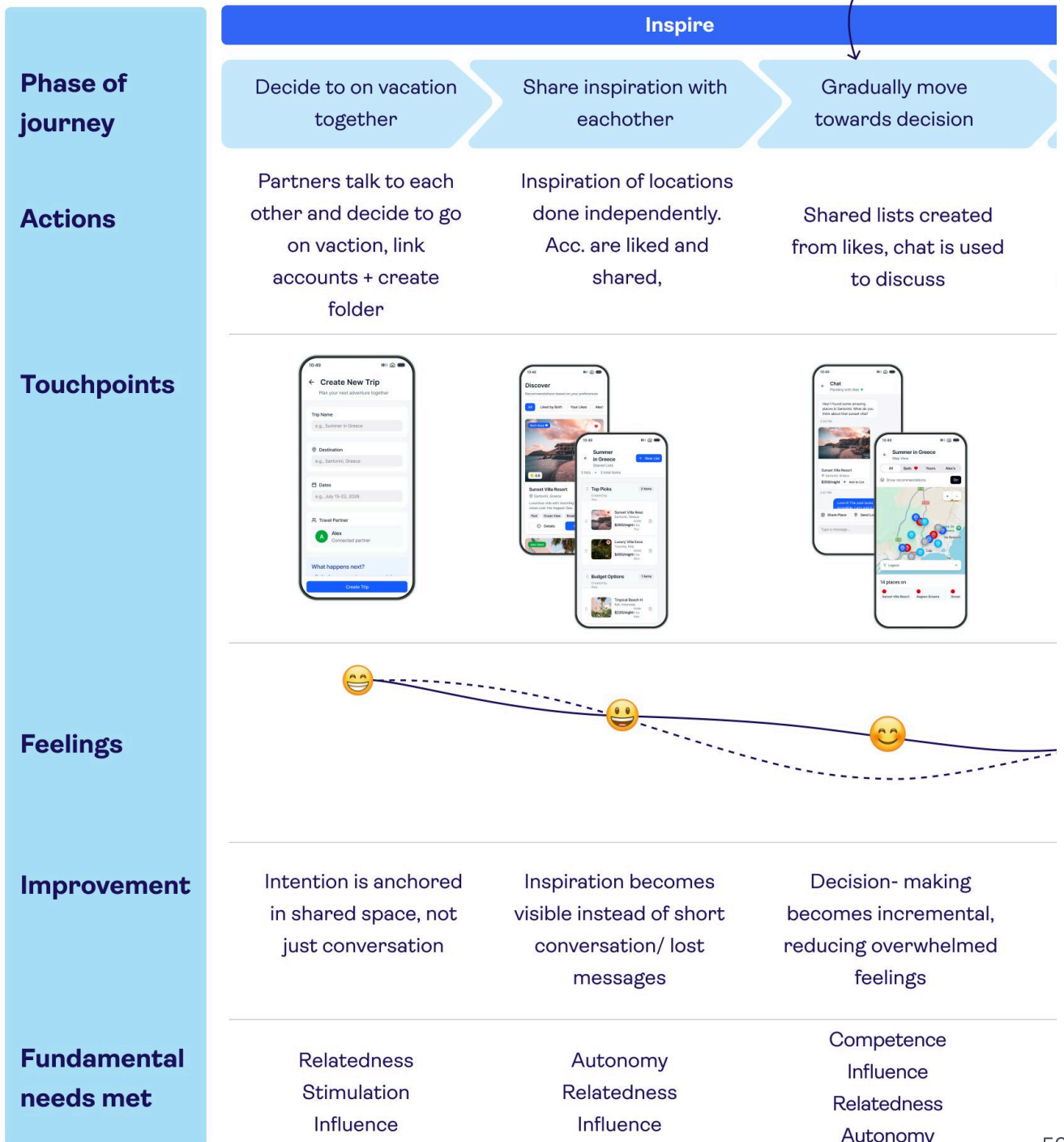


Figure 33: Customer journey map to-be (Author, 2026)

Book

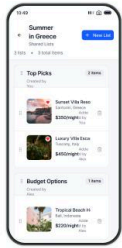


Partners search independently, are kept up to date with notifications and maps

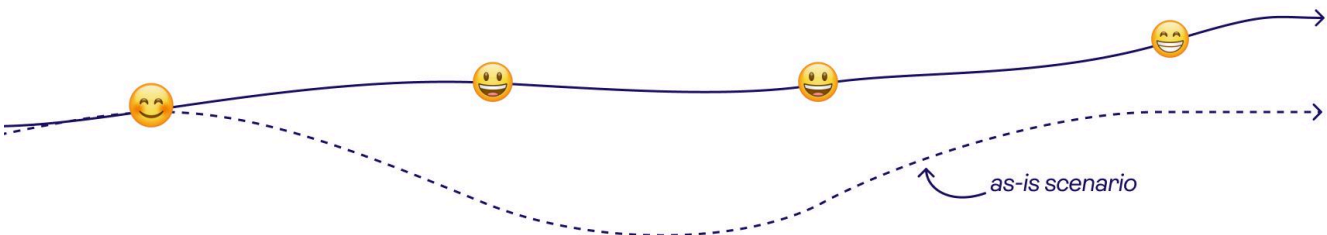
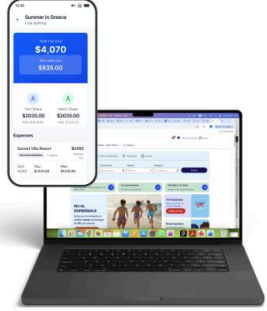
Shortlist emerges, no lost oversight as everything stays organized

Review shortlist of acc. Final decisions feel mutual and informed

All saved data syncs to preferred device and booking happens



+ sit together



Exploration feels guided rather than forever ongoing

Emotional low point is removed

Decision feels equally made and correctly chosen, not forced

Booking becomes pleasant experience in stead of stressful event

Competence Stimulation

Competence Autonomy

Relatedness Influence Fairness

Competence Autonomy



6.5 Impact on TUI

The implementation of TUItogether not only has an impact on the customer, but also on TUI. The customer experiences less choice overload and an easier booking process when traveling together. First, the digital platform attracts the target segment, travelistas. This group is known to travel with their partner. They are also a younger segment that, as described in chapter 1.4, likes to use mobile apps when searching for accommodations. These two aspects align well with what TUItogether has to offer.

Not only does this concept attract more target group users for TUI and improve the digital platform TUI is offering their customers, it also gives them more data. In order to benefit from using TUItogether, the customer needs to make an account. This means that whereas a couple might have only created a single account, they will now need to have two. Both of them using their accounts independently results in twice as much data for TUI. TUI can then use this valuable data to better understand its different customer segments and create different tailored experiences.

Introducing TUItogether will result in a unique experience for TUI customers. They are the only company that offers this unique couples experience, giving themselves a step up compared to their competition. Even if other competitors decide to copy and also implement such an idea, being the first ones to have this lets them benefit from the novelty factor.

6.6 Implementation strategy

Following the road mapping ideology of Simonsen (2024), a strategic roadmap was created laying out the short-, mid-, and long-term goals for the digital platform TUItogether. The framework from Simonsen (2024) had been adapted to suit this project and the concept presented.

The short term focused on implementing the digital platform in the existing TUI app, improving the booking experience for couples. The midterm introduces the digital platform as an independent app that is linked to the existing app. Instead of staying in the app, once one clicks on the TUItogether button in the app, you are sent to the new app. Long-Term introduces an independent app fully focused on the couples' booking experience. Producing this app would make them the first in the market to offer such an independent booking service, giving them a unique position in the market.

The choice of not adding the last two features until the second stage of the roadmap is a strategic decision. Adding too many options too quickly will not only overwhelm the user but also be a big investment in technological investment for TUI. These features are not necessary for the app to function, but are nice additions that create a better experience for the customers of TUI. When the first step proves to be a success, then an independent app can be developed, and the remaining features can be added. The strategic roadmap can also be found in appendix J.

Strategic roadmap- TUITogether

Short-term: Embedded into existing TUI app

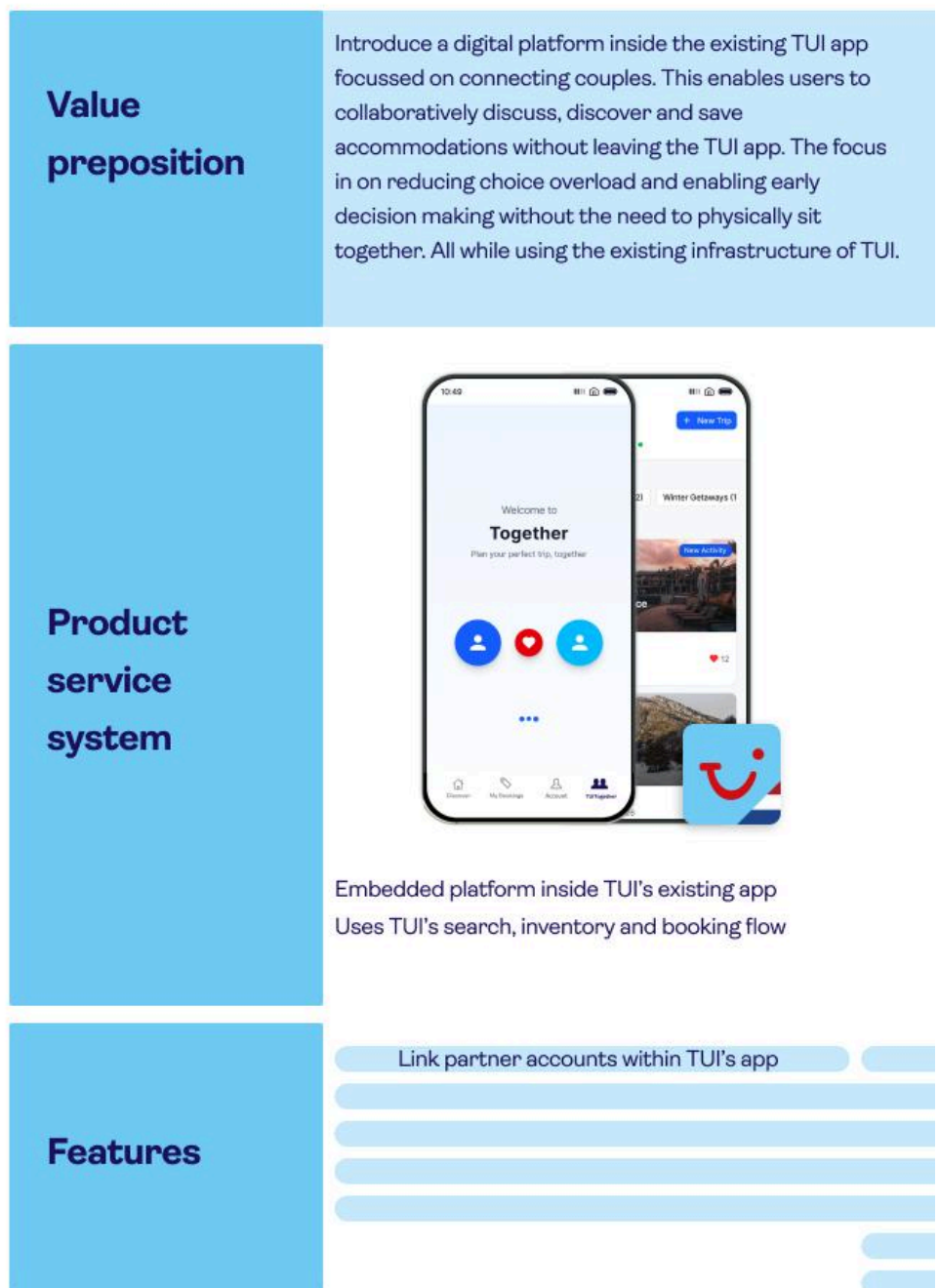


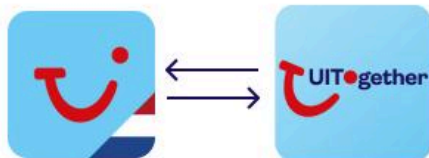
Figure 34: Strategic roadmap (Author, 2026)

Mid-term: Develop an independent app but still have it linked and accessible through the existing TUI app

Long-term: TUITogether becomes its own application

After TUITogether has been a proven success, develop an independent app focussed on couples. Link the two apps by placing a link where the previous digital platform was located. Now when the customer clicks on TUITogether in the TUI app they are brought to the independent app. This bridges the gap from the in-app platform to the independent app, while incrementally transitioning the customer from the TUI to the TUITogether app.

Let TUITogether split off from the TUI app and become a holistic couple travel application that supports planning, decision making during the entire booking process. The app becomes a central platform where couples plan their vacations confidently together.



App linked to TUI app
 Uses TUI's search, inventory and booking flow
 Link to app located in same location as previous platform

Independent app from TUI fully focused on couples
 Uses TUI's search, inventory and booking flow

- Link partner accounts in TUItogether
- Overview page
- Lists of liked accommodations
- Chat
- Discovery page
- Reminders and alerts
- Cost tracking and splitting

Chapter 6 : Recap final concept

TUtogether, a digital platform

TUtogether is a digital platform for easing the decision-making process for couples when booking accommodations online. The concept responds directly, enabling couples to come together and make confident decisions.

TUtogether is integrated within TUI's existing app and functions as a shared digital planning environment in which partners can link accounts, explore accommodations independently, and make decisions collaboratively

Dynamic stability is increased

Beyond improving user experience, the concept contributes to dynamic stability for both customers and TUI. For TUI, the focus lies in stabilising unpredictably booking behaviour by introducing structure in an ever-changing environment.

Fundamental needs are supported

TUtogether supports fundamental psychological needs, particularly relatedness, competence, and autonomy, thereby strengthening emotional satisfaction and booking confidence

The concept introduced here is validated in the following chapter, showing that TUtogether is not only theoretically sound, but also desirable, feasible, and viable.

Features TUtogether

- Overview page with all vacations
- Chat for sharing and list creation
- Lists of liked accommodations per vacation
- Algorithm gives suggestions in the form of a discovery page
- Seamless experience from app to laptop
- Map with liked accommodations, recommendations and highlights
- Reminders and alerts
- Cost tracking and splitting

Chapter 7

Design validation

In this chapter, the design will be validated. This will be done by going back and getting feedback from the potential customers interviewed during this project. From this, it is proven that the design is desirable to TUI's potential customers. The concept is also validated by TUI itself, focusing on feasibility and viability.

7.1 Validating with the customer

The potential customers of TUI are the ones who will be using TUItogether, so it is important to get their feedback and opinions on the concept. The focus was to figure out if the concept was desired (desirability) and if they actually saw themselves using it. Three couples were asked questions focusing on first impressions, perceived usefulness, the influence the digital platform had on their booking process, privacy concerns, and potential missing features.

