

Digital Transformation in Tourism: Capturing the Perspective of a Travel Agency

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ABSTRACT

This study aims to investigate the attitude of travel entrepreneurs toward digital transformation in tourism and assess the digital transformation-related actions of travel agency. Qualitative research methodologies were employed in this context, and semi-structured interviews were used to collect data. The data collected from the participants were analyzed using a descriptive technique. According to the research findings, digital transformation will substantially contribute to the tourism industry, including travel agencies, giving a new and crucial alternative for the tourism industry to promote digital transformation. In addition, it has been discovered that there may be obstacles throughout the shift to digital transformation, notably in transmitting innovation to employees and customers. However, in addition to this work, which focuses on the entrepreneur's perspective, it has been suggested that research related to digital tourism can be conducted from the customer's perspective and that various studies can be conducted so that accommodation businesses can transfer digital applications within their companies to customers with the appropriate marketing and advertising effectiveness. In this instance, digital application in travel agency takes the shape of product transformation with the application of virtual tours and the application of new technologies in acquiring information and making business decisions via the TOE Framework.

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I. Introduction

Business growth is one of the primary needs and drivers of entrepreneurs and companies that encourage them to have a strategic position in the market area where they are located to overcome their threats [38]. The need for profit drives business needs. Silaban & Purnawati (2016) explained that business growth is given by company size between two things; namely, the measurement can be given based on the number of employees or assets. If it is a small or medium company, the criteria will be set on the number of employees, business volume or general balance. This way, business growth is observed with an increase or decrease in employment and business volume between the two periods. This means that over time, the company's growth is measured [8].

Industry 4.0, a new era, brings changes in people's lifestyles, the economy and society. Social media, artificial intelligence, and a new generation of digital applications have started to be widely used today. Industry 4.0 involves the internet of things, cloud storage systems and cognitive computing [17]. Industry 4.0 is a continuation of the previous era by perfecting technology because it connects the world through digital applications, which leads to more digital, more personal customer behavior changes when searching for product goals and providing reviews about the experience of using products that have been experienced through social media accounts. With the rapid advancement of technology, the use of technology has a significant influence on people's lives [15].

Tourism is accepted as an essential sector that shapes the world and is associated with development [16]. The intensification of information in the tourism sector has brought with it the use of new technologies and has become inevitable in digital transformation for tourism. Digital transformation is essential for successful organizations in a globally emerging environment and internet-enabled business networks, especially for the tourism industry [30]. Many tourism-related organizations have had to undergo significant business process reengineering to take advantage of emerging technologies to transform data processing and handling capabilities to operate and compete in emerging global markets [4].

Digital transformation involves change without losing identity, making the most of data from various sources to turn it into knowledge [5]. According to Slotnisky (2016), digital transformation tells us that it is about applying technology to companies and leveraging it by reducing processes and actions and achieving better results.

Digital transformation in a travel agency is an innovation that gives us a competitive advantage for growth, improves performance, increases reach and guarantees better results for the company [3]. One of the challenges companies face is digital transformation, which is a challenge faced by companies adapting to market needs to continue to grow and be competitive [27]. It is a process that incorporates various methods that reinforce the company's operations and vision. It is also concerned with strengthening and developing all organizational strategies to generate value and achieve more significant competitive development of travel agencies.

The digital transformation process can provide opportunities for businesses to sustain their sustainability successfully. Significant technological, economic and social revolutionary changes took place in the last days of our century. The most fundamental of these changes is undoubtedly the development of superior technology [11]. Reality-enhancing mobile applications personalize the customer experience and increase the speed of adaptation to new generation technologies, especially generation Z, which is often present in tourism mobility. In this context, the concept of intelligent tourists called Society 5.0 also appears [25].

Accelerating globalization and technological changes are essential for businesses to stay strong in an increasingly competitive environment. In addition, the addition of requests and changing customer needs necessitate the creation of new plans [1]. In building one-to-one relationships with customers, developments such as application usage on smartphones, promotion of mobile applications, the introduction of navigation applications, mobile payment systems, and compatibility of social networking sites and other sites with mobile are essential for customer experience [40].

Therefore, information technology must be considered when developing customer experience [28]. Based on all this, the ultimate goal is to provide digital transformation and make it sustainable to protect, even enhance, economic development and environmental values through tourism activities. In this case, the digital transformation process will successfully allow businesses to maintain their sustainability [2].

