



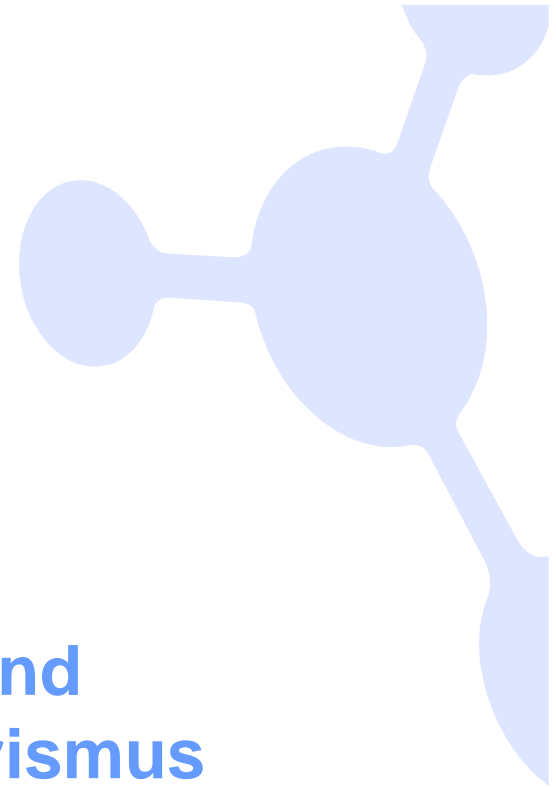
Universität Münster
Institut für Wirtschaftsinformatik

Lehrstuhl für Wirtschaftsinformatik
und Interorganisationssysteme
Prof. Dr. Stefan Klein

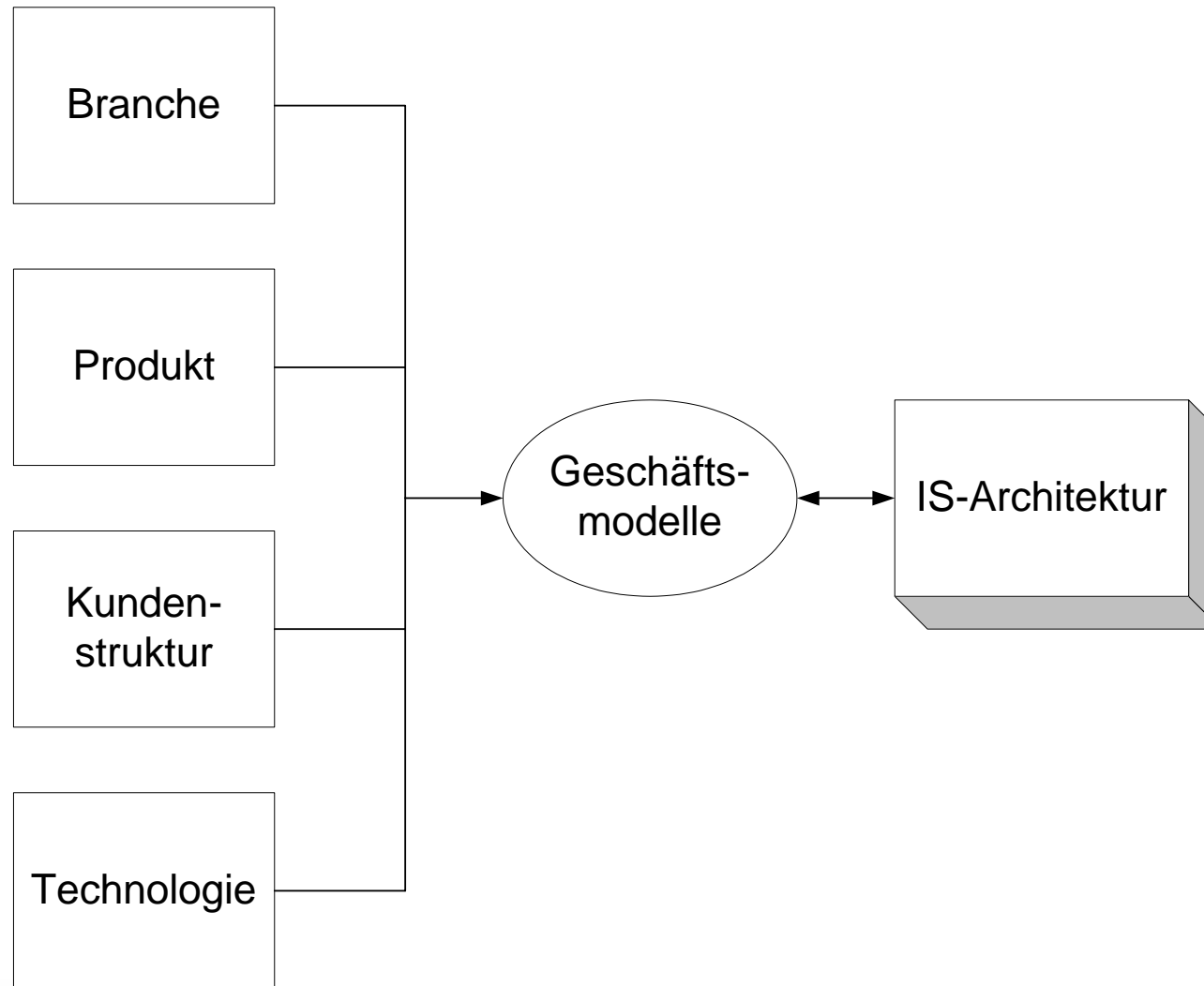
www.wi-ios.de
mail@wi-ios.de

Informationssysteme und Strategien für den Tourismus

Stefan Klein



Von Branchenmerkmalen zur IS-Architektur

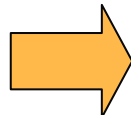


Merkmale touristischer Produkte (Auswahl)

Reiseanlass	privat	geschäftlich	sonstige
Destination	Region	Inland	Ausland
Reisedauer	< 1 Tag	2-3 Tage	bis 3 Monate
Reisetyp (1)	individual	individualisiert	pauschal
Reisetyp (2)	Einzelreisende	Mini-Gruppe	Gruppe
Leistungsbündel	nur Transport	Unterkunft	Zusatzleistungen
Planung und Entscheidung	Last-minute	bis 2 Wochen vor Reiseantritt	bis 3 Monate vor Reiseantritt
Informations- und Beratungsbedarf	Selbstversorger	Beratung geringen Umfangs	umfassende Beratung
Vertriebskanal	Direkt	Reiseveranstalter	Reisemittler

Einige grundlegende Merkmale des Tourismus

- Informationsgeschäft: komplexes Leistungsbündel verschiedener Anbieter, z.T. mit externen Komponenten (Unterhaltung, Versicherung)
- zeitliche Trennung von Kauf und Konsum
- Gleichzeitigkeit von Produktion und Konsum
- "Verderblichkeit" der Produkte
- in Teilbereichen starke Regulierung (Flugsicherheit, internationale Abkommen)