This was done to validate whether the concept addresses the pain points concluded in the research phase. The questions asked can be found in appendix K, along with the transcripts in appendix L.

7.1.1 Initial reactions and perceived value

All couples responded with a positive initial reaction, emphasizing that the platform created a clear overview and transparency, as well as feeling organized. Many also said it resembled other booking platforms in look and feel, but perceived it as reassuring and familiar.

Couples valued being able to do their own activity as well as their partner's, and preferences, all in the same place. These findings show a strong alignment between the final product and the identified reframes of having trouble finding a moment to sit together and shared decision-making.

"First impressions, very positive."

7.1.2 Influence of TUItogether on the couples booking process

There was a strong agreement of preference for using TUItogether compared to the current planning method, especially if decision had not been made about the accommodation. Furthermore, participants said they saw the platform reduce the need to switch between multiple tools such as google maps and Booking.com, as well as speed up agreement since partners could independently explore

options and converge based on shared likes rather than having multiple conversations. All couples stated that using this platform in combination with the existing TUI app would make the booking process easier and better rather than more complicated. This validates the core idea of reducing friction and physical chats within the couple's booking journey.

7.1.3 Shared account and privacy concern

Since all participants interviewed were planning on traveling with their partner, someone they share their life with, none of them expressed any privacy concerns when asked about linking accounts or viewing each other's preferences. Visibility of the other partner's preferences was seen as necessary in making sure both parties were happy with the final choice. It was seen as a collaboration rather than unwanted exposure. These findings suggest that privacy between partners will not be a problem when sharing information.

7.1.4 Impact of seeing your partner's likes

From the three couples interviewed, two indicated that seeing their partner's likes would help in decision-making. However, one couple mentioned that early exposure to the other's preferences could maybe have an influence on their own decision-making, impacting independent exploration of the options.

This suggests that this feature is generally seen as beneficial; looking forward, options could be explored to introduce options that give one the option to remove this feature.

"It will be a bit quicker to find something we both like and just easier that it's all in one platform."

7.1.5 Reducing the amounts of planning moments

All couples agreed that using this platform would reduce the need to repeatedly sit together and talk about options. They did mention that they would want to sit together at least once, but this platform could reduce the multiple times needed significantly and also be more efficient.

This strongly supports the reframed problem.

7.1.6 Identified limitations and opportunities

Overall, the feedback was positive, but several opportunities were mentioned during the interviews. The first one is the option to also include flights alongside accommodations. This falls beyond the scope of this project, but can be considered looking forward.

Also, some participants mentioned they would be interested in using this platform with more than 1 person, for example, a group of friends, and were interested in whether the software supported more than 1 travel partner. This is again something that is very interesting, looking forward to what TUtogether could become

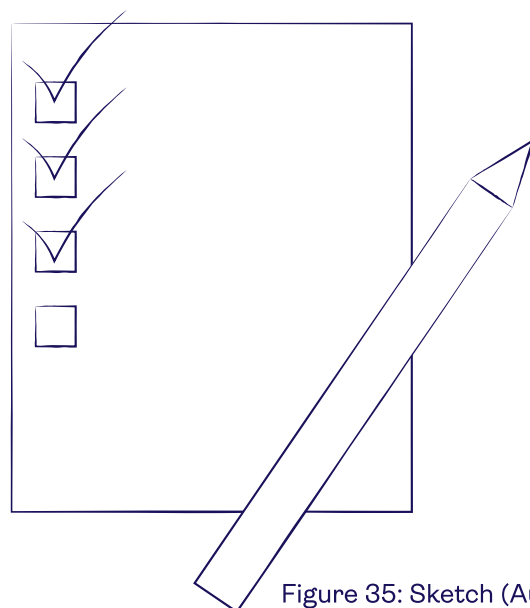


Figure 35: Sketch (Author, 2026)

7.2 Validating with TUI

Since TUI is the one that will be implementing this concept and benefiting from it, it is important that they see the concept as feasible and a viable option for their customers. The concept was presented along with the developed prototype. Their opinions and feedback were asked, and how they say the concept when it comes to feasibility and viability, along with a bit of desirability. The questions asked can also be seen in Appendix J and the transcripts in M.

First impression

When asked for their first impression, TUI gave a very positive reaction. They saw it as a great orientation tool that supports individual as well as duo exploration, offering customers the ability to search in their own time. Tui also showed a strong appreciation for the match function, as it helps partners better understand each other. The look and feel also aligned with the brand consistency.

Viability

The viability of TUItogether was strongly validated by TUI. TUItogether offers TUI many new opportunities. First of all, TUItogether gives TUI the ability to collect more data on its customers. Such as Preference data per individual, but also insights into couples and their differences. This results in TUI being able to offer better recommendations and have an overall better behavioral understanding of their customers. TUI also sees TUItogether as a way to generate more revenue. Since there is more data available, TUI can offer personalized discounts based on their activity that nudges the customer towards booking an accommodation.

“TUI would get insights in what partners are looking for, the differences between them...”

Something else important that was mentioned during the interview was the impact the platform would have on their digital strategy. Offering such a unique platform in their app will encourage direct app usage, lowering their need to pay for advertisements on search platforms and the

marketing budget. If this is also really the case would need to be further researched, but it is an interesting insight.

“If the customer would directly go to that app, that would be a big cost saver in TUI's marketing budget.”

TUI also sees this concept as a way to increase app engagement. Once in the app, they would be less inclined to compare with other competitors.

“It would also stop them from looking at our competitors.”

Feasibility

When asked about feasibility, the technical aspects of the concept could not entirely be validated, but the platform was not seen as unrealistic. The individual interviewed said the concept should definitely be possible, but was outside of their expertise.

In order to validate the technical feasibility of this concept fully, further research would need to be done with IT stakeholders of TUI. Looking at social media and other platforms, the technology needed to make the concept feasible (such as account linking and chat functions) does exist and is already being used in other markets today.

When it comes to the legal and privacy feasibility of the concept there were no major concerns, since the couples decide to share their preferences with each other.

“As long as the customer is linking the accounts towards the other, I don't think that there should be any legal implications.”

Chapter 7: Recap validation

Concept is perceived as valuable by the target group

Couples showed a positive initial reaction to TUItogether, saying that the platform provided clarity, organization, and a shared overview when booking an accommodation

TUItogether supports collaborative decision-making between partners

The concept enables couples to converge on shared options more efficiently by allowing partners to independently explore accommodations and preferences.

Offers the potential to reduce friction in the booking process

Participants said that the platform could possibly reduce the need for sitting together multiple times and limit the use of multiple tools, creating a better accommodation booking journey.

Shared visibility of preferences is generally perceived as beneficial

Couples indicated that seeing their partners' preferences supported their decision-making. Although it was suggested that early exposure could influence others' independent search.

Aligns with TUI's strategic goals for its digital platform

From a company's perspective, TUItogether supports TUI's app in becoming a central customer touchpoint. By collecting data and shared interests, TUI stands to gain deeper customer insights along with information supporting nudging strategies.

Further technical validation is required for a full feasibility assessment

While the concept was perceived as realistic, additional input from IT specialists would be needed to confirm the technical feasibility of the concept.

Chapter 8

Conclusion and discussion

The last chapter of this project collects the key findings of this project into a conclusion that addresses the initial problem statement and the reframed statement of this project. Next, this chapter goes into limitations and recommendations for the future. Touching upon what the next steps could be taken to ensure TUI's leading position in the tourism industry. Finally, a reflection is also included about this project.

8.1 Conclusion

This thesis started from realizing that booking accommodations as a couple is a collaborative decision-making process rather than an individual task. Couples often struggle to align preferences, coordinate decision-making moments, and come to a shared decision about their accommodation. These decisions are often made across different moments and multiple conversations. This means that the process can become fragmented, time-consuming, and frustrating. The main issue addressed in this thesis is therefore the difficulty couples experience in coming together and making accommodation decisions together.

This challenge becomes even more important within the context of TUI's new business model. In order to stay competitive and able to respond to all the uncertainty in the tourism industry, TUI has decided to implement a new dynamic business model. This allows for TUI to offer a wider range of accommodations while also increasing their dynamic stability, but it also creates a more complex booking environment for customers. As a result, couples are not only faced with making decisions together but also with navigating a larger number of options. This has the potential to increase the feeling of overwhelm, delay decision-making, and reduce confidence in the couple's final decision.

Based on these insights from understanding the problem, a final concept was developed, TUItogether.

TUItogether is a digital platform integrated within TUI's existing app that works as a place where couples can plan their accommodations together. It enables partners to link their accounts, explore accommodation options independently, communicate with each other, and make decisions together in a more structured way. By offering this shared overview, visible preferences and integrated communication, the concept helps reduce friction and support couples in reaching decisions with clarity and confidence together. The value of this concept lies in its contribution to both

the customer experience and TUI's product offering. For customers, TUItogether offers more structure and better support for collaborative decision-making during the accommodation booking process. For TUI, it provides a way to support customers within this complex booking environment and also strengthens the role of the app as a valuable customer touchpoint. The validations of this concept showed that couples perceived it positively and saw its value in improving their booking experience.

Overall, this thesis concludes that improving the online accommodation booking experience for couples requires a digital environment that supports them in navigating complex decisions together. TUItogether is a solution to this problem.

8.2 Limitations

While this design project has created a validated concept from valuable insights on how couples experience the accommodation booking process, it is important to also mention some of the limitations of this work.

First, it is important to mention that the validation of the final concept was conducted with a limited number of participants. The desirability and perceived effectiveness of the concept were tested with three couples from the target group. Although this validation gave qualitative insights into how customers saw and evaluated the concept, the small sample size means that the results cannot be applied to the entire target population. The feedback received from the validation should therefore be used as an incentive to look further into the subject rather than as definitive. Doing more testing and validation with more couples could reveal deeper insights and different perspectives than those already discovered.

Secondly, the scope of the project was intentionally limited to the book and inspire stages of TUI's customer journey (Chapter 1.4). As explained earlier in the project, these stages were selected because they are the moments in which customers are the most actively navigating accommodations and making decisions. However, just because these are the most important does not mean there are no other stages to the customer journey. The broader vacation extends beyond these phases with moments such as trip preparation and post- travel. As a result, the final concept focuses primarily on supporting the decision-making of couples during these two stages rather than the entire customer journey. This means it is possible that key moments from other stages of the customer journey have an impact on the final concept.

Another limitation that is important to touch upon is the extent to which the concept addresses choice overload. The concept works on structuring the decision-making process for couples by introducing shared tools, visible preferences, and collaborative

features. While these may help reduce the amount of choice overload perceived, they may not completely get rid of choice overload entirely. The concept should be understood as a tool that helps navigate the complexity brought by the increased amount of options rather than fully reducing the number of options.

Finally, the feasibility of the concept was only evaluated at a conceptual level. During the validation, TUI gave feedback on whether the concept aligned with the company's strategic direction and digital platform ambitions. However, the person interviewed was not able to evaluate the technical feasibility of the concept, as that was not his expertise. Therefore, further research would need to be done in order to assess if the concept would also be technically feasible for TUI's existing ecosystems.

These limitations highlight opportunities for further research and development, which are discussed in the following recommendations section.

8.3 Recommendations

Looking at the final concept of this project and the limitation mentioned above, several recommendations have been made for future research and development of the TUItogether concept

The first recommendation is to further validate the concept with more couples and more diverse couples. This should be done in order to strengthen the understanding of the concept's desirability. As mentioned in the limitations section, the validation was only done with three couples. Expanding the sample size and including more couples with different travel habits and relationship dynamics could provide a more complete understanding of how the concept is seen and experienced. More validation can also reveal potential improvements or substitutions to the proposed concept.

The next recommendation is focused on how a pilot of the concept in the real-world could provide valuable data and insights on how the concept performs in practice. Testing the concept in a live setting will allow for a better understanding of how couples interact with the platform when trying to book an actual accommodation, rather than a simulated setting. Performing such a pilot could reveal behaviors, challenges, and unforeseen interactions that may not have emerged during validation.

Another opportunity for further development has to do with expanding the target group to go further than only couples. While this project is solely focused on couples, vacation planning also often is done within groups of friends or larger families. Further iterations of TUItogether could explore features that support decision-making among multiple people. TUItogether could be adjusted to include shared voting, group preferences, or collaborative planning tools designed for groups. The concept also shows potential to be developed as an independent digital travel platform. As touched upon in the implementation strategy, introducing TUItogether as a complementary application to TUI's existing

application could allow for flexibility and unique features. This could be taken a step further, and the platform could evolve beyond a booking tool into a broader planning environment in which couples can explore destinations and share travel inspiration with each other, looking further than just accommodations. Adding onto this idea, the platform could evolve into a long-term aspirational vacation planning application. This would allow TUI to engage its potential customers earlier in the travel decision process and strengthen long-term customer relationships.

Finally, a recommendation for further research would be to investigate the potential business impact of the concept through a quantitative validation. While this project explored the desirability and strategic alignment of the concept, future research could look to see how TUItogether influences business metrics such as conversion rates, decision time, and customer engagement. Quantitative testing, for example, with A/B testing, could provide valuable data on how the concept adds to TUI's business goals.

These future developments could further strengthen the role of collaborative digital tools in supporting complex travel decision-making.

8.4 Personal reflection

When I first started this project, I thought I was going to be solving a very different problem, namely one focused on choice overload. But after diving into the data and talking to customers of TUI, I was able to find a bigger problem. It became clear that the complexity of booking accommodations together lies not only in the number of options but also in the collaborative decision-making process. This meant I had to readdress my entire research and head in a new direction. I was surprised how hard I found it to make this change, which made me realize how easily designers can become attached to initial problem framings, even when new data suggests otherwise.

During this project, I was able to sharpen many of my design skills and develop new ones. I conducted interviews with potential customers and couples, which helped me develop stronger skills in concluding insights from conversations and analyses. Hosting a co-creation session helped us work on my facilitation skills to make sure I got everything out of the session I needed. Also, working so closely with a real client taught me that lots of things needed to be considered in order to come to a solution that suits everyone.

During the project, I was also faced with a couple of challenges. The first one being a reframing of the problem. This was needed in order to address a more pressing problem, but I meant that a lot of the steps that I had already taken would be pushed to the fuzzy front end of my double diamond. I had to accept, although the steps were necessary, that they would not be included in the final report. This gave me the feeling that all the work I had done was for nothing, but I have realized that that is not the case. A different challenge I had to overcome during this project was the fact that I had to learn to kill my darlings. That my first ideas would not always be the best, and that I needed to keep searching in order to come up with novel ideas. This taught me the importance of iterative thinking and being critical of my own ideas. Rather than

focusing on defending initial concepts, I learned to evaluate them based on how well they addressed the identified problem

When considering what I would have done differently, I would have started my validation earlier. I was able to validate with three couples, but it would have been able to gain greater insights if I had interviewed more couples. This limitation highlights the importance of integrating validation earlier and more extensively within the design process in order to strengthen the findings.

