Hes·so VALAIS WALLIS

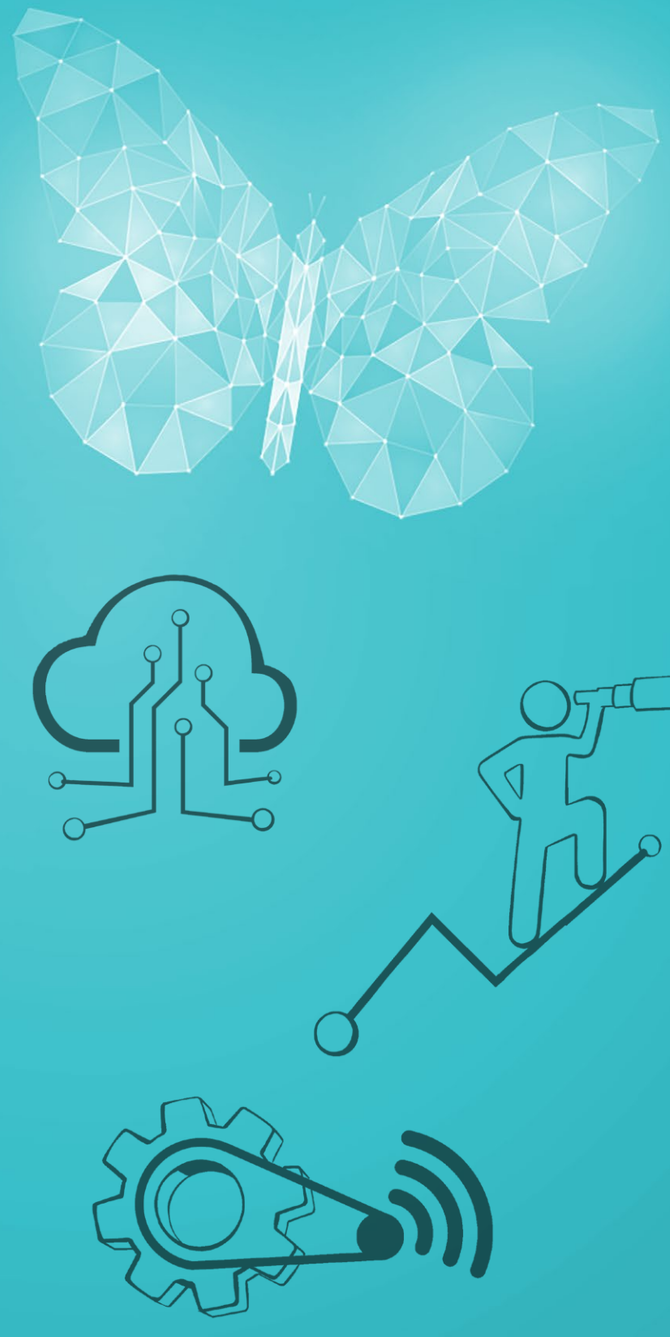
School of Management

DigitalProf.com
Marc K Peter & The Digital Transformation Canvas

Digital Transformation Workshop Canvas – Destination Management Organisations (DMOs)

Develop and implement your digital destination management strategy

Marc K. Peter, Roland Schegg & Michael Fux



Marc K. Peter, Roland Schegg & Michael Fux (2026):
Digital Transformation Workshop Canvas – Destination Management Organisations (DMOs):
Develop and implement your digital destination management strategy.
HES-SO Valais-Wallis School of Management, Sierre/Switzerland

Download your copy at
hotel-business-model-innovation.net

Hes·so VALAIS WALLIS

School of Management

DigitalProf.com
Marc K Peter & The Digital Transformation Canvas

DMO Digital Transformation Workshop Canvas

Develop and implement your digital destination management strategy

1 Customer centricity

Focus topic (current or planned): 7.9/10

For DMOs, customer centricity means creating a seamless omnichannel visitor journey before, during and after the stay (and with reliable information and services across all relevant touchpoints).