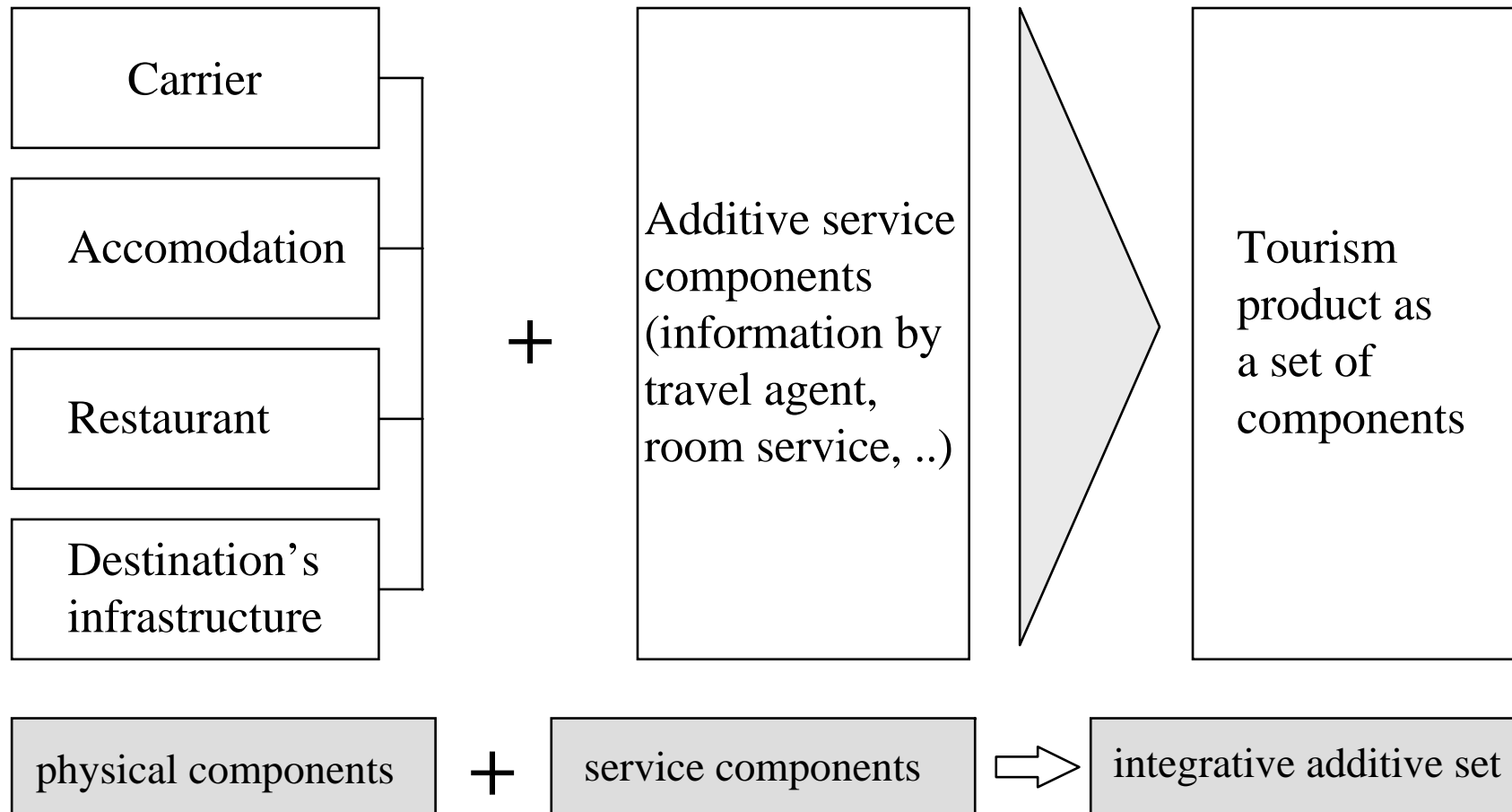
 BWL der Dienstleistungen

Tourismus als informatisierte Dienstleistung

		Zeitpunkt der Qualitätsbewertung	
		vor dem Kauf	nach dem Kauf
Beurteilung der Servicequalität	möglich	Suchqualität	Erfahrungsqualität
	nicht möglich	Erfahrungs- oder Vertrauensqualität	Vertrauensqualität

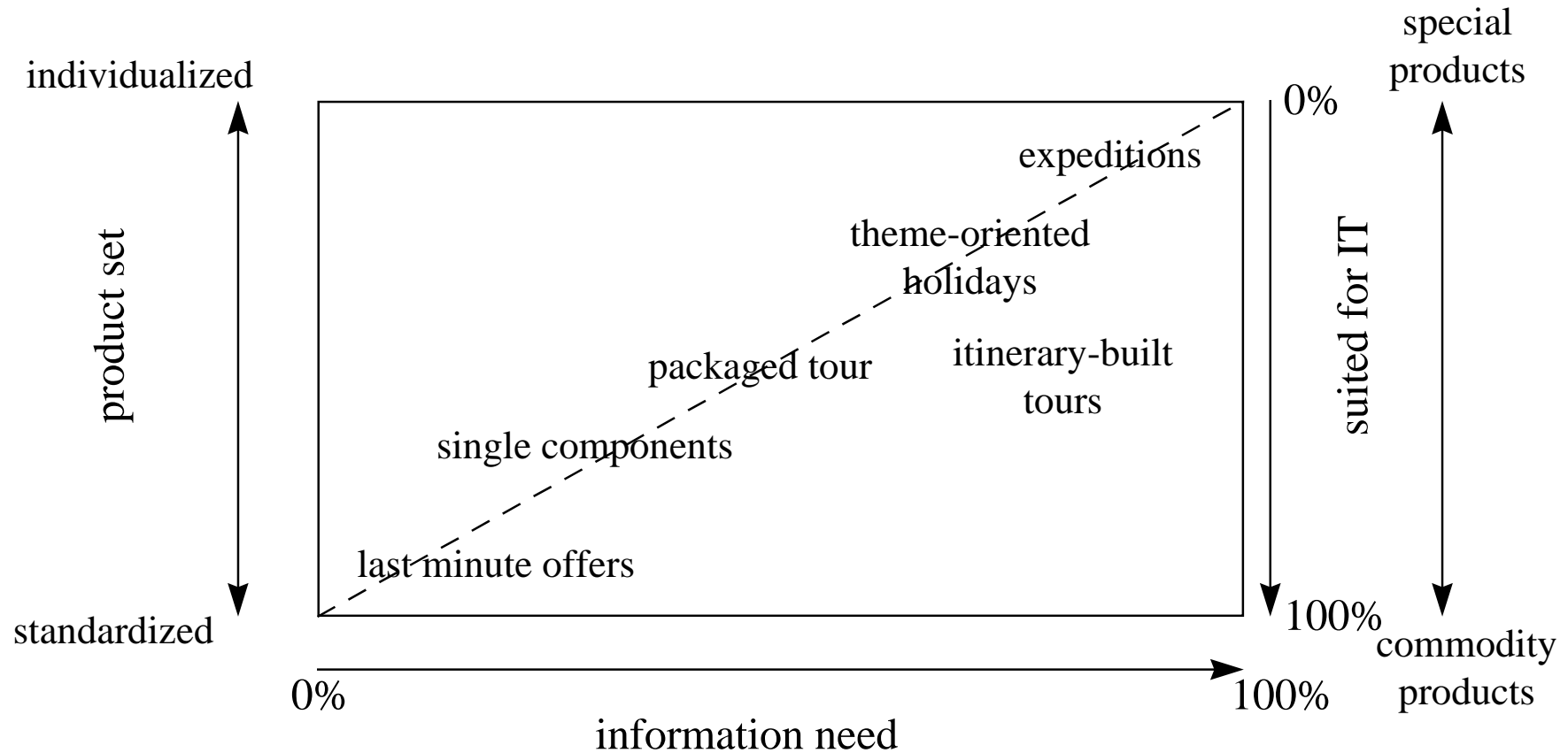
(nach Schertler 1994)

