Smart destinations, challenges for a new management paradigm

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Smart Destinations: new horizons in tourism research and management (#STDRM2017)
University Alicante, 25-27 October 2017
Agenda

• The (e)context of tourism
• Smart destinations – definitions and visions
• Management challenges of the smart destination concept (reality check)
• Approaches to overcome barriers towards smart destination (some modest projects from Switzerland)
• Conclusions
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Interfaces between tourism and megatrends:
- Connectivity
- Mobility
- Globalisation
- New Work
- Individualisation
Tourism @ Megatrends -> smart initiatives

Open Innovation

Konnektivität
SOLOMO
E-COMMERCE
INTERNET DER DINGE
FEEDBACKGESELLSCHAFT
BIG DATA
OPEN INNOVATION
COLLABORATION
FLEXIBILISIERUNG
SOCIAL NETWORKS
SMART DEVICES
DIGITAL LIFESTYLE
CROWD SOURCING

We look forward to learning about new, unusual and unconventional approaches through your ideas and to working with you to make #Vienna2020 an even more attractive city for visitors

Priceline: “I certainly think ‘big data’ is playing an important role in enabling us to not only understand who our audience is, but when and how to interact with them.”

Skift Forum Video: How TripAdvisor Uses Big Data to Personalize an Experience

Four Seasons Hotels Taps Big Data to Upsell Food and Beverage
Co-Working

Coworking holiday: Coworking Spaces on Small Islands

Cocovico Coworking in Bocas del Toro, Panama
Accelerated Innovation Cycles

Innovation cycles have massively reduced in digital environment and create a truly unpredictable future.

**Lead Time Before Reaching 50M Active Users**

- **38 Years**
  - Radio 1958

- **27 Years**
  - Mobile 1983

- **17 Years**
  - Internet 1993

- **12 Years**
  - Google 1998

- **4 Years**
  - iPod 2002

- **3.5 Years**
  - Facebook 2004

- **1.5 Years**
  - iPad 2010

- **0.3 Years**
  - Google+ 2011

Implications

• Digital media transforming the economy (jobs), society and people
• ICT as the basis of the Customer Experience 3.0 (commodities -> services -> experiences / co-creation)
• ICT as an essential service tool for tourism stakeholders
  o Simplified processes
  o Measurability of success, ROI
  o Innovation (new products and services)
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Smart Destination Definition (I)

Lopez de Avila (2015) defines the smart tourism destination in the following way:

- An **innovative** tourist destination, **built on an infrastructure of state-of-the-art technology** guaranteeing the **sustainable development** of tourist areas, **accessible** to everyone, which facilitates the **visitor’s interaction** with and integration into his or her surroundings, **increases the quality of the experience** at the destination, and **improves residents’ quality of life**.

Smart Destination Definition (II)

Gretzel et al. (2015):

Smart tourism is defined as tourism supported by integrated efforts at a destination to **collect** and **aggregate/harness data** derived from physical infrastructure, social connections, government /organizational sources and **human bodies/minds** in combination with the use of advanced technologies to **transform that data** into **on-site experiences** and **business value-propositions** with a clear focus on efficiency, sustainability and experience.

Smart Destination Definition (III)

Buhalis (2015):

[...] smartness takes advantage of interconnectivity and interoperability of integrated technologies to reengineer processes and data in order to produce innovative services, products and procedures towards maximising value for all stakeholders. This reengineering enables shaping products, actions, processes and services in real-time, by engaging different stakeholders simultaneously to optimise the collective performance and competitiveness and generate agile solutions and value for all involved in the value system.

