



**ISCTBL 2021**

INTERNATIONAL SCIENTIFIC CONFERENCE

Универзитет „Гоце Делчев“ –  
Штип

**Goce Delchev University  
Shtip**

Факултет за туризам и бизнис  
логистика

**Faculty of Tourism and  
Business Logistics**

**Четврта Меѓународна Научна Конференција  
Fourth International Scientific Conference**

**ПРЕДИЗВИЦИТЕ ВО ТУРИЗМОТ И БИЗНИС  
ЛОГИСТИКАТА ВО 21 ВЕК**

**CHALLENGES OF TOURISM AND BUSINESS  
LOGISTICS IN THE 21ST CENTURY**

**ЗБОРНИК НА ТРУДОВИ  
CONFERENCE PROCEEDINGS**



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Универзитет „Гоце Делчев“ – Штип  
Крсте Мисирков, 10-А, 201, 2000, Штип, РС Македонија  
Тел: +389 32 550 350  
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[www.ugd.edu.mk](http://www.ugd.edu.mk)

**За издавачот:**

д-р Татјана Бошков, декан

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### **Организациски комитет:**

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Prof. Tatjana Boshkov, Ph.D., Goce Delcev University of Stip, Faculty of Tourism and Business logistics, Stip, North Macedonia

Assist. Prof. Natasa Miteva, Ph.D., Goce Delcev University of Stip, Faculty of Tourism and Business logistics, Stip, North Macedonia

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Prof. Svetlana Stankova, University of Shumen “Konstantin Preslavski”, Faculty of natural science, Department of geography, regional development and tourism, Bulgaria

**Пленарна сесија**  
**Социо-економски импликации на КОВИД-19: намалување на**  
**разликите и справување со дистрибутивните влијанија во различни**  
**сектори**

Претседавач на сесијата: Татјана Бошков, вон. професор и декан на Факултетот за туризам и бизнис логистика, Универзитет „Гоце Делчев“ – Штип, РС Македонија.

Панелисти:

1. Глигор Бишев, универзитетски професор и претседател на Управен одбор, Шпаркасе Банка, РС Македонија.
2. д-р Жарко Радјеновиќ, научен соработник, Центар за иновации, Универзитет во Ниш, Србија.
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**Модератори**

**Прва сесија: Бизнис логистика и бизнис администрација**

д-р Татјана Бошков, вон. професор и декан на Факултет за туризам и бизнис логистика, Универзитет „Гоце Делчев“ – Штип, РС Македонија.

**Втора сесија: Туризам, угостителство и гастрономија**

д-р Наташа Митева, доцент и продекан за настава, Факултет за туризам и бизнис логистика, Универзитет „Гоце Делчев“ – Штип, РС Македонија.

**Panel session**

**Socio-economic implications of COVID-19: reducing disparities and addressing distributional impacts in different sectors**

Session chair: Tatjana Boshkov, Assoc.professor and Dean at Faculty of tourism and business logistics, „Goce Delcev University – Stip, N. Macedonia

Panelists

1. Gligor Bishev, University professor and Management Board Chairman, Sparkasse Bank, N. Macedonia
2. Zarko Radjenovic, PhD, Research Associate, Innovation Center, University of Nis, Serbia
3. Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia

**Moderators**

**First session: Business logistics and business administration**

Tatjana Boshkov, PhD, Dean at Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia

**Second session: Tourism, hospitality and gastronomy**

Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia





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**ФАКУЛТЕТ ЗА ТУРИЗАМ И БИЗНИС ЛОГИСТИКА**  
**FACULTY OF TOURISM AND BUSINESS LOGISTICS**

**ЧЕТВРТА МЕЃУНАРОДНА**  
**НАУЧНА КОНФЕРЕНЦИЈА**

**FOURTH INTERNATIONAL**  
**SCIENTIFIC CONFERENCE**

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## ADDITIONAL VALUE END EFFECT OF DIGITALIZATION IN TOURISM

**Dora Kabakchieva**

Assoc. Prof. PhD, Konstantin Preslavsky University of Shumen, Bulgaria, dora\_kabakchieva@shu.bg

### Abstract

In the context of tourism, digitalization is known as a set of tools, frameworks and technologies to increase the variety, volume and effect of tourism products, services and experience – i.e. digitalization creates and / or adds value, and its success depends on the capacity of the touristic sector to share, learn and collaborate. Digitalization is the task of each modern organization, but this process must be initiated, encouraged and supported from the top to the bottom. Traditional working methods and models are necessary to be rethought in order to be able to respond properly to the challenges as well as to the opportunities which digitalization brings together.

