

THE TOURISM ECOSYSTEM

WHAT IS THE TOURISM ECOSYSTEM?

It is a combination of businesses, organizations and strategic partners working in the tourism sector who, through their offer of products and / or services and the markets to which they are similar interests for the same sector of activity and the same clientele.



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OCA TOURISM IN OUE BEC

In Quebec, the number of Aboriginal tourism businesses has more than doubled since the early 2000s and now represents more than 220 businesses in 17 of the province's 21 tourism regions.

It should be remembered that, every year, Aboriginal Quebec shares its culture with 1.2 million visitors and creates nearly 4,000 jobs while generating economic spinoffs of \$ 169 million.

Profile of the industry

Tourism is a major industry in Quebec with economic benefits exceeding those of the mining, agriculture and aerospace sectors.

QUEBEC'S GROWING TOURISM INDUSTRY

The positive results recorded in 2017 continued through 2018 with significant increases in tourism revenues, the number of tourists and room occupancy. This growth is due to more tourists from the U.S. and overseas as well as a loyal Canadian base.

This trend is the exact opposite of what was observed at the beginning of the decade when visits from the United States were on the decline and domestic consumers (Quebec and the rest of Canada) turned to foreign destinations. Various factors indicate an exceptional 2019 and continued growth subsequently.

According to the Ministry of Tourism, the tourism industry welcomes more than 93 million visitors annually, nearly 8 million tourists outside Quebec, sustains about 377,000 jobs and generates more than 14 billion dollars in revenue.

32 103 SMEs, 83% with less than 20 employees

More than

mining, agriculture, aerospace

7,9 million tourists from outside Quebec

377 000 jobs



Alliance de l'industrie touristique du Québec

Brings together, collaborates with and represents enterprises and associations in the tourism sector

| Promotion outside Quebec

- Marketing tailored to experiences (14)
 QAT is the leader of the Indigenous traditions experience
- Manages the Québec Original brand

Indigenous tourism features among the 14 tourism experiences promoted by the Alliance de l'industrie touristique du Québec and among the 5 distinctive experiences supported by Canada Economic Development.

Québec 🖁 🛣

Gouvernment of Quebec

- | Ministry of Tourism (MTO): development of the offer, hospitality industry, tourism intelligence and financing tourism enterprises
- Forests, Wildlife and Parks (MFFP)
- Culture and Communications (MCC)
- Sustainable Development, Environment and Fight Against Climate Change (MDDELCC)
- Economy, Science and Innovation (MESI)
- Secrétariat aux Affaires Autochtones (SAA)
- Société des établissements de plein air du Québec (SÉPAQ)

Canada

Gouvernment of Canada

- Indigenous Services Canada (ISC)
- Canada Economic Development (CED)
- Community Futures Development Corporation (CFDC)
- Canadian Heritage
- Employment and Social Development Canada
- Parks Canada
- Destination Canada

Sectoral Tourism Associations (known as ATS)

- 17 sectoral tourism associations including QAT, QOF, AEQ, FCMQ, ASSQ, ARF, etc.
- Represent specific tourist activities/attractions/services
- Provide tourism offer development services and training on best business practices
- Provide financial support to some extent
- | QAT: key partner of QOF and AEQ

Regional Tourism Associations (known as ATR)

- 21 regional tourism associations including Eeyou Istchee Baie-James Tourism and Nunavik Tourism (both being Indigenous associations)
- Primary responsibilities: development of the tourism offer, hospitality and promotion within Quebec
- Financed by members, Tourisme Québec and the accommodation tax (3.5% everywhere in Quebec except \$3.50 if the accommodation unit is sold by an intermediary)



Indigenous Tourism Association of Canada

- | Memorandum of Understanding (MOU) with Quebec Aboriginal Tourism
- Development funds
- Joint membership with Quebec Aboriginal Tourism
- Membership with marketing advantage
- Specific partnership with Destination Canada