Finally, digital transformation is a supporting tool serving the growth of various companies, increasing productivity, increasing sales, offering more significant customer satisfaction, reducing costs, and generating new revenue [24]. Technology requires investment and a strategy to understand and grow with customers; with these tools, it is easier for companies to advance in the market because they will not innovate and will not be competitive. A study by Kretschmer & Khashabi (2020) tells us that "Digital transformation in the process of change in organizations has a "tangible impact" on the optimization of every organizational process, such as reducing costs, improving customer service processes, increasing sales, creating jobs, among others; that results in business growth."

For this research, it is appropriate to ask the following questions: What are the most used digital transformation strategies for business growth in travel and tourism agencies? This research aims to discover all the strategies and benefits of digital transformation used by travel agencies for business growth.

II. Methods

This study interprets existing data using a qualitative method using a descriptive approach, observation, and documentation, as part of a continuous research process [14]. In this study, there were data collection techniques, data collection techniques as a supplement to instruments at the stage of gathering data information that aids researchers in establishing a research foundation. Descriptive research aims to collect information on a theme, symptom, or situation to gain the broadest possible understanding of the object of study [35]. The primary purpose of descriptive research is often to precisely and methodically characterize the researched object or subject's qualities and facts. In this study, the writers employ both primary and secondary data sources. The primary source of information is political sociology. and secondary data sources, notably social reality data sources discovered by the writers either directly on the field, via the media, or through dialogues.

In this study, the technique for analyzing data was derived from Miles and Huberman's suggestion in the book [37] that actions in descriptive qualitative data analysis occur continually until the analysis is complete and the data is saturated. First is data collection, then data reduction, data presentation, and lastly, formulating conclusions. The obtained data must be validated using triangulation, which involves comparing data from diverse sources, procedures, and times. The triangulated data is then compared to the information provided by the data supplier to determine the degree of congruence.

III. Result and Discussion

A. Digital Transformation in Travel Agency

The idea of digital transformation refers to the process through which businesses maximize their value proposition to consumers using digital technology in response to sector-specific developments. In the late 1990s, alongside the digital revolution and business process reengineering, the notion of digital transformation emerged. Businesses have begun employing IT strategies to increase productivity, customer satisfaction, and overall performance as a result of the rapid growth of the information and communication sector [39].

Executing the customer experience goal, constructing the underlying capabilities that support the overall structure, and creating value at the new frontiers of business are all areas in which McKinsey & Company claims digital transformation may help businesses. Products, sales channels, and channels of communication between businesses and customers can all be digitalized as part of a digital transformation, which can lead to enhanced or more robust versions of these tangible goods. It can also drive data and value capture through new business, which in turn can encourage businesses to alter their plans. Several researchers [18] confirm this.

A company's internal structure, routines, and information flow are all modified throughout a digital transformation, with a greater emphasis placed on the past and future compatibility of IT with business [13]. We can potentially improve the company's core business and create integrated consumer value by adopting and implementing cutting-edge technologies such as information, computer, and communication systems [39]. To put it another way, digital transformation is all about making strategic use of digital technology to achieve an organization's goals in terms of performance, customer experience, and process optimization [12].

Before implementing digital transformation, travel organizations and agents must complete two stages. The first step involves turning all analog or paper data in an organization into digital format. In the second phase, information technology and digital technology are combined to boost the company's level of digitization, which in turn improves operational performance, enriches the customer experience, and company model is changed by incorporating digital technologies to open up new revenue streams and add value. A major step forward in digital sustainability, the current digital revolution [29].

However, why is digital transformation something that travel agency have to do? This is because it is the only way for a business to be successful in the modern world, and the performance of an organization may be significantly improved by combining digital technologies and business processes. Because of the overlap and intersection of these digital technologies, opportunities for digital innovation and transformation have been created. Businesses can benefit greatly from the

synergistic effects of the successful use and introduction of these digital technologies, which include the enhancement of organizational processes, the reinforcement of customer value propositions, the enhancement of customer service quality, and the development of closer relationships with customers, all of which serve to increase customer retention rates. Through digital transformation, businesses can increase profits while reducing operating expenses, giving them a significant competitive advantage [41].

These advantages have the potential to encourage travel agencies to undertake digital transformation. Before undertaking a digital transformation, the construction and investment strategy for digital technologies must be examined. As a result, digital transformation is not just a challenging task, but also a complex operation that spans the entirety of the firm.. The digital transformation process consists of the following steps: (3) Executing digital transformation by implementing transformation plans. (4) Managing change by managing science and technology, personnel, and operational process changes resulting from digital transformation. (5) for the purpose of assessment: measuring the impact of digital transformation on an organization's success or failure [22].