Das Tourismusprodukt als Satz von Komponenten



Quelle: Rohte 1994

Produktkategorien und IT

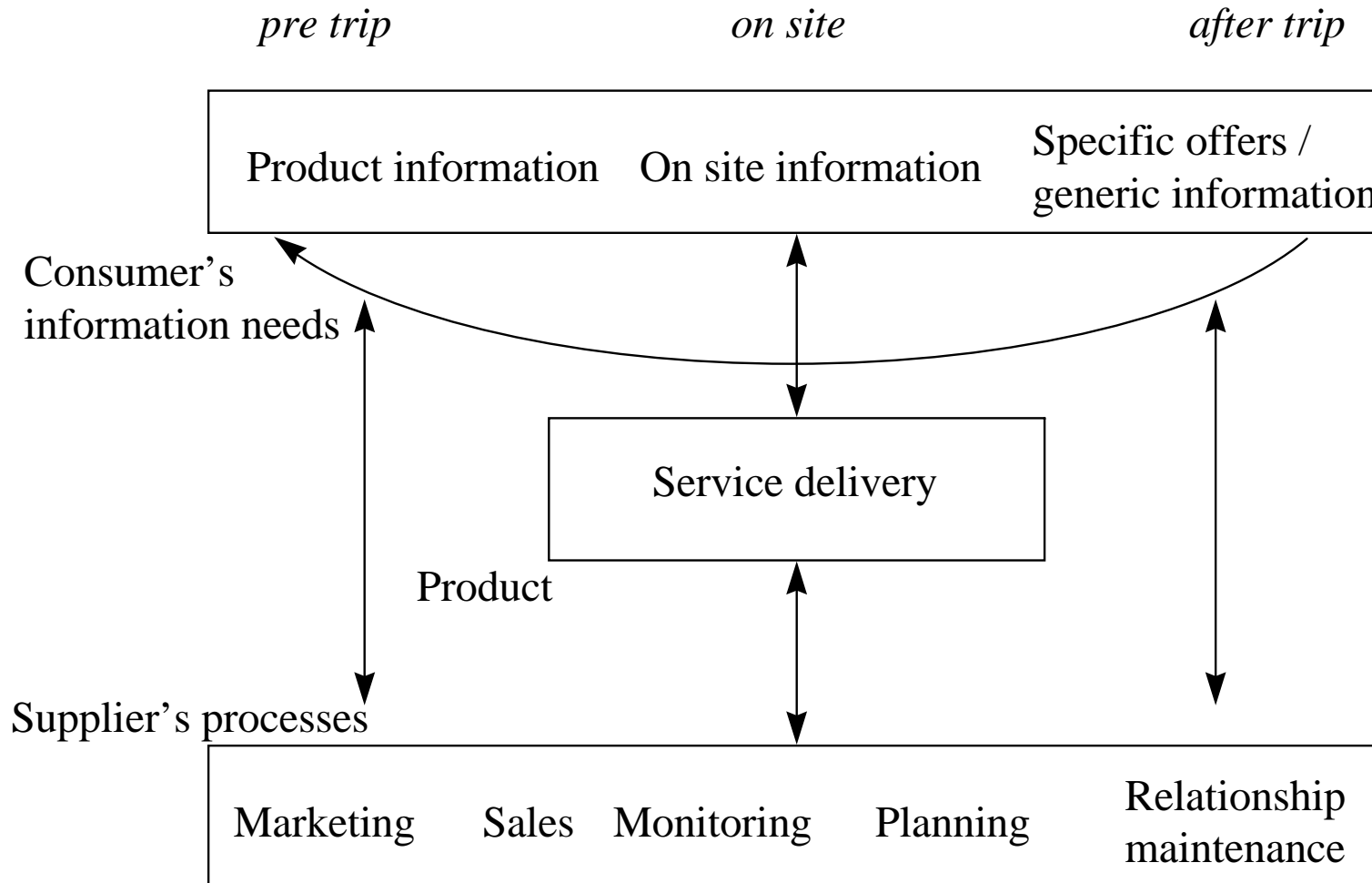


Quelle: Rohte 1994

Transaktions- und Reisephasen

Travel phases	pre-trip	during the trip	post-trip
Transaction phases			
Information	Typically a major part of the transaction (transport, accommodation etc.) is concluded before the beginning of the trip.	Additional information is provided during the trip, e.g., additional offers.	Follow-up information
Negotiation	All-inclusive offerings cover even entertainment and food in advance.	A part of the tourism services is purchased during the trip.	
Settlement			A part of the settlement might be left until the end of the trip. Detailed and structured information may be provided for accounting purposes

Schnittstellen zwischen Angebot und Nachfrage

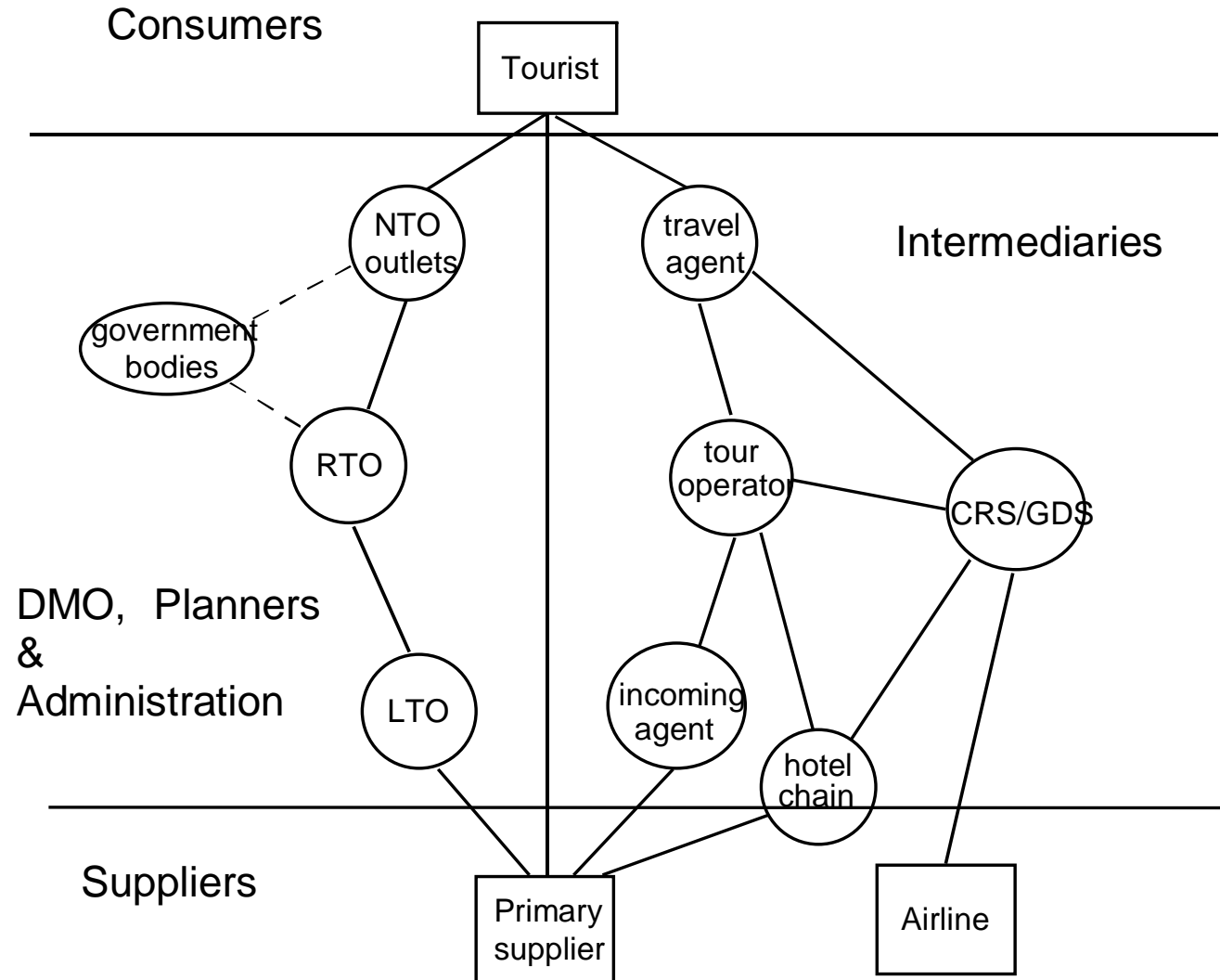


Quelle: Werthner 1999

Die Akteure

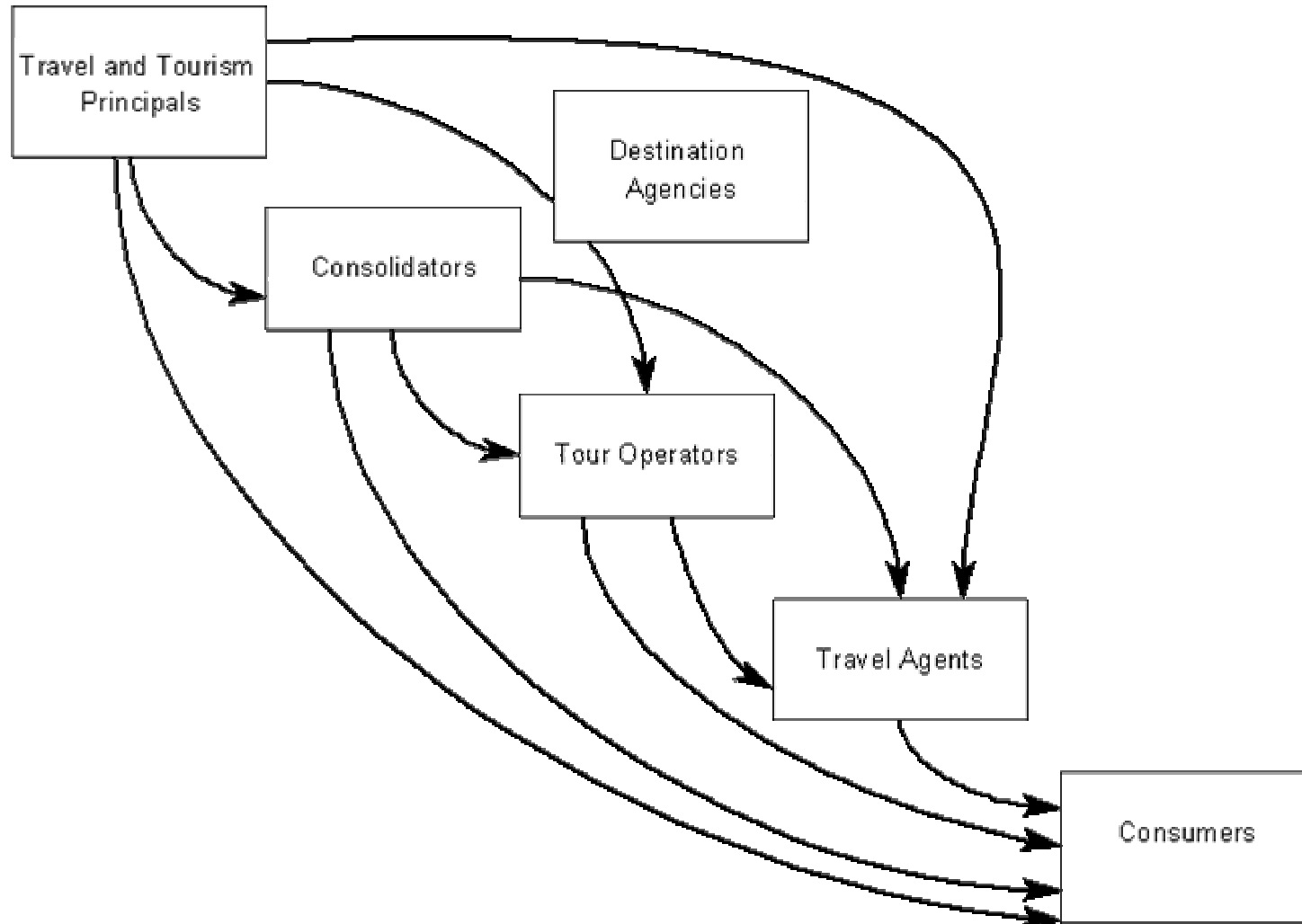
Kunden	Geschäfts- - Privatreisende, Individual - Paket-/ Gruppenreisende, ...
Fremdenverkehrs vereine – DMO	Repräsentanten der Leistungsträger einer Region oder eines Landes, primär Informationsfunktion für den Reisenden, koordinierte Werbung und Marketing
Reisemittler	Verkaufen, Beraten, Informieren, Kombinieren Reisen
<i>Destination agencies</i>	Betreuen die Reisenden während des Aufenthalts in der Destination, Akquirieren Kontingente und pflegen den Kontakt zu den Leistungsträgern
Reiseveranstalter	Kaufen Kontingente, bündeln und vertreiben Pakete
<i>Consolidators</i>	"Großhändler"
Leistungsträger	Transport-, Unterkunfts-, Verpflegungs-, Unterhaltungsunternehmen (HoReCa)

