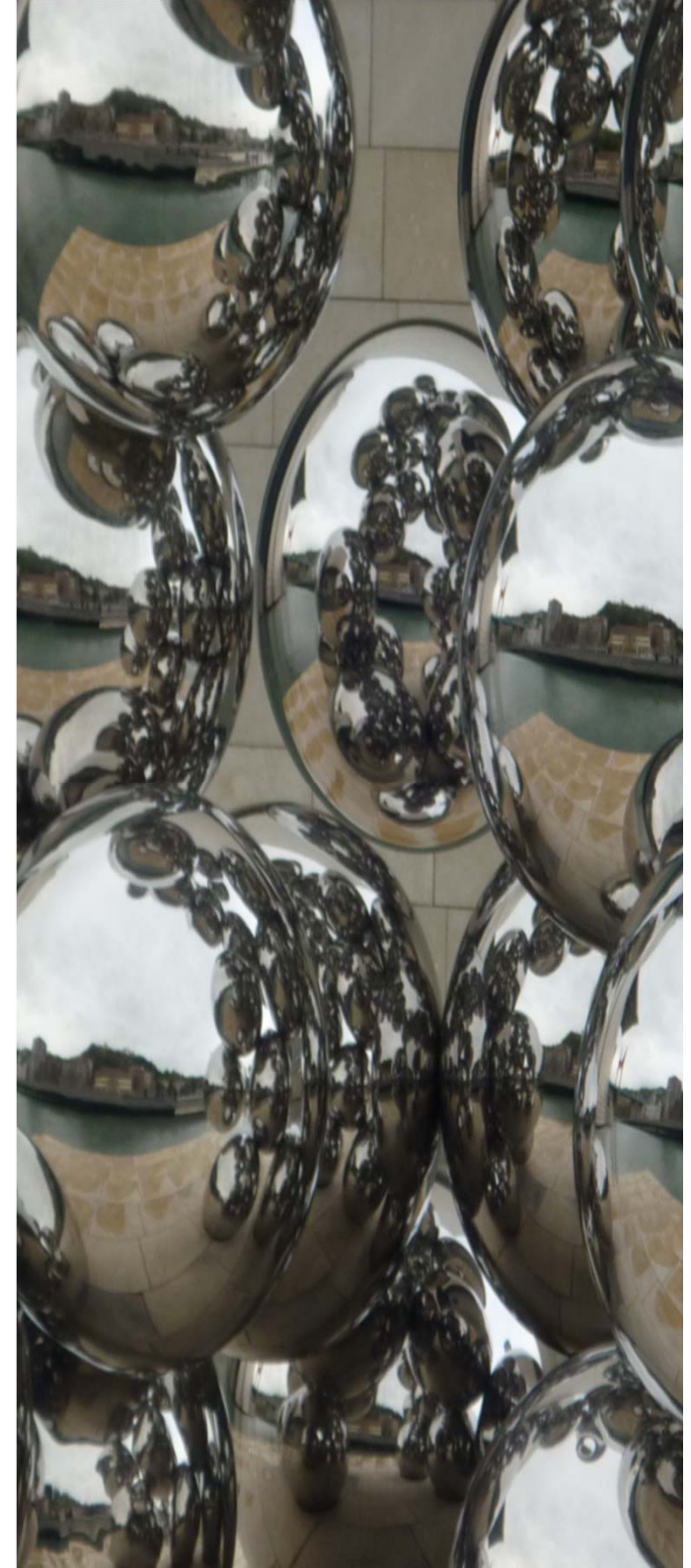


How customers contribute to innovation in tourism

**Anne-Mette Hjalager
University of Southern Denmark
Niels Bohrsvej 9
DK-6700 Esbjerg
hjalager@sam.sdu.dk**





Driving forces for tourism innovation

- Technology driven innovation
- Research driven innovation
- Supplier driven innovation
- Price driven innovation
- Employer driven innovation
- Regulation driven innovation
- User driven innovation

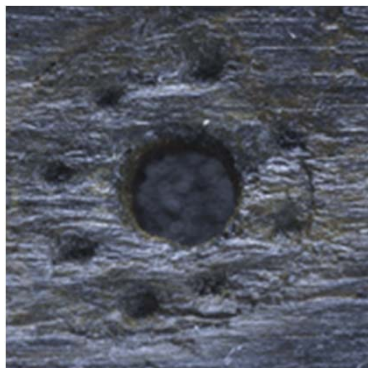
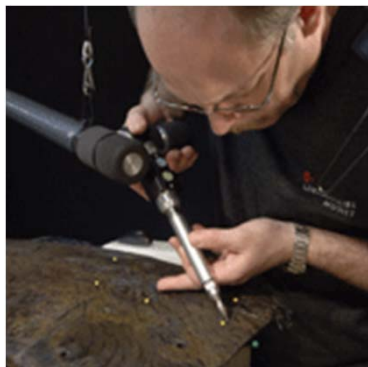


Technology driven innovation





Research driven innovation





Supplier driven innovation



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Travel Auctions gift vouchers make a terrific gift idea for Christmas! Contact our office on 1300 65 65 73 to arrange.

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TRAVEL AUCTIONS

AUCTIONS ENDING SOON

Belair National Park Caravan Park (Eco Tent)
Adelaide Hills, SA



[More Info](#)



Normally \$325 Time Left 2 days **BID NOW**

Abel Tasman Motor Lodge, Lakes Entrance
Lakes Entrance, VIC



[More Info](#)



Normally \$313 Time Left 3 days **BID NOW**

Acacia Apartments, Kingscote
Kangaroo Island, SA



[More Info](#)