Other associations & partners

- Corporation de l'Industrie Touristique du Québec (CITQ)
- Conseil Québécois des Ressources Humaines en Tourisme (CQRHT)
- Association québécoise de formation en restauration, en tourisme et en hôtellerie (AQFORTH)

Kéroul

- Universities, CEGEPs (including Kiuna Institution), Transat Chair in Tourism & ITHO
- ACCORD niche: Laurentians, Saguenay-Lac-St-Jean, Eeyoulstchee/JamesBay, Gaspé & Iles-de-la-Madeleine

Québec Maritime

| Québec Authentique

Other associations & partners

- Convention Centre
- Association des croisières du Saint-Laurent (ACSL)
- 89 RCMs in Quebec, municipalities and 2 metropolitan communities (Montreal and Quebec City) with 24 CLDs in operation
- 231 tourist welcome and information centres (BIT, BAT, RIT, Info tourist centres)
- Regional parks
- 55 Indigenous communities
- AFNQL
- First Nations Human Resources Development Commission of Quebec
- Corporation de Développement Économique Montagnaise (Innu)
- Native Commercial Credit Corporation

ABORIGINAL TOURISM

In 2022, Quebec Aboriginal Tourism (QAT) forecasts that more than 1.5 million visitors will attend an Aboriginal tourism business in Quebec. The quality of the welcome, the customer service and the authenticity of the services must be the hallmark of the Aboriginal companies so that they are more and more recognized as being of international caliber. Aboriginal tourism is more than ever a creator of jobs and a source of social, cultural and economic development within communities.

Profile of our industry

In addition to being a driver for the promotion of Indigenous culture and history in our communities, Indigenous tourism is also a key socio-economic activity.

SINCE MORE THAN 25 YEARS, QAT HAS BEEN CONTRIBUTING TO THE SOCIAL, CULTURAL AND ECONOMIC DEVELOPMENT OF QUEBEC'S INDIGENOUS COMMUNITIES.

Our contribution to Indigenous communities and tourism experiences by sharing resources and expertise has been recognized as an effective model for economic development.

Well managed, tourism is an authentic and holistic tool to build and support initiatives that foster understanding between communities locally and internationally.

Partnerships are at the forefront of our mission and initiatives. They contribute to the recognition of Indigenous tourism experiences among what differentiates Quebec and the rest of Canada as tourism destinations. **223** 223 enterprises in 17 of the province's 21 tourism regions

1.2 million visitors annually

over 4000 jobs

\$169 million in economic benefits

Ouebec Aboriginal Tourism: Our mission & services

TQuebec Aboriginal Tourism is the sectoral tourism association recognized by the provincial ministry of tourism as the official representative of Indigenous tourism and by the Assembly of the First Nations of Quebec and Labrador as the catalyst for the development and promotion of the Indigenous tourism offer.

START-UP	MARKET-READY	EXPORT-READY
Community awareness	Travel trade awareness	Travel trade basics
Business start-up support	Consulting services to improve or diversify offer	Consulting services on exports and media placement
	AT ALL TIMES	
Représentation	Research	Search for funding
Training	Development	
Training Mentoring	Development Strategic knowledge	Promotion

International market

THE KEY TO SUCCESS IN THE INTERNATIONAL MARKET IS A GOOD UNDERSTANDING AND IMPLEMENTATION OF THE TOURISM ECOSYSTEM.

Visitors today are looking for an authentic and quality Indigenous cultural tourism experience. Our ancestors, guided by values of respect, honour and integrity, have shared since time immemorial, their culture with visitors. To succeed, our industry needs to respect those same values. Offer an authentic experience and ensure that future generations have the same opportunity.

All Indigenous-owned and Indigenous-managed tourism enterprises must meet industrywide standards to be considered "market-ready". By claiming that you are "market-ready", you are stating that your offer consistently meets high standards of quality. Export Ready 30% Market Ready 30%

According to the latest census of Indigenous tourism enterprises in Quebec:

Around 30% of them are market-ready and 30% export-ready.