Overall, this project has significantly strengthened my ability to approach complex design challenges from both a user-centered and strategic perspective. It has taught me the importance of remaining flexible in the design process, critically reflecting on results, and balancing user needs with business considerations. These learnings I will take with me in my future work.

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All illustrations, unless otherwise stated, are made by me. ChatGPT was used to assist in restructuring the report to help it flow better and be more coherent. It was also used to help structure some of the data collected from the research.

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Appendix

A.1 Qualitative research - Potential customer interviews

A.1.1 Research approach

A qualitative research approach was taken to collect data. Chapter 3.1.2 goes further into detail on the method and how the interview was conducted. The research questions of this research were:

What do the potential customers of TUI experience when choosing an accommodation on the new website with the dynamic business model?

What are these potential customers of TUI looking for when booking an accommodation in general?

A.1.2 Research method

Research design

This study employed a qualitative research approach to understand participants' experiences when navigating the online accommodation platform of TUI. Semi-structured interviews, along with observations, were used to investigate how users experience choice overload. This method was chosen because it provides deep insights into how and why participants deal with choice overload when faced with many accommodation options. Quantitative methods are not able to provide these insights.

Participants

, potential customers of TUI, were targeted, with a focus on Travelistas, their younger, more independent target segment. Purposive sampling was used to select participants who met these criteria. 7 Individuals were interviewed, following the qualitative principle of data saturation, ensuring that data collection was stopped once no new information could be collected. Demographic information, including age and preferred online booking platforms, was collected to contextualize the findings. Data on the participants can be found in figure a.

Materials, instruments, and data collection

A semi-structured interview guide with open-ended questions was developed to capture participants' experiences, thoughts, and decision-making considerations during the online accommodation selection process. Interviews were audio-recorded and later transcribed. All participants received and signed consent forms prior to participation

Procedure

Participants were recruited through relevant social and professional channels. Interviews and observation were conducted in person, lasting approximately 15-20 minutes. During observations, participants were asked to navigate the website with accommodations while thinking aloud. The interview guide was tested with 1 participant to refine questions and ensure clarity.

Data Analysis

Data was analyzed using thematic analysis as explained by Braun and Clarke (2006); the six phases of thematic analysis were followed to analyze the data.

Ethical Considerations

This study had received approval from the university ethics committee. Participant confidentiality was maintained through data anonymization. Also, participants were informed of their right to skip any question or withdraw from the study at any time. The risks for participating in this research were minimal.

Limitations

The study employed a small, non-random selection, limiting the generalizability of findings. Furthermore, observations conducted in a controlled environment may not fully reflect participants' behavior during real-world booking experiences.

The interview protocol can be found in appendix B, along with a summary of the transcripts.

Package Holidays Flights **Hotels** Cruise Ski Multi-Centres

Destination or hotel: Ibiza
 Check-in - Check-out: 9 Mar 2026 - 15 Mar 2026, 6 nights
 Rooms and Guests: 2 adults, 0 children
 Search

Deal of the week. Save BIG on... Greece & Cyprus holidays. T&Cs apply.
 Save up to £150 this winter... With your code. T&Cs apply.
 Up to £350 off Easter family holidays. T&Cs apply.

Ibiza 12 hotels found

Sort by: Most Booked

Popular filters

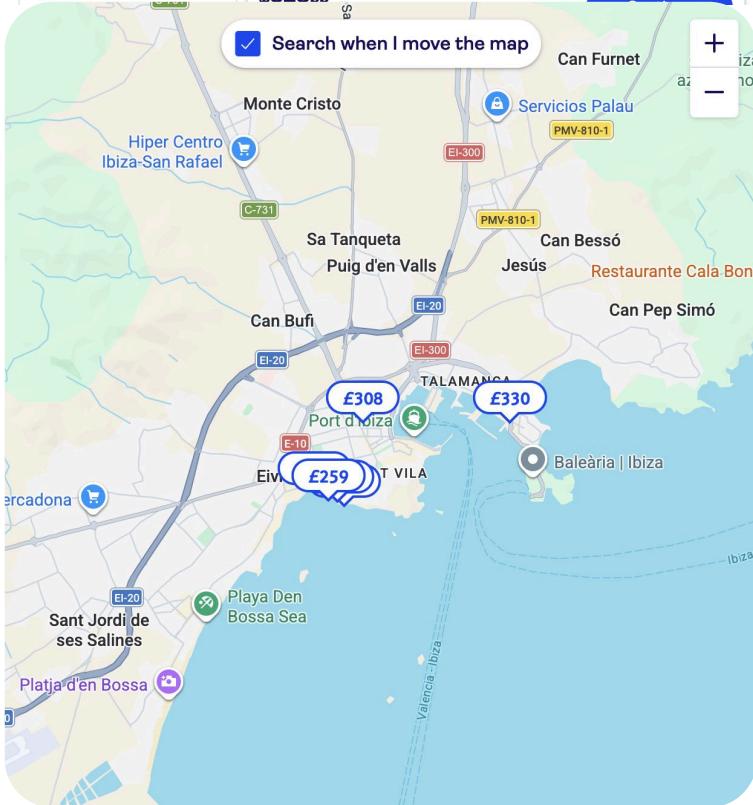
- Air-conditioning
- Bar
- Dogs Allowed
- Free Wi-fi In Public Area
- Parking
- Pool
- Restaurant
- Room Wi-fi
- Room Service

Official rating

- 4 stars and over
- 3 stars and over
- 2 stars and over

Invisa Hotel La Cala
 4.5 stars (1627 reviews)
 Santa Eulària des Riu, Ibiza, Spain
 Mon, 9 Mar 2026 - 6 nights
 Double bedroom (Double standard)
 2 adults
 Bed & Breakfast included
 £295pp
 £589 total price includes taxes and local fees
 Continue

M. Hotel
 4.0 stars (22 reviews)
 San Antonio, Ibiza, Spain
 Mon, 9 Mar 2026 - 6 nights
 Double bedroom (Double standard)
 2 adults
 Bed & Breakfast included
 £328pp



Participant	Age	Gender	Occupation
1	24	male	student
2	28	female	marketing designer
3	25	female	medical student
4	22	female	design student
5	34	female	creative professional
6	32	female	cultural worker
7	33	male	architect

Figure a: Participants data research

Figure b: www.tui.co.uk website used during the interviews. (TUI, 2025)

A.2 Analyzing interviews leading to a reframed problem statement

A.2.1 Thematic analysis

A thematic analysis was conducted with the data obtained from the interviews. First the transcripts were coded, these can be found in appendix C. After the codes were determined from the transcripts, they were grouped into focused codes and given corresponding names.

From these focused themes, also referred to as initial themes, more defined themes were created along with sub-themes within them. These themes and sub-themes can be seen in figure c.

Theme 1: website Navigation & Interaction Experience

- 1.1 Visual overload / cognitive overload
- 1.2 Helpful map + layout
- 1.3 Filters helpful but insufficient
- 1.4 Missing information (rooms, inclusions, photos)
- 1.5 Trust issues → cross-checking

Theme 2: Search & Decision-Making Strategies

- 2.1 Search styles (good-enough vs best-option)
- 2.2 Decision criteria hierarchy (location → price → features → photos → reviews)
- 2.3 multi-step process (filters → map → photos → reviews → compare)
- 2.4 Trip-context driven strategies

Theme 3: Emotions & Booking Confidence

- 3.1 Overwhelm & confusion
- 3.2 Booking pressure / FOMO
- 3.3 Reassurance-seeking behaviors
- 3.4 Regret & post-decision doubt

Theme 4: Customer Needs When Booking (General Expectations)

- 4.1 Core expectations: clarity, accuracy, ability to compare
- 4.2 Atmosphere & personal fit
- 4.3 Practical needs: Wi-Fi, privacy, kitchen, cleanliness
- 4.4 Flexible filtering & search tools
- 4.5 Transport proximity / location clarity

Theme 5: Information Completeness, Transparency & Trust

- 5.1 Rich photos
- 5.2 Clear inclusions (meals, facilities, room details)
- 5.3 External cross-checking for accuracy
- 5.4 Missing or unclear information → distrust

Figure c: Themes and sub-themes

A.2.2 Main Takeaways

From the themes and sub themes, five main takeaways were concluded. These main takeaways are that customers value control and clarity above all else, Location and price-quality ratio are the determining factors when choosing a location, filters were found to be essential in preventing choice overload, feeling overwhelmed creates a barrier in choosing an option, and lastly, customers want to feel reassured during and after they are making their decisions. These takeaways are further explained below.

Customers value control and clarity above all else

Participants want to feel in control and feel like they are making the decision themselves. They want the accommodation to be clear and what the facilities offer, but also that it is clear how the price relates to the quality of the accommodation. The location and accessibility of the hotel also need to be clear. The participants want to be able to see quickly if these accommodations will meet their needs and then make the decision for themselves.

P2: "I would like to know what is included... do they have Wi-Fi? What are the special things? I feel like that's a little bit missing... not very clear."

P2: "I'd like to see more of what the hotel is offering"

Location and price-quality ratio are the primary decision makers

Among the participants interviewed, location and price ratio were the two most important factors when searching for accommodations. The participants plan to not only be at the accommodation and the location in proximity to public transportation and landmarks, which are things they value. The participants also look for value; they are not focused on the cheapest option, but the option that provides them with the most value. They determine this value by heavily relying on photos, ratings, and descriptions given. For the right value, they are even open to increasing their budget.

TUI needs to make sure that these values also come through on their website; price alone is not enough.

P1: "Price-quality ratio is important."

P7: "I think it's a combination of budget and location... I stop when I find something within my limitations."

P7: "It's a combination of budget and location... room can be simple."

The map is a big value creator at the moment as it shows location along with price. But while the participants almost all enthusiastically used it as a comparison tool, it was often misunderstood which resulted in a few cases in not being able to see all the options that were available.

P5: "The map is also nice because you can directly have everything visualized next to each other... you have everything visible on one page."

P4: "I mostly look at the map first and not the feed... I like to kind of see where it is... I really like that the website was divided... the map on the right side and the feed on the left side."

P5: "The map is nice because everything is visible on one page."

P4: "I mostly look at the map first... I like to see where it is."

Filtering is essential in order to deal with the amount of options- but many feel that filters are incomplete or limited

The filters on the website are the most efficient tool that TUI has to reduce the effects of choice overload and for customers to be able to find the right accommodation quickly. But despite this fact many participants felt that the filters given such as, distance to or from or Tripadvisor rating were too limited, not relevant to them or important filters were missing. Others complained that filters were too effective and that they removed too many options giving the participants almost nothing to choose from.

The research has made the following clear: participants want more customizable filters that can easily be adjusted, so a comparison between filters can also be made.

P5: "I'm going to filter some of that because that's way too much... I do want dogs allowed... pool... wellness... distance to airport... beach... but if I select too much, it filters too much out"

P7: "I think I would like to have more filter options... like lockers, laundry service, restaurant... maybe close to the center."

P6: "I want more review filters — most recent, positive, negative."

Overwhelm functions as an emotional barrier in decision-making

Multiple times, participants mentioned that they had a lot of options to start with in the beginning. This increase in results is because of the implementation of a dynamic business model. Almost all participants start using filters, but some still have the feeling that by doing so they are missing a better option, often resulting in them not filtering very much and still ending with too many options to choose from. This caused stress and choice postponement among the participants. Even after choosing many of them mentioned, they would have taken more time if that had been possible, especially those looking for the best option.

P1 "I always get a bit overwhelmed by the amount of choices, you know... there's just so many choices... and I feel like maybe I wanna like look at more pictures and like discover all the options."

P4 "I think maybe... it was a bit overwhelming. Because there was so much happening at the same time."

P7: "Too few filter options, but also too many hotels... I'd like more structure."

Customers want reassurance that they made the right choice when traveling with others

Many participants said that before booking, they take a moment to pause and think about their decision. Even more important, they mentioned that when traveling with others, they like to take the time to share and discuss the options among themselves before making a final decision, and that this is often hard to realize. They take this time because they feel that they could otherwise possibly make the wrong decision and feel regret.

P1: "I postpone the purchase... let it sink in."

P2: "I think a week... I keep looking and comparing

P4: "I wouldn't book immediately... I need to explore more."

P7 "It also depends if I go with other people, then we have to discuss a bit in between maybe"

These takeaways will be used to create design directions in the next stage of this project. The insights found during the interviews give TUI important information they need in order to better understand the experience of the customer and how they can better tailor their experience to give all their customers a positive experience.

A.3 Reframe: It's all about coming together

In addition to these takeaways, something else surfaced during these interviews. While there were some problems with choice overload and feeling overwhelmed, these were improved when using filters. It became clear that takeaway 5 had a much larger impact and explained the real problem that customers were experiencing. This was that when they were planning on booking accommodations with others, they wanted reassurance from others, but they really had trouble finding moments to make the

decisions. This often left the members feeling unsure and wanting input from the travel companions.

While choice overload exists, the deeper issue emerges in group decision-making contexts. Users struggle to align schedules, preferences, and confidence with others, making it difficult to reach a shared moment of commitment. This reveals that the challenge is not only choosing but coming together to choose.

Reframe: It's really about coming together to make decisions, and the organisation and connection that is needed to make those decisions.

