

# MONTREUX VEVEY TOURISME

*From Physical to Digital: The Evolution of the Montreux Riviera Card*



## SNAPSHOT

### Need

- Define the problem blocking the project
- Solve a technical problem
- Get stakeholders on board

### Solution

- Analysis of the technical solution
- Analysis of the state of digitalization in the region
- Workshops with key stakeholders

### Benefits

- Better understanding of the challenges
- Start of collaboration with stakeholders
- Definition of a feasible action plan

*"Le coaching de l'EHL et son équipe très professionnelle nous a apporté un nouveau regard sur la problématique, a permis d'ouvrir le dialogue avec les parties prenantes au projet et apporter une nouvelle analyse et de nouvelles mises en lumière. La vision s'est renforcée, mais la manière a évolué afin que le projet voit le jour dans un avenir très proche. Une collaboration des plus enrichissante où les termes «tourisme résilient» et «transformation» prennent tout leur sens."*

Grégoire Chappuis, Head of Marketing

## BACKGROUND & CHALLENGES

Since 2005, Montreux-Vevey Tourisme (MVT) has been delivering the Montreux Riviera Card (MRC), a card funded by the tourist tax that grants visitors access to major attractions with various benefits. Since 2013, hoteliers have been using a specific software to issue this card. Despite the software's efficiency, the card is still distributed in physical format, which complicates the registration process for hoteliers and limits data sharing among stakeholders who need visitor data.

In October 2021, a project was initiated to adapt the MRC to align with Montreux Riviera's 2023 Strategy and improve the administration and collection of the tourist tax. Facing numerous issues during the project's implementation, MVT sought support from EHL to find solutions and clarify challenges.

## SOLUTION

To address the challenges, MVT received support from EHL to engage hoteliers and tourism stakeholders in the initiative. The following steps were taken:

- **Software and System Analysis:** defined the context and objectives, conducted a thorough analysis of the existing software, identified challenges and bottlenecks in the current system.
- **Stakeholder Engagement:** conducted a study on digital usage among hoteliers, organized and facilitated two workshops with hoteliers to understand their perspectives and gather insights, brought together stakeholders to discuss future strategies and suggest actionable steps.

## RESULTS

### • Enhanced Understanding of the Situation

Improved understanding of the challenges faced by hoteliers and other stakeholders

### • Collaboration Initiation with Main Stakeholders

Initiated discussions and collaboration with hoteliers and key stakeholders, setting the stage for future cooperation.

### • Define Project Action Plan and Next Steps

Developed an action matrix prioritizing tasks to address challenges and streamline the digital transition