***Key words:*** *tourism, tourism industry, digitalization, innovation*

### Introduction

The advances in technology stimulate innovation, growth and globalization in the tourist industry and completely redefine the concepts of travel. The topic of digitalization in the sector is being actively discussed in specialized circles and with good reason - we are at a turning point that is changing society as deeply as industrialization ever had. And this affects all areas of activity, at all levels. In some areas the changes are too advanced and sustainable, in others they are just entering, but there is no going back anyway.

Digitalization is used in different ways in the tourist sector - whether it is large research projects or, relatively easy to implement, ideas. The change is already a fact even in most of the small businesses in the industry - from offers for interesting destinations on the Internet to reservations in hotels and travel agencies electronically, from cashless payment at the restaurant or mobile check-in at the airport to sharing experiences and impressions on social networks or online experience assessment - digital technologies make travel more convenient, more efficient and smarter, and they radically change the tourist industry.

According to a 2016 study conducted by the Institute for Market Research TNS and Google "Mobile Traveler"<sup>1</sup>, 9 out of 10 vacation trips are organized online. The Internet is most actively used in the decision-making phase - users spend eight to nine hours researching the network before actually booking, and ¾ of the users find the smartphone very useful in each phase.

A representative 2020 study commissioned by the digital association Bitkom<sup>2</sup> also tracks trends. According to more than 1,000 respondents, the inspiration for every fourth trip comes from the Internet comparison portals or online advertising (14%), travel blogs (7%) or from social networks such as Facebook or Instagram (4%); 64% search / read online reviews before booking, one in four (26%) posted

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<sup>1</sup>[https://www.thinkwithgoogle.com/\\_qs/documents/4031/859d3\\_Das\\_Smartphone\\_spielt\\_bei\\_der\\_Reiseplanung\\_eine\\_immer\\_wichtigere\\_Rolle.pdf](https://www.thinkwithgoogle.com/_qs/documents/4031/859d3_Das_Smartphone_spielt_bei_der_Reiseplanung_eine_immer_wichtigere_Rolle.pdf)

<sup>2</sup> <https://www.bitkom-research.de/de>

their own opinions and notes, with only 10% saying they did not trust online reviews. Google statistics from the world's key travel agencies confirm the change in user behavior:<sup>3</sup>

- 148.3 million travel bookings are completed online every year.
- 82% of all travel bookings in 2018 were made online via a mobile app or website, without human interaction.
- Online digital travel sales in 2019 are worth a massive \$755 billion worldwide.
- Google data shows that travel related searches including 'tonight' and 'today' have grown by more than 519% in the past five years.
- 72% of mobile bookings happen within 48 hours of last-minute Google searches.
- 70% of travellers research travel on their smartphone.
- 33% of consumers say they've used a virtual travel assistant to help organise and plan their next trip.
- Online travel agencies offering customers 'a one stop shop' are expected to own 41% of the online digital travel market by 2020.
- 700 million people will be booking their hotel rooms online by 2023.

Digitalization offers huge potential for the entire tourist industry. Thanks to the new digital possibilities, users can get extensive information and advice about the destination in advance. Most tourists share their experiences with impressive photos and videos; thus, places and travel routes appear on social media and blogs, and authentic stories of the experience ensure confidence in making a decision.

When it comes to online reservations, travelers point out many organizational and practical advantages - they save time; have an infinite number of offers (directly comparable); change / cancel is done with just one click of the mouse; take advantage of more practical and faster payment methods than traditional bank transfers, etc.

Industry experts predict that the digital travel space will grow by 3.8% per year worldwide over the next ten years and reach a size of 11.4 trillion dollars.<sup>4</sup> Tourism providers need to create a reliable, credible and forward-looking environment that answers all the questions of digital audiences and works for the benefit of all stakeholders.