Component and Layers of Smart Destination

Specificities of Smart Tourism/Destination

<table>
<thead>
<tr>
<th>Sphere</th>
<th>e-Tourism</th>
<th>Smart Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core technology</td>
<td>digital, websites</td>
<td>bridging digital &amp; physical sensors &amp; smartphones</td>
</tr>
<tr>
<td>Travel phase</td>
<td>pre- &amp; post-travel</td>
<td>during trip</td>
</tr>
<tr>
<td>Lifeblood</td>
<td>information</td>
<td>big data</td>
</tr>
<tr>
<td>Paradigm</td>
<td>interactivity</td>
<td>technology-mediated co-creation</td>
</tr>
<tr>
<td>Structure</td>
<td>value chain/intermediaries</td>
<td>ecosystem</td>
</tr>
</tbody>
</table>

Smart Tourism Destinations need a lot of Smart Innovations

Source: Kim Boes, Dimitrios Buhalis, Alessandro Inversini, (2016) "Smart tourism destinations: ecosystems for tourism destination competitiveness"
Smart Tourism Destinations need Cooperation of all Actors to create Values

Source: Kim Boes, Dimitrios Buhalis, Alessandro Inversini, (2016) "Smart tourism destinations: ecosystems for tourism destination competitiveness"
Smart Tourism Destinations need Social and Human Capital and Leadership

**Human capital**: knowledge and Skills -> education; attracting knowledgeable and creative people

**Social Capital**: “networks together with shared norms, values and understandings that facilitate co-operation within or among groups”

Source: Kim Boes, Dimitrios Buhalis, Alessandro Inversini, (2016) "Smart tourism destinations: ecosystems for tourism destination competitiveness"
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Smart Destination: challenges for management

• integrated technologies / state-of-the-art technology
• collect and aggregate/harness data from physical infrastructure, social connections, government /organizational sources and human bodies/minds
• reengineer processes and data / transform that data into on-site experiences and business value-propositions
• engaging different stakeholders simultaneously
• maximising value for all stakeholders
• innovative services, products and procedures / actions, processes and services in real-time
• user perspective / visitor’s interaction
Smart Destination Challenges for Management

1) Foundation: Destination (what do we manage in the end?)

2) ICT Infrastructure (DMO, suppliers)

3) Data Acquisition and Processing

4) Human Capital

5) Social Capital

6) Leadership & Governance
1) Challenges for Management: What do we manage?

1) Foundation: Destination (what do we manage in the end?)

2) ICT Infrastructure (DMO, suppliers)

3) Data Acquisition and Processing

4) Human Capital

5) Social Capital

6) Leadership & Governance
What is a destination?

Destination management from a supply perspective

Destination Management is aimed at
- Providing an integrated service chain, based on points of attraction (extending gravitation)
- Put in place coordinating mechanisms
- Managing a virtual company (at the end of the day)

The supply sided foundation of destination management is provided by
- Industrial districts, Clusters or Networks and systems

They can be co-ordinatively managed by a DMO, taking over tasks such as
- Planning, Service coordination, Marketing, Lobbying

Different (levels of) organisations/ DMOs take over different responsibilities and tasks for differently aggregated geographic entities. However, there are many redundancies with that approach.

BUT - Key of any destination formation at the end of the day is the behavioural structure of the traveller

DMOs are managed (i.e. marketing) in a structural and territorial way (instead of in a process way). BUT as tourists move across boundaries...

Challenge: How do smart destinations take care of guests going beyond their boundaries?

2) Challenges for Management: State-of-the-art ICT Infrastructure

1) Foundation: Destination (what do we manage in the end?)

2) ICT Infrastructure (DMO, suppliers)

3) Data Acquisition and Processing

4) Human Capital

5) Social Capital

6) Leadership & Governance
Smart Destinations: Technology Challenge

Bringing Smartness into Tourism Destinations requires dynamically interconnecting stakeholders through a technological platform on which information relating to tourism activities could be exchange instantly.

This integrated platform is having multiple touch points that could be access through a variety of end-user devices which will support the creation and facilitation of real-time tourism experiences...

Requirements for DMOs in Marketing and Distribution increase

Source: Vincent Dubi, Geneva Tourism and Convention
Technology Challenge: Use of Digital Marketing in Swiss DMOs (2016)

DMO Survey (n=124) in Switzerland:

• 14% of the marketing budget of the DMOs goes into digital marketing
• 2% of the marketing budget of the DMOs goes into social media marketing
• 1 person takes care of the average DMOs online marketing

Technology Challenge: Use of Smart Technologies in Swiss DMOs (2015)

DMO Survey (n=42) in Switzerland:

- As far as smart destination as such is concerned, **barely one in two DMOs collects data** to define and segment its visitors.
- **Big data and open data, which are essential for any intelligent management, also seem anecdotal**, since 82% of respondents do not make their tourism data available for valorisation by private providers.
- Many DMOs work with **outdated DMS** (destination management systems).