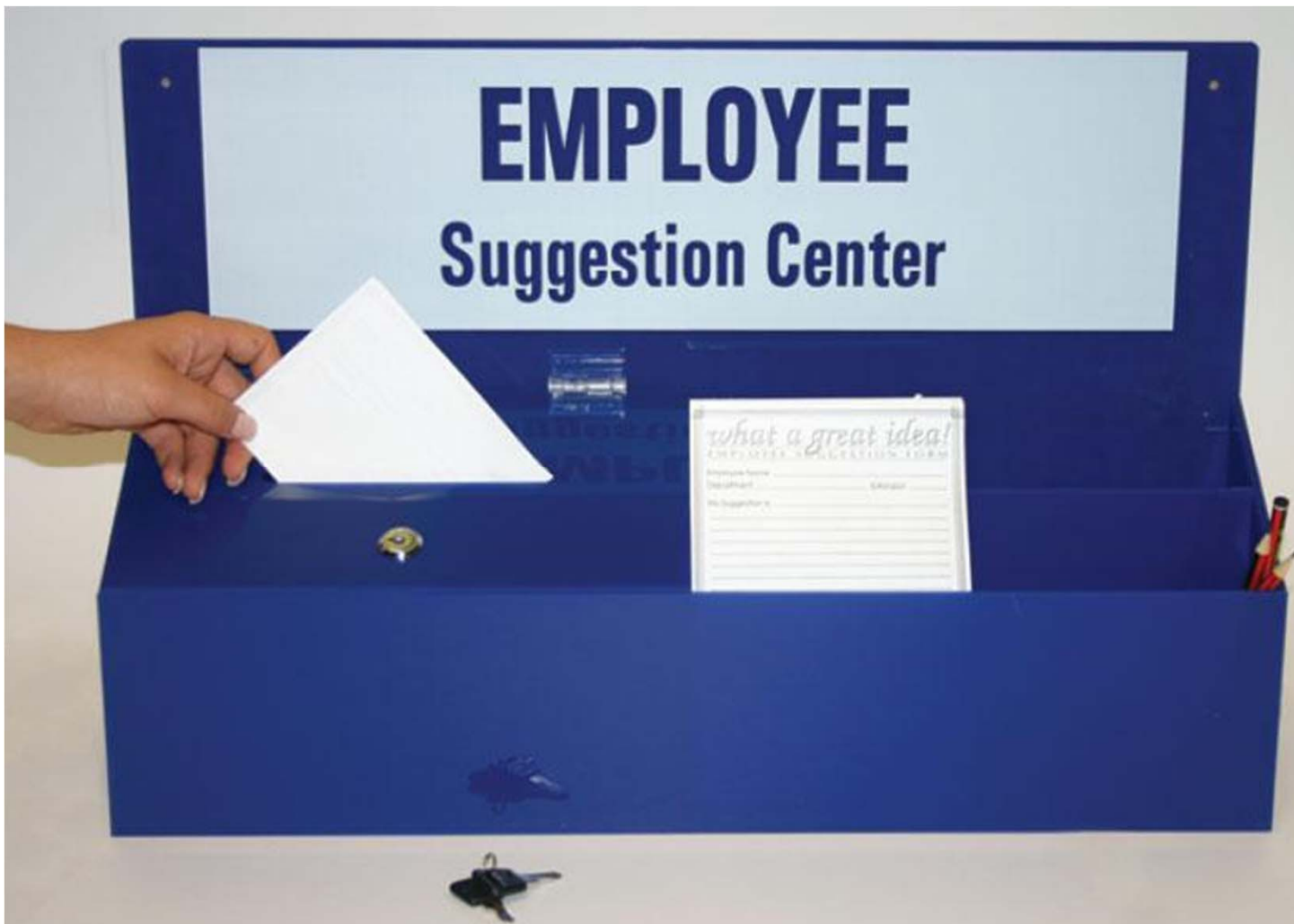


Normally \$467 Time Left 3 days **BID NOW**

Price driven innovation



Employee driven
innovation





Regulation driven
innovation



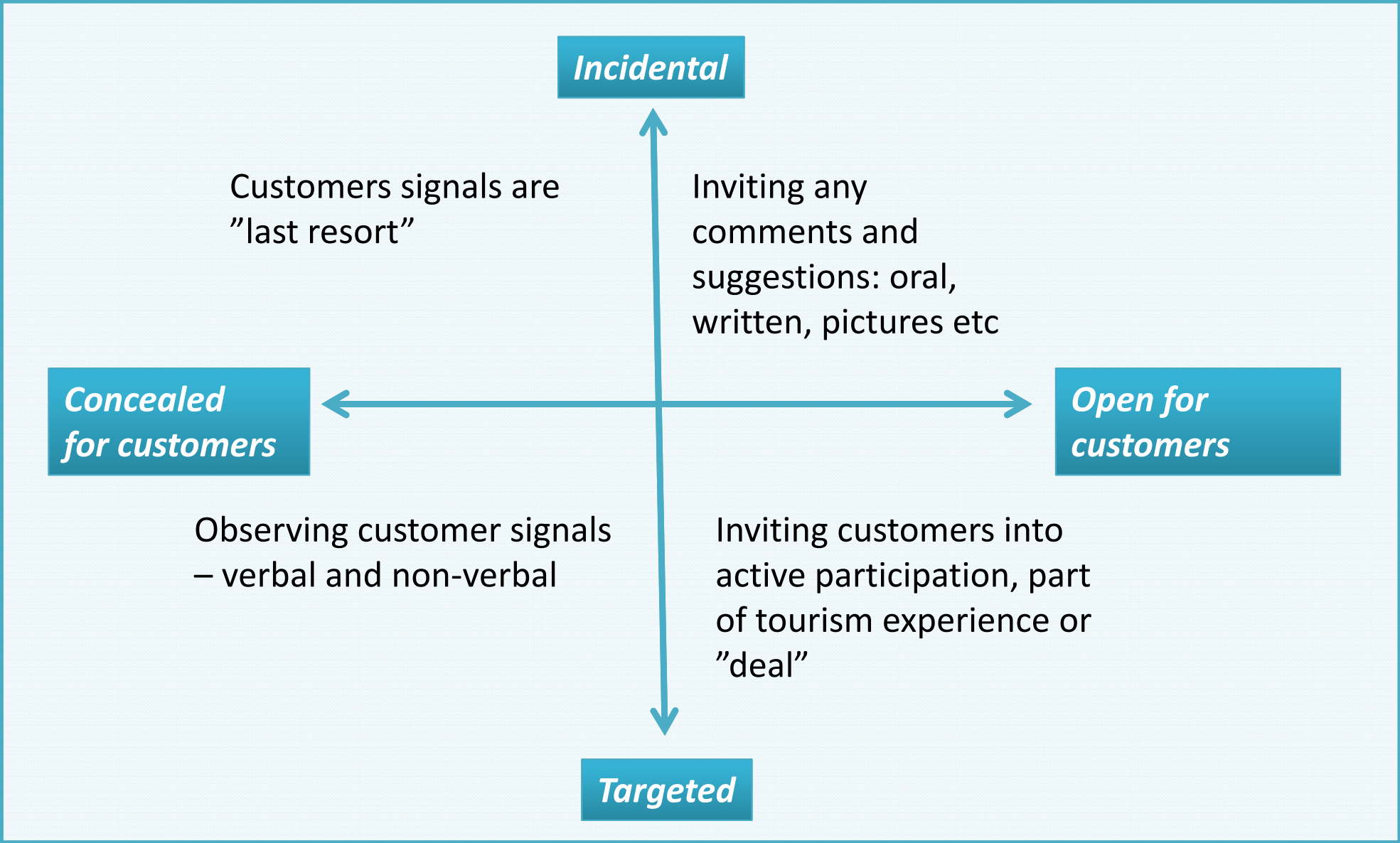
User driven innovation

Definition: *User-driven innovation is the phenomenon where new products, services, concepts, processes, distribution systems, marketing methods, etc are inspired by or are the results of needs, ideas and opinions derived from external purchasers or users. User-driven innovation involves existing and/or potential users, and the processes rely on systematic activities that search for, acknowledge, tap, and understand the users' explicit as well as implicit knowledge and ideas. Methods in user-driven innovation span from superficial observations, over consultations to intensive involvement of the users in co-creation processes.*



Obstructive customer – or innovator?

Customer involvement space





 [PRIVACY](#)[CHANGE REGION](#)

MINDSTORMS

[HOME](#)[COMMUNITY](#)[NEWS](#)[PRODUCTS](#)[Home - Meet the MDP's](#)

Meet the MDP's: Members of the MINDSTORMS Developer Program



MDP Invention Gallery

TwisterBot



Trent



New! Two projects from Hobart, Tasmania, Australia, the home of MDP Rob Torok. A robot that plays Twister, and Trent – a RoboCup Junior Australia Soccer Goalie.