Digitalization is defined differently depending on the goals of the researchers.<sup>5,6</sup> Dictionaries explain it as (1) converting analog information into digital form with appropriate electronic devices so that it can be processed, stored and transmitted through digital circuits, equipment and networks. They also define it as (2) a process of digitalization of traditional information flows and (3) an environment integrating (diverse) digital resources, services and specialists with the necessary knowledge and skills at the level of the technologies of this environment, related to the creation, storage, access, use, dissemination, security and protection of information.<sup>7</sup> In connection with business it is interpreted as (4) digital technologies to change the business model and provide new opportunities for profit and value creation<sup>8</sup>, or (5) a process that transforms markets and production activities and has significant implications for economic and social organizations, innovations and competitiveness<sup>9</sup>. There are several main characteristics that mark the field of the observed transformation: business model; organizational structure; employee digital skills; digitalization of business processes; IT infrastructure (complex

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<sup>3</sup> <https://www.condorferries.co.uk/online-travel-booking-statistics>

<sup>4</sup> <https://business.adobe.com/de/resources/digital-trends-in-travel-and-hospitality.html>

<sup>5</sup> <https://www.merriam-webster.com/dictionary/digitalization>

<sup>6</sup> <http://www.businessdictionary.com/definition/digitalization.html>

<sup>7</sup> Пернишка, Е., Д. Благоева, С. Колковска, Речник на новите думи в българския език (от края на XX и първата половина на XIX век). София: Наука и изкуство, 2010.

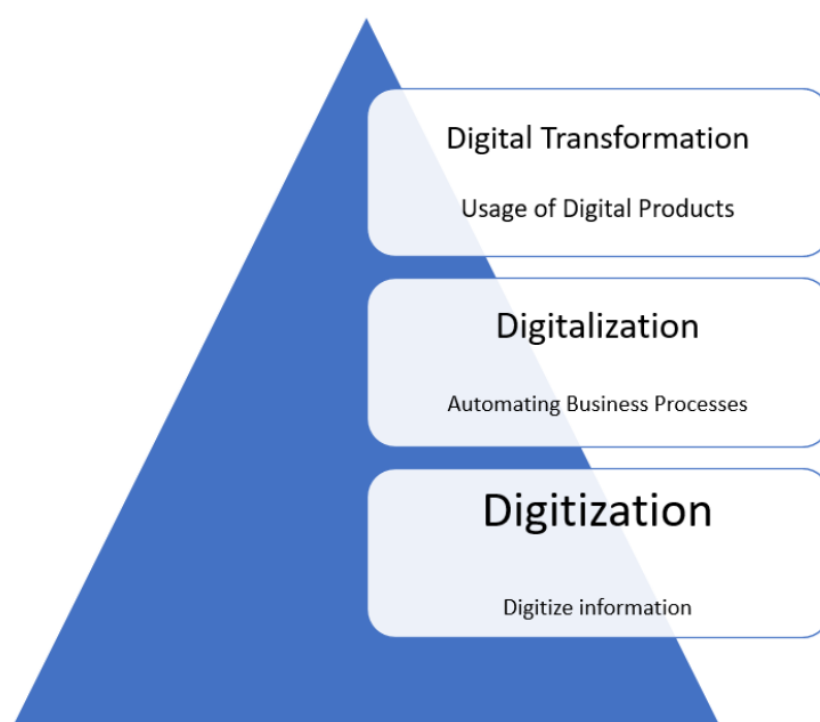
<sup>8</sup> <https://www.gartner.com/it-glossary/digitalization>

<sup>9</sup> Schwertner, K. Digital Transformation of Business. – In: 4-th International Scientific Conference „Business and Regional Development”, Trakia University, 22-23 June 2017, Trakia Journal of Sciences, Vol. 15, Suppl. 1, Series Social Sciences, pp.388 – 393, St. Zagora: Trakia University, 2017.

system, uniting all information technologies and resources used by a certain organization), digitalization of products / services, digital channels for interaction with clients.<sup>10</sup>

Figure 1. presents in a simplified form the complex puzzle of the concept of "digitalization", including its three main constituent elements:

- digitization - digitization refers to the act of transforming anything non-digital into a digital representation that computer systems may utilize to automate operations or workflows;
- digitalization - the use of digital technology to transform a company model in order to improve revenue and value-added prospects. It is the process of moving to a digital business;
- digital transformation - it's the process of fundamentally changing anything utilizing digital technologies, and it refers to the use of technology and, perhaps, cultural shifts to better or replace what was previously available.