Technology Challenge: Reality Check (Switzerland)

• Except some single cases of advanced DMOs in cities (e.g. Zürich, Basel, Geneva) or mountain resorts (e.g. Zermatt, Davos, Laax), most tourism organisations are far from the required dynamic technological platforms for smart destinations.

• Most suppliers are generally even less advanced in the technology infrastructure and digital skills which makes the cooperation even more difficult.

  ➢ Digital maturity of systems and organisations is very unevenly distributed in a given destination.

  ➢ The quality of the smart experience provided is thus not homogenous.
3) Challenges for Management: Access to Data & Processing Power

1) Foundation: Destination (what do we manage in the end?)

2) ICT Infrastructure (DMO, suppliers)

3) Data Acquisition and Processing

4) Human Capital

5) Social Capital

6) Leadership & Governance
Smart Destinations: Data Vision

- Knowledge Base
- Data-driven decision-making
- Data acquisition and collection
- Value-creating growth and prosperity

*Source: OECD (2015)*
Indeed the very concept of smart tourism is very much based on the assumption that **data is willingly shared by these consumers.**


- **Regulatory Challenges**: General Data Protection Regulation (GDPR) for the European Union
- Most **data in silos** of legacy systems (difficult access)
- In most destinations, no access to **real-time data** on a destination level
Data Challenge: Reality Check (Switzerland)

- **Willingness of tourism suppliers to provide and share data (especially real-time data) is low** as the competitor is still the neighbor ...

- **Majority of tourism organizations work with historic tourism statistics** (in Switzerland we get the overnight stats for the hotel sector 40 days after the end of the month).

- **No real-time data available in DMOs** with the exception of digital dashboards from social media (Facebook, etc.) or the website (Google analytics)
  - Real-time data still limited to global players or national players (such as telecommunication companies)
4) Challenges for Management: Skills for Data-driven Decision-making?

6) Leadership & Governance

5) Social Capital

4) Human Capital

3) Data Acquisition and Processing

2) ICT Infrastructure (DMO, suppliers)

1) Foundation: Destination (what do we manage in the end?)
Human capital -> skills

Despite great importance of new technologies, smart is not measured in relation to the investment in technology, but considering the capacity to interpret data facilitated when applying the information obtained and implementing solutions within the destination, for being more efficient, sustainable and competitive.

Source: Gahr et al. (2013): Smart Destinations. The Optimisation of Tourism Destination Management.
Human Capital Challenge: Reality Check (Switzerland)

• Dealing with large data sets requires the **know-how of data specialists**, so that the data can be integrated and analyzed across several systems.

• Many **tourism SMEs and tourism organization lack the specialists** for this.
 ➢ Missing vision, missing resources, educational level

• If tourism SMEs do not try to learn from their guest data, there is a **risk that global online players** such as Google, Facebook or booking.com will for the time being know more about guests than local companies.
Best Practice France: Digital Tourism Transformation

- Network of Local Digital Officers (LDO) in Tourism

5) Challenges for Management: Willingness to work in Networks

1) Foundation: Destination (what do we manage in the end?)

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3) Data Acquisition and Processing

4) Human Capital

5) Social Capital

6) Leadership & Governance
Social Capital Challenge: Reality Check (Switzerland)

- Collaboration and cooperation are at the forefront in smart cities/destinations, BUT

- Yet the core problems are the small-scale structure of the actors (SME) and offers in the sector, the lack of cooperation within tourism and with other sectors of regional economic importance, as well as the lack of clear market positioning not only of the tourism service providers but also of the entire region.
Social Capital Challenge: Reality Check (Switzerland)

• Barriers for cooperation in Swiss Tourism
  ➢ **Lack of time**: Managers often lack the necessary time to enter into cooperations because they are strongly involved in day-to-day business.
  ➢ The idea of competition: Cooperation partners at the same value-added stage are also *competitors*.
  ➢ **Lack of trust**: Trust is considered very important by respondents and is one of the most important prerequisites for cooperation.
  ➢ Rejection of **changes**
  ➢ Lack of **opening of organisational borders**
  ➢ Fear of **losing entrepreneurial independence**
6) Challenges for Management: Smart Governance?