Egg Plotter(s)



Two MDP's to create a NXT solution for decorating eggs! One in Austria and the other in Germany, collaborating and challenging one another online via MSN messenger. See their robots, read their stories, and watch the Egg Plotter [Videos!](#)

MDP

- Katherine Anderson
- Dave Astolfo
- Daniele Benedettelli
- Bryan Bonahoom
- Martyn Boogaarts
- Michael "Mike" Brandl
- Kevin Clague
- Brian Davis
- Andreas Dreier
- James Floyd Kelly (Jim)
- Menno Gorter
- John Hansen
- Steve Hassenplug
- Philippe "Philo" Hurbain
- Matthias Paul Scholz
- Christopher R. Smith
- Rob Torok

[HOME](#)[PRODUCTS](#)[PLAY](#)[SHOP](#)[SEARCH](#)[PRIVACY](#)

MINDSTORMS

[HOME](#)[COMMUNITY](#)[NEWS](#)[PRODUCTS](#)[Home](#) - Ask theNXTperts

ASK THE NXTPERTS



Category: **Building**

June 2008

Q: How do I know if the NXT motors aren't upside down or backwards? ▶

Q: I have some problems getting acquainted with studless building. Is there any help available somewhere for starters? ▶

Q: My robot tips over a lot if it bumps into something. How do I get it to stay upright? ▼

A: If your robot is a vehicle, you may need to give it a larger wheel base. You can do this by making the distance between the front and rear wheels longer and by spreading the wheels apart sideways. It doesn't take a lot to make the robot stable, so make it bigger a little at a time and see how it works. If your robot is a walking robot, you can try giving it larger feet or moving the feet farther apart.

Answered by ...



Name: [Bryan Bonahoom](#)

From: Fishers, Indiana, USA

Experience: Bryan Bonahoom is from Fishers, Indiana, USA (Indianapolis suburb) and he supports his LEGO habit as an Electrical Engineering Manager in the access control industry. Bryan spent 16 years as a rocket scientist before entering different industries. Bryan is constantly learning mo...

Have a Question?

Sign in to ask
NXTperts a question

Tips From the Experts

Building

June 2008

May 2008

April 2008

Programming

Advanced

Quick Tips

Hardware

Beginner

Meet the NXTperts

Brian Davis

BlueToothKiv

Bryan Bonahoom

Fay Rhodes

Guy Ziv

Matthias Paul

Maureen Reid

Mauricio Peg

Philippe Hurt

Steve Hassen

Tools to move knowledge from customers to business innovators:

- Body storming
- Cultural probes
- Extreme user trial session
- Photo safari
- Mock-ups
- Cognitive walkthroughs

- and there are many other methods

Body storming

Addressing and testing products or services and “feeling” how it works on the body – temperatures, sounds, smells, tastes. Walking distances, space feelings, body fits etc.

The exercise consists of systematic response from various parts of the body, leading to the identification of fields for product changes.



Cultural probes

Selected volunteers are given probe packs, for example with a camera, sketch block and other items. The participants use the items in the pack over a period of a few weeks and then return the pack.

The users may, for example, register favorite places and be asked about what make these places particular for them.

Cultural probes are one way to access environments that are difficult to observe directly and also to capture more of this 'felt life'.



Extreme user trial sessions

This is about letting very inexperienced users/inappropriate user groups test a product and discuss what may be in it for them.

Registering what is difficult and what sets hold them back can lead to new ideas.



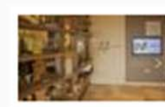
Mockup of physical facilities

Construction of a quick, unfinished model of for example a building, room, furnishing or equipment.

During the events, users test it and change it, comment on what they see and experience

Guests help design the hotel of the future

Nancy Trejos, USA TODAY 9:49 a.m. EST November 15, 2013



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BETHESDA, MD. -- There's a "war room" in the basement of Marriott International's headquarters, and it's not one where its executives plot against

Demys
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featuring
BEST
picks for
the Holiday

Roll over
the E

TAM
18-270

"Just One



Demys

Mockup of services, of service provisions and service encounters

Designing playscript of services, playing, interacting, and changing the script during the play.

Depending on the nature of the service, the task can be to add adventurous elements or other extra ingredients.

The task could also be to remove superfluous movements or elements in order to speed-up and rationalize services.



Ethnoraids

Fast and efficient ways of doing ethnographic investigation. An ethnoraid means being present for a short time in the field for a field study where you make observations and on-the-spot semi-structured interviews.

Appropriate for trends and fashion spotting, for example for events, festivals and conference organisations.

Cognitive walkthroughs

Mainly used for testing computer programs, but also for websites, Apps etc.

The method identifies places where customers get lost, make mistake, spend too much time to find their way etc.



How to use the big pool of talent?

Crowdsourcing and open innovation

- Idea blogs and enterprise communities
- Idea and problem solving search
- Creative spaces
- Game based userdriven innovation



My Starbucks Idea

[GOT AN IDEA?](#)[VIEW IDEAS](#)[IDEAS IN ACTION](#)