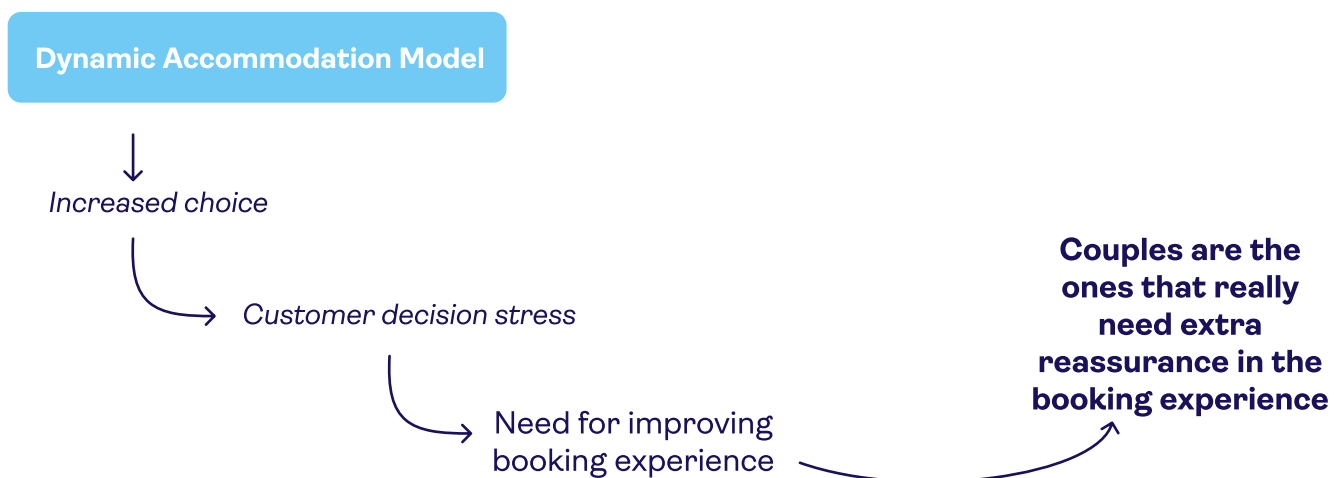


Figure d: Reframed problem

B. Interview protocol and transcript summary

B.1 Interview protocol

Introduction (3–5 minutes)

Purpose:

I'm a master's student at TU Delft conducting research for TUI. The aim of this interview is to understand how customers experience the process of booking accommodations online — how they navigate options, make decisions, and how they feel during the process. TUI has recently introduced a new dynamic business model, which results in many more accommodations being shown on the site than before, and I want to understand how people navigate choosing accommodations with this new business model

Opening script:

Thank you for taking part today. I'm interested in your personal experiences and opinions. There are no right or wrong answers — I just want to understand how you experience booking accommodations, especially when you have many options to choose from.

Everything you share will remain anonymous and confidential. You can stop or skip any question at any time.

Were you able to fill in and sign the consent form?

With your permission, I'd like to record this interview to make sure I don't miss any details. Is that okay?

Do you have any questions before we start?

2. Warm-Up Questions (3–5 minutes)

Goal: Get the participant comfortable and understand their general travel-booking habits.

- Can you tell me a bit about how you usually book your holidays?
↳ (Do you book through TUI, another site, or a mix of platforms?)
- Can you describe a recent booking experience briefly?

3. Main Task & Think-Aloud Exercise (10–15 minutes)

Task setup:

I'd like you to open this laptop and browse the accommodation options on this website.

Imagine you're planning your next holiday — look through the selection and choose the accommodation that feels best for you.

As you browse, please talk aloud: tell me what you're looking at, what you find appealing or confusing, and why you make certain decisions.

Feel free to comment if something is unclear or frustrating.

Observation focus:

- How do they navigate large choice sets?
- Which features or filters do they use?
- Signs of hesitation, overload, or satisfaction.

4. Reflection & Follow-Up Questions (7–10 minutes)

Experience evaluation

- How did you find that experience?
↳ positive or negative experience?
- Did you feel you could find an option that really fit your needs? Why / why not?
- Were you able to compare accommodations easily? Did you use filters or sorting tools?

Decision clarity & behavior

- Before you started, did you already know what you wanted (e.g., location, budget, type of accommodation)?

- How would you describe your decision style?
 - ↳ Are you the type who looks until you find something “good enough”?
 - ↳ Or do you keep searching until you find the best possible option?
- After making your choice, how confident do you feel about it?
 - ↳ Do you ever regret choices like this later?

Improvement/design opportunities

- What could have made this experience better for you?
 - ↳ (Probe: fewer options? clearer layout? better filters? personalized suggestions?)

5. Closing (2–3 minutes)

Thank you for sharing your experiences — this has been valuable.

To summarize: [researcher gives short recap of key points].

Is there anything important we haven’t discussed that you’d like to add?

I’ll use your responses anonymously to analyze how customers experience TUI’s dynamic accommodation offerings and identify ways to improve the booking process.

I may reach out for a quick follow-up if clarification is needed — would that be okay?

Thank you again for your time!

B.2 Summary transcripts

Interview Test (pilot)

This participant mainly uses TUI for beach holidays, but switches to other platforms for city breaks and especially more adventurous trips because TUI’s offer feels too limited. During the search, they wanted more inspiration before seeing hotel results, stronger and more relevant filters, and better comparison options for dates, price, location, and hotel content.

Interview 1

This participant usually books through Airbnb or Booking on a laptop and focuses strongly on the price-quality ratio and location. In the test, they searched for a short stay in London, adjusted their budget to find something acceptable, and showed that for short trips, they settle for a “good enough” option, while for longer vacations, they do more research and want stronger comparison tools, accessibility information, and clearer map-based comparisons.

Interview 2

This participant was initially open to inspiration, first tried Florida, then switched to New York when the first results did not feel right. Their choice was guided by neighborhood, photos, atmosphere, privacy, and rating, and they found it difficult to define exactly what they wanted in advance; they mainly wanted better hotel descriptions, more room-related filters, and clearer information about what is included.

Interview 3

This participant mainly uses Booking.com and arranges transport separately, valuing practical and affordable options over package holidays. In the exercise, they searched for a ski holiday and then Lisbon, chose based on low price, acceptable quality, and decent location, and described themselves as fairly flexible and satisfied with a “good enough” option, though flexible date search and clearer room options would improve the experience.

Interview 4

This participant mostly uses Airbnb, Booking.com, and Trivago, and tends to search visually and geographically, starting with the map and neighborhood rather than the list. They liked the combination of map, filters, and photo previews, but found the interface overwhelming and noisy, needed more time before making a real decision, and wanted a calmer, more intuitive search experience with fewer distractions.

Interview 5

This participant easily feels overwhelmed by too many options and prefers familiar websites or hotel brands they already trust. In the test, they let the platform inspire the destination, chose Mallorca, filtered heavily to reduce the number of options, and showed a strong desire to compare all remaining options carefully; they liked the map and filter system, but would also want direct links to hotel websites and fewer promotional nudges on the page.

Interview 6

This participant mainly uses Airbnb and relies heavily on reviews, ratings, and location. In the exercise, they searched for Edinburgh, filtered quickly by price, rating, and breakfast, then used reviews to decide, showing a very goal-oriented style focused on finding the best possible option; they said the experience was clear overall, but review filtering would make it better.

Interview 7

This participant usually books through Airbnb, hostels, Google, or Google Maps, and cares most about location and budget rather than luxury in the room itself. During the test, they searched for Lisbon, used only a few filters, chose mainly through photos, room type, and breakfast value, and said they usually stop once they find an option within their limits; more filters and clearer price presentation would improve the experience

C. Initial codes and focused codes

Group Name	Codes
Platforms, Websites & Booking Channels	Uses multiple booking platforms; Familiar with online accommodation booking; Books hotel separately from flights; Has booked package trips before; Visits multiple sites when planning; Uses flight comparison tools; Browses without a fixed platform; Has not booked with TUI before; Scanned TUI site previously; Primarily uses Booking.com; Mostly books via Airbnb; Sometimes uses Booking.com and Trivago; Rarely uses TUI; Uses Google search for accommodations; Uses Google Maps to find lodging; Uses hostel sites; Uses Google search to explore accommodations; Uses Google Maps to discover accommodations; Uses Airbnb to book apartments; Has never used TUI; Uses hostel-specific sites; Books directly via hotel websites; Cross-checks hotel's official website; Prefers using one familiar website; Prefers staying with a known hotel chain; Relies on familiarity with website interface; Seeks advice from experienced people; Asks others for help with international travel; Prefers cross-website comparison; Usually compares across websites; Compares different accommodations across sites; Uses Booking.com as comparison site.

Group Name	Codes
Filters, Sorting & Search Tools	Iterative adjusting of filters; Selective use of filters; Rating-based filtering; Minimum rating requirement; Uses amenity filters when relevant; Mixed satisfaction with filter completeness; Sometimes starts with filters; Uses price low-to-high sorting; Uses ski slope filter; Missing flexible date search; Wants private room filter; Missing room-type filters; Wants more or different filters; Wants more filter options; Feels limited by small set of filters; Filtered results drop sharply; Filter overly restrictive; Wants ability to adjust filters dynamically; Wants review-level filtering; Distinguishes star vs review filtering; Noticed strong impact from distance filter; Abandons unclear filters; Wants hostel-specific filters; Wants info on laundry, restaurant, locker; Confused by meal plan terminology; Avoids filtering food options to not miss possibilities; Afraid filters exclude desirable options; Filters depend on destination; Filters on budget and reviews; Missing room-specific info; Wants room-type filters; Wants filters for location (e.g., close to centre); Prefers to filter by budget and star rating; Unsure about currency value; Prefers per-night pricing.

Group Name	Codes
Devices & Interface Preferences	Prefers laptop for booking; Uses phone for initial browsing; Never uses phone for booking; Reads large text first; Distracted by homepage banners; Dislikes Booking.com due to clutter; Interface too visually noisy; Wants collapsible filters; Suggests reducing visual clutter; Color similarity confuses interface elements; Wants more intuitive search function; Appreciates map for visual comparison; Observes map updating in real time; Likes using map when familiar with city; Appreciates map + feed layout; Overwhelmed by interface; Website divided well into sections; Wants to see more visual clarity on map; Finds navigation easy; General positive evaluation.

Group Name	Codes
Map Use & Location Preferences	Preference for location close to purpose; Location proximity is key; Location as key selection factor; Uses map to locate preferred neighborhood; Map-first search strategy; Prefers staying in the centre; Prefers specific NYC neighborhoods; Avoids certain neighborhoods; Prefers culturally interesting areas; Uses map to understand location; Uses map for price comparison; Needs more clarity in map interface; Search when moving map missed initially; Distance-to-beach filter important; Examines proximity to metro; Examines accessibility/transport options; Importance of accessibility/transport; Specific access-related preferences; More interested in city experience than hotel room; Low need for central location in some trips.

Group Name	Codes
Search Initiation & Planning Style	Has clear preferred neighborhood; Clear destination choice due to activity; Weather/season restricts options; Let website inspire destination; Open-minded about destinations; Comfortable choosing random destination; Destination added spontaneously; Real trip in mind; Date as starting point; Selects date based on personal relevance; Usually has clear destination preference; Destination changes if expensive; Chooses based on plane ticket prices; Uncertain about specific area within destination; Initially misinterprets price structure; Search strategy varies by trip length;

Group Name	Codes
Budget, Pricing & Cost Considerations	Prioritizes price-quality balance; Sets strict budget limit; Budget limitations affect destination feasibility; Adjusts budget when necessary; Budget flexibility helps find options; Uses max price filter; Excludes options above budget; Seeks cheapest acceptable option; Combines price and location in decision; Confusion about pricing structure; Evaluates breakfast vs no breakfast cost; Chooses based on cheap food outside; Accepts limitations due to

Group Name	Codes
Accommodation Features & Preferences	Uses ratings; Uses photos to assess accommodation; Attends to specific rating categories; Uses hotel photos for vibe check; Picture-heavy evaluation style; Likes traditional-looking hotels; Dislikes business-like hotels; Prefers cozy, relaxing environments; Values minimal but clean rooms; Requires minimum cleanliness; Values kitchen for group trips; Seeks private rooms (not shared); Avoids hostels; Prefers hostels/apartments sometimes; Pools optional but nice; Wellness options appreciated; Restaurant optional; Wants amenities like lockers or laundry; Needs clear accommodation details; Wants to know what's included; Uses photos and facilities to judge; Prefers breakfast sometimes; Examines room types carefully; Examines facility list; Avoids accommodations with outdated look; Wants proximity to transport and neighbourhood attractiveness; Needs information on room types and facilities; Room simplicity acceptable if location good.

Group Name	Codes
Review Behavior & Trust	Strong focus on reviews; Considers star rating and number of reviews; Uses TripAdvisor reviews; Prefers most recent reviews; Reads only a few reviews; Needs clear review sorting; Trusts negative reviews more; Avoids hotels with low average rating; Wants review-level filtering; Checks both external and site-provided reviews; Sometimes doesn't care about TripAdvisor filter; Uses ratings in filtering only sometimes; Uses hotel description for reassurance.

Group Name	Codes
Evaluation & Decision-Making Strategy	High frequency traveler; Iterative adjusting of filters; Extended decision-making process; Delayed booking to reflect; Group decision considerations; Search until finding good enough; Search until best option; Mixed searching style: thorough & fast; Stops when finding something within limitations; Risk-based decision-making; Willingness to stretch budget; Comparison-based decision-making; Uses own tools for comparison; Compares prices extensively; Uses reviews heavily; Reads recent reviews; Reads only a few key reviews; Negative reviews weigh heavily; Uses identical evaluation process for each listing; Uses photos to confirm; Uses heuristic (most booked); Uses map as filtering tool; Prices influence choice heavily; Looks at room vibe for emotional fit; Decisions guided by feeling; Uses elimination approach; Uses "good enough" approach for short trips.

Group Name	Codes
Group Travel Dynamics	Travel sometimes with friends; Group sets shared budget; Consults others before booking; Decision takes longer with group; Needs to send options to group; Group decision affects location, amenities; Trips vary by group needs (kitchen, cost, location).

Group Name	Codes
Post-Booking Behavior & Regret	Cancels bookings to switch to better option; Reopens photos leading to regret; Sometimes places look worse in reality; No regret when alone; Regret arises from misalignment between photos & reality; Sometimes re-checks options after booking; Fear of losing better option triggers premature booking.

Group Name	Codes
Emotions, Confidence & Cognitive Load	Feels lost with many options; Overwhelmed by too many choices; Overwhelmed by visually noisy interface; Needs more time to avoid regret; Fear of regret; Afraid of missing out on better options; Books prematurely due to availability anxiety; Approval delays cause stress; Fears losing options; Relies on gut feeling; Emotional discomfort with outdated-looking places; Lack of trust in unclear options; Needs time to let decision sink in; Requires

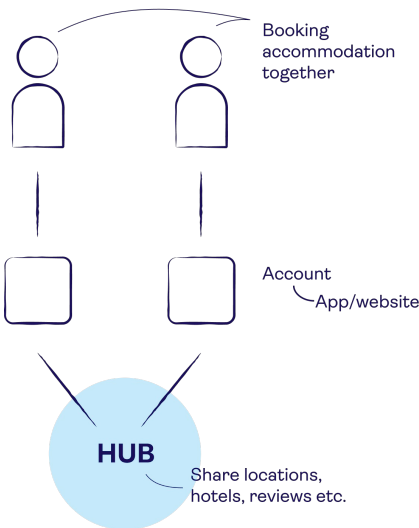
Group Name	Codes
Additional Preferences & Behavioral Notes	External validation using Google Maps; Research need decreases with all-inclusive packages; Preference for self-organized transport; Safety concerns affecting transport choices; Attracted to price-quality visualization; Wants integrated price-quality visualization; Likes suggestions but doesn't always need nudges; Does not need inspirational nudges; Enjoys relaxing-focused hotels; Active-vs-relaxing preference varies by trip; Considers transport and accommodation jointly.