- **6) Leadership & Governance**
- **5) Social Capital**
- **4) Human Capital**
- **3) Data Acquisition and Processing**
- **2) ICT Infrastructure (DMO, suppliers)**
- **1) Foundation: Destination (what do we manage in the end?)**
Smart Destinations: PPP key for success

Public–Private Partnership (PPP) is essential when running a Smart Tourism Destinations initiative. The operational advantages are that PPP fosters efficiency, support creativity and induce innovation to flourish.


The analysis indicates Barcelona, Amsterdam and Helsinki implement a combination of top-down and bottom-up leadership in which participatory governance is promoted. The central smart city offices guide and monitor smart city projects to empower the community to co-create and co-develop innovations to real-life problems and issues.

Source: Kim Boes, Dimitrios Buhalis, Alessandro Inversini, (2016) "Smart tourism destinations: ecosystems for tourism destination competitiveness"
Leadership and governance
Challenge: Reality Check

- Switzerland is the land of PPP and bottom-up / top-down policies
Leadership and governance
Challenge: Reality Check

- Despite a **smart policy framework**, we do not have a lot of real advanced smart destination cases...

- Possible reasons:
  - Lack of a smart leader (DMOs still in the traditional role)
  - Missing human and social capital (discussion above)
  - PPP projects not always sustainable (after initial state financing)
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Smart projects for smart DMOs and suppliers

1) Public projects with private participation
   • Valais Tourism Observatory (from regional data to knowledge and business intelligence for the suppliers)

2) PPP projects (public-private partnerships)
   • Digital Fitness (human capacity building in ICT and smart skills)
   • Valais Booking (regional booking and channel management platform from the hotel association)
   • Open Booking (local-regional meta-search solution)
   • Strategic visitor flow in Fribourg (telecommunication data and guest card data)

3) DMO-Industry Partnership: Zurich Tourism as enabler for partners
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3) DMO-Industry Partnership: Zurich Tourism as enabler for partners
Valais Tourism Observatory - a tool towards smartness

www.tourobs.ch

• 2010-2011: working group with stakeholders, regional gov and university to set-up concept of observatory; industry survey and public events
• Creation of observatory in 2012 (financed by canton of Valais)
• Co-financing through projects with industry associations and also suppliers
The actions of the observatory are directly involved in **identifying new trends**, with the aim of **stimulating stakeholders and strengthening the competitiveness** of mountain tourism in the Valais.

Through the **systematic acquisition of data**, the Observatory provides tourism stakeholders with **decision-support tools**. The OVT is thus actively contributing to the **professionalization** of the sector.

---

**VISION**

**MISSION**

**5 STRATEGIC AXES**

- Collect
- Valorise
- Identify
- Inform
- Support

- Know Offer
- Know demand
- Know client
- Anticipate the future
- Measure the performance
## Observatory – regional benchmarks and dashboards

### Provenance des hôtes en Valais, Oberland bernois et Grisons

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Suisse</td>
<td>195122</td>
<td>6.15%</td>
<td>60.31%</td>
<td>186674</td>
<td>4.72%</td>
<td>42.77%</td>
</tr>
<tr>
<td>Allemagne</td>
<td>36692</td>
<td>0.94%</td>
<td>11.34%</td>
<td>34723</td>
<td>-7.76%</td>
<td>9.46%</td>
</tr>
<tr>
<td>Royaume-Uni</td>
<td>13693</td>
<td>-4.30%</td>
<td>4.23%</td>
<td>29082</td>
<td>-2.68%</td>
<td>7.67%</td>
</tr>
<tr>
<td>Etats-Unis d'Amérique</td>
<td>12032</td>
<td>5.27%</td>
<td>3.72%</td>
<td>25386</td>
<td>-1.76%</td>
<td>6.93%</td>
</tr>
<tr>
<td>Chine (sans Hongkong)</td>
<td>2631</td>
<td>10.41%</td>
<td>0.81%</td>
<td>21290</td>
<td>5.31%</td>
<td>5.81%</td>
</tr>
<tr>
<td>Japon</td>
<td>7461</td>
<td>-15.63%</td>
<td>2.31%</td>
<td>11933</td>
<td>-7.85%</td>
<td>3.26%</td>
</tr>
<tr>
<td>Pays-Bas</td>
<td>4454</td>
<td>-10.15%</td>
<td>1.38%</td>
<td>6722</td>
<td>-9.89%</td>
<td>1.56%</td>
</tr>
<tr>
<td>France</td>
<td>11355</td>
<td>-4.51%</td>
<td>3.51%</td>
<td>5125</td>
<td>-5.27%</td>
<td>1.40%</td>
</tr>
<tr>
<td>Inde</td>
<td>599</td>
<td>27.99%</td>
<td>0.19%</td>
<td>3998</td>
<td>9.41%</td>
<td>1.09%</td>
</tr>
</tbody>
</table>