You want to go international. But are you really ready?

Analyse the resources and knowledge already in your enterprise's possession. Then, check if you need to make changes.

For further reading: https://canadabusiness.ca/growing/exporting-and-importing/exporting/ starting-to-export/are-you-ready-to-export/

International market: Criteria

Certain criteria need to be met to make it at the international level. The key ones are as follows:

Have a clear pricing structure

- Establish prices 2 years in advance
- | Take into account commissions for your intermediaries when making calculations
- Adjust your prices based on your clientele and offers (individuals, groups, leisure, business, packages, etc.)
- Guarantee prices upon purchase or reservation

Deliver service in a professional manner

- Email invoices and receipts to your customers following a booking or a purchase
- Be attentive, courteous and consistent when delivering service to customers
- Ensure the quality and consistency of your product or service to meet the expectations and needs of your targeted international clientele

Be available and responsive

- Be reachable at all times (24/24, 365 days a year), either by email, phone, fax or via a contact form on your website, etc.
- Be able to respond to a booking request by email or phone within 24 hours

Comply with standards

Comply with government safety and health standards when applicable (food, hygiene, etc.)

International market: Criteria

Y.

Honour your offer

- Offer the product as promoted
- Aim for cultural authenticity (This is vital!)
- Hire trained Indigenous employees who are knowledgeable about their culture to be able to share it
- Be ready and willing to meet the demand

Have a good marketing strategy

- Devise a marketing plan to better understand your international clientele
- Develop quality and effective marketing tools to promote your product votre produit (visual identity, branding, bilingual website, targeted ads, promotional campaign, online store, etc.)
- Establish beneficial partnership agreements (QAT, ATR, Alliance, ITAC, etc.)



Understand the basics of successful marketing





Here are some Indigenous enterprises outside Quebec that cater to international markets:

Grey Eagle Resort & Casino, Alberta

🎾 | Hotel | Museum | Casino | Conference centre



Aurora Village, Northwest Territories

Occupancy rate above 90% | Offers services in English, French, Chinese, Korean and Japanese
 Offers packages with 6 hotels in the Yellowknife area | <u>Canadian Signature Experience</u>



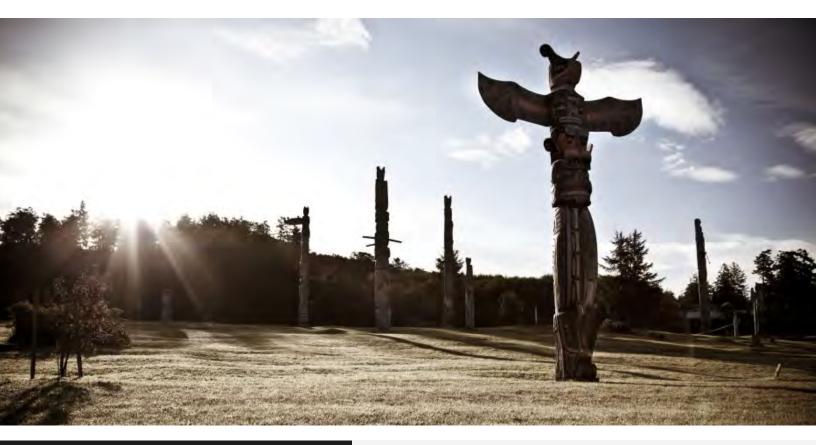
Tundra North Tours, Northwest Territories

Open year-round | 100% of its workforce is Inuit | Canadian Signature Experience



Sea Wolf Adventures, British Columbia

Open year-round | Hiking in the forest | Interpretation of history (Indian residential schools specifically)
 Wildlife viewing | Traditional meals



Centre culturel Squamish Lil'wat, British Columbia

Open year-round | Offers traditional meals to groups | Provides transportation between the community and Whistler | 70% Indigenous employees | <u>Canadian Signature Experience</u>





Press and fam tours are marketing tactics mainly used in the tourism industry. They are held to promote your enterprise to the general public by hosting journalists, travel agents, receptive agents, travel wholesalers, etc. The aim is to make these multipliers experience the tourism offer firsthand so that they can better share and sell it. The media visit will yield printed or digital articles, a TV production or a web series. Tour operators, for their part, will gladly include your offer in a package sold on international markets.