*Fig. 1. The concept of "digitalization"<sup>11</sup>*

In the context of tourism, digitalization is understood as a set of tools, frameworks and technologies to increase the diversity, volume and functionality of tourist products, services and experience – i.e. digitalization creates and / or adds value, and its success depends on the capacity of the tourism sector to share, learn and collaborate.

In this sense, digitalization:

- expands market awareness and imposes feedback as a mandatory element in communication;
- helps to improve and personalize the products offered;
- improves operational efficiency and sharpens competitive advantages;

<sup>10</sup> Ibid.

<sup>11</sup><https://theecmconsultant.com/digitization-vs-digitalization/>

- brings destinations closer together and establishes an authentic link between their priorities and the interests of individual stakeholder groups;
- provides opportunities for growth of tourism enterprises, their market reach and growth;
- accelerates the speed of economic transactions;
- generates data to monitor performance and help improve governance.

In the tourism sector, three main stages of technological development related to digitalization have been identified:

1. The last decade of the XX century (1990 - 2000). Emergence of organizations with Internet access and inclusion of the global network as a marketing tool. Refinement of internal operations with digital point of sale and supporting software. Replacement of paper marketing materials with digital information and websites. Improve industry-wide coordination-business is facilitated by web-based reservation systems.
2. The first decade of the XXI century (2000 - 2010). The Internet solidifies its place as the primary source of information for travelers. Advances in information technology enable the development of a digital marketplace where products and services can be searched, compared and transacted online. The focus is shifting from products to the visitor experience - suppliers are increasingly interested in personalizing their offerings and developing direct relationships with consumers. Innovative online intermediaries are emerging to change traditional travel agencies. The business model itself is also changing - feedback and rating sites are growing, putting control in the hands of customers and opening up unprecedented opportunities for choice and decision-making. Information centers are reducing their role as points of contact and tourists are increasingly booking and transacting electronically online, which in turn facilitates the expansion of global markets.
3. Post-2010 period. The emergence of newer and more innovative product development opportunities that accelerate the global reach of the tourism business. Advances in mobile technology development, increased integration and interoperability of digital systems, sophistication of social media. The emergence of augmented and virtual reality, GPS. All this facilitates the interconnections between the digital and physical worlds and gives a new impetus to tourism development.

Digitalization transforms the traditional roles of participants in tourism, requires new relationships, models and competencies. The diversity and complexity of the sub-sectors of this complex and multifaceted sector, disparate destinations and different institutional systems need capacity and regulation to meet the needs arising from the changes taking place.

The digital competencies of the tourism workforce are crucial for the successful adoption of digitalization in the sector. On the one hand, this includes technical knowledge of working with certain devices, media and tools. On the other hand - the use of their own skills in the digital world for the benefit of the organization. However, it must be acknowledged that both are still missing in most organizations and especially in small and medium-sized enterprises. There are not enough technical resources and knowledge to fully realize the potential of digital technologies. This is due to a number of reasons, ranging from a lack of knowledge to identify the required skills, to staff problems, limited time and effort to learn new digital processes. The main groups of important factors hindering digitalization in tourism are identified after an in-depth analysis of the challenges and opportunities commissioned by the European Commission's Executive Agency for Small and Medium Enterprises (EASME) and integrating the research potential of researchers from the University's Department of Culture and Global Studies. in Aalborg, Denmark:<sup>12</sup>

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<sup>12</sup> Dredge, D., Phi, G., Mahadevan, R., Meehan, E. & Popescu, E.S. Digitalisation in Tourism: In-depth analysis of challenges and opportunities. Low Value procedure GRO-SME-17-C-091-A for Executive Agency for Small and Medium-sized Enterprises (EASME) Virtual Tourism Observatory. Aalborg University, Copenhagen, 2018.