Struktur des Tourismusmarktes



Quelle: Werthner 1999

Vertriebskanäle



Quelle: Kärcher 1997

Zur Rolle von IT im Tourismus

- Touristische IS zählen zu den Pionieranwendungen,
- die Computer Reservation Systems (CRS) oder Global Distribution Systems zählen zu den ersten internationalen IOS, sie basieren auf Datenbanken, die zu den größten der Welt zählen und den leistungsfähigsten OLTP,
- Die Yield Management Systeme zählen zu den fortschrittlichsten Data Mining Anwendungen,
- Tourismus Marketing Systeme repräsentieren die Entwicklungsfront bei Multimedia, geographischen Informationssystemen und virtual-reality Anwendungen.

Zur Rolle von IT in verschiedenen Branchen

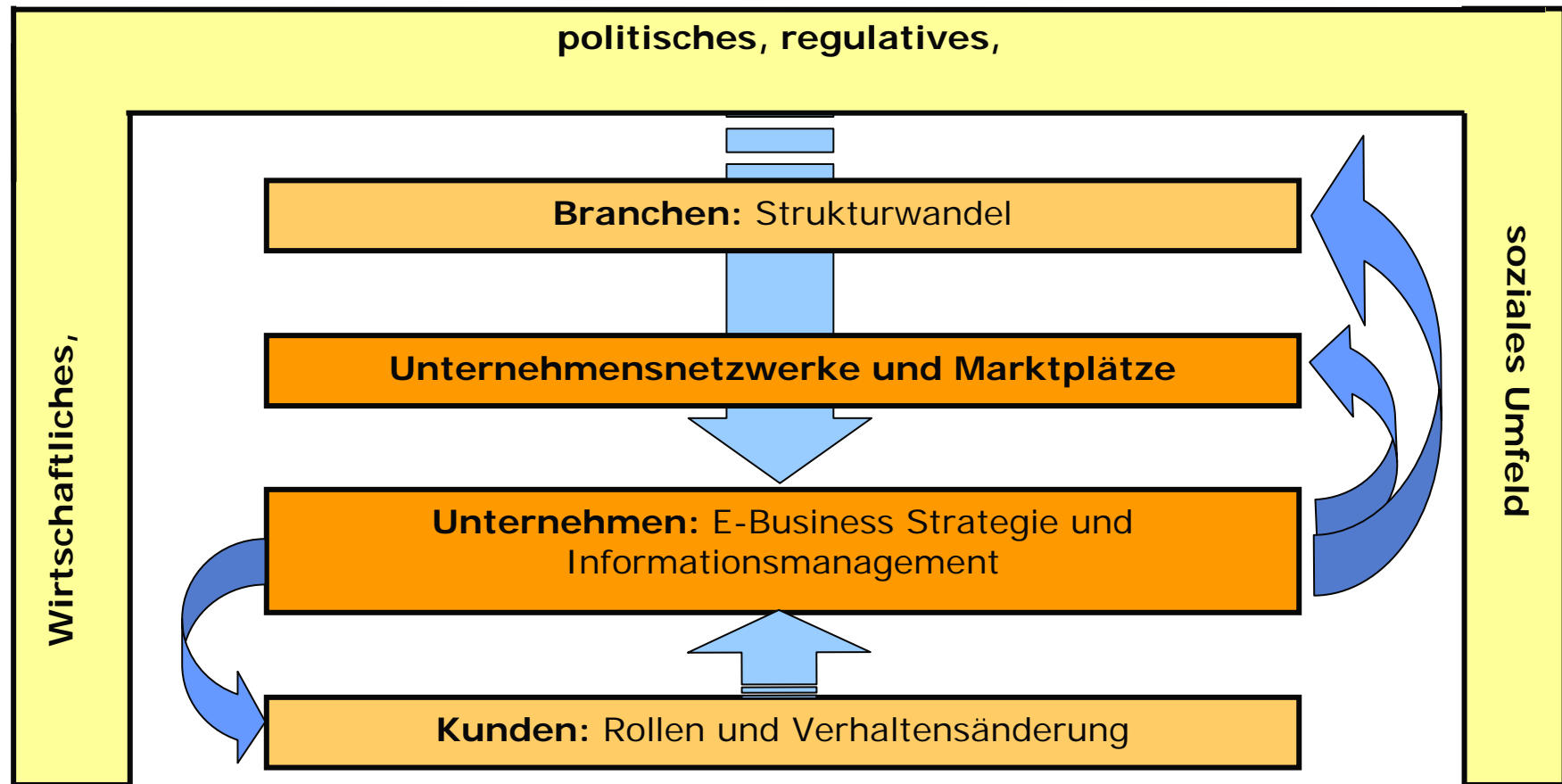
		<i>IT impact on marketing (reaction to change, provision of differentiation, etc.)</i>	
		low	high
IT impact on manufacturing (costs, coping with complexity, coordination, integration, etc.)	high	Logistics	Strategic
	low	Support	Marketing

(vgl. McKenney 1995, 34)

Anforderungen an touristische IS

- Umfassende Präsentation touristischer Destinationen;
- Integration unterschiedlicher Angebote und Komponenten;
- aktuelle Informationen;
- globale Distribution und Benutzerschnittstellen für Gäste aus aller Welt;
- Beratungskomponente,
- Unterstützung des gesamten Kundenprozesses sowie von Back office Funktionen (Information, Reservation, Buchung, Zahlung, Versicherung etc.);
- Kombination und Konfiguration von Dienstleistungen.

Analyseebenen



Beispiel: Vertrieb von Flugtickets

Contingencies: Product and Service Features

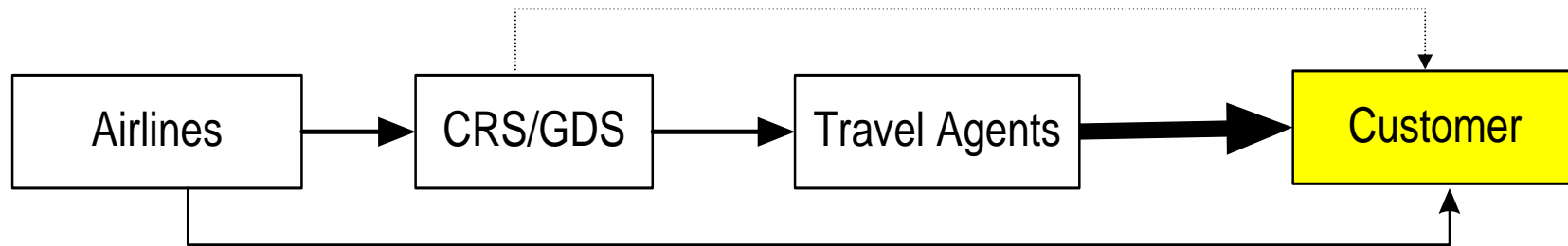
- Tickets are **non-transferable contracts**,
- high level of fixed cost, **low marginal cost** per passenger (about 13% of the overall cost),
- high level of **differential pricing** (up to 20 different booking classes are defined for a single flight in which only two (or three) service classes.
- The **product spectrum** is a continuum between:
 - comprehensive offerings of the big international airlines or airline alliances with millions of possible routes in a hub & spoke network, connections to the main metropolitan airports, and complimentary inflight service and
 - smaller, mostly independent airlines which offer a limited number of direct connections, often to smaller airports and in most cases no complimentary inflight service in return for aggressively priced tickets

Impact of the Web

Overall expectation: the Web is going to become a major channel because of

- the salience of **rich and topical information** for customers,
- tourism suppliers address a **global audience** and almost every Internet user is a potential customer,
- **intense competition on the Web** among incumbents and new players has led to the emergence of numerous leading Web sites, which offer a wealth of multi-media information and efficient transaction support.

Status-quo ante (1990)



The dynamics of market structure changes: Some evidence

First act:

Airlines sell d

and change t
of the game,
auctions and
commissions

The screenshot shows the Lufthansa website interface. At the top, there's a navigation bar with 'Home | Newsletter | Hilfe & Kontakt' and a language dropdown set to 'Deutsch'. Below this is a banner with the Lufthansa logo and the slogan 'There's no better way to fly.' followed by an image of a Lufthansa aircraft.

