

## **Appendix**

### **Open survey questions for tour operators of Russia**

1. Do you find the current state of digital workflow efficient? If no, specify why.
2. In your opinion, are you using enough technological tools and up-to-date software in your agency? If not, what is the reason for that? (e.g., money, no need, lack of skills)
3. What would you say are the main obstacles you experience with digitalization in your day-to-day work?
4. Do you think the way you present information online is easy for the client to comprehend?
5. How do you think, will the services of tour operators and travel agents be in demand in the context of digitalization in the nearest future? Specify why.
6. Have you heard of the term “big data”? Does your travel agency use it to analyze tourist traffic and personalize customer requests?
7. Which methods of communication with a client are you using and why?
8. What tools does your agency use for creating and booking tours to stay competitive?