*Note: The table shows the number of hosts and the percentage change from 2013 to 2014 for each country and region.*
**Observatory – dashboards for all stakeholder segments on regional level**

**Tableau de bord du tourisme en valais**

<table>
<thead>
<tr>
<th>Hôtellerie</th>
<th>Agences de location</th>
<th>Réservations en agences de location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marz 2017</strong> vs. <strong>2016</strong> vs. moyenne</td>
<td><strong>Avril 2017</strong> vs. <strong>2016</strong> vs. moyenne</td>
<td><strong>Etat au 8.5.2017</strong> vs. <strong>2016</strong> vs. moyenne</td>
</tr>
<tr>
<td>431'935 nuitsées ✅</td>
<td>104'919 nuitsées ✅</td>
<td>206'630 nuitsées ✅</td>
</tr>
<tr>
<td>-4.81% (-29 784) ✅</td>
<td>+14.7% (+34 683) ✅</td>
<td>+7.25% (+10 147) ✅</td>
</tr>
<tr>
<td>-2.38% (-10 526) ✅</td>
<td>+37.02% (+28 355) ✅</td>
<td>+0.70% (+1 437) ✅</td>
</tr>
</tbody>
</table>

*Source des données: Statistique NESTA (Office fédéral de la statistique)*
*La comparaison à la moyenne correspond à la moyenne des résultats pour les trois dernières années.*
*Prochaine publication: 06.06.2017*

**Nuitées touristiques globales**

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13'503'983 nuitsées ✅</td>
<td>1'234'188 nuitsées ✅</td>
</tr>
<tr>
<td>+0.55% (+7'139) ✅</td>
<td>+4.46% (+118'684) ✅</td>
</tr>
<tr>
<td>-1.81% (-29'399) ✅</td>
<td>-1.46% (-118'684) ✅</td>
</tr>
</tbody>
</table>

*Source des données: Offices du tourisme Valaisans*

**Journées skieuses (01/01/2017)**

<table>
<thead>
<tr>
<th>2016/2017 vs. Hiver 2015/2016 vs. moyenne</th>
</tr>
</thead>
<tbody>
<tr>
<td>89'899 entrées ✅</td>
</tr>
<tr>
<td>+20.73% (+13'264) ✅</td>
</tr>
<tr>
<td>+4.96% (+4'220) ✅</td>
</tr>
</tbody>
</table>

*Source des données: Panel des agences de location de l’Observatoire Valaisan du Tourisme*
*La comparaison à la moyenne correspond à la moyenne des résultats pour les trois dernières années.*
*Les informations sur les réservations sont mises à jour toutes les semaines dans la nuit du 6 au 7 de chaque mois.*
Observatory – personalized dashboards for single DMO

Dashboard - Demo

### 1. Hôtellerie

<table>
<thead>
<tr>
<th></th>
<th>Mars 2017</th>
<th>Mai 2016</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuitées</td>
<td>164 567</td>
<td>168 912</td>
<td>-2.62%</td>
</tr>
<tr>
<td>Taux d’occupation</td>
<td>68.82%</td>
<td>60.00%</td>
<td>-8.82%</td>
</tr>
</tbody>
</table>