The main navigation bar includes 'Buchen & Preise', 'Miles & More', 'Info & Service', 'My Lufthansa', 'Shop & More', and 'Der Konzern'. Below this is a secondary navigation bar with 'Flugbuchung', 'Angebote', 'Prämienbuchung', 'Flugprämien', and 'Tipps zur Buchung'.

The 'Suchen & Buchen' section is the central focus, featuring a search form with fields for 'Route' (set to 'Hin- und Rückflug'), 'Von' (empty), 'Nach' (empty), 'Hinflug' (set to 'TT'), 'Rückflug' (set to 'TT'), 'Airline' (set to 'Lufthansa'), and 'Buchungsklasse' (set to 'Economy'). There are also checkboxes for 'Nur Direktflüge' and radio buttons for 'So flexibel wie möglich' and 'So günstig wie möglich'. A 'Flüge suchen' button is at the bottom right of the search form.

On the left side, there are several promotional boxes:

- Fluginfo:** A search box for flight numbers (LH) and a dropdown for 'Ankunft'. Below it is a list of flights from 'Von Düsseldorf':
 - Budapest ab 129 €*
 - Bologna ab 158 €*
 - Nizza ab 158 €*
 - Rom ab 158 €*
 - Venedig ab 147 €*
- Ready to fly?** A list of flights:
 - New York ab 390 €*
 - Miami ab 423 €*
 - Los Angeles ab 511 €*
 - S. Francisco ab 501 €*
- USA Angebote:** A list of flights:
 - New York ab 390 €*
 - Miami ab 423 €*
 - Los Angeles ab 511 €*
 - S. Francisco ab 501 €*

At the bottom of the search form, there are three promotional banners:

- Weihnachten in ganz Europa:** Promoting flights to Brussels (172 €*), Nizza (187 €*), and Barcelona (183 €*) with a *zzgl. 30,-€ Lufthansa Ticket Service Charge.
- Ihr Meilenschnäppchen:** Promoting flights for 13,000 miles to various European cities.
- Mitspielen und Gewinnen!:** Promoting a game where users can win prizes.
- Ganz Deutschland für 99 Euro*!:** Promoting flights within Germany for 99 Euro, with a *zzgl. 30,-€ Lufthansa Ticket Service Charge.

On the right side, there is a 'Login' section with options for 'Login', 'Neuanmeldung', and 'Warum anmelden?'. Below that is a 'Miles & More - Verlieren Sie keine Meilen mehr!' section with options for 'Kostenlos bei Miles & More Teilnehmer werden.', 'Neue Miles & More Teilnehmer werben und 2.000 Meilen kassieren!', 'Infos zur Lufthansa Ticket Service Charge.', and 'Alle Kontakte zu Lufthansa in Deutschland.'.

Success rates of online direct sales

While Lufthansa achieved a direct sales ratio of 7-8% in 1999 and forecasted 14% for 2003, other players are doing far better: Southwest sold 27% online in January 2000, and easyJet ...

12 December 2000

passenger and Internet statistics, November 2000

Below are the easyJet passenger and Internet statistics for November 2000. This information will be published on a monthly basis.

	November 2000	November 1999	12 months ending 30 November 2000
<i>Passengers⁽¹⁾</i>	498,796	374,703	5,887,402
<i>Load Factor⁽²⁾</i>	80.0%	76.3%	81.5%
<i>Internet Sales Percentage⁽³⁾</i>	79.4%	50.0%	69.5%

How would you explain the success in online sales?

Trends in overall online travel market size – W. Europe 1998 - 2006

W.Europe	Market	Internet sales	Internet sales	Internet sales
Year	(billion E.)	(billion E)	in % of market	increase %
1998	192	0.227	0.1%	N.A.
1999	200	0.800	0.4%	252%
2000	208	2.550	1.2%	219%
2001	208	4.880	2.3%	91%
2002	208	8.2	3.9%	67%
2003	216	11.7	5.4%	44%
2004	225	14.9	6.6%	27%
2005	232	17.8	7.7%	19 %
2006	239	20.5	8.6%	15%

Note: Each year's actual average exchange rates have been applied for 1998-2003.

Quelle: [Carl H. Marcussen, PhD, Senior Researcher,](#)
[Centre for Regional and Tourism Research](#)

easyJet

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from

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Amsterdam (AMS)
Athens (ATH)
Barcelona (BCN)

flying out on

17 December

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1



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easyJet launches
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accommodation partner

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of national epilepsy charity

ON TIME

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77% of all flights arrived on
time

94% arrived within one hour

Live flight arrivals



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From

From ->

To

-> To

Flying out on

20 December 2004

Returning on

no. just one way

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1 adult

0 children

0 infants

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Travel insurance:
are you covered?

View/change your booking

Your email address

Your password

Booking reference (optional)

Travellers' tales... tying the knot!



The dynamics of market structure changes: Second act

CRS/GDS
build online
travel
supermarkets
for consumers!

travelocity

Customer Care | My Stuff

Home | Flights | Hotels | Cars/Rail | Vacations | Cruises | Last Minute Deals

Travel Info Center | Flight Status | Destination Guides | Travelocity Business | About Travelocity

Find Me The Best Priced Trip!

Flight Flight+Hotel Hotel Car

From: To:

Search: Exact Dates Flexible Dates

Depart: Jan 6 Anytime

Return: Jan 9 Anytime

Adults (15-64) Children (2-14) Seniors (65+)

1 0 0

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Last Minute Deals

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- Give the Gift of Travel: Gift Certificates for Last Minute Deals

Flight Deals

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- Holiday Flights on Sale - Fly Round-Trip From \$103+

Cruise Deals

- Last Minute Cruises on Carnival From \$269
- Up to \$200 Cash Back on Norwegian Cruise Line

Enter to win the You Fly, We Buy! Sweepstakes

Need ideas?

- Hawaii & Florida
- California & Arizona
- Gay & Lesbian Travel
- Las Vegas & Casinos
- Caribbean & Mexico
- Ski Travel

Holiday deals, travel tips, and more

Travelocity's Official Card

Second act: New Web-based roles for intermediaries (2): CRS/GDS

CRS/GDS
build online
travel
supermarkets
for consumers

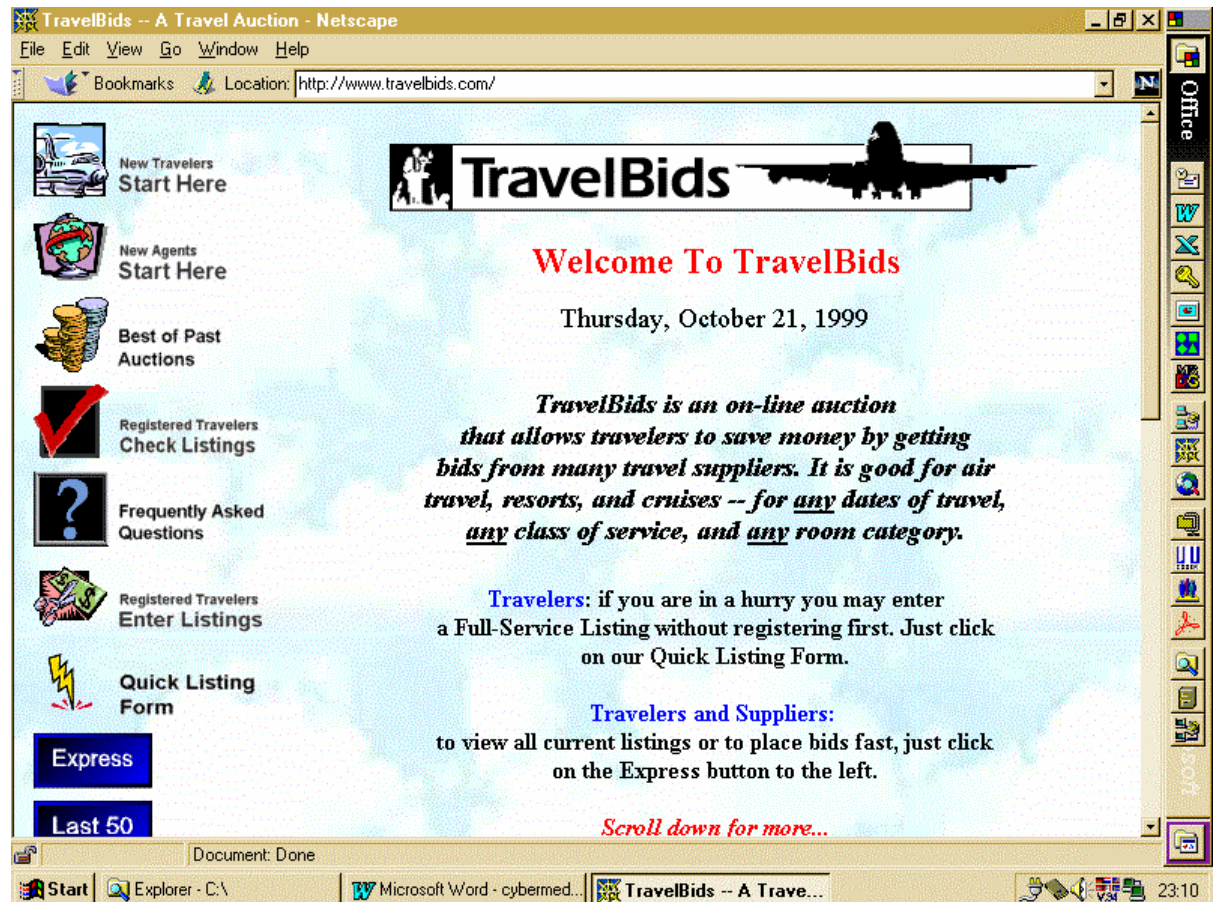
Recent developments

- 1999: merger with Preview travel
-> consolidation and concentration
- 2000: marketing alliance with Priceline.com, America Online and several airlines
-> criss-crossing alliances