- Finance. Lack of finance is identified as the number one obstacle to the implementation of digital technologies. There is concern among tourism businesses that the costs of such innovations will not be offset by profits;
- Infrastructure. The geographical location of tourist enterprises has a strong influence on their access to adequate digital infrastructure. In urban areas, they can take advantage of modern wireless and optical broadband connections, while infrastructure in rural or more remote areas is often insufficient;
- Mentoring assistance. The link between those who have experience and those who need to learn is able to stimulate innovation, provoke creativity and ideas, help build capacity and develop new programs and products;
- Political support. Policy initiatives and actions are needed to raise awareness, to clarify the benefits of new technologies and, ultimately, to put them into practice. In addition, businesses need encouragement in planning and decision-making to change the model, as well as guarantees of efficiency. There is a need for a strategic focus on digital policies at local, regional and national levels, long-term thinking and the promotion of sustainable practices. (Figure 2.)

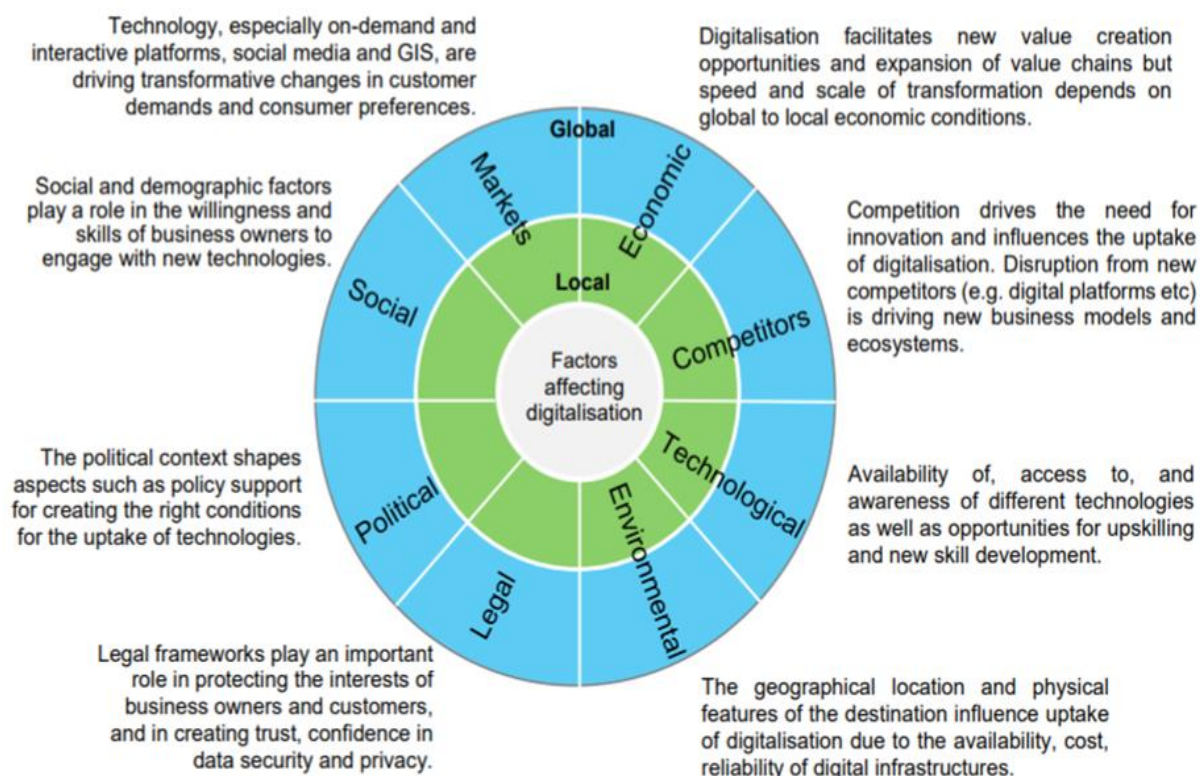


Fig. 2. Factors influencing the uptake of digitalisation<sup>13</sup>

The analysis of the challenges and opportunities for digitalization in tourism gives grounds for the European Commission to focus its support for tourism in several groups of initiatives aimed at:<sup>14</sup>