Press tour: Definition

The goal of a press tour is naturally to engage journalists and television production teams so as to obtain positive editorial or media coverage on the tourism offer.

Follow the trend!

Travel bloggers provide content and information to draw audiences. Other influencers specialized in tourism marketing, for their part, mainly use social media like Facebook and Instagram.

In both cases, their audience is complementary to that of tourism magazines/publications and other promotional campaigns.

In short, the key to a successful press tour is to take the participants on a magical and unforgettable adventure to get the maximum media reach.

Do not underestimate the positive impact of a press tour. One of the key advantages: it builds your credibility with your target audience.

Consumers trust editorial content more than paid advertising.

Press tour

FOR WHO?

Journalists, bloggers, influencers, TV crew

WHY?

To promote our industry and enhance Canada's visibility at the international level.

TO KNOW

A simple, clear and tangible idea appeals to journalists. Be accurate and relevant when talking to them. Your message should be creative but personalized. Go for honesty and authenticity. You will convey a better image, be more credible and respected by the journalists.

Financial support available

FAM tour: Definition

A familiarization tour is a trip organized for a travel wholesaler or agency to show them the facilities of a tourism centre, region or country and induce them to promote the attractions to their clients.

Be ready and organized

In the case of a fam tour, it's important to know the inbound operators with whom the wholesaler or travel agency works. Thereafter, a follow-up with the inbound operators is required to ensure that your offer features among the experiences that they sell.

Unlike the press tour where you have to showcase exceptional experiences, it's important to show the regular experiences that are offered to visitors. A fam tour is the fastest way to get a return on your investment.

Always offer a realistic experience.

Some enterprises are not open year-round but can still organize a fam tour.

Familiarization tour for travel planners

ALSO NAME: Éductours, Famtours

FOR WHO?

Leisure or business (e.g., business meetings, incentive trips) **travel agents** (receptive operators, travel agencies, tour operators) **partners** (e.g., ATR, other SMEs) **group multipliers**.

WHY?

One of the most profitable marketing initiatives for an SME.

TO KNOW

Make sure you know which is your receptive agency and communicate. Present your offer in a concise manner bearing in mind they are here to sell your experience.

Limited financial support



Marketing plays an important role in the development of an enterprise. It's an art that requires know-how and experience. To maximize its effectiveness, the entrepreneur must not merely implement the initial marketing plan. He must redefine his strategy in keeping with the evolution of his clients' needs and market trends. How to go about it?

The basics of effective marketing



The basics of effective marketing

Print

Whether it's a flyer, a brochure, an exhibition booth, a postcard or any other promotional tool, the key lies in being true to your brand and in the uniformity and quality of the content, the medium and the graphic design.

Advertising

Its role is to showcase your product or offer through a promotional campaign or targeted advertising space such as magazines, the web, etc. It has the power to influence consumers and encourage them to buy. Advertising is an effective marketing tool for the development of your enterprise or your offer. Also, ad placement on different web media such as social media platforms or specialized websites will improve your offer's visibility.

Direct Marketing

Direct marketing is a communication and sales technique that allows you to send a customized incentive about your offer to your target audience. It enables you to obtain an immediate response in the short and medium term. (Database, email, direct mail, etc.)

Web and social media

Online marketing is an essential approach to showcase and promote your offer. In the case of a website, you should have a solid domain name and choose the right keywords to boost search engine optimization.

The basics of effective marketing

Public relations

Public relations help you effectively manage communications with your target clientele. Three things are essential for the implementation of your different marketing strategies to build a good relationship with your clients: your product's benefits, your objectives and your target audience.