D. Preliminary design directions

D.1 Direction 1: Making connection easier

The first design direction is focused on connecting people who are planning on booking an accommodation together. The focus is on communication and getting feedback from other people you will be traveling with, so the decision-making becomes a group activity. This is done via the TUI app. The idea is that travelers' accounts can be linked to each other, creating a hub in which they can share, discuss, and make effective decisions about their accommodation. The goal is to shorten the decision-making time and reduce any possibility of regret through effective communication.

Figure e: Design direction 1



D.2 Design direction 2: Working from a map first perspective, giving location the priority

The second design direction was developed with its focus on how improving the map can improve the booking process by creating better visual clarity. The idea is that one starts with looking at the map instead of a list of accommodations, and as you zoom in, accommodation listings start to pop up on the map along with their prices. By moving away and creating this visual oversight, one will experience less choice overload and feel less overwhelmed.

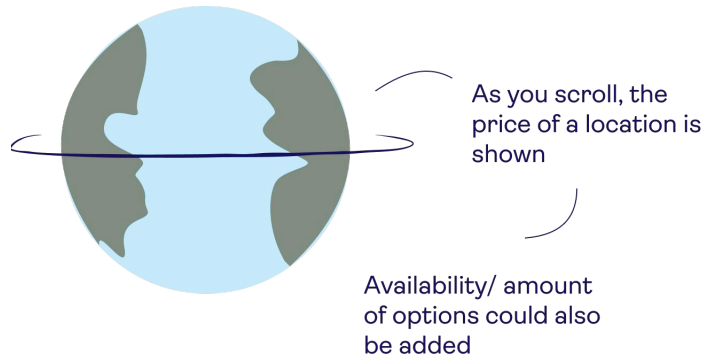


Figure g: Design direction 2

D.3 Design direction 3: Integrating the app into the decision-making progress

The last design direction developed focuses on boosting the app as a touch point while creating a seamless experience between the app and the website. Now, many people use the website to book, but TUI would like to nudge more people to use the app. This design direction works by making it possible to move from the website to the app seamlessly, without losing information or having to reenter search terms. You simply log in again, and everything is there again. The goal of these design directions is to make the app essential in the booking process. Using the app helps customers keep all their information and saved accommodations in one location, helping prevent the feeling of being overwhelmed.

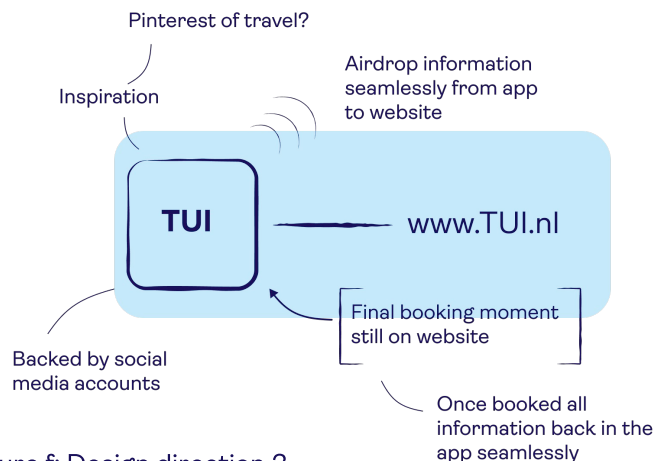


Figure f: Design direction 3

E. Couple templates

Current scenario looking and booking accommodations for couples

Who?

INSPIRE

Activities

- Who is leading the search?
- How is information being shared?

BOOK

Activities

- Who is leading the selection?
- How are decisions being made?

Time frame:

Pain-points

Pain-points

Who? [redacted] Current scenario looking and booking accommodations for couples
 → don't live together, both work fulltime

- Time issues
- Choice overload
- How information is being shared
- Other important information

INSPIRE

Activities

- Who is leading the search?
- How is information being shared?

discuss - equal options together
 in person
 1 person gets enthusiastic and the other follows
 decision has thus been made where they go.

BOOK

Activities

- Who is leading the selection?
- How are decisions being made?

find accommodation
 done by person who suggested location
 done after via text
 after some delay 1 person books

Time frame:

Pain-points

- [redacted] is busy, its hard to find a moment to sit
- financially we are at different levels. also taste doesn't fit with budget.

Pain-points

- often very busy, communication takes longer than preferred.

Who? [redacted] Current scenario looking and booking accommodations for couples

INSPIRE

Activities

- Who is leading the search?
- How is information being shared?

we let it sink in and do research individually whenever we have the time
 we send each other insagram reels
 we would send links of hotels, airbnbs, flights via whatsapp
 we find time to sit together and pinpoint our location, and which neighbourhood we want to be in

BOOK

Activities

- Who is leading the selection?
- How are decisions being made?

we discuss the options and [redacted] likes to find good restaurants on location and makes reservation
 [redacted] makes a final decision of precise location
 we decide who books what and we do it on a laptop
 sometimes we leave some things open to explore at the location and to get recommendations from locals

Time frame:

Pain-points

- sometimes we lose the overview of inspirational reels → too quickly, too much info
- we both are busy so its difficult to find a moment to sit together but we prefer meeting physically

Pain-points

- sometimes we feel a bit overwhelmed by the amount of booking websites available when comparing prices

Who? [redacted] Current scenario looking and booking accommodations for couples

INSPIRE

Activities

- Who is leading the search?
- How is information being shared?

equally sharing social media (reels) shary insta reels
 price determines place
 [redacted] takes lead in search & organization of all options (document)
 activities interch. for both, mostly still searches
 find activities that match loc.

BOOK

Activities

- Who is leading the selection?
- How are decisions being made?

[redacted] lead but the opinion of [redacted] is crucial
 sit together again & both
 sit down together & evaluate options
 let it sink....
 make final dec. for activities & planning

Time frame:

Pain-points

- [redacted] doesn't take abt at the Decs [redacted] created
- inspiration reels gets lost
- recommendations of friends/family also get lost, but are in the back of your head.

Pain-points

- gut feeling was over organization [redacted]
- takes along time to sit together & book.
- money & expensive travel.

Current scenario looking and booking accommodations for couples

INSPIRE

- Activities
- Who is leading the search?
- How is information being shared?

Determining a point with most pins of interest and cross-referencing the available travel options: flights/cost/season → choosing location together

Collecting reels and inspiration on Instagram and socials (Pinterest) → sharing reels
Creating a Google Maps to save all the pins and inspiration → equally involved

BOOK

- Activities
- Who is leading the selection?
- How are decisions being made?

Cenédra reads about hol-spots to stay and we look at our pins to determine location together we look at options but [redacted] mostly makes the last call and books → Also because Dennis holds a credit card and the booking accounts

Now we come together and the boomers we are we whip out the laptop and make the final booking decisions. Live!

Time frame:

Pain-points

[redacted] feels like he needs to make all the final decisions
• Bookings are being delayed due to fear of not having all the necessary information about the location
• Struggle with the fact that you have to book way in advance to have the largest availability of options while we prefer to book last-minute to live more in the hype of the approaching holiday

Pain-points

[redacted] usually is the one to book and work out details.

Time issues

Choice overload

How information is being shared

Other important information

Current scenario looking and booking accommodations for couples

INSPIRE

- Activities
- Who is leading the search?
- How is information being shared?

E wil op vakantie, communicat dit verbaal naar M
E+M kijken samen in agenda en spreken aan vakantie periode af.
E komt met ideeën of vraag, M geeft dat verbaal door aan M. E+M bespreken in parsoon waar ze heen gaan. M wil en M en vraagt ze op zoek.

BOOK

- Activities
- Who is leading the selection?
- How are decisions being made?

E gaat zelf naar Airbnb op zoek. E doet vragen naar M via WhatsApp en E boekt.
E/M zoekt alleen naar vluchten/train en bespreekt opties M parsoon / via whatsapp Als alles goed eruit ziet, boekt E/M vliegt.
M maakt Excel van kosten om het bij te houden.

Time frame:

Pain-points

M heeft geen inspiratie en vind alles primaal

Pain-points

E wil iets leuk meebrengen maar M kijkt niet snel genoeg naar opties via whatsapp
Veel gedoe voor E om vluchten in te bespreken en te beslissen of het oké is. M is moeilijker om dingen te zetten.

Current scenario looking and booking accommodations for couples

live together, both don't work fulltime

INSPIRE

- Activities
- Who is leading the search?
- How is information being shared?

Discuss options together over dinner, walking etc.
We lead mutually.
We research, share links, and mutual options we like.

BOOK

- Activities
- Who is leading the selection?
- How are decisions being made?

book online find options for a while discuss more then one usually is the one to book and work out details.

Time frame:

Pain-points

finding a place/destination, we both feel equally interested about.
One member is less flexible when it comes to options.

Pain-points

One person needs more time to agree.
One person or book delay because there is enough information to make a concrete decision.

Who?
[Redacted]

Current scenario looking and booking accommodations for couples

INSPIRE

Activities

- Who is leading the search?
- How is information being shared?

→ in **whatsapp** we share locations that are on our wishlist
→ we plan a moment in **real life** to evaluate options and talk at dates
→ [Redacted] leads the search in terms of cities & location
→ [Redacted] leads selection in accommodations and activities in the area.
→ we share and collect information in **whatsapp** and optionally in a folder on our **laptop** together.

BOOK

Activities

- Who is leading the selection?
- How are decisions being made?

→ We both remind each other that we need to book, and plan a day to book.
→ we sit in person on our **laptop** to book the flight/travel and accommodation in **one sit**. The details are planned later.

Time frame:

Pain-points

It's hard to find a good time; outside of vacations, with school our work etc.

Pain-points

It's difficult to find a date to book together

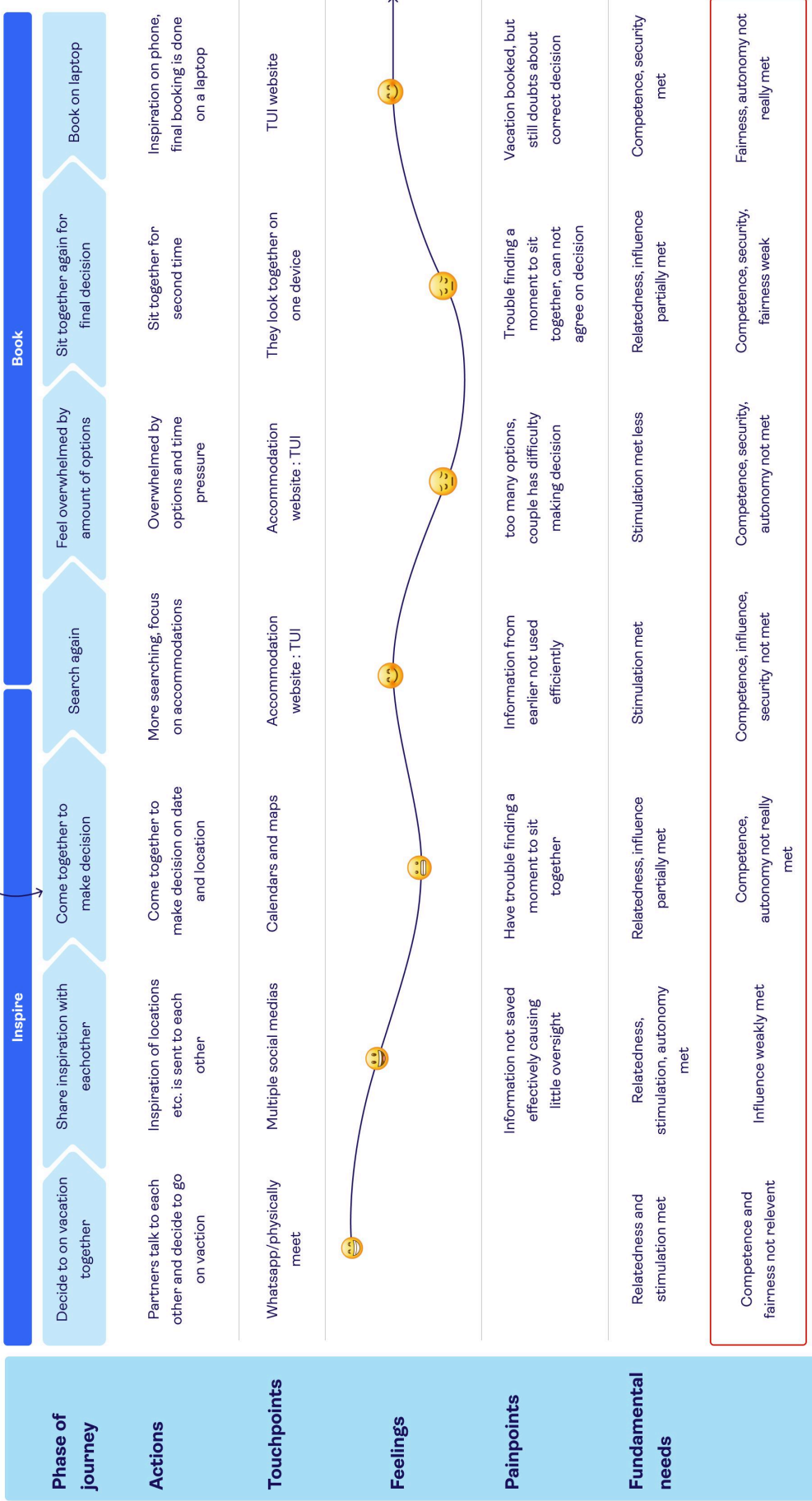
- Time issues
- Choice overload
- How information is being shared
- Other important information