Source des données: Office Fédéral de la Statistique – Statistique HESTA

### 2. Agences de locations

<table>
<thead>
<tr>
<th></th>
<th>Avril 2017</th>
<th>Source des données: Panel non-exhaustif mis en place par l’Observatoire Valais du Tourisme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuitées</td>
<td>8 150</td>
<td>49.51%</td>
</tr>
</tbody>
</table>

### 3. État des réservations à 6 mois

<table>
<thead>
<tr>
<th></th>
<th>Avril 2017</th>
<th>Source des données: Panel non-exhaustif mis en place par l’Observatoire Valais du Tourisme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Etat des réservations à 6 mois</td>
<td>20 801</td>
<td>21.06%</td>
</tr>
</tbody>
</table>

### 4. Nuitées touristiques

<table>
<thead>
<tr>
<th></th>
<th>2016 / 2016</th>
<th>Source des données: Observatoire Valais du Tourisme Chiffres saisonniers annuels par l’Observatoire Valais du Tourisme durant les mois de février et de mars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nuitées Hôtelières</td>
<td>1 307 673</td>
<td>-2.21%</td>
</tr>
<tr>
<td>Parahôtellerie</td>
<td>141 128</td>
<td>3.34%</td>
</tr>
<tr>
<td>Forfaits propriétaires</td>
<td>45 000</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total de nuitées</td>
<td>1 493 801</td>
<td>-1.64%</td>
</tr>
</tbody>
</table>

### 5. Remontées mécaniques

<table>
<thead>
<tr>
<th></th>
<th>19 / 360</th>
<th>Source: Snow Report de Salesi Tourisme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installations ouvertes (19.02.2017)</td>
<td>5 / 52</td>
<td></td>
</tr>
<tr>
<td>Km de pistes ouvertes (19.02.2017)</td>
<td>11 / 360</td>
<td></td>
</tr>
</tbody>
</table>

### 6. Mobilité

<table>
<thead>
<tr>
<th></th>
<th>Février 2017</th>
<th>Source: Matterhorn Gotthard Bahn</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ferroviaire Furka</td>
<td>12.00%</td>
<td></td>
</tr>
<tr>
<td>Arrivées MOB à Zermatt</td>
<td>7.84%</td>
<td></td>
</tr>
<tr>
<td>Passagers GGB</td>
<td>7.84%</td>
<td></td>
</tr>
</tbody>
</table>
Observatory – dashboards on supplier level

Hotel A

- Übernachtungen der Schweizer in Ihre Ei...
- BookingValais : Übernachtungen der Sch...

- Nuitées des Allemands dans votre établissement
- Réservation des Allemands via Booking Valais

- janvier, février, mars, avril, mai, juin, juillet, septembre
Observatory – working on Human Capital

- Not sufficient to provide tools and data
- A need to educate suppliers and stakeholders on how to use data for management
- Continuous education programs
Constantly knowing and optimizing your business model = a form of permanent innovation

https://www.tourobs.ch/fr/faits-et-chiffres/clients/soutien-a-l-innovation/business-model-innovation/
Smart projects for smart DMOs and suppliers

Public projects with private participation

• Valais Tourism Observatory (from regional data to knowledge and business intelligence for the suppliers)

PPP projects (public-private partnerships)

• Digital Fitness (human capacity building in ICT and smart skills)
• Valais Booking (regional booking and channel management platform from the hotel association)
• Open Booking (local-regional meta-search solution)
• Strategic visitor flow in Fribourg (telecommunication data and guest card data)

DMO-Industry Partnership: Zurich Tourism as enabler for partners
Digital Fitness – Working on the Human Capital

1. Situation Analysis (eFitness Check)
2. Identify Weaknesses and strengths and implement measures
3. Strengthen digital know-how (courses)
4. Indep. and individual Coaching

Project supported 50% by Swiss Government (Innotour) and 50% by private stakeholders (10 DMOs from Switzerland) -> PPP

Concept developed by university together with stakeholders

http://regiosuisse.ch/sites/default/files/2017-09/L7S%C3%A9ance2CoSMichaelFux240817.pdf
Digital Fitness – Working on the Human Capital

All tourism stakeholder involved (DMOs & suppliers)

http://regiosuisse.ch/sites/default/files/2017-09/L7S%C3%A9ance2CoSMichaelFux240817.pdf
Booking Valais – a regional «OTA» created by a hotel association