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Ideas so far



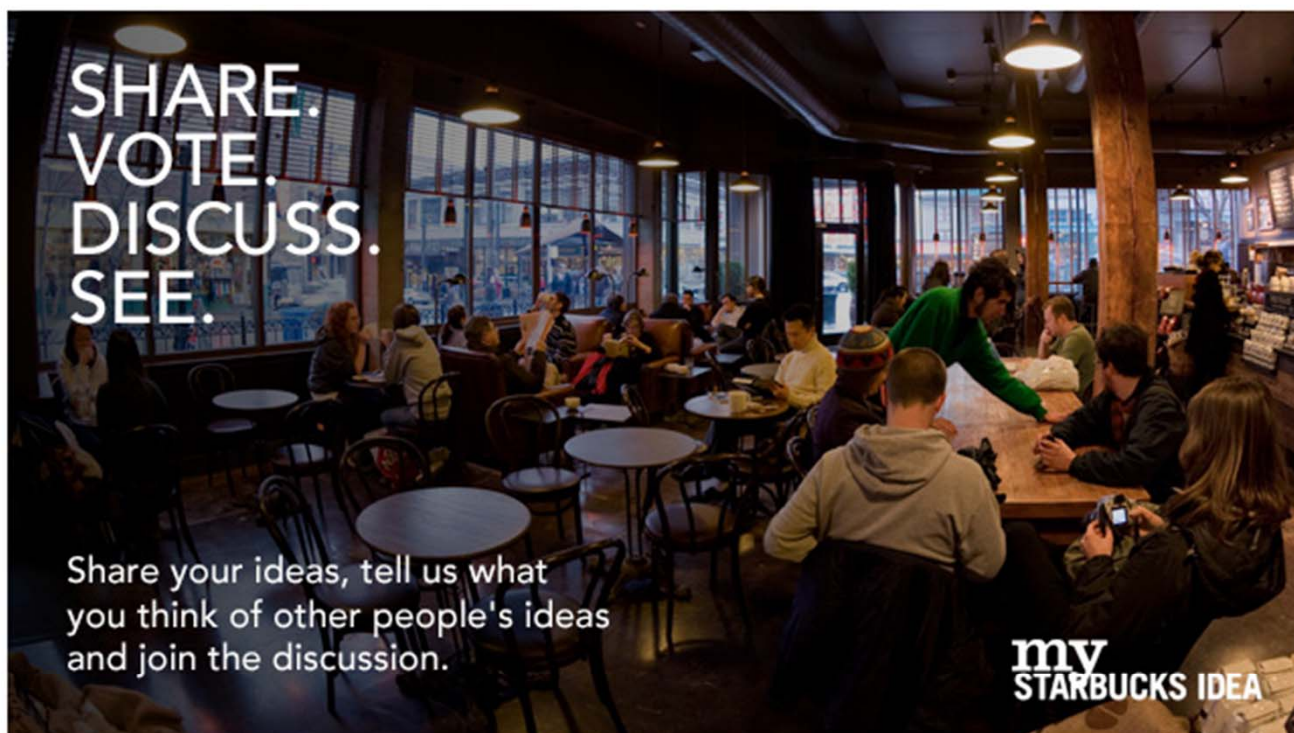
PRODUCT IDEAS

- 39,034 [Coffee & Espresso Drinks](#)
- 4,766 [Frappuccino® Beverages](#)
- 11,070 [Tea & Other Drinks](#)
- 18,748 [Food](#)
- 9,403 [Merchandise & Music](#)
- 20,018 [Starbucks Card](#)
- 3,946 [New Technology](#)
- 12,179 [Other Product Ideas](#)

EXPERIENCE IDEAS

- 9,764 [Ordering, Payment, & Pick-Up](#)
- 16,572 [Atmosphere & Locations](#)
- 12,458 [Other Experience Ideas](#)

INVOLVEMENT IDEAS



Most Recent Ideas

- 1 Min(s) Ago [Santa Visit](#)
- 4 Min(s) Ago [Drink sizes](#)
- 4 Min(s) Ago [Rather than # of drinks - price point for free drinks](#)
- 4 Min(s) Ago [Smaller Syrup Sizes for home use](#)

Vote

Dairy and Soy Free milk option



Posted on 3/26/2013 4:38 PM
by [katrinar](#)



6,240
points

Really?? We can't have an option for people who are allergic to dairy and soy? Or who simply know what those things do to your body. Yes I understand that there is a problem with introducing almond milk due to nut allergies... but many other local coffee shops have managed to work it out. If you are that allergic to nuts most likely other things at starbucks have come in contact with nuts anyways! Its called cleaning a machine! Also there are many nut free options as well such as rice, hemp etc.

I have always thought of Starbucks as ahead of everyone else with their ideas, as visionaries and a company that pioneers the way for other coffee shops to follow. You are falling behind in this department. As someone who grew up on Starbucks I sadly now find myself searching for a ...

[Comments \[44\]](#)

Vote

Refills on Lattes!!



Posted on 9/15/2013 8:10 PM
by [jester8909](#)



4,020
points

You offer free refills to gold members on coffee and tea products, this is very nice and appreciated by many I am sure. However, as an individual that buys latte's (much more expensive than a regular coffee or tea) I should be entitled to some kind of refill discount. I understand that lattes are made with milk and therefore more expensive. However, I am also paying much more for a single drink than an individual that buys coffee and Starbucks needs to recognize that. I think free would be amazing but completely unrealistic. **I think a discounted refill price on lattes is fair to both parties.**

Get on it!

If you can't do this, I'd really love to know why! Please let me know.



The power to
change hearts
and minds

[OBJ]

WHY ORANGE INNOVATION?

We want to create ACTIONS with IMPACT to INSPIRE.

At Orange Innovation, we wish to engage a global movement of people in creating social and cultural change in the world.

By taking action (instead of just talking) we want to jump at the opportunity to define and create the course we are heading. We believe that together we can have a lot of fun taking our social and cultural potential very seriously.

WHAT IS ORANGE INNOVATION?

Orange Innovation is a network organisation that invents and taps into projects, which hold the potential to create a social, cultural, artistic or environmental impact on the world we live in.

We engage volunteers, join communities and collaborate with organisations and companies that want to play along. By being open and daring to share we hope to learn the unknown and to create the unexpected.

We are what we do. Get to know us better by checking out our projects.

BROWSE PROJECTS

NERD CAMP 2013



100 IN 1



ROCKWOOL PROTOTYPES AT ROSKILDE FESTIVAL 2013

28. August 2013

By [Sarah Riedel](#)

Are you tired of limited sleeping space and burning hot tents?

At this year's Roskilde Festival, Orange Innovation and Rockwool tried to create a solution to this age-old problem.

While the majority of the festival guests have chosen to live in the traditional manner in a tent, a selected few opted for a more alternative solution. This year in Dream City, Orange Innovation created a test space for alternative living solutions. We tested three housing prototypes: a little cottage, mobile shelter tents called DOMO by [More Than Shelters](#) and two mobile housing solutions together with Rockwool.

[Video](#)[Tags](#)[Comments](#)[Search](#)[Projects](#)

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Share your video

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Innovation Workshop 30-31
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Skateboard Synth

Share Your Experience

Ear Spin

Audio trashcan

Twistencer

VoiceFit

Music Box

OctaBuddy




OctaBuddy




OctaBuddy på Roskilde Festival

OctaBuddy er en blæksorutteformet interaktiv Ivdindstallation lavet af 4...




 What Are You Looking To Do?

- Engage the world with Premium Challenges
- Collaborate better with InnoCentive@Work
- Customize a high-profile Challenge Program

 Research & Explore Best Practices

- Browse our innovation research library
- White paper: Turbocharge Stage-Gate
- Thought-leadership: Gartner analyst report

 Become an InnoCentive Solver

- Why should you become a Solver?
- View all of our open Challenges
- Register for free and start solving!