Travelocity.com
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A Sa
Find
a Fl
Find the
Leaving
Show m
Departin
Check Gates & Times for Flights
Check the status of a flight! Don't know the flight number? [Click here!](#)
Airline: Flight Number:
View More Tools...
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VISA [Travelocity Prefers Visa!](#)
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Document: Done
Start Explorer - C:\ Microsoft Word - cybermed... Travelocity.com-airlin... 23:11

The dynamics of market structure changes: Third act

New players, so called cybermediaries, position themselves prominently as consumers' advocates with innovative pricing models (demand collection, demand aggregation, reverse auction)





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Number of Tickets: 1 ticket

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Intermediaries' functions and value propositions

...

- information services, such as price and product comparisons -> **information costs**
- efficient coordination of exchange relations, e.g. demand collection and aggregation -> **allocation costs**
- balancing suppliers' interest and customer needs, often focusing on the role as **consumers' advocate**
- adding distinctive value, typically based on the potentials of the Web, e.g. innovative **cooperation models**
- specific exchange institutions such as trust and credibility mechanisms -> **extended value propositions.**

The dynamics of market structure changes: Fourth act

Wall Street Journal: Airlines Co-operate to Win Online Market Share

Apr 14 2000: Twenty-seven airlines have joined together to establish a new one-stop-shop reservations site in a bid to compete aggressively online with existing sites such as Travelocity and Priceline.com.

- 11 European Airlines are pursuing a similar strategy (online travel marketplace 'Otopenia')
- The airlines' move can be interpreted as an imitation of the CRS' online strategy and is motivated by high costs of tourism Web sites and assumptions about customer preferences

- Quick Search
- Flights
- Hotels
- Cars
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MY STUFF
- My Account
- Deals
- News & Guides
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- Hotel
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- Build your trip, find a great deal!**
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- Hotel + Car

From City name or [airport code](#)

To City name or [airport code](#)

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OPTIONAL (U.S. & CANADA ONLY)

Search one day before and after
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Travelers [\(up to 9\)](#)

Adult (18-64)	Senior (65+)	Youth (12-17)	Child (2-11)	Infant in lap (under 2 yrs)	Infant in seat (under 2 yrs)
<input type="button" value="1"/> <input type="button" value="v"/>	<input type="button" value="0"/> <input type="button" value="v"/>	<input type="button" value="0"/> <input type="button" value="v"/>	<input type="button" value="0"/> <input type="button" value="v"/>	<input type="button" value="0"/> <input type="button" value="v"/>	<input type="button" value="0"/> <input type="button" value="v"/>

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 (One-way, non-stops, preferred airlines, etc.)

Find



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Explore Top destinations/interests

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* Some taxes, fees additional. [Learn more](#)

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Predatory disintermediation ?

- The announcement has not been well received in all quarters. The **American Society of Travel Agents (ASTA)** has demanded an investigation into the planned site from the Justice Department. ASTA says the site would offer an ‘opportunity’ for collusion on pricing .
- ALEXANDRIA, VA, April 13, 2000 - The **Coalition for Travel Industry Parity (CTIP)** has sent a letter to the Attorney General of the Department of Justice's Anti-Trust Division announcing that it fully supports the complaint filed by the American Society of Travel Agents (ASTA) regarding the proposed 27-airline joint Web site.
- The **German Travel Agents Association** (Deutsche Reisebüro- und Reiseveranstalter-Verband) has asked the federal anti-trust agency (Bundeskartellamt) to check the announced alliance.

Options for travel agents?

AMERICAN EXPRESS® BUSINESS TRAVEL

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Take advantage of our expertise to increase efficiency and reduce expenses.

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FareGuard

It's happened to everyone: you book a flight and then you hear about a significantly cheaper fare on the same route. With most web sites and travel agencies, you'd never even hear about the lower fare - and the money you could save. But you'll never experience that frustration again when you book a flight on biztravel.com thanks to our new patent-pending technology, FareGuard .

How does FareGuard work? After you book a flight, our exclusive FareGuard technology will automatically check the reservation system for cheaper fares every day until the day before your scheduled departure - even after ticketing!

Does FareGuard only check for changes on the specific flight I booked? No. FareGuard will even identify cheaper flights from alternative airports in your area or at alternate times on the same day you're scheduled to depart.

What about fees for changing tickets? If you book a restricted ticket, Fare Guard will take into account all change or cancellation fees and only notify you if changing flights will save you \$25 or more after paying all fees.

How will I be notified? We will e-mail you with the details of the cheaper flight. This e-mail will also tell you how to contact us to change flights, if you choose to do so.

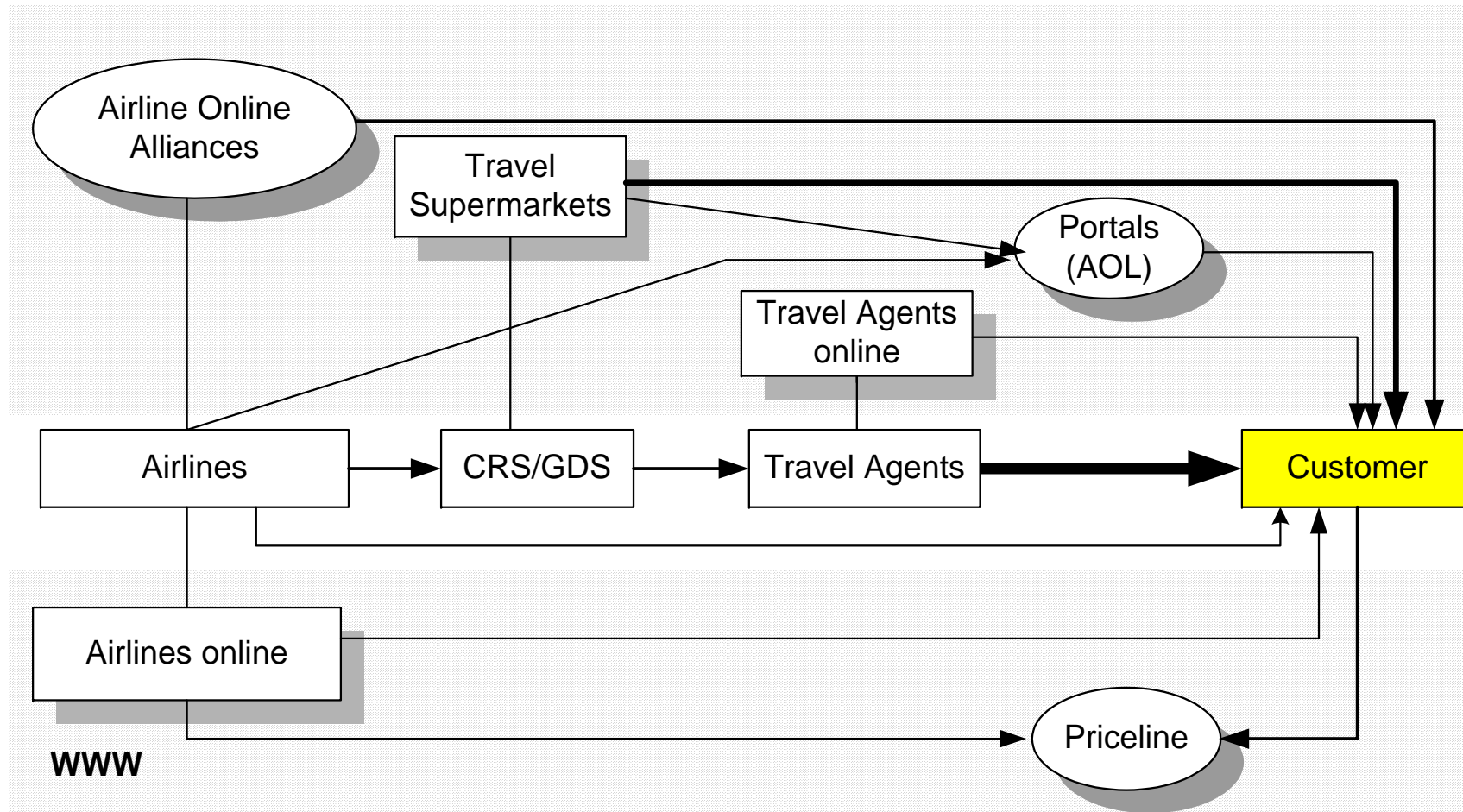
Will you rebook me automatically? No. We'll only change your flight or fare with your permission.