Sponsors

Sponsorship can be an effective means to partially fund your operations. Be aware that before even thinking of approaching sponsors, it's important for you to know your product and your customers to sell it better. For a sponsor, the true value of your offer will always be the intended audience.

Promotion and distribution

Promotion involves targeted or non-targeted incentives to boost the sales of a product. The aim is to catch the consumer's attention by raising awareness and appreciation of a product and eventually lead him to buy it. Distribution is the route taken by a product from the producer to the consumer. It also includes any intermediaries.



Read more about the distribution network on page 39

Sales team

The sales team that represents your enterprise or product must not only possess the talent to sell, but must also work closely with the marketing team. They should master all the key messaging around your offer.

The second secon

Getting a grant is not always easy, be it in the enterprise startup or expansion phase. It's a big challenge. Fortunately, there are several solutions. You just have to decide which one suits your project.

Grants sources for your business

When starting an enterprise or developing an existing one, it's sometimes necessary and often advisable to seek an external source of funding. Your investment is often not enough to support your startup or your operations. Here are some funding sources tailored to Quebec's Indigenous tourism enterprises. Also, do not forget that your Development Advisor at Quebec Aboriginal Tourism is always available to guide you and find the best strategies adapted to your needs.

REFUNDABLE GRANT

NON-REFUNDABLE GRANT

OWN FUNDS REQUIRED (community or SME, 10-50%)

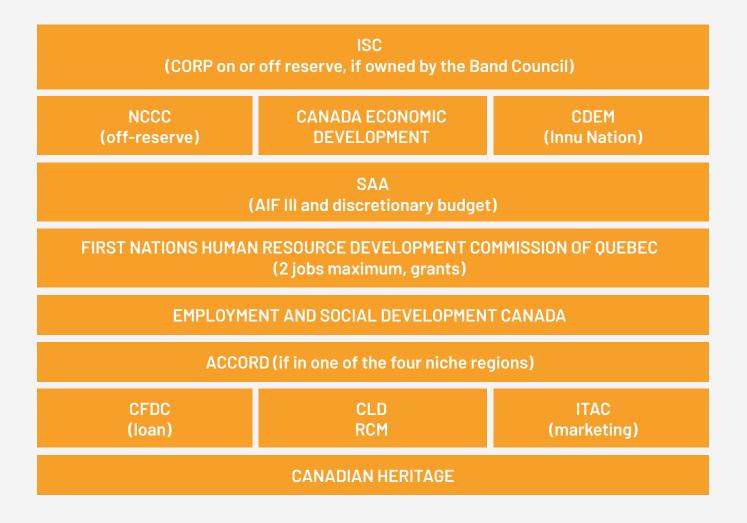
SUPPORT FROM YOUR NATION/COMMUNITY (ON OR OFF RESERVE) (economic development, HR grants)

UP-TO-DATE BUSINESS PLAN SHOWING THE POTENTIAL VALUE AND WEALTH CREATION (jobs, promotion of culture, etc.)

MULTIPLE FINANCIAL PARTNERS: IDEAL SOLUTION

REGIONAL TOURISM PARTNERSHIP AGREEMENT (RTPA)

Grants sources for your business



Grants sources for your business

Tourisme Québec¹:

TOURISM DEVELOPMENT STRATEGIES SUPPORT PROGRAM

FUNDING PROGRAM FOR TOURISM DEVELOPMENT NORTH OF THE 49TH PARALLEL

FESTIVALS AND TOURISM EVENTS FUNDING PROGRAM

STRATEGIC FINANCIAL ASSISTANCE FOR TOURISM PROJECTS (\$1M+)

SUPPORT FOR THE DEVELOPMENT OF TOURIST ATTRACTIONS (PADAT administered by Investissement Québec)

FONDS TOURISME PME (loan from Filaction/CSN)

¹ As per the 2012-2020 Tourism Industry Development Plan

DISTRIBUTION NETWORK

Within the tourism ecosystem, there is an entire distribution network-including both humans and technologies-that contributes to the successful delivery of products or services to consumers.