Featured Whitepaper



**Internal Collaboration:
Get 10X Innovation ROI**

by Stefan Lindegaard

Webinar Replay Featuring: **STEFAN LINDEGAARD**

**Embrace Failure
TO BUILD A STRONGER
Innovation Culture**



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The Latest

All In the News Events PR

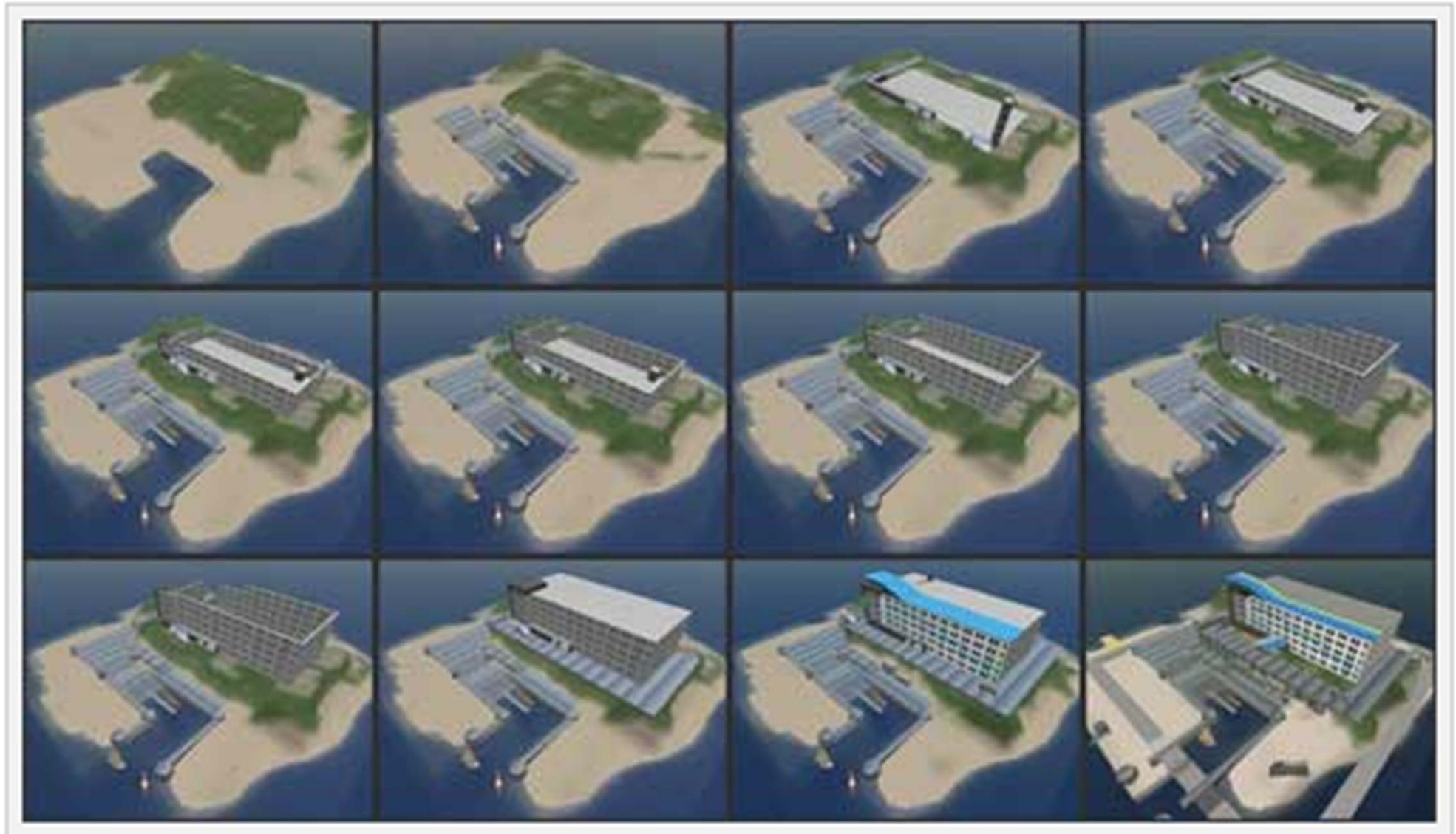
News [Pundits Weigh In On The Next Big Thing](#)

News [Predicting the Future in Big Pharma](#)

News [The Crowd May Have Answers, but Agencies Must Define the Problem](#)

Innovation in gaming:

Starwood Hotel – inviting co-development in Second Life in 2006



User driven innovation in tourism destinations?

User involvement in surf paradise Cold Hawaii, Denmark



The Cold Hawaii Masterplan

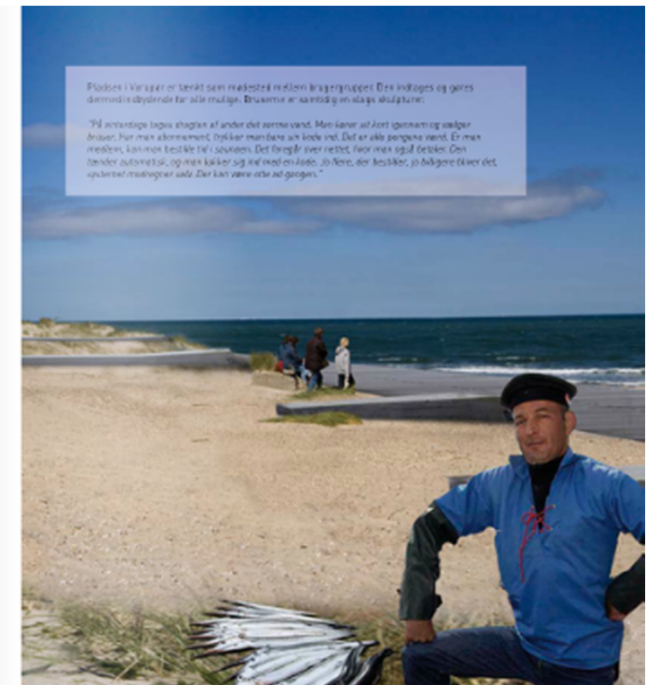
BTS er via Bjrhagevej. Nærmere BFN og NASAs Klubhus rives ned. Etablering af separat offentligt PÅ ved spidsen af Bjrhage. Trafikken løses væk ad eksisterende vej enten ad svæveråder Kærsåns St. eller længere mod syd, for eksempel ad Nordvestbak.

BÅW lægges fast umiddelbart syd for det nye store PÅ. Der skabes et så nedgang naturligt foregår via PTC. Sidestrømme er delt i to svarende til BLÅ i nord fra henholdsvis øst og sydvest. PÅK findes nede for på sandstranden.

Opkøb af matrikel ZSaf og nedrivning af svæveråder bygning. Etablering af nyt hus på matrikel ZSaf. Offentligt TCS integreres i hus med panorama til observation af huskøje. De to foreninger deles om bad, toilet, køkken og medrum. PÅ for klubbens medlemmer findes øst for den nye bygning.

-  BTS (Road to Spot)
-  PÅ (Parking Area)
-  BÅW (Frigging Area Windsart)
-  BÅK (Frigging Area Ktesart)
-  TCS (Toilet, Changing, Shower)
-  PTC (Path to Coastline)
-  Foreningsgrænse





Fløden i væggen er lavet som mønstret mellem trægrubben. Den indtages og gøres dermed udfordret for alle mulige. Brugen er samtidig en slags skulptur.

"I ventetide taget chancen af under det varme vand. Man laver en kort spinnem og sælger bruser, for man skonomiserer, trykker man bare en knude ned. Det er alle pengene væk. Er man medlem, kan man faktisk til i svømmen. Det foregår over nettet, hvor man også deler. Det betyder automatisk, og man kører sig selv med en klat. Jo flere, der bestiller, jo højere bliver det systemet modtager selv. Det kan være alle ad gangen."