Key DMO topics
- Journey mapping and interaction tracking across key visitor segments
- Omnichannel experience across web, mobile, social, email, chat/AI and on-site services
- Personalisation through CRM and marketing automation
- Resident communication, wellbeing and demand steering across time and space

Strategy questions
- Which target segments matter most and what needs can we address better than others?
- Which visitor problems are we uniquely positioned to solve better than platforms (OTAs/LLMs)?
- What are our most critical visitor journeys (e.g. inspiration → planning → booking → in-destination → loyalty) and where are the biggest friction points?
- How should our service model (e.g. digital concierge, chat, self-service, proactive messaging) evolve as physical touchpoints decline?
- How can we use digital to spread demand (time/space) and support sustainability goals?
- Which interactions should remain human and which ones can be digitalised/automated?
- Which channels truly matter in our destination and how do we keep content consistent?
- How do we improve satisfaction (e.g. NPS), loyalty and the balance between visitor and resident needs?

2 New technologies

Focus topic (current or planned): 8.7/10

For DMOs, new technologies should be adopted selectively to improve efficiency, service, visibility and partner enablement (under tight budgets and rapid change).

Key DMO topics
- Automation of repetitive marketing, reporting and service tasks (e.g. email requests and social posting)
- AI in guest communication and internal operations
- Selective use of AR/VR, interactive tools and gamification
- Reliability, ethics and legal clarity in AI use

Strategy questions
- Which technologies best support our target segments and destination value proposition?
- Which tools can improve conversion (such as booking bridges, payments or availability display)?
- Which automation / AI use cases could save the most time in the next 90 days?
- Which processes should be fully automated and where is assistive AI sufficient?
- What governance do we need for AI quality, privacy, approvals and legal compliance?
- Which IT / technology partner could support us in implementing new digital technology?
- How do we test quickly without creating tool chaos or vendor dependency?

3 Data and the cloud

Focus topic (current or planned): 8.6/10

For DMOs, data and cloud capability mean building a reliable, shared and AI-ready data foundation despite fragmented systems, outdated content and governance challenges.

Key DMO topics
- Accurate live tourism content such as POIs, events, opening hours and availability
- Actionable and lawful customer data in CRM systems
- Standardised data sharing across partners and platforms
- Cloud governance covering privacy, security and access control

Strategy questions
- Who owns data management and what framework will guide it?
- Which core data objects must we master first to support operations and strategy?
- Where does data become outdated and how do we ensure continuous updates?
- What is our minimum viable architecture and which integrations are mission-critical?
- Where do we store and how do we protect our data?
- Which standards improve interoperability and visibility across platforms and AI systems?
- How do we ensure privacy, consent, retention and AI readiness?

4 New strategies and business models

Focus topic (current or planned): 7.6/10

For DMOs, new strategies and business models mean sharpening the destination's unique value, defining the DMO's future role and identifying sustainable revenue opportunities.

Key DMO topics
- Clarifying the DMO role (e.g. authority, orchestrator, marketplace, service designer or demand manager)
- Using authenticity and sustainability as differentiators
- Developing revenue models such as commissions, memberships, partner services and own products
- Demonstrating value to partners, municipalities and politics

Strategy questions
- What makes our destination distinctive in global competition and how do we express it clearly?
- What should our core role and business model be over the next three to five years?
- What is our strategy for high-season, off-season, weekdays etc. (e.g. dynamic pricing, packaging, targeted segments)?
- How do we reduce dependence on platforms while still benefiting from their reach?
- Which commercial activities fit our mandate and strengthen the ecosystem?
- How do we combine authenticity, sustainability and growth expectations?
- Which outcomes matter most to partners and public stakeholders and how do we prove them?

5 Process management

Focus topic (current or planned): 7.6/10

For DMOs, process management means simplifying and standardising partner, content, campaign and service workflows to reduce administrative effort and improve delivery.

Key DMO topics
- Partner onboarding and data contribution processes
- Integration of booking and availability into the visitor journey
- Campaign execution and outcome measurement
- Internal workflows, approvals and collaboration routines

Strategy questions
- Which processes consume the most time today and what should better performance look like?
- Where do we need digital workflows to keep content current and reliable?
- Which quick wins can we automate now in reporting, posting, email handling or reminders?
- How do we structure digital support for partners through training, templates or helpdesks?
- Where do handoffs fail between DMOs, partners and vendors (and how do we clarify responsibilities)?
- How do we prioritise process improvements under limited resources and compliance demands?