Distribution network: Advantages

The objective of the distribution network is making products and services easily accessible to buying consumers.

HERE ARE THE ADVANTAGES:

- They do marketing at the international level for you.
- You start the tourist season with the guarantee of a substantial income.
- You pay commissions. So, no marketing investments before revenues come in.
- You establish relationships based on trust with them and ensure the sustainability of your enterprise.
- They manage bookings of hundreds of tour operators on your behalf.
- You benefit from the credibility of the receptive operators with clients.



Be thoroughly prepared beforehand.

Structure your offer, make sure it is high quality and seek the opinion of QAT or your ATR before giving your business a boost through this network.

Distribution network: Disadvantages

HERE ARE THE DISADVANTAGES:

- Takes between 2 to 3 years to set up. (Brochures, sale with tour operators, fam tours, etc.)
- You must offer a commissionable price. (10% to 30%)
- You must always be reachable and manage bookings on a daily basis.
- You are the face of the Indigenous tourism sector. So, if you are experiencing difficulties, it's the whole industry that is impacted.

CALCULATE COMMISSIONS

- LODGING: 25% TO 30%
- ACTIVITIES: 15% TO 20%
- MEALS: 10% OR SPECIAL MENUS



You build a bond of trust with the receptive operators. If you break this bond, it will take you 4-5 years to restore the credibility of your enterprise on the international market.

Distribution network: The vocabularies

Definition

Leisure - Tour & Travel

FIT – Foreign Individual Travellers | **Auto-tour** (Fly n'Drive) **On-demand bookings** (FIT): The greatest potential for Indigenous tourism experiences lies with the FIT clientele.

Groups

Guided tours (series) | **Custom groups** ((pre-formed/ad-hoc), **Guaranteed departures** (groups are in decline for Indigenous experiences in most traditional markets)

OTA - Online Tourism Agency

An online travel agency that primarily markets tourism/travel services provided by third-parties. Expedia, Booking, Airbnb, Ceetiz, etc.

Distribution network: The vocabularies

Definition

MICE - Meeting-Incentive-Corporate-Event

Incentive trips, professional assignments, product launches Lucrative groups, more potential in winter, VERY DEMANDING.

School groups

Educational trips/tours or **Language immersion.** Clientele very willing to live an Indigenous cultural experience but in a very safe environment.

Receptive operator:

Destination specialist, creates itineraries from Quebec's tourism offers and sells them to foreign tour operators, welcomes groups and FITs among its international clientele.

Examples: Jonview, Discover Holidays, Global Tourisme, Toundra, Globe trotter (in 90% of the cases, they are the ones you work with to welcome FIT groups).

In 90% of the cases, it is with them that one deals to accomodate the customers in group or FIT.



His role:

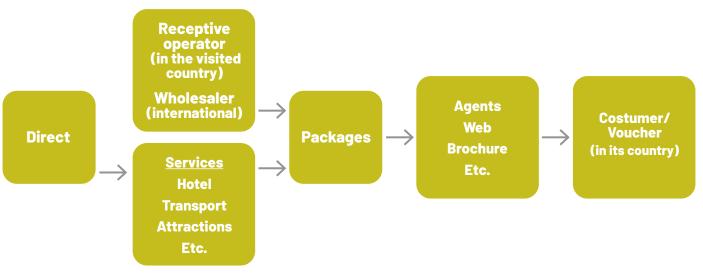
- Collect info about new offers from suppliers/Bridge suppliers and tour operators
- Inform tour operators about new offers/Market development
- Coordination & logistics for tour operators

Who is the tour operator?

An enterprise that sells travel packages directly or through a travel agency (B2B2C, business to business).

Examples: TUI France, Thomas Cook UK, II Diamante.