Cold Hawaii Masterplan



KIA Cold Hawaii PWA World Cup 2013

Sports Event · [More event details ...](#)

Mon Sep 16, 2013 6:30am EDT — Sun Sep 22, 2013 9:30am EDT

Event Ended

17 updates

Friends of Cold Hav

Fo



1 Events

6,131 Followers

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31



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4 watching now



Friends of Cold Hawaii

about a month ago · 4482 Views



FINAL: Marcilio BROWNE BRA-105 vs. Philip Köster G-44

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Cold hawaii surf Camp by Rasmus Johnsen

APP - Digitale Tråde over Landskabet

Digital Threads -
history
crowdsourcing
for the creation
of a destination

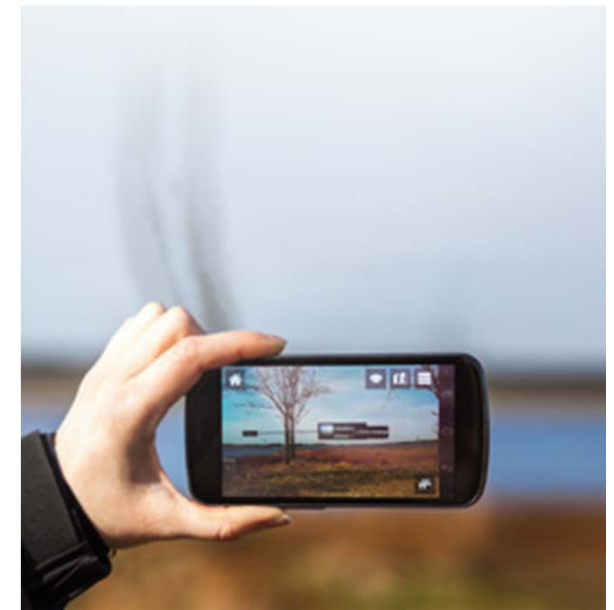
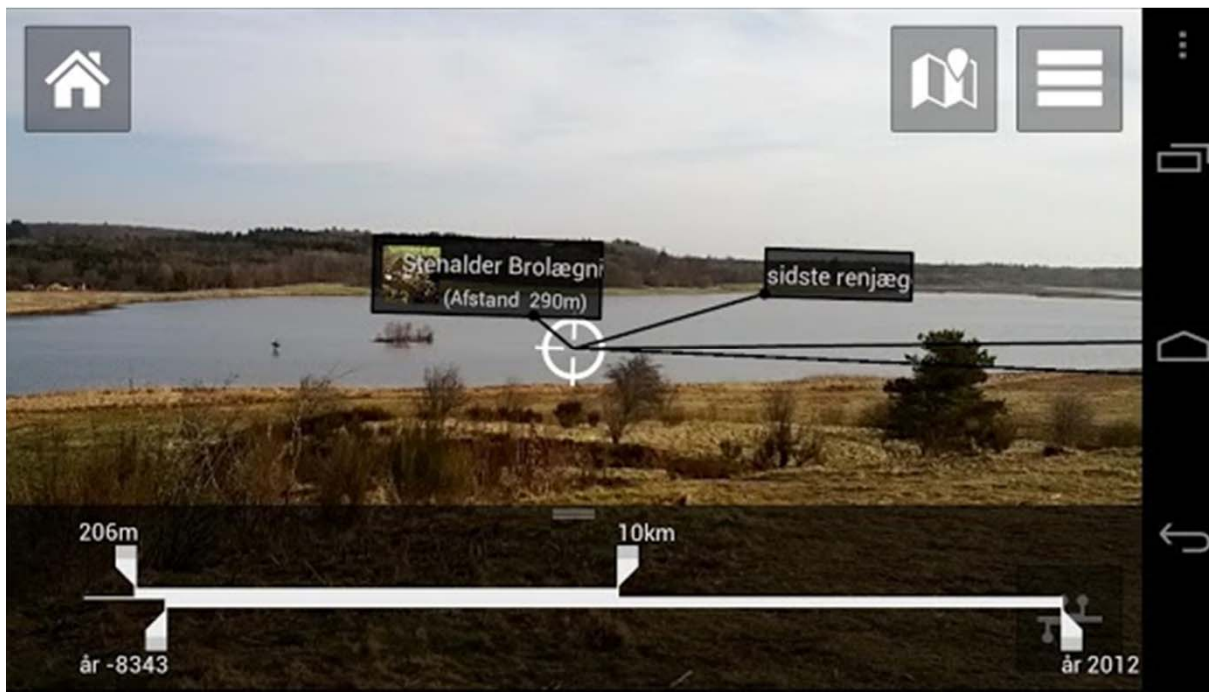


Table 2

Innovation trends: comparative analysis between manufacturing, services, and tourist Spanish companies.

	Industry	Services	Tourism
Sources of information for innovation activities (% of firms that consider them of major importance)			
- Internal	15.50	8.93	3.50
- Market sources	15.16	9.47	5.05
- Equipment, material, components, software providers	8.96	6.13	3.40
- Clients	6.80	3.80	1.93
- Competition or other companies in the same activity	3.66	2.14	1.14
- Consultants, commercial laboratories or R&D institutes	2.68	1.47	0.41
- Institutional sources	2.91	1.55	0.45
- Universities, other higher education centers	1.37	0.88	0.10
- Public research bodies	0.80	0.68	0.35
- Technological centers	1.79	0.71	0.15
- Other sources	4.64	2.91	0.89
- Conferences, commercial fairs, exhibitions	3.48	1.73	0.67
- Scientific reviews and publications	1.65	1.20	0.10
- Professional and sector associations	1.38	1.39	0.18

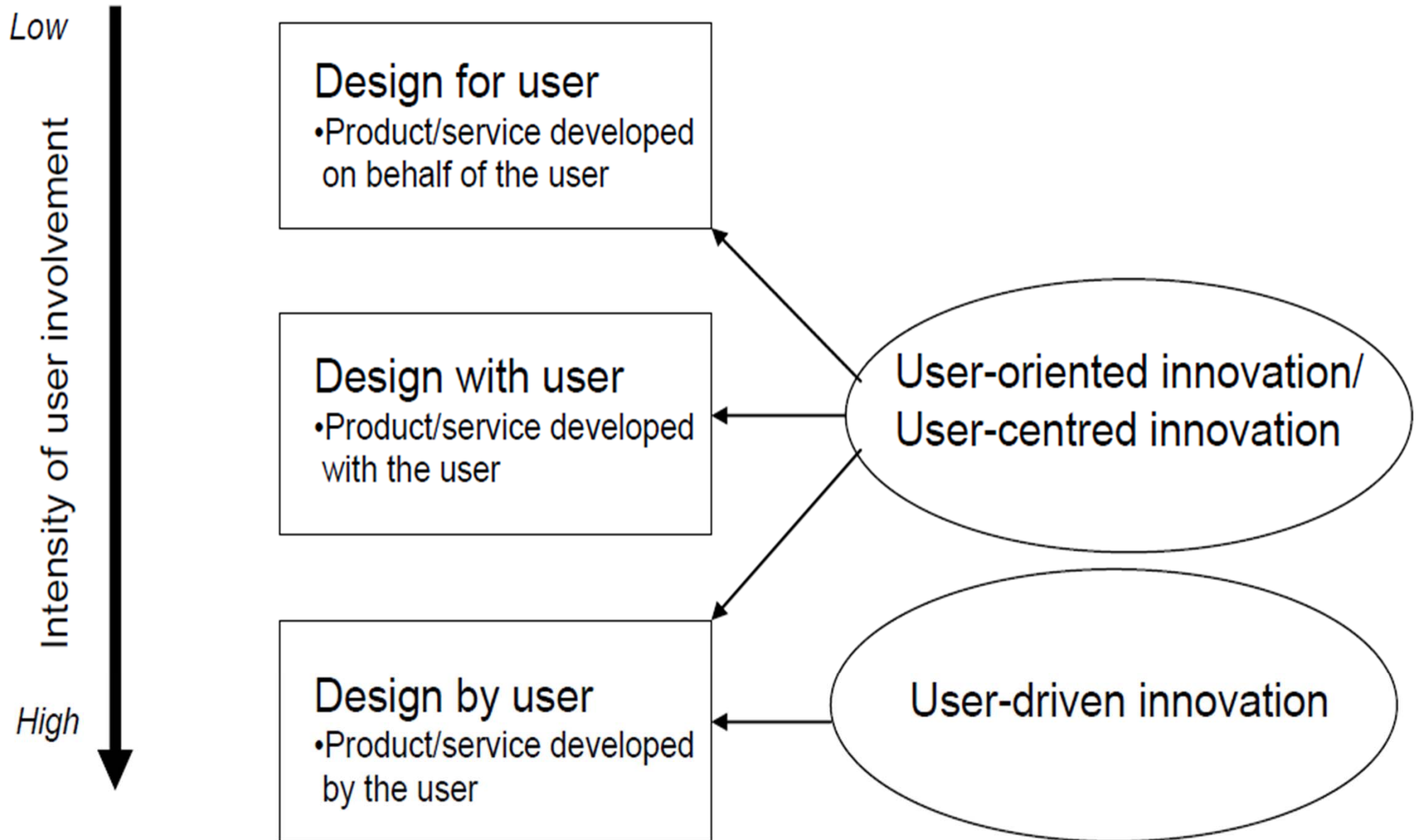
Table 6. Sources of innovation. CIS and the experience sector distributed according to sources that have had great importance to the company's innovation activities.