Is this service available for all airlines? Yes. The system checks all airlines in

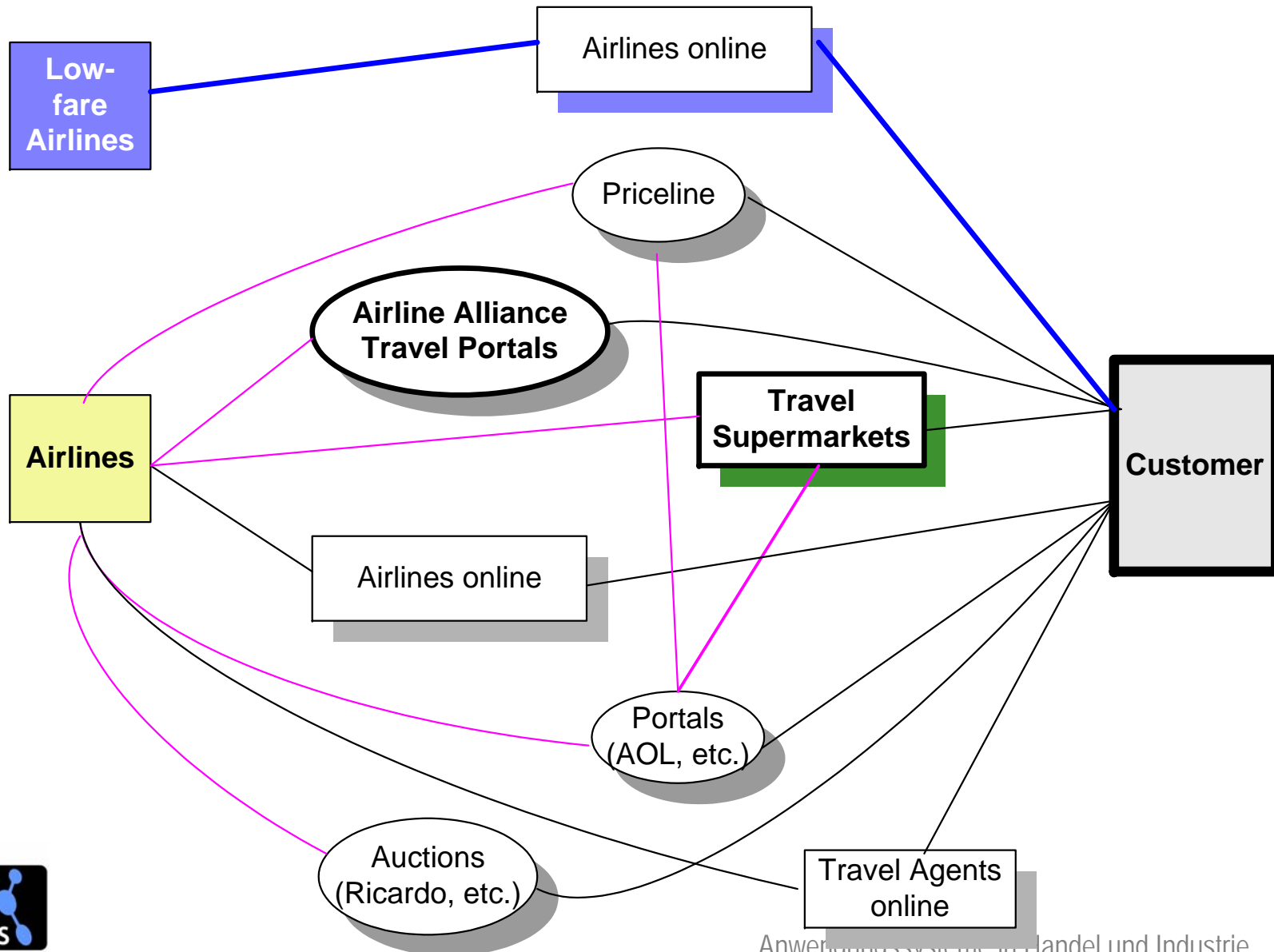
"Refunds for delayed flights"

Innovative compensation scheme for delayed flights on selected airlines. Hal Rosenbluth argues, he would rather invest in compensating travelers than in advertising.

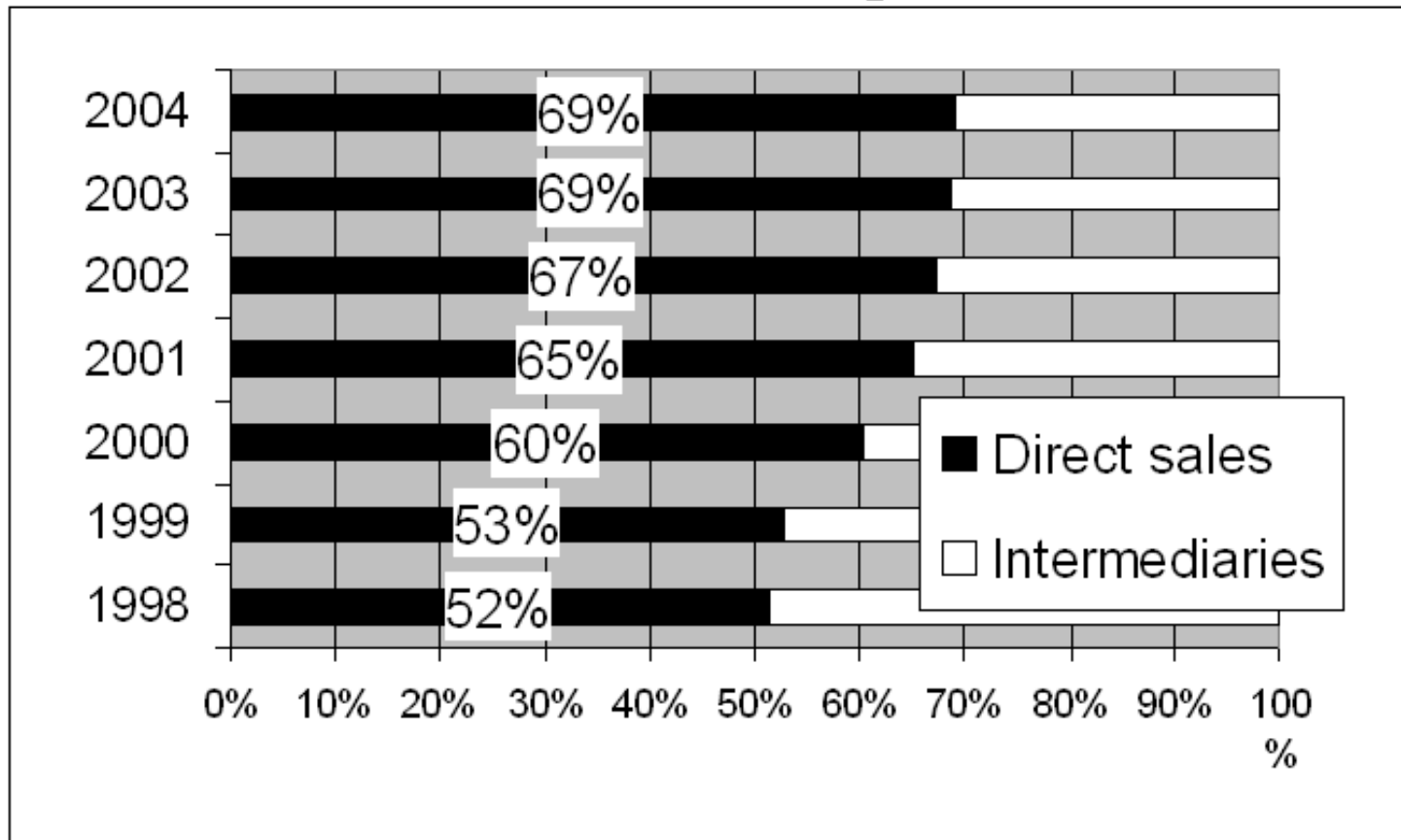
A stylized description of the current situation