6 Digital leadership and culture

Focus topic (current or planned): 3.8/10

For DMOs, digital leadership and culture mean building skills, focus and governance while guiding teams through change and balancing quick wins with long-term capability building.

Key DMO topics
- Attracting and retaining digital talent under budget constraints
- Creating a culture of experimentation with clear guardrails
- Improving AI literacy and responsible use
- Coordinating governance across municipalities, partners and politics

Strategy questions
- Which leadership priorities and working principles will best motivate our team?
- Which cultural norms should guide decisions, collaboration and experimentation?
- Which critical digital roles must we secure internally or externally?
- What is our plan for AI adoption, training, tool use and review rules?
- How do we upskill staff facing digital change and reduce resistance?
- How do we build buy-in for transformation among partners, residents and public stakeholders?

7 Digital marketing

Focus topic (current or planned): 8.5/10

For DMOs, digital marketing is about reaching target segments effectively across channels while improving visibility, conversion, attribution and control of the destination narrative.

Key DMO topics
- Distribution strategy across owned, earned, paid and partner channels
- Social media, influencer use and channel prioritisation
- Marketing automation and personalisation
- Performance measurement, ROI and AI/LLM visibility

Strategy questions
- What are our core marketing objectives, target audiences and channel priorities?
- Which content formats are needed per channel and how do we adapt them efficiently?
- Where do users drop out of the funnel and which conversion improvements matter most?
- How do we protect authority and narrative control in a world of AI platforms and LLMs?
- What must we do to improve SEO, GEO/AEO and overall LLM friendliness?
- How do we measure success across traffic, qualified audiences, bookings, value creation and acceptance?
- How do we implement marketing automation without harming authenticity?

Source: Marc K. Peter, Roland Schegg & Michael Fux (2026):
Digital Transformation Workshop Canvas – Destination Management Organisations (DMOs):
Develop and implement your digital destination management strategy.
HES-SO Valais-Wallis School of Management, Sierre/Switzerland

Based on research from Peter et al. (2020, 2024, 2025) and
Schegg et al. (2026) among 266 Destination Management Organisations (DMOs)
in Austria (37), Canada (21), France (131) and Switzerland (77).

Version: 08/2026

Hes·so VALAIS WALLIS

School of Management

DigitalProf.com
Marc K Peter & The Digital Transformation Canvas

DMO Digital Transformation Workshop Canvas

Develop and implement your digital destination management strategy

1 Customer centricity

Focus topic (current or planned): 7.9/10

For DMOs, customer centricity means creating a seamless omnichannel visitor journey before, during and after the stay (and with reliable information and services across all relevant touchpoints).

2 New technologies

Focus topic (current or planned): 8.7/10

For DMOs, new technologies should be adopted selectively to improve efficiency, service, visibility and partner enablement (under tight budgets and rapid change).

3 Data and the cloud

Focus topic (current or planned): 8.6/10

For DMOs, data and cloud capability mean building a reliable, shared and AI-ready data foundation despite fragmented systems, outdated content and governance challenges.

4 New strategies and business models

Focus topic (current or planned): 7.6/10

For DMOs, new strategies and business models mean sharpening the destination's unique value, defining the DMO's future role and identifying sustainable revenue opportunities.

5 Process management

Focus topic (current or planned): 7.6/10

For DMOs, process management means simplifying and standardising partner, content, campaign and service workflows to reduce administrative effort and improve delivery.

6 Digital leadership and culture

Focus topic (current or planned): 3.8/10

For DMOs, digital leadership and culture mean building skills, focus and governance while guiding teams through change and balancing quick wins with long-term capability building.

7 Digital marketing

Focus topic (current or planned): 8.5/10

For DMOs, digital marketing is about reaching target segments effectively across channels while improving visibility, conversion, attribution and control of the destination narrative.

Source: Marc K. Peter, Roland Schegg & Michael Fux (2026):
Digital Transformation Workshop Canvas – Destination Management Organisations (DMOs):
Develop and implement your digital destination management strategy.
HES-SO Valais-Wallis School of Management, Sierre/Switzerland

Based on research from Peter et al. (2020, 2024, 2025) and
Schegg et al. (2026) among 266 Destination Management Organisations (DMOs)
in Austria (37), Canada (21), France (131) and Switzerland (77).