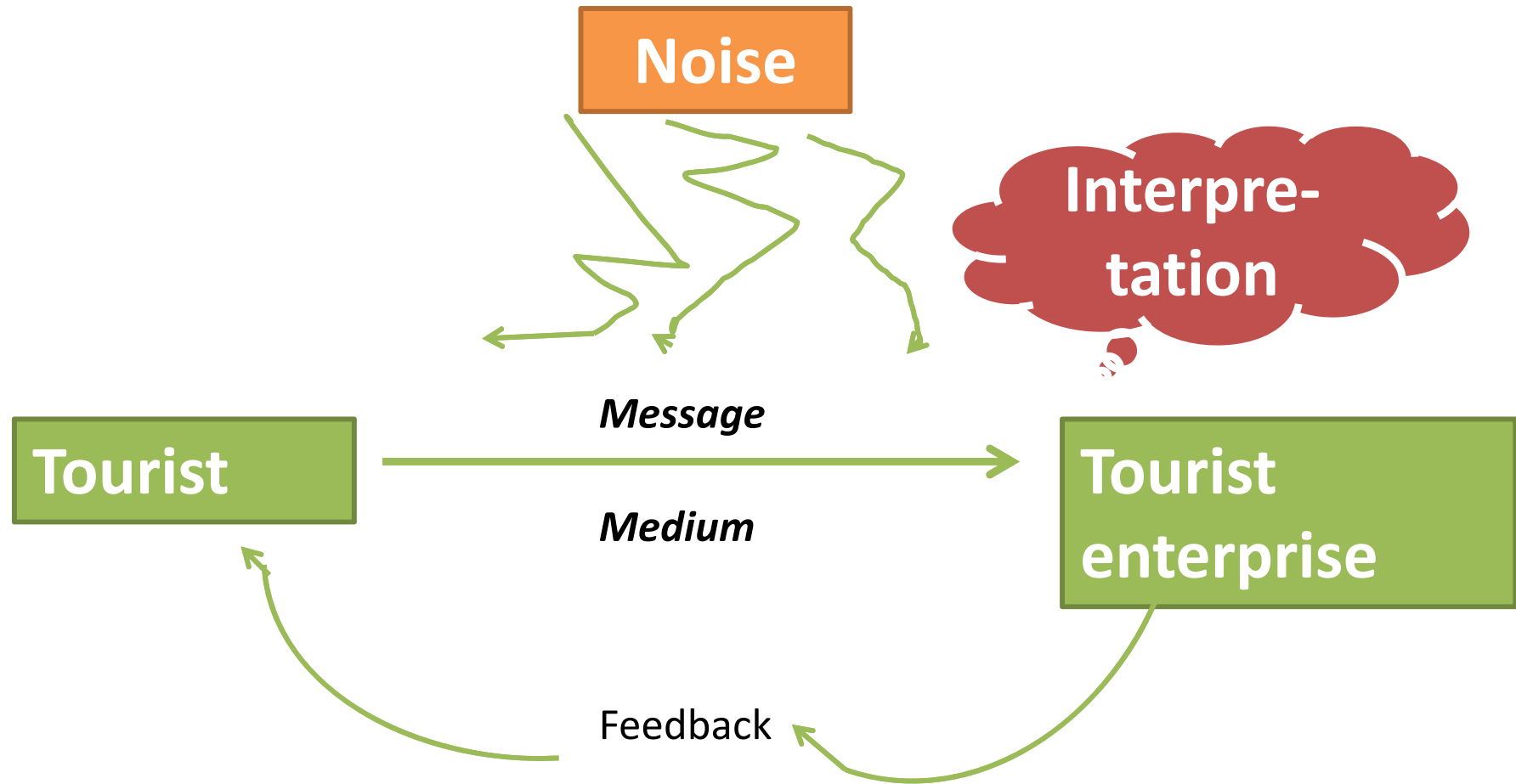
Innovation sources	CIS (%)	Experience firms (%)
Users, clients or customers	32	31
Other market sources – competitors and other companies; consultants; suppliers of technology and service	34	19
Public sources – universities and educational institutions	4	3
Other sources – exhibitions; conferences; journals		
Industrial organisations	12	14

Table 4
Results of the multiple regression analysis

Factor	Innovation area			Hypothesis
	Service area β	IT-area β	Management area β	
H1: Employee engagement	0.18**	0.26**	0.05	Partially supported
H2: Customer engagement	0.05**	0.11**	0.14**	Supported
H3: Innovation network	0.10	0.09	0.17**	Partially supported
H4: Innovation management	0.21**	0.32**	0.64**	Supported
H5: Information technology	0.31**	0.27**	0.10	Partially supported
R ²	0.22	0.43	0.63	
ΔR^2	0.21	0.41	0.54	
F	29.9	21.9	7.2	