The adoption of digital transformation can generate effects at various levels of an organization, including business models, operating processes, goods, services, and consumer interaction. To begin, digital transformation has the potential to alter business models by causing an organization's cost and profit structure to undergo significant revision. In addition, the degree of sensitivity, dependability, and openness of the operating process can be altered through the use of digital transformation in order to accomplish the objective of altering the operational process. We can boost consumer engagement and involvement by introducing new components into our offerings of products and services and upgrading their functionality through digital transformation. This will allow us to provide our consumers greater value [41]. Given the information shown above, it is critical to effectively conduct digital transformation, as doing so not only brings money to firms but is also critical to their long-term survival [32].

Research on digital transformation shows that most studies still focus on commercial and industrial sectors, but this is beginning to change. On the other hand, there has to be more study done on the topic of digital transformation in the tourism sector, and specifically in travel agencies. The effect of emerging digital technologies on the tourism sector is rarely a topic of discussion. Analyzing the findings, we determined that most of the dimensions have to do with aspects of the organization's culture, technology, and processes. Below, you'll find the specifics:

- a. The implementation of digital transformation requires travel companies to organize digital teams. Organizational agility, engagement with partners, and the streamlining of operational procedures are all necessary for businesses undergoing digital transformation to reach their digitalization goals. Employees' digital skills and high levels of engagement are the most important factors in determining the success of the digital transformation, say Soule et al. (2016). At the time that an organization's digital leadership, digital strategy, value generation, and financial resources, among other factors, must be considered when digital transformation is implemented.
- b. The technological advancements made in recent decades are the main factor in the current digital revolution. Most studies have concluded that information infrastructure, digital technology use, and information and communication technology skills are the most important technological variables in digital transformation. Nadeem et al. (2018) state that one of the most important technological aspects of digital transformation is the exploitation of digital information for enhanced data optimization and digital platform ecosystem collaboration. Several studies have also found that using digital analytic approaches during digital transformation can help businesses make data-driven decisions by bridging the gap between operational data and customer data.
- c. The extent to which an organization's culture plays a role in the success or failure of a transformation effort is often substantial. Moreover, prior studies have shown that a company's culture is a crucial success ingredient for corporate transformation, especially in light of the disruptive changes brought about by new technology. Expanding an organization's digital culture and developing a digital vision are essential steps in the digital transformation process. Most studies point to a company's ability to keep its culture open to

change, fault-tolerant, welcoming of innovative risks, and focused on the customer experience as a key cultural influencer during the digital revolution [6].

B. Application of Digital Transformation in the Perspective of Travel Agencies

1) Application of Virtual Tour

Digital transformation from the perspective of travel agencies includes product transformation that has good results and can sustain the company. Transformation products that are carried out include selling Virtual Tours. Tours & Travel Agency innovates from existing products. The product people are most looking for and interested in during this pandemic is a webinar because face-to-face meetings are impossible. For example, virtual tour meeting packages are carried out in various destinations different from other travel agencies, such as virtual religious tours in Medina, Makkah, and Al-Aqsa to Jerusalem. Another product sold is a virtual tour of cities whose objects are in Europe, such as Switzerland and the Netherlands, and Japan is in Asia. This product has received many requests from the public and companies who wish to travel but are limited due to the pandemic, so this virtual tour is the solution [10].

To enjoy this virtual tour service, customers only need to spend approximately one to two hours. A tour guide will take customers around directly from the intended location. Travel agencies who transform virtual tour products when other travel agencies have not done so can benefit from the longing momentum of customers who want to experience travel both domestically and abroad by adding the sale of souvenirs typical of particular regions or countries which are also considered successful in facilitating customer desires. Furthermore, generates profits for companies that can maintain the conditions of Travel agencies [20].

Virtual tour as an alternative brings success to resource persons who carry out the transformation. Public interest in a tourist destination but hindered by mobility restrictions is packaged in such a way by travel agencies in virtual form to treat the homesickness of tourists. The virtual tour is claimed to be the product that is most in demand by customers from each travel agency. Within a week, sales of virtual tours can attract the attention of more than 40 people per session. Even though the interaction is relatively one-way, the experience offered by travel agencies to customers is likely to replace the actual trip temporarily. Virtual tours designed and participated in by customers are used to get the latest information or preview information before making future trips. The advantages of the offered virtual tours can be seen through their affordable prices and do not require much time and effort to enjoy the experience of traveling to other countries. The tour guide's expertise is also the main attraction for the audience.