Version: 08/2026

Hes·so VALAIS WALLIS

School of Management

DigitalProf.com
Marc K Peter & The Digital Transformation Canvas

DMO Digital Transformation Workshop Canvas

Develop and implement your digital destination management strategy

How to use the workshop canvas for digital transformation

The workshop canvas for digital transformation delivers quick results. In a one-day workshop, your team covers the seven action fields of digital transformation with the help of pre-defined topics and questions to compile and describe challenges, opportunities and project ideas. In this way, the organisation's management is intentionally using the collective knowledge of the organisation and ensures that the experiences, ideas and suggestions for improvement from employees are incorporated into the strategy development.

In three steps, the workshop canvas for digital transformation will enable you to develop your digital roadmap that will empower your teams and increase your competitiveness in the digital age:

Step 1: Workshops
In one-day workshops and by answering the workshop questions, the team identifies opportunities for the strategy, and countless suggestions and project ideas emerge. The results from the workshops are documented and the completed workshop canvas is recorded in a photo log or screenshot when workshopped with virtual teams. Then the results are communicated to those within the organisation and the employees thanked for their energy and ideas.

Step 2: Ideas and priorities
The project ideas (candidates) are collected and categorised by topic. For this purpose, either use the action fields for categorisation or create new, organisation-specific categories. Often, ideas are grouped into 'possible projects'. The project ideas are now discussed by the project team or by management. A second workshop day is held for this purpose. Afterwards, management can discuss and prioritise the proposals.

Step 3: The digital roadmap
Ultimately, the project candidates that are selected and supported by management or the board of directors lead to the digital roadmap. The digital roadmap is the lightest form of a digital strategy: it summarises and describes all strategic initiatives/projects that will support your success in the digital age. Visit www.the-digital-transformation-canvas.com for an example and template of the digital roadmap.

The workshop canvas helps an organisation to quickly and leanly arrive at a digital strategy, the digital roadmap.

Partnership

In partnership with the Resilient Tourism Flagship project, supported by Innosuisse

RESILIENT TOURISM

Flagship supported by

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Innosuisse – Swiss Innovation Agency

The book

The practical book on digital transformation provides insights and the digital transformation canvas on how to tackle all important digital topics. Together, you and your colleagues will develop a digital roadmap with clearly described steps that will lead to your business strategy for the digital age.

Now available
in your bookstore!

The main author

Marc K Peter is Professor of Digital Business at the HES-SO Valais-Wallis School of Management (Switzerland) and faculty member at the University of Bern (Switzerland) and University of Rochester (USA) Rochester-Bern Executive Programs, at the University of Basel (Switzerland) and at Charles Sturt University (Australia).

He has over 30 years of professional experience in SMEs and large enterprises, including eBay, E*TRADE (ANZ) and LexisNexis in Europe and Asia-Pacific. Over the past decade, he supported many organisations in their pursuit of digital transformation, among others, Accenture, Amnesty International, BDO, Canon, Caritas, Lenovo, Logitech, Mayo Clinic, MSD, Sharp, Siemens, Swisscom and T-Systems.

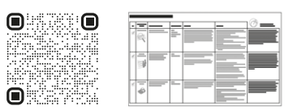
Visit www.digitalprof.com to contact the author.

www.digitalprof.com

Online resources

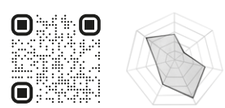
Download the SME canvas for digital transformation:
www.the-digital-transformation-canvas.com/canvas

Download the ACT method – extended workshop canvas:
www.the-digital-transformation-canvas.com/act-canvas



Download the ACT method checklist:
www.the-digital-transformation-canvas.com/act-checklist

Download the digital roadmap template and SME example:
www.the-digital-transformation-canvas.com/roadmap



Complete the Digital Strategy Check
for an assessment of your digital maturity:
www.digital-strategy-check.com

Source: Marc K. Peter, Roland Schegg & Michael Fux (2026):
Digital Transformation Workshop Canvas – Destination Management Organisations (DMOs):
Develop and implement your digital destination management strategy.
HES-SO Valais-Wallis School of Management, Sierre/Switzerland

Based on research from Peter et al. (2020, 2024, 2025) and
Schegg et al. (2026) among 266 Destination Management Organisations (DMOs)
in Austria (37), Canada (21), France (131) and Switzerland (77).

Version: 08/2026