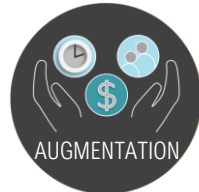


Main applications for digitalization or use of technology

# Impact of Digitalization

## VISITOR JOURNEY ALONG THE VALUE CHAIN



TRAVEL SERVICES

TRANSPORTATION

ACCOMMODATION

FOOD & BEVERAGE

RECREATION,  
ENTERTAINMENT

Travel Agent  
Tour Operator  
Independent

Tour Bus  
Taxi/Limousine  
Car Rental, Air Travel

Hotel  
Campground  
Hostel

Restaurant  
Bar/Night Club  
Catering

Event  
Conference  
Cultural Tours

### Examples of the Digital Experience and Business Technology Applications

Pre-experience and planning:  
E-Marketing, e.g., data harvesting, content management  
E-Commerce, e.g., online Bookings

Responding to consumer preferences based on understanding the consumer experience: analyzing information to transform business models

Ubiquitous mobile presence = free internet and mobile connectivity.  
Remote check-in/check-out  
Smart energy applications  
Online reputation management

Just-in-time menu adaptations  
Touchscreen POS terminals  
Contactless payments  
Self-order kiosks  
Integrated online ordering

Virtual reality tours/experiences  
RFID – radio-frequency identification technology  
Use of social media  
Improved stage appearance and music performance



# Restarting the Tourism Workforce

## New Tourism = New **Skills**

### AND THE LINK TO DIGITALIZATION



#### BUSINESS RESILIENCE

- New and ever-changing markets
- Crisis management



#### BUSINESS INNOVATION

- Virtual services and experiences
- Product distribution



#### NEW TECHNOLOGY & DIGITAL ADOPTION

- Digital literacy
- Digital marketing, analytics
- Product management



#### FINANCIAL MANAGEMENT

- Managing cash flow
- Seeking new revenue streams
- Procurement



#### COMMUNITY ENGAGEMENT

- Community-led labour market action plans
- Stakeholder/consumer engagement

## WORKPLACE TRENDS

Increased use of technology to meet workers' mental health needs

Employees expecting more from employers

Workers prioritizing safety, security, and health

Decentralized workforce

Hybrid of workplace and workforce

Increased investments in retraining and reskilling

Digital transformation of work

Hourly workforce treated as essential



#### HUMAN CAPITAL MANAGEMENT

- Shared worker models
- People analytics, engagement measures



#### ENVIRONMENTAL/SUSTAINABLE PRACTICES

- Reduced reliance on the 'grid'
- Compliance



#### SOCIAL/CULTURAL COMPETENCY

- Anti-oppressive practices
- Increased diversity

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