In 90% of cases, it is with them that we treat to welcome customers FIT groups.



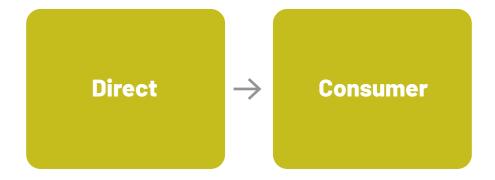
His role:

- Market analysis for consumer needs, interests and trends
- Bond of trust with receptive operators
- Look for new offers and assess
- Gain competitive edge

Who is the retail agency?

Conducts business directly with the consumer and the suppliers. Creates his own tours and sets the selling price. (B2C, business to client)

Examples: AuthentikCanada, LennoxvilleTravel Agency, Voyage Gendron, DétourNature.



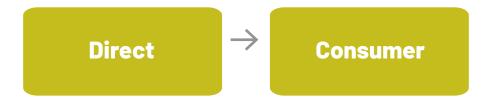
His role:

- Look for info about new offers from suppliers
- Info about new regions and subregion
- Gain competitive edge

Who is the online travel agency? (OTA)

Normally negotiates with the hotel's revenue or sales manager. (B2C, business to client)

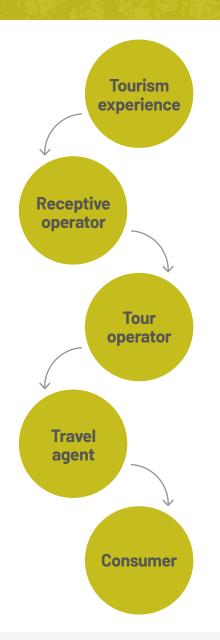
Examples: Expedia, Orbitz, Hotels.com, Ceetiz, etc.

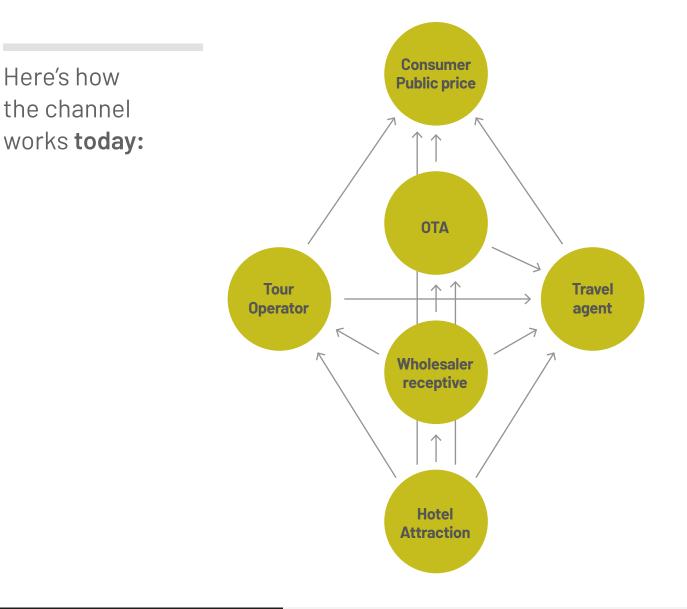


Others OTA like **skoosh.com** or **olotel.com**, will deal with receptive operators or wholesalers like**Tourico**, **JAC**, **GTA**, **Hotelbeds**, **Transhotel**, etc.



Here is how the channel of the distribution network worked **in the past:**





Distribution network: Calculate a package

Example of a rate calculation sheet for packages.