- improving the business environment and increasing investment in the sector through better use of available EU funding;

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

- promoting digitalization and the inclusion of online marketing tools in response to the demands of modern times and consumer expectations;
- Improving the digital skills and competencies of people in the tourism industry in order to improve their career prospects and support human resource management;
- enhancing Europe's reputation as a tourist destination with a focus on national and regional positioning and attracting more tourist flows, especially from major third country markets.

Since 2015, the European Commission has been monitoring the competitiveness of Member States in the field of digital technologies through the generally accepted The Digital Economy and Society Index (DESI). It compares the Member States of the European Union and their progress in this area on five indicators - connectivity, human capital, use of Internet services, implementation of digital technologies and digital public services. The global pandemic COVID-19 distinguishes 2020 from all previous ones and attaches great importance and weight to digitalization, digital skills and the use of online services. Nevertheless, Bulgaria ranks 28th (last) in the ranking of the index (for 2019 the result is identical, for 2018 - 26th, for 2017 - 27th).<sup>15</sup> Efforts to change the rating positions are reflected in a number of adopted strategic documents: in 2017 - Concept for digital transformation of Bulgarian industry (Industry 4.0); in 2019 - National Program "Digital Bulgaria 2025" (continuation of "Digital Bulgaria 2015"); in 2020 - National Strategic Document "Digital Transformation of Bulgaria for the period 2020 - 2030", etc.

Tourism is a strategic industry in the Bulgarian economy and its digitalization, as well as the development of a concept for its implementation, has been on the agenda for years. The topic is on the agenda of scientific forums and working meetings of representatives of the executive and legislative branches, Bulgarian and international investors, experts and the media. At the end of 2020 the companies Prexcelerator Bulgaria and Umni.bg present the first report on the Bulgarian technological solutions in the tourism industry - Tourism Tech Mapping Report 2020.<sup>16</sup> Our country is the first in Europe to make such an analysis, followed by Germany, Denmark, the Czech Republic, Romania. The report is used by foreign investors, international organizations and the European Commission.

According to the study, Bulgarian tourism in the face of tour operators, hotels and restaurants apply in their work 55 technological solutions, of which 52 are Bulgarian and 3 - foreign. About 62% of the technologies used in tourism in our country have been created in the last 10 years, and 38% - in the last 5 years. Companies use mainly old technologies that need to be diversified and modernized - there are no solutions in the field of robotics, 3D printing, biometrics. The sector has strong software developments, which, however, are not always related to hardware, i.e. they do not reach real application. For example, the report registers in Bulgaria only two blockchains<sup>17</sup> in tourism, two chatbots<sup>18</sup>, six developments of 360-degree virtual reality (VR / 360). There is no augmented reality (AR technology), facial recognition, robotics lags behind - so far completely ignored area for tourism and hospitality in the country. Only one hotel uses (since 2019) a delivery robot - Best Western Premier Sofia Airport. Businesses continue to rely primarily on online catalogs and mobile applications (App applications).

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<sup>15</sup> <https://www.ipa.government.bg/bg/indekst-desi-po-vreme-na-covid-19-i-kde-e-blgariya>

<sup>16</sup> <https://prexcelerate.eu/blog/2020/08/23/tourism-tech-report-2020/>

<sup>17</sup> Blockchain is a shared digital book or database of financial transactions that is stored on multiple computers around the world. As it grows, the database forms a continuous chain of blocks with public and verifiable records. Because it lacks a central location, it is less vulnerable to hacker attacks. In recent years, the impact of growing technology has been compared to that of the Internet in the 1990s. It enables the individual to manage their money in a safe and practical way.

<sup>18</sup> Chatbot is a computer program that automatically responds to customer inquiries, creating the feeling of talking to a real person. The dialogue is carried out through text, audio or other visual elements (images, emoticons, etc.). In this way, there is no need to hire a specific employee to respond to customer inquiries or redirect their requests. In 2019, the company Umni created the first tourist city chatbot in Bulgaria for Plovdiv as the European Capital of Culture.