... another view



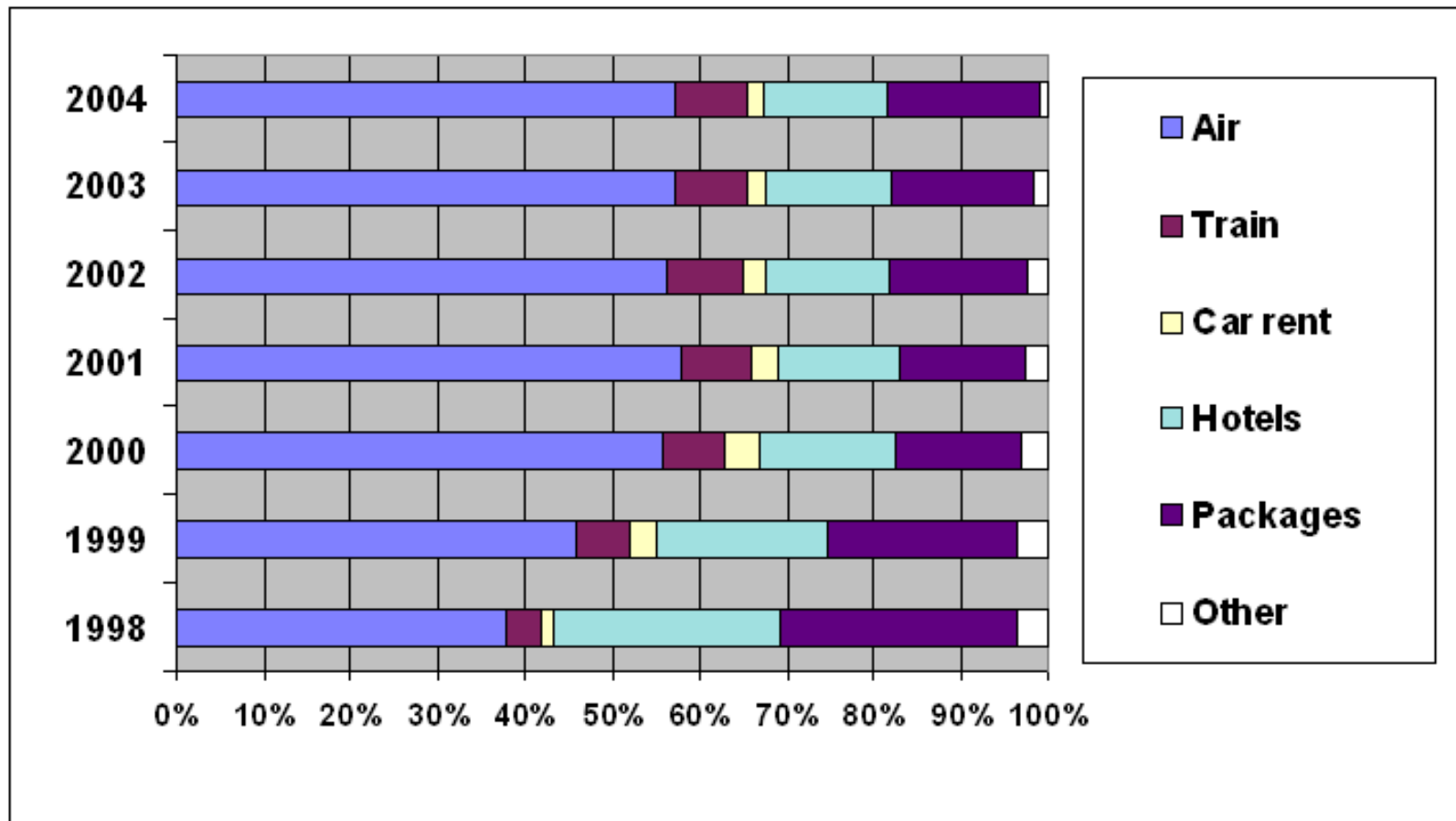
Trends in the European online travel market - by channel



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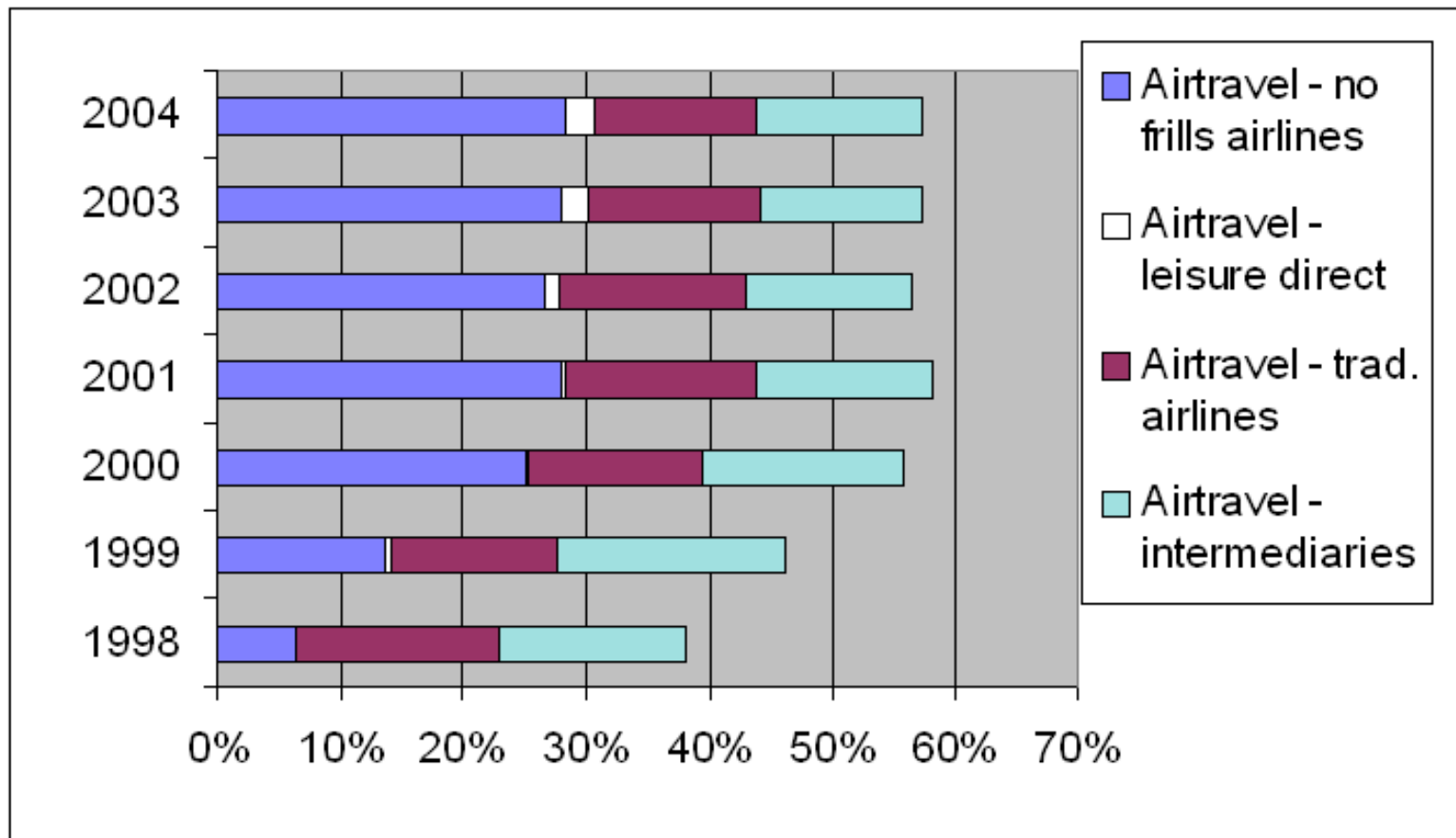
Online Marktanteil nach Produkten

Trends in the European online travel market - by type of service (%): Air tickets accounted for 57% in 2003.



Online Marktanteil der Billig-Fluggesellschaften

No frills airlines – a major force behinds the trends in the W. European online travel market.



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Winners and losers

- As the Web provides efficiency and market access small market segments for **specialized product & price offerings** have successfully emerged but appear to be restricted to niches.
- **Smaller airlines** with fairly simple low-cost offerings and price incentives for their clients to use their Online offering have successfully used the Web to leverage their market position.
- The **online travel supermarkets** have captured the biggest market share: one-stop-shopping sites with a broad assortment and efficient and versatile transaction support, integrating different business models such as online catalogs, demand collection and auctions.
- Many **travel agencies** are in severe danger of losing a critical part of their revenues which might become threatening for their existence. Despite still strong ticket sales, travel agents are striving to improve their efficiency and hence further consolidation in search of scale economies is likely.



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Sölden/Hochsölden

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Die offizielle Homepage des Tourismusverbandes Sölden finden Sie unter: www.soelden.com

Big 3 - Dem Himmel ein Stück näher

Ihre aktuelle Position

	21.12. -3°C/27F
	22.12. -2°C/28F
	90cm
	Livecams

Tourismusverband
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Tel. +43(0) 5446-22690, Fax 2532
info@stantonamarlberg.com



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- > Schneebericht
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- > Wetter
- > Ski/Snowboardschulen
- > Wellness

Aktuelle Informationen



Zufahrt nach St. Anton und St. Christoph am Arlberg mit Winterausrüstung möglich.

[Geöffnete Lifte und Pisten](#) [Schneebericht!](#)

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Wir wünschen einen schönen Skitag am Arlberg!

Unsere 4,3 km lange Rodelbahn ist ab 21. Dezember 2004 geöffnet!

Unverbindliche Anfrage

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Skishow mit Fackellauf am 30. 12. 2004

Skishow mit Fackellauf und Klangfeuerwerk

20.30 Uhr beim WM-Zielstadion



Anreise

Tag: 20 Monat: 12 Jahr: 2004

Nächte: 1 Raum: 1 Person: 2

Zimmer Apartments

created by spherecast & feratel