2) Application of Technology-Organization-Environment Framework

Firms began deploying IT systems and new approaches in the '90s to improve operational performance and gain a competitive edge as a result of the rapid growth of IT and the significant changes in the business environment. Depietro et al. (1990) created a number of ideas concerning technological innovation and acceptance of new technologies, including the technology-organization-environment framework, during the same time frame (TOE Framework). They suggested that when organizations deploy some innovative technologies or new information technologies, the technological, organizational, and environmental settings influence their decision-making processes. The TOE Framework's most significant contribution, among others, is:

- 1) Information technology developed in-house and externally available innovative technologies are both part of what we call "the technological dimension," which describes the factors related to technology that affect the use of innovative organizational technologies [9].
- 2) The organizational dimension: relates to a company's internal traits and resources, as well as other relevant influencing factors such as organizational management structure, company size, operating processes, organizational capabilities, and wealth of resources [9].
- 3) The environmental component refers to the external environmental factors with which an organization must contend, such as industry structure, competitive pressures from coworkers, the broader economic climate, government regulations and policies, etc. [9].

Organizational elements are those that have to do with the inner workings of a business, such as its culture and resources. The TOE Framework was used by Scott (2007), for instance, to examine

the impact of numerous factors on the aviation industry's digital transition. As a result of his research, he came to the conclusion that elements like as information infrastructure capabilities, e-company knowledge, organizational culture, organizational change, competitive pressures, and the regulatory environment all play critical roles in driving transformation.

The Tourist Operations Excellence Framework is also extensively utilized in the hotel and tourism sector of the economy. The TOE Framework finds its most prominent application in the mobile booking system utilized by the travel industry. Using the TOE Framework, we can see that factors like compatibility, company size, technological prowess, and support from a sizable majority all contribute to mobile ordering system adoption, whereas factors like complexity and a lack of support from a sizable minority have the opposite effect [21]. The TOE Framework has also been used by many studies recently to analyze the applications of social media in the tourist sector. To do this, we combined the TOE Framework with the technological acceptance model to analyze SMM's results on the travel industry. According to the results, the level of managerial support for social media marketing and the educational background of managers are the two most important internal determinants in determining how employees feel about the practice. Attitudes toward social media marketing can be heavily influenced by three external factors: competitive pressure, the expectation of gain, and the expectation of simplicity of implementation. In addition, the data show that the relationship between social media marketing outlook and time spent on it is mediated by the level of technical expertise of the marketer [26].

The tourist industry will have access to a fresh and significant alternative that will assist digital transformation, which will significantly benefit travel entrepreneurs and provide an enormous contribution to the sector overall. In addition, it has been discovered that the shift to digital transformation may be fraught with obstacles, particularly in transmitting innovation to people and customers. According to the findings of this study, keeping up with the latest applications in the globe that are related to domestic/foreign information technology follow-up will result in good feedback for the corporate sector. Businesses need to use a variety of information communication channels not only for marketing purposes but also for the development of their businesses and the improvement of their competitiveness. This is because the scope of information technology that is included or planned to be included will include these aspects. When it comes to the infrastructure already in place, it is common knowledge that businesses involved in tourism and travel need to develop digitalization infrastructure to increase their level of success in the industry. Additionally, hospitality businesses need to have a robust infrastructure in order to transfer their digital applications flawlessly.

IV. Conclusion

From the research above, some digital applications and information technology are currently available to the travel industry, bringing with them the possibility for digital transformation in all respects. In addition, the tourism travel industry can bring digital transformation to tourism, and specific digital and information technology applications already exist. Digitalization is a crucial step for increasing the success of the tourism travel industry. Therefore, organizations must have a robust infrastructure to transfer their digital applications without interruption. In this context, it was determined that although the firm has the requisite infrastructure, there is a shortage of infrastructure in certain services, and a thorough infrastructure audit should be conducted. In addition, as demonstrated by the study's findings, the digital transformation application process is crucial, and there will be challenges in communicating the transition to employees and clients. In this paper, the authors describe the application of virtual tours as a replacement for traditional travel, which is the primary activity of travel agencies. Next is the TOE framework, which uses innovative technology to acquire information about customers and is a method for making business decisions based on the application of technology. It is anticipated that this research will help tour operators shape digital transformation, making it a reference for future digital transformation implementation. The constant development of digital technology has made it imperative that tour companies begin the digital transformation of the tourism industry. Tour operators can benefit from research into the feasibility of achieving their digital transformation strategic business goals by determining if they have the necessary digital resources and capabilities and if they can understand and master the critical conditions inside and outside the organization.

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