One of the reasons why the popular platforms, mobile applications, reservation systems and other web-based services are popular in the world of business is the lack of large users to invest in local developments. Lack of up-to-date information on the development of technologies and their practical application, as well as a considerable dose of conservatism in the industry itself are other obstacles to the search for technological solutions to problems in it. At the same time, global investment in tourism technology has increased 22-fold in the last five years before the COVID pandemic, reaching \$ 30.3 billion.

The dramatic effect of the pandemic on the tourism industry is also an opportunity for companies in this industry to restructure; change their business models, products and services and optimize costs; to reach their customers with a direct approach, taking advantage of the available software and hardware developments. 360-degree panoramic shooting, virtual reality, chatbots with artificial intelligence, digital menus are a small part of the developments that are already available in our country for hotels, museums, spas, tour operators and travel agencies and other travel businesses, including them also as urban solutions.

The positive thing is that in Bulgaria IT services are outsourced and the country has some of the fastest internet and wi-fi connections in Europe. Digitalization in tourism is increasing rapidly, which, in the long run, will inevitably affect local businesses and consumers. In general, Bulgarians lag behind in adopting technology. For example, according to Eurostat, an average of 85% of travelers in Europe book online, and Bulgaria is in the last place with 65% in the EU. It is of paramount need for tourist municipalities to start implementing programs for smart tourism, to stimulate the digitalization of the tourist industry and to support innovation in the sector.

The Tourism Tech Mapping Report 2020 shows that managers in Bulgarian tourism make little use of foreign experience and therefore find it difficult to follow international development and business trends. Hotel owners claim complete control over operations, marketing and finance to such an extent that it is impossible for a third party - professional companies and consultants - to influence the development of processes in the company, to improve them and to convince / motivate management teams to accept the novelties. Hoteliers provide limited resources for modern technologies - they consider them only as a cost and not as an investment for development and optimization.

Currently, the following trends in tourist digital practice are emerging:

- personalization in the service through preliminary observations on the expectations of the users by means of implemented specialized software products;
- use of (mass) mobile applications;
- creation of platforms that allow social exchange - with user-generated content and elements of web design, addressed to users and potential customers;
- mobile payments related to intelligent management of a certain territory or organization (city, tourist enterprise, cultural and historical site, etc.) - parking, reservations and ticket sales, etc.;
- presentation of "inanimate artifacts with living meanings"<sup>19</sup> - offering interactive experiences in real virtual spaces from museums, cultural and natural places, etc., challenging not only the thinking but also the senses of the participants, structuring stories, characters and objects, impossible to recreate in other conditions, control the behavior of the environment, add individuality and emotion to the experience, etc.

Tourism is among the national priorities for the Bulgarian economy and forms nearly 12% of the gross domestic product and 11% of the employment in the country. It is closely connected with a number of other industries and contributes to their development and improvement. That is why digitalization in the sector covers both consumers and partner business organizations and other stakeholders. Digital technologies allow a huge amount of data to be processed and used in real time, and mobility gives the

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<sup>19</sup> Герджиков, С. Философия на относителноста. София: Екстрем, 2012.

freedom to work and provide services, which leads to increased efficiency, better planning and management, higher productivity and quality.

The tourist industry is at the forefront of digital innovation and continues to transform at an exponential rate around the world, leaving no segment of the travel system untouched. In 2015, the World Economic Forum launched the Digital Transformation Initiative (DTI) to present the impact of digital technologies on business and the wider society over the next decade.<sup>20</sup> DTI's research shapes the expectations that by 2025, in aviation, travel and tourism, digitalization will create up to \$ 305 billion in value through increased profitability and become a catalyst for the "explosion" of a different economy - the sharing economy. In it, stakeholders usually share (when the need arises) capacity and resources (fixed assets, services, money, etc.) through an IT platform on the basis of trust and with a view to sustainability. Particularly important in these processes are personal interactions, experience, social interest and a sense of community. PriceWaterhouseCoopers estimates that revenue from the sharing economy will grow from \$ 15 billion in 2013 to \$ 335 billion in 2025, with much of that growth remaining in the travel and tourism sector.<sup>21</sup>