F. Customer journey map as- is scenario

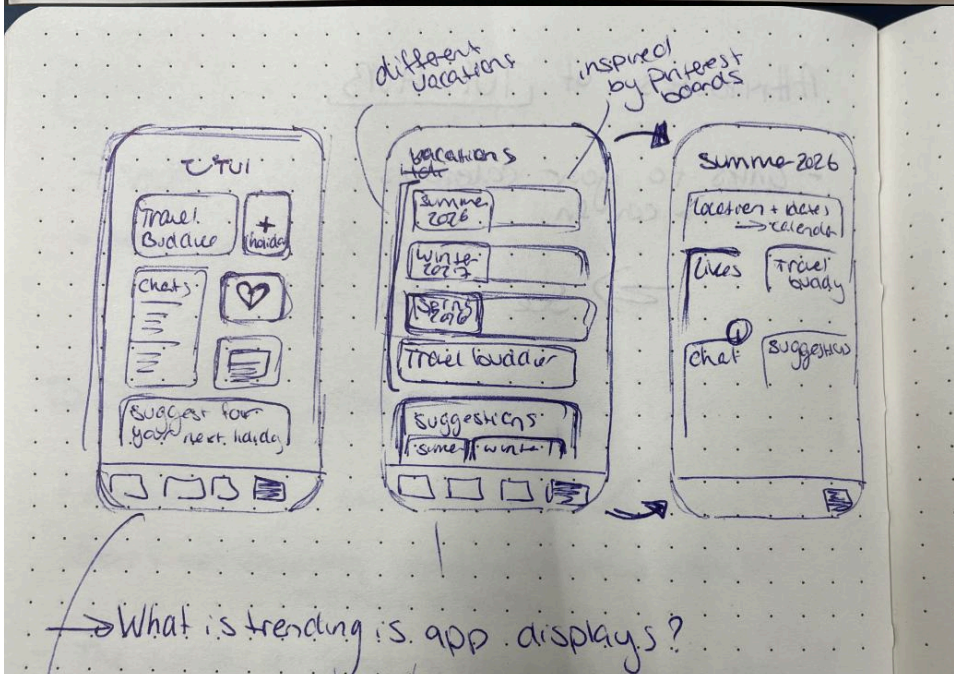
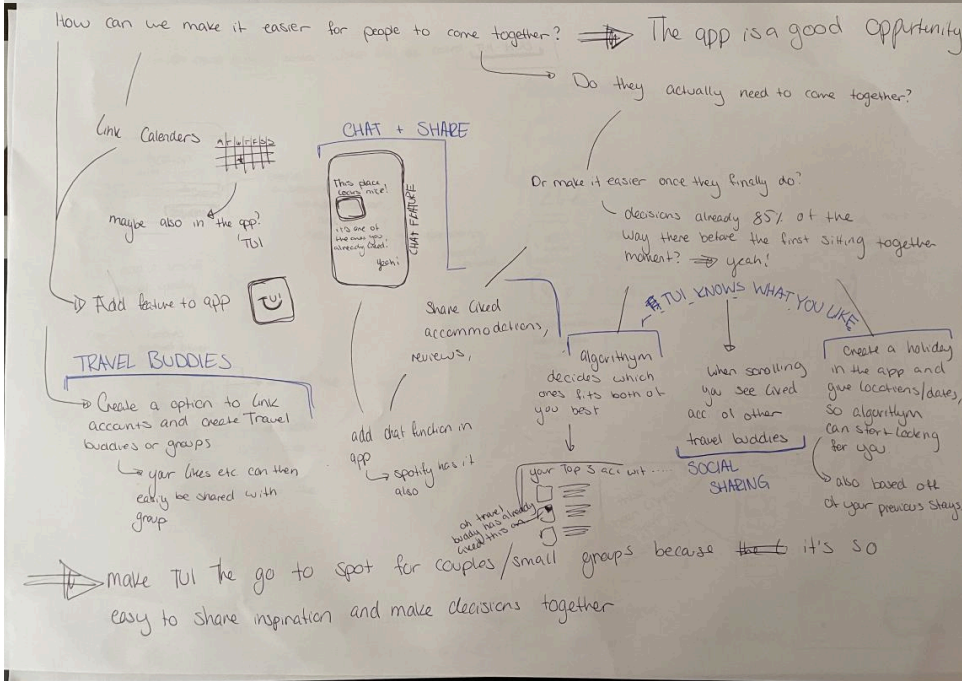
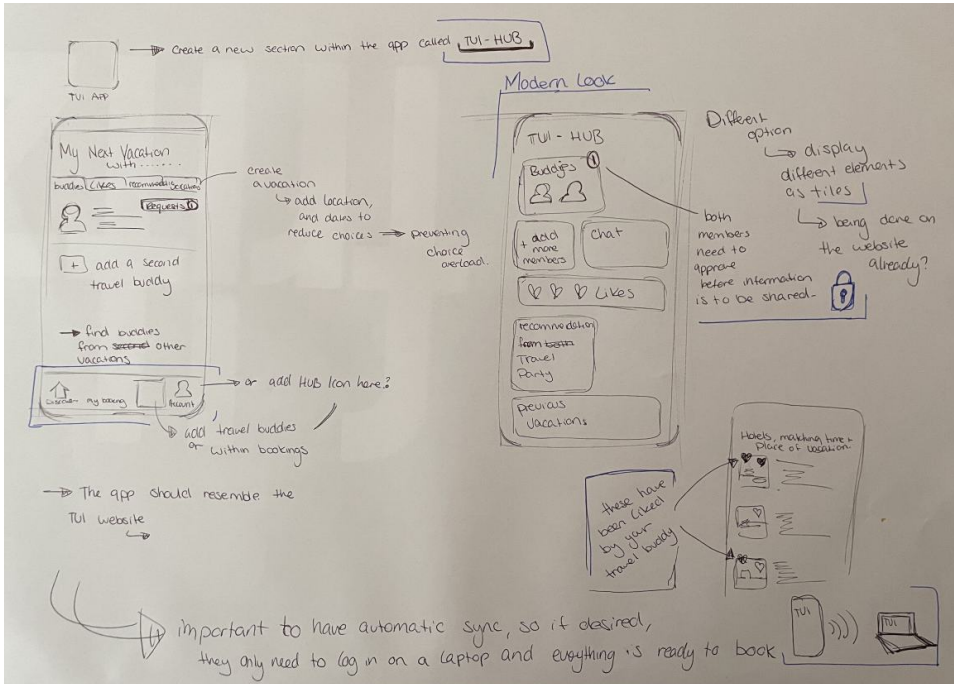
Customer Journey map

Booking process as-is scenario

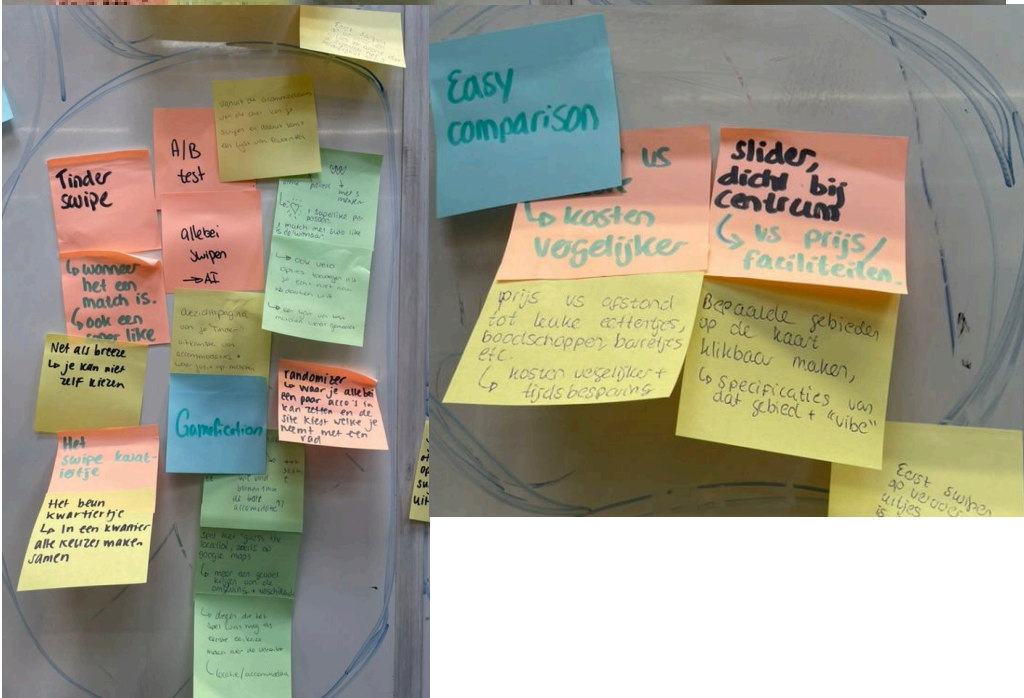
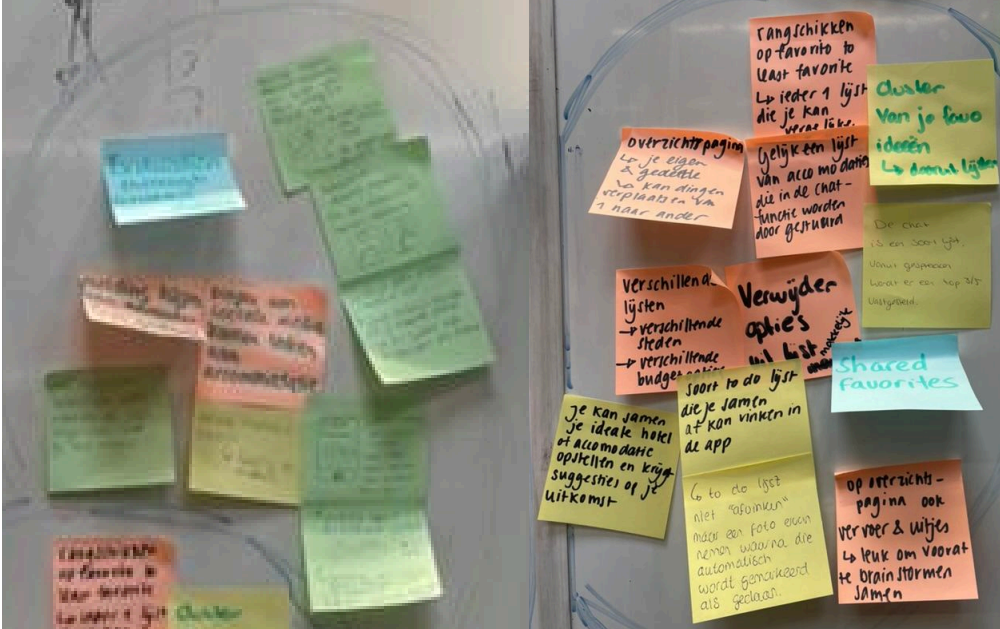
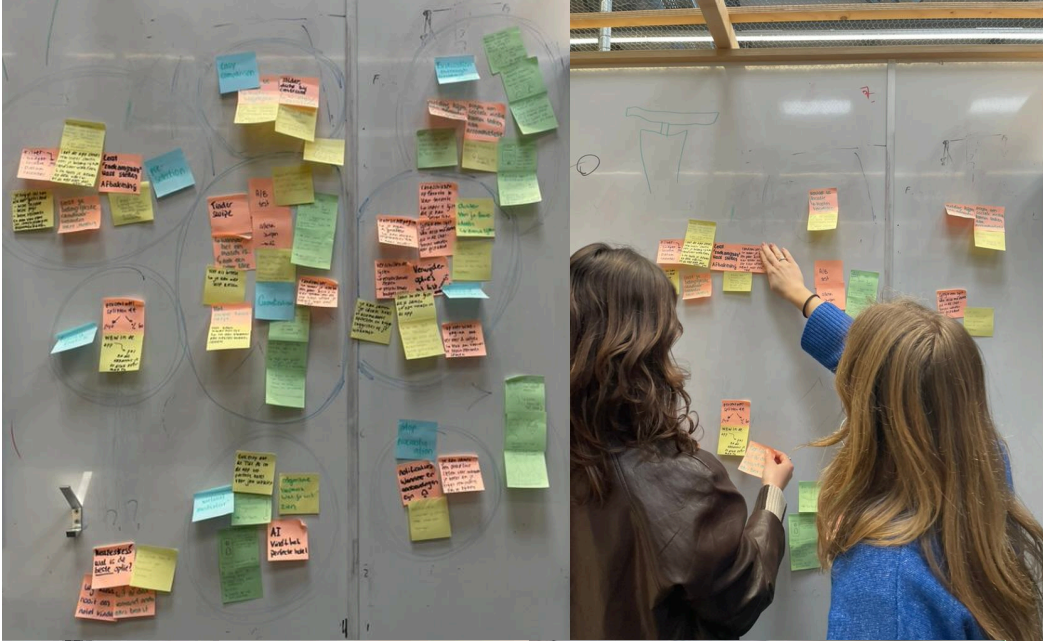
friction point, excitement of vacation meets complexity of booking



G. Initial brainstorming



H. Co-creation session



Gamification

Spelletje maken
++ 15 km...
et
we vinden binnen 1 min de beste accommodatie?

Het swipe kaart- ietje

Tinder swipe

A/B test

Dez. dit pagina van je "Tinder" uitkomst van accommodaties + waar juke op meten

Spel met 'guess the location', zoals op google maps
↳ meer een gevoel krijgen van de omgeving + verschillende views

Net als breeze

↳ je kan niet zelf kiezen

↳ wanneer het een match is.

↳ ook een super like

allebei swipen

→ AI

Het beun kwartiertje

↳ In een kwartier alle keuzes maken samen

↳ degen die het spel luns mag als eerste een keuze maken aar de locatie
↳ locatie/accommodatie

randomizer

↳ waar je allebei een paar acco's in kan zetten en de site kiest welke je neemt met een rad

swipe
A
B
C
D
E
F
G
H
I
J
K
L
M
N
O
P
Q
R
S
T
U
V
W
X
Y
Z
1
2
3
4
5
6
7
8
9
0
+ met 3 mensen
1 superlike per persoon
1 match met super like is de/winnaar

↳ ook veto opties toevoegen als je echt niet naar ke daniken wilt
↳ een lijst van best matches wordt gemaakt

Vanuit de accommodaties van de chat kan je swipen en daaruit komt een lijst van favorieten

Shared favorites

Cluster Van je favo ideeën

↳ daaruit lijst

je kan samen je ideale hotel of accommodatie opstellen en krijg suggesties of je uitkomst

op overzichtspagina ook vervoer & wijjes

↳ leuk om vooraf te brainstormen samen

De chat is een soort lijst. Vanuit gesprekken wordt er een top 3/5 vastgesteld.