Activities 🕔	SIMPLE	DOUBLE	TRIPLE	QUADRUPLE
Breakfast #1	\$9,00	\$9,00	\$9,00	\$9,00
Breakfast #2	\$9,00	\$9,00	\$9,00	\$9,00
Lunch #1	\$12,50	\$12,50	\$12,50	\$12,50
Lunch #2	\$12,50	\$12,50	\$12,50	\$12,50
Dinner #1	\$19,00	\$19,00	\$19,00	\$19,00
Dinner #2	\$19,00	\$19,00	\$19,00	\$19,00
Cross-country skiing	\$3,00	\$3,00	\$3,00	\$3,00
Snowshoeing	\$3,00	\$3,00	\$3,00	\$3,00
Legends and stories	\$3,50	\$3,50	\$3,50	\$3,50
Welcome cocktail	\$4,00	\$4,00	\$4,00	\$4,00
TOTAL	\$94.50	\$94.50	\$94.50	\$94.50
Accommodation/week 🔮	SIMPLE	DOUBLE	TRIPLE	QUADRUPLE
Accommodation - Night #1	\$100,00	\$50,00	\$35,00	\$30,00
Accommodation - Night #2	\$100,00	\$50,00	\$35,00	\$30,00
TOTAL for Accommodation	\$200,00	\$100,00	\$70,00	\$60,00
Grand total before taxes	\$294,50	\$194,50	\$164,50	\$154,50
GST 5%	\$14,73	\$9,73	\$8,23	\$7,73
QST 9,975 %	\$30,85	\$20,37	\$17,23	\$16,18
Accommodation tax 3%	\$6,90	\$3,45	\$2,41	\$2,07
GRAND TOTAL	\$346.97	\$228.05	\$192.37	\$180.48

Cost according to occupation **(**)

Distribution network: Calculate pricing

Example of net rates for a receptive agency 2017-2018

NET RATES - GROUPS 🕔

Season 🕔	SUNDAY TO THURSDAY	FRIDAY-SATURDAY	2 NIGHTS AND MORE
Peak - May 15 to October 15,2017	\$100,00	\$110,00	\$95,00
Low - October 16 to May 14	\$80,00	\$90,00	\$75,00

NET RATES - FIT

Season 🕔	SUNDAY TO THURSDAY	FRIDAY-SATURDAY	2 NIGHTS AND MORE
Peak - May 15 to October 15,2017	\$90,00	\$100,00	N/A
Low - October 16 to May 14	\$75,00	\$80,00	N/A

Notes

To avail of the special rate for two nights, the client must stay two nights in a row between Sunday and Thursday. Provide net rates only to receptive agencies – if in doubt, please call QAT or your ATR.

POLICIES AND REGULATIONS

- This rate applies for simple or double occupancy.
- Additional charges of \$10 per client apply for triple or quad occupancy.
- Children under 18 stay for free.
- Check-in time: 4:00 p.m. Check-out time: noon.
- Non-smoking room (penalty of \$150 applies in case of non-compliance).
- The rates mentioned above do not include accommodation tax (3.5%), GST (5%) and QST (9.975%).

Cancellation Policy (For groups of more than 10 people)

- More than 45 days before the arrival date: no charge
- 31 to 45 days before arrival: 25% of the accommodation fees
- Within 30 days before the arrival date: 100% of the reservation.

Free offers for groups

- 1 free room for 15 paid rooms
- 1 free meal for 20 paid meals

Distribution network: Accountability

HERE ARE THE STEPS WHEN BUYING OR BOOKING A CUSTOMER:

- 1 Sou receive a booking request email that must be answered within 24 hours.
- 2 Sourceive a voucher upon arrival of clients.
 You must keep this document and input its number when invoicing.
- 3 ⊖ You must charge the receptive operator every month.
- 4 ⊖ There is a delay of 30-45 days before payment of the invoice.

CALCULATION OF COMMISSIONS

- ACCOMMODATION: 25% TO 30%
- ACTIVITIES: 15% TO 20%
- MEALS: 10% OR SPECIAL MENU



Accounting is a key pillar of any enterprise.

It must be updated in real time to let you assess the real performance of your enterprise. **DISTRIBUTION NETWORK**

Distribution network: In conclusion

All in all, here are the tourist intermediaries between international visitors and your company



Questions about this document?

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