Travel has always connected people and places. Using the almost universal high-speed Internet and its network or search and geolocation programs, or mobile payments and social platforms, these connections are multiplying and strengthening. Tourists around the world already have plenty of localized and personalized options for where to stay, what to have fun with and how to get around. Today, their growing (and unmet) needs include a desire for authenticity, active discovery, and connection; distrust of very large institutions and brands; expectation of transparency and flexibility; gratitude for provided feedback; desire for simplified interactions and payments, etc. It is worth emphasizing that one of the drivers of these trends is the younger generations. According to the Organization for Economic Co-operation and Development (OECD), the so-called Millennials (born in the early 1980s to the mid-1990s) and Generation Z (born in the late 1990s to the early 2010s), along with the next emerging generations, by 2040 will make up the majority of local and international tourists.<sup>22</sup> Therefore, this diverse, numerous and pluralistic group in terms of age segments and motivation to travel actively influences the absorption and acceleration of digitalization in the sector.

Users want to feel special and expect personalization of the service and experience. With the monitoring of customer data and learning about their behavioral patterns, tourist organizations are gaining more and more opportunities to optimize their services. Personalized tourism is gradually replacing traditional group tourism. Digital technologies, social media, mobile devices and accessible information allow tourism to engage with consumers and other stakeholders on a larger scale than ever before. Mobile platforms and communications help visitors during all stages of their journey - from awareness and interest to booking a visit and even after visiting and returning home. Digital social networks also make it possible to reach an exponentially larger audience. This social change turns content users into content producers, which puts the individual at the heart of any communication strategy. According to TCI Research, 31% of users regularly share their traveling experiences online, even outside their circle of friends and relatives.<sup>23</sup>

Digitization is not an end in itself - unlocking its potential in tourism requires a nuanced approach that meets the unique challenges in the different components of the sector and in the different types of tourism activity. Addressing these challenges varies considerably depending on:

- the type, size and characteristics of the tourist business and the relevant subsector (transport, accommodation, catering, entertainment, personal services, etc.);

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<sup>20</sup> <https://reports.weforum.org/digital-transformation/>

<sup>21</sup> <https://www.pwc.com/hu/en/kiadvanyok/assets/pdf/sharing-economy-en.pdf>

<sup>22</sup> OECD, Analysing Megatrends to Better Shape the Future of Tourism, OECD Tourism Papers, No.2018/02, OECD Publishing, Paris, 2018. <https://doi.org/10.1787/d465eb68-en>

<sup>23</sup> <https://tci-research.com/>

- access to technology, information, expertise, advice, mentoring and other resources and support;
- opportunities for management and development of long-term development strategies;
- the location of the business, the social and economic environment in which it develops.

Digitalization is often placed in a historical context so that it can be better understood and used, but in fact it is more correct to perceive it as an evolutionary process than to define it as a revolution. In tourism, this is especially evident in small and medium-sized enterprises. As a rule, they do not master new technologies and skills to work with them suddenly, abruptly and without transition. On the contrary - until it comes to creating an interactive, attractive and up-to-date website, for example, they have come a long and not always fruitful way. Many of them never build their strategic digital concept and are not convinced that it is useful for their own organization. They usually do not have an employee to take care of the company's digital presence and communication with followers and users on social networks, they do not encourage or train their people, they are not informed about the latest trends in digitalization, etc. All this can change over time, but gradually, not in the form of a revolution.

Our lives and our working lives also change constantly, not spontaneously. More and more people are buying super-tech smartphones or TVs, but we are still far from the world of smart homes, where everyone lives in a networked household. In the same way, not all employees of a company have tablets and smartphones with which to work fully or not every territory is connected to a reliable and fast internet. Patience, clearly coordinated activities and well-defined goals are needed to make digitalization a useful necessity.

One thing is for sure - digitalization is the task of every modern organization, but this process must be initiated, encouraged and supported by the structural vertical from top to bottom. Traditional working methods and models need to be rethought so that they can respond properly to the challenges, but also to the opportunities that digitalization brings.

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