Verwijder opties uit lijst

maximaal maximaal

Verschillen de lijsten

→ verschillende steden
→ verschillende budget opties

Rangschikken op favorito to least favorite

↳ ieder 1 lijst die je kan verge lijken

↳ to do lijst niet "afmaken" maar een foto ervan nemen waarna die automatisch wordt gemarkeerd als gedaan.

soort to do lijst die je samen at kan vinken in de app

Gelijk een lijst van accommodatie die in de chat-functie worden door gestuurd

overzichtspagina

↳ je eigen & gedeelte
↳ kan dingen verplaatsen van 1 naar ander

Exploration through recommendation

Sociale media
Patroon koppelen aan wat voor soort vakantie diegene wil
↳ wat vind die persoon leuk
↳ de klant wat dat soms zelf niet

sociale media = fototrol
↳ gallery op mobiel

foto's nemen van macro vliegen, app vindt hotel die het ook aankomt/ erop ligt

Dingen van sociale media kunnen linken aan accommodatie

Verschiede personen koppelen aan de verschillende soorten vakanties

vind vergelijkbare koppels met zette interesses en krijg aangeraaden wat zij leuk vinden

pinterest baard als inspiratie uploaden
↓ allebei
↳ specifiek een moodboard maken voor de vakantie van waar bepaalde vakantie anders

↳ als je geen sociaal media hebt
↓ samen bellen en dromen over je vakantie samen
↳ AI luistert mee en realiseert die droom

melding krijgen van aanbieder

↳ in gedeelte folder zetten.

Easy comparison

Bepaalde gebieden op de kaart klikbaar maken, ↳ specificaties van dat gebied + "vibe"

Stop procrastination

Notificaties
Wanneer er aanbevelingen zijn ⚠

Vervoer vs (locatie) ↳ kosten
Vogelijker

Slider, dicht bij centrum ↳ vs prijs/faciliteiten.

Notificaties
Wanneer je partner ↳ ideeën heeft opgeslagen

je kan samen een dead line stellen voor wanneer je boekt en je krijgt reminders om te kijken

prijs vs afstand tot leuke eettentjes, boodschappen, barretjes etc. ↳ kosten Vogelijker + tijds besparing

Eerst swipen op vervoer en advies ↳ want dat is eigenlijk het belangrijkste toch?

Going Dutch

procent neel splitten €€
7:40 ↳ % 60

WBW in de app ↳ pas na de vakantie je er druk over maken

pre-selection

Eerst 'zoekomgeving' vast stellen
Afbakening

Laat de app steeds reminder sturen over je belangrijkste randvoorwaarden ↳ en toets je keuzes op deze voorw. of de app doet dat voor jou

virtual 'mediator'

AI knows what you want ↳ algoritme ↳ TUI Feed (Google Maps review, meer relevant)

AI Vindt het perfecte hotel

Opties worden alleen weergegeven wanneer ze voldoen aan je randvoorwaarden. ↳ per trip misschien aanpassen.

Filter: ↳ gedeeld
• budget
• locatie
• Datum
• recenties

↳ gezamenlijke chat ↳ vraagt om keuzes te maken ↳ helpt bij keuzes het proces
Virtual assistant die het heel kan weten
AI die eerst de stemming 'proeft'. ↳ wat voor soort vakantie? ↳ eisen. ↳ treedt op als bemiddelaar.

Gok erop dat de TUI AI in de app het perfecte hotel voor jou uitkiest

algoritme bepaalt wat je wil zien

Eerst je belangrijkste randvoorwaarden vast stellen.

je krijgt 10 van elk aar getit terd: - beste locatie - beste prijs - beste recenties En dan van elke een samengevoegde recomin'datio.

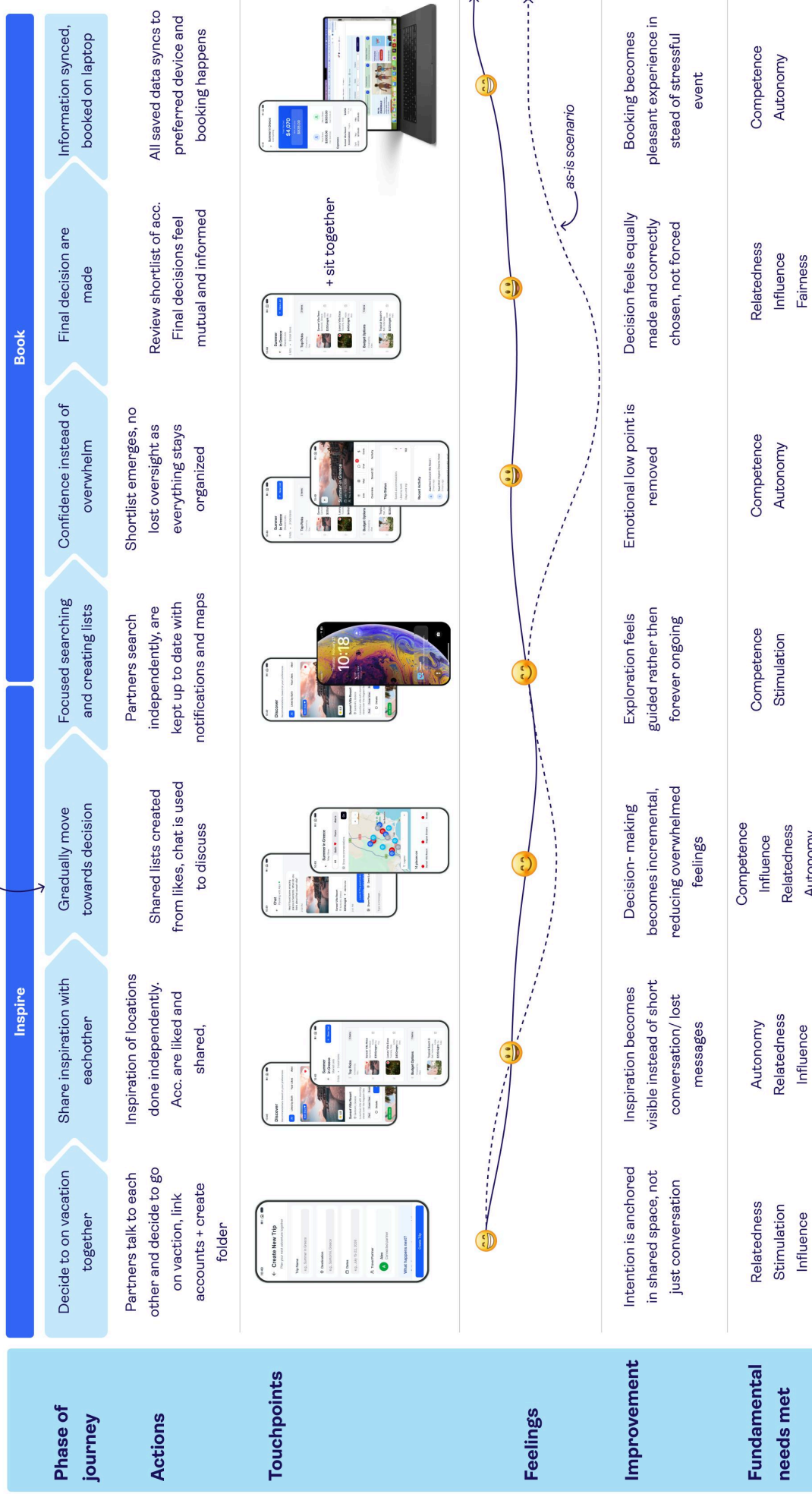
(Filter als afbakening, daarna "surprise" functie gebaseerd op wel die afbakening

I. Customer journey map to-be

Customer Journey map

Booking process to-be scenario

No forced sit-down moment



J. Strategic roadmap

Strategic roadmap- TUITogether digital platform to independent app

Short-term: Embedded into existing TUI app
 Mid-term: Develop an independent app but still have it linked and accessible through the existing TUI app
 Long-term: TUITogether becomes its own application

Value proposition

Introduce a digital platform inside the existing TUI app focussed on connecting couples. This enables users to collaboratively discuss, discover and save accommodations without leaving the TUI app. The focus is on reducing choice overload and enabling early decision making without the need to physically sit together. All while using the existing infrastructure of TUI.

After TUITogether has been a proven success, develop an independent app focussed on couples. Link the two apps by placing a link where the previous digital platform was located. Now when the customer clicks on TUITogether in the TUI app they are brought to the independent app. This bridges the gap from the in-app platform to the independent app, while incrementally transitioning the customer from the TUI to the TUITogether app.

Let TUITogether split off from the TUI app and become a holistic couple travel application that supports planning, decision making during the entire booking process. The app becomes a central platform where couples plan their vacations confidently together.

Product service system

Embedded platform inside TUI's existing app
 Uses TUI's search, inventory and booking flow

App linked to TUI app
 Uses TUI's search, inventory and booking flow
 Link to app located in same location as previous platform

Independent app from TUI focully focused on couples
 Uses TUI's search, inventory and booking flow

Features

- Link partner accounts within TUI's app
- Link partner accounts in TUITogether
- Overview page
- Lists of liked accommodations
- Chat
- Discovery page
- Reminders and alerts
- Cost tracking and splitting

K. Questions for validation

TUI Customers:

What is your initial reaction?

Is this a platform you see yourself using?

-->What do you like or not like?, why?

--> Would you prefer this over your current planning method?

How would this influence your booking process if you decided to use this platform? What changes? easier or more complicated?

How do you feel about using a shared platform like this?

Would linking accounts with your partner feel useful or intrusive?

Does seeing your partner's likes help or complicate decision- making?

Would shared lists reduce the need to sit together repeatedly?

Is there something missing in your opinion?

TUI Internal:

What is your initial reaction?

What do you like, not like?

Does this align with TUI's long-term digital strategy?

Would this level of technical integration be feasible for TUI?

Do you see legal or privacy risks arising from linked accounts?

Do you see this as a viable and feasible option for TUI moving forward, looking at an implementation of the dynamic model and the goal of attracting a new customer segment?

L. Transcripts customer validation

Couple 1:

OK, so first what it was? What is your initial reaction to the digital platform? So the reaction is, yeah, nice. I can see a couple of holidays. I am planning to go with some friends and see how many likes there are.

That someone is online or not, and if there has been a new activity, so I know that he or she has liked something when I was not on the app. Yeah, so not only what you're seeing, but also how do you? So what's your initial reaction to the app?

My initial reaction. I am glad there's an overview and that everything is sorted.

OK. Is this a platform you see yourself using? Yes, I think so because I like to travel a lot with different groups of people and with especially with bigger groups, I have different many different tastes taste.

So if if the app can be used with like four or five people, then that would be really nice. OK And what do you like or not like about it? Or what aspects do you think will be useful for yourself?

So I lighter this a bit. Um.

How you say?

Like a bit neutral and then it does look a bit like a a kind of booking or other trip app because it's very similar and that's what make me feel familiar with it. So you like the simplicity of it, yes.

And what was the other question? I just what? What? What do you not like? Not like? What do I not like if there if you wanna mention anything?

Maybe I because I've looked through it a bit. Oh, oh, now I see. I wanted to ask put in a chat function, but I see that there is a chat function. So yeah, but you had the trouble finding the chat for a bit. Yeah, so yeah, I.

You didn't know where it was? No, I didn't know where it was. Yes. No. OK. Would you prefer this over your current planning method?

With some groups or holidays, yes, but with others not, because I sometimes plan to do more of a round trip around a road trip, a road trip around a country. So with that I like to.

Do it myself with my spreadsheet and in which stage I am where and that's something I couldn't see yet. It's more like a a trip where you stay longer for one place and it feels like that. So it doesn't accommodate multiple, multiple locations, you mean?

Within that trip, no. So it's more likely you want to visit the best location or instance when you are travelling one week to Greece and stay at one place. However, if I want to travel through the whole country, I think that will be a bit more messy then.

Then I would like to do it on my own. OK, clear. Thank you. Um.

How would how would this influence your booking process if you decide to use this platform? Like what changes or what becomes more easier or complicated? I think it will become much quicker that I just chat with a group and say, hey, let's all make sure that we do this before Sunday.

And then on that Sunday, we don't have to make large final decisions and we can just say, OK, that's the one who has, which one has the most likes. Let's go towards that one instead of having the over and over talks about where we're going.

Yeah, OK. Um.

How do you feel about using a shared platform like this? I'm OK with that. I like that everything on

social media is shared. I have a lot of group chats, so.

A shared platform is so you're also in addition to all the social media you have. You're also OK about the privacy idea that someone else can see or likes, for example. Well, when you are planning a vacation, it's often with people you know.

Yeah. So yes, I'm OK if they want to see that I want to go to a hotel with a swimming pool or not. So it wouldn't feel intrusive to have linking accounts with your partner. No, definitely not. OK.

Um.

Does seeing your partners likes in the discovery area or seeing your partners likes? Seeing your partners likes being able to see what they have liked? Yeah, in the discovery for example. Um.

Does this help you or complicate the decision-making process? So for now I see the different lights and also the different trips for instance I see.

The Maldives, Italy and France, but often you are planning to visit or to already have stayed to visit one country and then it's to decide where you're going then. So over here it's now a bit more.

Messy, especially if it's only me with Alex. So for instance, if I go to the Discover and everything gets intertwined, I can see all my trips there. Yeah, so the Discover is more of a like it's a recommendations page.

Oh, so based on what you've liked for your saved location, they give you these options.

OK. And then if that is sorted by the kind of trip I'm going, then I feel OK with it, then it's then its good overview. Yeah. So the question was seeing your partner's likes, does it help or complicate the decision-making? So but for example here you can see that you.

Both liked it and then you can see that he your partner liked it. Oh yeah, how does that does? Do you think being able to see that he liked it, does that make it easier for you or do you feel more complicated? Does it make it more complicated knowing his opinion on?

Or your opinion on, um, accommodations? I think it's clever. However, it shouldn't influence my choices first. I first want to have a bit of time. I could do it myself, otherwise I indeed can influence it.

If he likes it versus this tropical beach house, then I'm going to look through it. But otherwise I maybe would have come up to this place myself, if you understand what I mean. Yeah. So for you, you're saying it's neither, neither or. It really depends on you'd like to be able to make your decisions first, not.

With their opinion and then after that you'd like to have it, yes. OK. But for like if it is done a bit like like Tinder that if they have liked you that you get on that they get on your page because they've liked you. That's something which can help as well like you don't know if they.

Actually.

Yes, I understand. Um, then two more questions.

Would this platform with the shared list of sharing your accommodations you'd like? So that's in the within the vacation, yes. Does this reduce the need to sit together repeatedly? Yes, yeah, as I explained before.

Just uh.

Set a day together and let them do put their information in this app and then you just decide instead of a an hour long discussion. Yeah, right. OK And then the last question, is there something missing in your opinion?

Within the app or the services it offers.

Um.

This is clever the baby way, a cost splitter.

Um.

Maybe to extend the app in some way that you instead of only looking towards accommodations that you also can include something like the trips, for instance the flights.

Or activities you can do there.

Couple 2:

OK.

Oh, I worked. Test. Test.

OK, right. So is this a platform you see yourself using? Yeah, I think so because I'm just thinking about. I just started thinking about taking a trip with my boyfriend and I don't know because this will be the first one.