- Created by **regional hotel association** and financed through **hotel taxes** and initial **money from regional government**.
- **Free system** for member hotels
- System includes also a **channel manager** (Seekda) for suppliers
- In 2016 the system generated nearly 30 million CHF of online booking revenue (20% direct)

http://www.booking-valais.ch
Open-Booking Zermatt Tourism – the Destination Meta-search Platform

Open Booking is a meta-search for Hotel and Apartment availabilities in the Destination Zermatt-Matterhorn. The Destination Zermatt-Matterhorn has currently the providers TOMAS, Reconline, STC and e-domizil implemented. The customer will find on this booking-system the greatest number of availabilities at the best price and transparent shown on www.zermatt.ch.

http://www.openbooking.ch/en/

https://www.ztnet.ch/openbooking
Open-Booking Zermatt Tourism: Integration of all local and regional Players

https://www.ztnet.ch/openbooking
Open-Booking Zermatt Tourism – the project

• Project between Zermatt Tourism and a private web agency from 2013
• Project financed **50% by national government** through the innovation support program **Innotour**. **50%** covered by the private partners.
• Today 13 tourism organisation in Switzerland with this approach (fully private initiative, no direct support from government)
Open-Booking Zermatt Tourism – value-added

• The availability of **multiple online reservation systems increase the chances that customers book** on homepage of DMO. Which in turn affects an increase in overnight stays.

• The returned **customer data** from the system allows us to make **marketing-specific evaluations** and to improve services in DMO.

• In addition, Zermatt Tourism advise / supervise with these data his customers before and after their stay electronically (**Customer Relation Management**).
Open-Booking Zermatt Tourism: Real-Time Dashboards / Business Intelligence
Strategic visitor flow in Fribourg

- Aim of project was to **analyze the movement of visitors** as recorded by **guest cards**’ obtained from DMO offices (“be my guest” system) and by a **mobile phone data set**.
  - Prove the utility of mobile data in grasping generalized patterns of tourist movements in the canton of Fribourg, Switzerland.
  - Show how appropriate approach to Big Data environment helps solving problems based on network metrics.

Hosts get a free wristband from the first overnight stay in FRIBOURG REGION. With this unique sightseeing pass, they get discounts in most attractions of the region -> info on socio-demographic profile, movement patterns
Strategic visitor flow in Fribourg

Smart Management of Strategic Visitor Flows

Smart projects for smart DMOs and suppliers

1) Public projects with private participation
   • Valais Tourism Observatory (from regional data to knowledge and business intelligence for the suppliers)

2) PPP projects (public-private partnerships)
   • Digital Fitness (human capacity building in ICT and smart skills)
   • Valais Booking (regional booking and channel management platform from the hotel association)
   • Open Booking (local-regional meta-search solution)
   • Strategic visitor flow in Fribourg (telecommunication data and guest card data)

3) DMO-Industry Partnership: Zurich Tourism as enabler for partners
Cooperation within the Industry: Zürich Tourism as Enabler for Hotels

Zurich Tourism has strived to expand the tourism bureau’s role from marketing to what he calls “enabling.” A big part of that consists of developing new digital tools like the hotel tablets to enable hotels and other destination partners to become smarter, more digital savvy businesses.

Another example, Zurich Tourism provides an online platform that hotels can use to create their own search marketing campaigns, which the bureau will track and then deliver data back to the hotels on metrics like audience reach and booking conversions.
Agenda

• The (e)context of tourism
• Smart destinations – definitions and visions
• Management challenges of the smart destination concept (reality check)
• Approaches to overcome barriers towards smart destination (some modest projects from Switzerland)
• Conclusions
Theses: Smart Management

1. Digital: In a networked tourism world with digitally native and global digital players (e.g. OTAs), in the long term, only destinations that transform themselves digitally will be competitive and smart.

1. Open / cooperative: Smart destinations use the collective intelligence and competencies of all stakeholders (service-providers, population, guests, partners) for their portfolio of tasks via open and agile networks.
3. **New skills**: In a digital and smart (tourism) world, new skills and organisational forms are needed.
MERCI POUR VOTRE ATTENTION!

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