Much money we all spend, where we like to go, how different is our view of like a holiday, a trip together. So I think this is nice to see where we could go. The money is very like.

I was just like very like organized, organised, yeah, and clear by look at it. So what do you like and what do you not like? I like that we can like make trips just for planning, like make a folder or I don't know how you call it a trip and then I can see.

If you go to multiple locations and you can add multiple hotels and how many days until the trip and how much it would cost and I can see like what I like and what my boyfriend likes. We can see the sort of the activity that we did. So I think this is very clear and it's very.

My overview, but what I like a little less is if I click on the Bali Adventure for example and then I click on map. It also shows me the stuff that I liked in another location, but I would prefer if I could see the for Bali Adventure.

The trips are the hotels in Bali and not in Italy as well.

That's 'cause this is a prototype. Oh, prototype. OK, so in generally you would have then of all the ones for Bali. OK, no, that's good to hear. Would you prefer this over your current planning method? Yes, because I always use like booking or and then like.

Yeah, like booking it and it isn't clear and they say the hotel is close to this, but then I'm like, I don't really know what that means. And I believe this also shows me where it is, how much it would cost and what kind of budget my birth friend is thinking of and what kind of budget I'm thinking of.

OK, nice. Um.

How would this? So how would this new platform influence your booking process if you decide to use this platform? I think you already answered that one. Yeah, right? Yeah. Is it easier or more complicated? Easier. It gives an overview.

I think, yeah. How do you feel about using a shared platform like this? So like, would linking accounts with your partner feel useful or would it kind of feel intrusive? Like when you think about privacy? No, it doesn't feel like that because.

You wanna, uh, take a trip together, so you need to know what you like and what's the other ones. And if you have totally different views of what kind of trip you're going to take or what kind of money you're going to spend, you're not getting anywhere. So I think this is not really, I think like per se about privacy, but more about.

What? What do we need? What do we want? And when it comes to your own decision-making, does seeing your partners likes like when it sees that you like it? Does it help or complicate your decision

making process? Well, that depends on what kind of things he likes. So maybe it.

Like, let's say he likes completely different things than me, then maybe it would complicate things, but if it's like something that I would like as well or would be over to, then it would make things easier because I'm just like, oh, or one day we're going to do my pick and then we're going to do his pick if we travel to multiple locations. So do you think for you it would be beneficial to have the option to?

To like to not see the his likes, yes. But then it wouldn't feel like planning the trip together, I think. But maybe because my relationship with my boyfriend, like we haven't done a trip yet. So if I would know what kind of stuff he would pick then.

I think the second or third trip will make it easier, yeah.

Very clear. Would sharing lists via the platform reduce the need to sit together repeatedly or do you think you'd still have to sit together to make decisions? Well, I think the final decision you have to make together, but I think it would like make it easier. It wouldn't maybe take as much time because you can just say like look, let's look at the app at the location.

What kind of accommodations we find and then decide that we're gonna book on this day and then sort of compare in the app what we had. And if you both have like a feed out of, I don't want this one, I really don't want this one. No, say that. So I think it'll make it easier and you don't have to.

You know, take as much time to book it.

OK. And then the last question is, if you were designing the app or if you look at the app now, is there something missing in your opinion?

Or something you would like to add or I think if this that works really well. I would also like to you know to use it to book trips with friends. So if I could.

And another like let's say partner or something that I would like it as well I think. So that's for me. OK. And I don't know, maybe I'm just not looking at it, but just for now I see that the hotels I can, I can see the hotels.

But can I also book other stuff in here, like the flights or? Yeah, so this is for their accommodation. So yeah, it is only for accommodation. Yeah. So you would recommend then being able to include flights into. Yeah, yeah, I know, because you can add expenses yourself to the list, but let's say I wanna make.

Take a planning of the trips and I'm going on. Can I also just say, OK, these are the accommodation we have, we have and I know that at cost you can add things, but can I also put it like in the planning?

Same the list of overviews, topics and then yeah, so right now it's just focused on accommodation. So you would you would like to see more or or you would add more manually manually yeah add things to the list and say for OK if I do a trip to Bali and go to multiple locations then this one will cost so many.

A night and the other one a little more, but it's gonna take a plane ride and it's gonna cost so much or we have to take a car and it's gonna cost that much. So you want to be able to add more options into your overview page and see suggestion for activities. Maybe you said maybe that's too big of too big of a ask. No, you can if you if that's what.

what you want. Yeah, maybe, yeah. You want to go kayaking or something? Yeah, no, cool. Okay, thank you.

Stop recording.

Couple 3:

OK, amazing.

So I have some questions.

What is your initial reaction of the digital platform? I really like it. I think I would actually use this cause I really like. You can see my activity and then their activity, but also both activities.

The map will look really good. You can um.

Isolate which ones you can see. I really like that feature. So yeah, first impressions, very positive. OK, nice. Good to hear. So you already answered this is a platform you see yourself using.

Would you prefer this over your current planning method? Um yeah, I think I would use this to plan because this is how I like to plan to see what I to add stuff myself and then that my partner is able to add stuff as well or the person I'm planning with.

I think I would use this.

And how would this influence your booking process if you decide to use this platform? What changes? I think it would be a bit quicker to find something we both like and just easier that it's all in one platform instead of Google Maps and then separately Airbnb and all the.

Other things OK, nice. So you would it be easier or more complicated than easier?

And how do you feel about using a shared platform like this? And like when it comes to privacy and stuff, honestly, Google already has everything. So I don't know. I don't have a big issue with the privacy that I see here.

I mean, it's just liking places and places that you wanna go. So yeah, yeah. And like, would linking accounts with your partner feel useful or do you think it'd feel intrusive? No, very useful. I wanna see what the other person likes.

Nice. And onto that, seeing your partner's likes, is that gonna help you?

In the decision making process or will it complicate things more? I think seeing it will help.

Um.

Also just interesting to see different.

Viewpoints. No, I think it will help. OK, and would sharing these using a digital platform and sharing lists reduce the need to sit together repeatedly? Or do you think you'd still have to sit together multiple times to make your decision? Maybe not multiple times, but maybe once to go over it. But I think because you have the chat function.

You can keep it pretty locally on the app, so you might even be able to just plan it without sitting together. Just yeah, OK. And is there something looking from a design or feature perspective?

Is there something missing in your opinion or something you would like to have seen? Um.

I mean, it's you can still search for places and trips if you go on it, right? If you go to this feature, you can, yeah. So he's using the normal TUI platform, you can still search everything.

Not that I can think of right now.

Maybe seeing if the person is online, but I don't think it's. I don't know if that really helps. So there's nothing you'd say. Oh, I'm really missing this or I'd really like to add that at the moment. No, I don't think so. OK, well then, thank you.

That's all the questions I have.

I have to stop recording while I wait.

M. Transcripts TUI validation

Yeah, OK, so um, so in English, um, let me grab the questions I have.

Of.

What is your initial reaction and just tell us how you feel about the concept?

My initial reaction is very positive. I think it's a great tool to help myself or any other couple in orientating on their holidays, even if I would have dinner with my partner.

Every night. It's still very nice to be able to do it in your own time, in transit to work or at any time that you're able to look for a holiday.

To just go through the large portfolio that TUI has and to highlight destinations you would want to go to or even accommodations that you want to go to that it's quite individually based in looking for the right holiday.

But then also being able to notify your partner that you're interested in that type of a holiday and let your partner do it by themselves as well. Look for their holidays and then highlight their own. I think it's very good that there's a match function in there.

So that's if you've liked the same accommodation that at least you will get these match matches forwards, but also being able to see what your partner is liking in holidays and I think even beyond.

Booking the holiday. I think it's a great way to get to know your partner in a better way as well, to see where their holiday interests are and to inspire your partner to look at other things than they would do themselves as well.

Thank you. And looking and looking from a TUI's perspective at the concepts from a TUI perspective, I think the layout of the app is very good. It's a calm setting of the app, not very. Flashy notifications on the screen or a very flashy colours that are being used. It's a very calm app to look at and I'm also I think it's interesting that TUI would get insights in.

What partners are looking for, the differences between them and being able, based on these differences, also to suggest new ideas that they would both like or the individual themselves would like.

And it would definitely give the possibility for us to reach out to customers based on their interest and to motivate them to start booking their holiday as well. So that if you see that there's a match but not a booking yet, that would be a good time for retail agents to reach out.

Or for pop up notifications towards these customers to notify them of any offers that are being made on these accommodations or expiring marketing actions or early booking discounts for example.

Mm-hmm. Where we could push the customers, uh, towards booking. Yeah. So tying into more nudging the customer in certain directions and we've talked about TUI's digital strategy that in the past they want to focus more on their app and that it's they get more use out of it.

Or that it becomes a more valuable touch point. Does this align with Tui's? Does this concept align with Tui's long term digital strategy? Yes, definitely. If customers would embrace this app and would be able to like the apps in there of the accommodations in there.

In order to create matches with their customers, they would automatically be using the app more ¹⁰⁵ than going to their Internet browser and googling TUI where we would pay per click for

customers to land on these accumulations or to land at the brand of TUI.

Which is paid promotions. So if the customer would directly go to that app, that would be a big cost saver in TUI's marketing budget and it would also bind the customer more to TUI because if they are using this tool to find a holiday match.

It would also stop them from looking at our competitors. OK. And if it is, as it does align, is it also, does it also align? Does this level of technical integration, is it feasible for TUI?

That's outside of my expertise, I would say, and I would advise to go to your other stakeholders within the company that you've spoken to before to see if this is feasible to integrate, but you don't see it as something.

Way out-of-the-box, that's not possible. No, no. I think it should definitely be possible. Yeah. And do you see any legal or privacy risks arising from linking accounts and sharing preferences? As long as the customer is linking the accounts towards the other, I don't think that there should be any legal implications.

OK. Do you see this as a viable and feasible option for TUI moving forward and also connecting it to the implementation of the dynamic accommodation model and also the goal of attracting new target segments in the future?

I think it would definitely attract new target segments for the dynamic portfolio. I don't think this services the dynamic portfolio in such a way, but the dynamic portfolio would contribute to this app as the whole portfolio of 2E would be implemented within this app and not.

Just, yeah, the dynamic portfolio. So there'd be, there'd be, it would result in more accommodations. Yeah. Yeah, exactly. And do you see this as viable and feasible for TUI moving forward? Yes, I do.

OK. That's actually everything I had to ask. Thank you.

N. Graduation Brief



Personal Project Brief – IDE Master Graduation Project

Name student Cecilia Glaese

Student number 4858468

PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

Complete all fields, keep information clear, specific and concise

Project title Creating a positive experience for (potential) customers when navigating TUI's dynamic accomodation offerings

Please state the title of your graduation project (above). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

Introduction

Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)

The main thing addressed in this project is how customers can deal when the amount of choices when they suddenly increase. (Lyengar&Leppper, 2000) show that people are often less satisfied when choosing between more options then fewer. What do customers actually want and how can we make this sudden flux of options manageable, resulting not only in better a understanding of the options but also the feeling of happy throughout the decision process.

In order to stay relevant in their market and to create more dynamic stability TUI has decided to introduce dynamic accommodation packing. This entails that they no longer will be only offering accommodations via direct contracts to their own hotels and partners, but also offering accommodations to customers via third parties called bed banks. This can be seen in figure 1 and TUI refers to this business model as dynamic (accommodation) packaging. This dynamic packaging as explained by (Ayazler, 2014) shows that they will gain a competitive advantage compared to their current situation. This mainly comes from the fact that TUI will only be booking these accommodations for their customers once the customer has confirmed they would like to stay at this accommodation. Another reason for dynamic packaging is increasing the amount of accommodations being available to be booked. Looking at their competitors, many already work with bed banks and TUI feels they also need to do this in order to maintain their position in the tourism industry and stay innovative. But along with this increase of accommodations comes the customer's stress of choosing from all the available accommodations, How can we make this more manageable for (potential) customers?

The reason for implementing this new concept into their business model is to create more dynamic stability (kim et al., 2022) letting them adapt more and reduce risks in the future.

The stakeholders of this project are TUI, external partners, TUI customers, and direct competitors. And looking at this project specifically myself and TU delft are also stakeholders.

Personal Project Brief – IDE Master Graduation Project

Problem Definition

*What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice.
(max 200 words)*

The problem has to do with the increase in choice being presented on the TUI website. How can these accommodations and their content be presented in a non-overwhelming way to the customer so that they have the feeling they are able to choose the best option for them? And what does the customer actually want to see? At the moment (pre-dynamic) filters are being applied to help the customer find a fitting accommodation. A problem that will occur with the new dynamic accommodation being added to the site, is that the data for these filters is not available. This means there will be no way for the customers to manage the amount of accommodation being shown.

How do we make the increase of dynamic accommodations manageable for the customer on the website? And what does this look like? The focus is on enhancing the customer side and understanding the decision making process that takes place to then make that process less stressful for the customer.

Assignment

This is the most important part of the project brief because it will give a clear direction of what you are heading for. Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence) As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:

Design an approach/strategy to improve the experience of customers when faced with an increase of accommodation choices to help them feel happy in their decision making process.

Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)

Approach:

I will be conducting qualitative research focused on the end user of TUI. This will be done by interviewing and/or observing (potential) customers to better understand the decision making process that takes place when booking an accommodation. Then with these findings I will be able to help TUI shape how they show their accommodations to make the decision making journey for the customer as happy and easy as possible.

Deliverables:

- The TUI dynamic business model adapted to show customer (journey) side of the experience, showing the theoretical, practical and emotional layers of model.
- Approach/strategy that addresses how to manage/present the overload of information to the customer
- Storyboard of decision making process of the customer.
- Visualization or prototype backed by research outcomes

Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting, mid-term evaluation meeting, green light meeting and graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.
The four key moment dates must be filled in below

Kick off meeting	<u>13th October</u>
Mid-term evaluation	<u>1st december</u>
Green light meeting	<u>9th february 2026</u>
Graduation ceremony	<u>9th march 2026</u>

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	<input type="checkbox"/>
For how many project weeks	
Number of project days per week	

Comments:

Motivation and personal ambitions

Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.

(200 words max)

My motivation for this project is really quite simple. During my masters I was never given the opportunity to work on a project all by myself. It had always been in a group setting, which looking at the real world is often how things are done. But I see this graduation project as an opportunity for me to fully determine my own project and to be fully responsible for the outcome. This does sound a bit intimidating, but that means I will only be prouder once I have finished this project and the outcomes that come with it. Also, by doing this project with an actual company, I hope to gain some more work experience before jumping into a job after my graduation.



Master Thesis | Cecilia Glaese