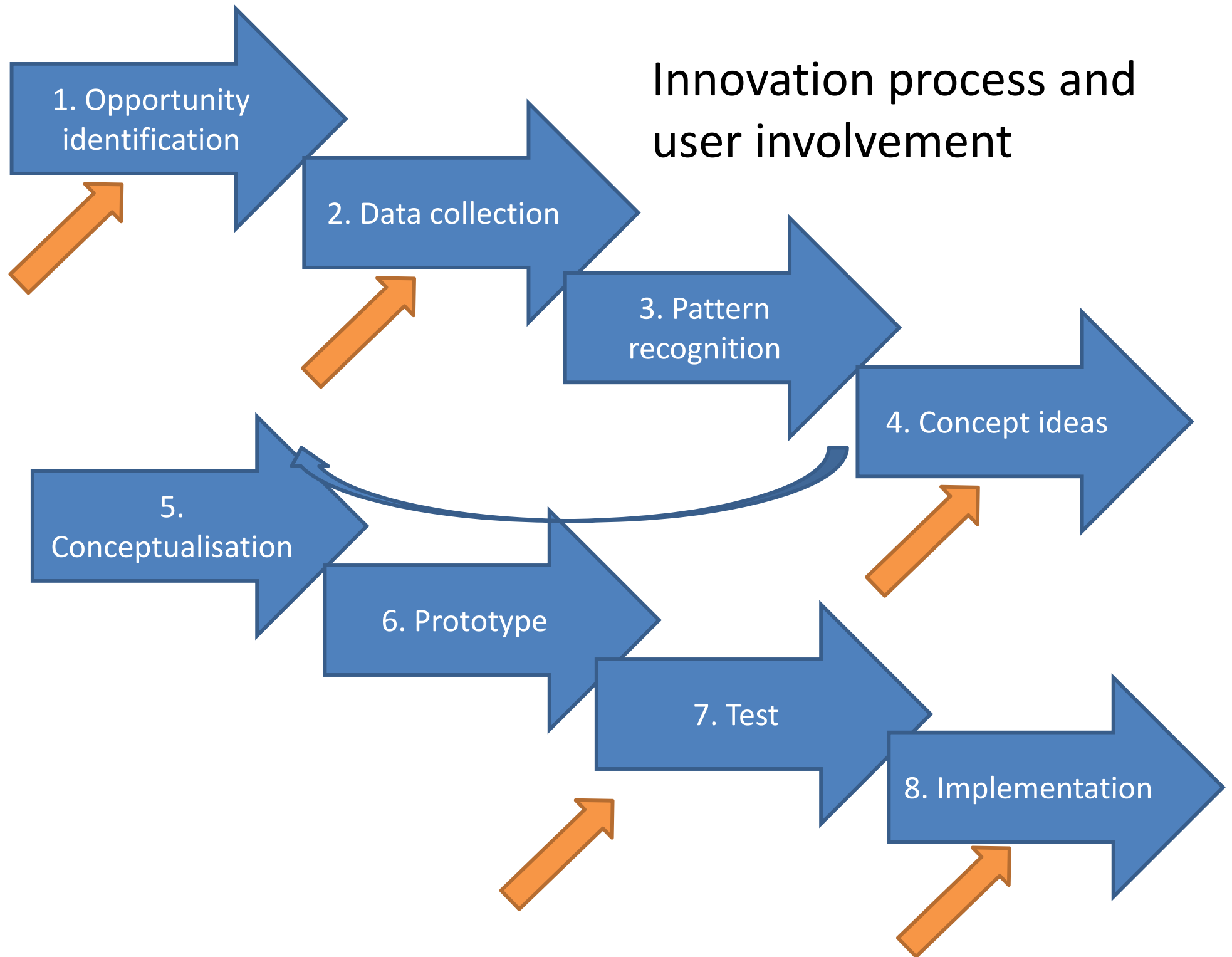
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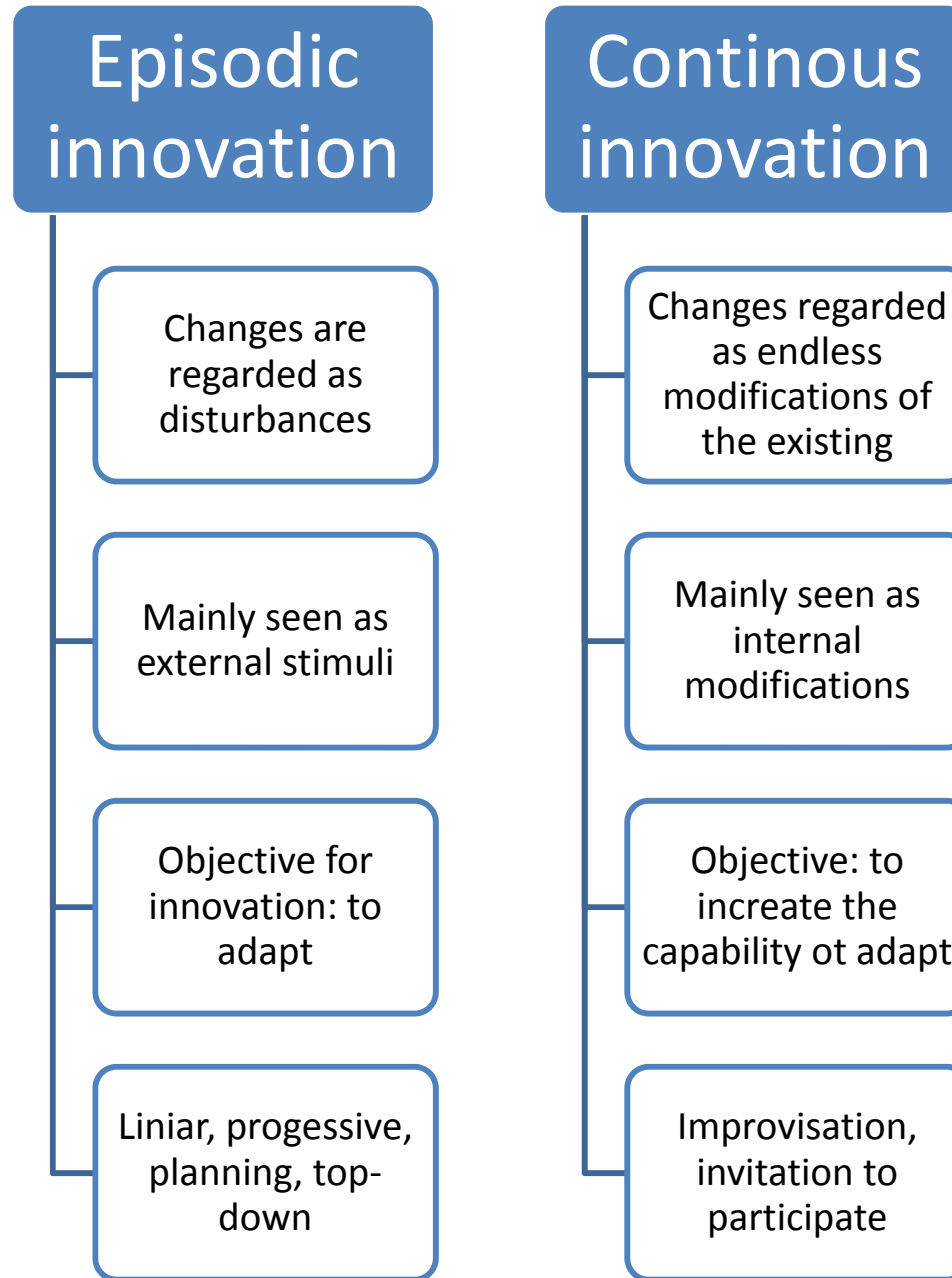


Transaction costs in innovation - and the communication model

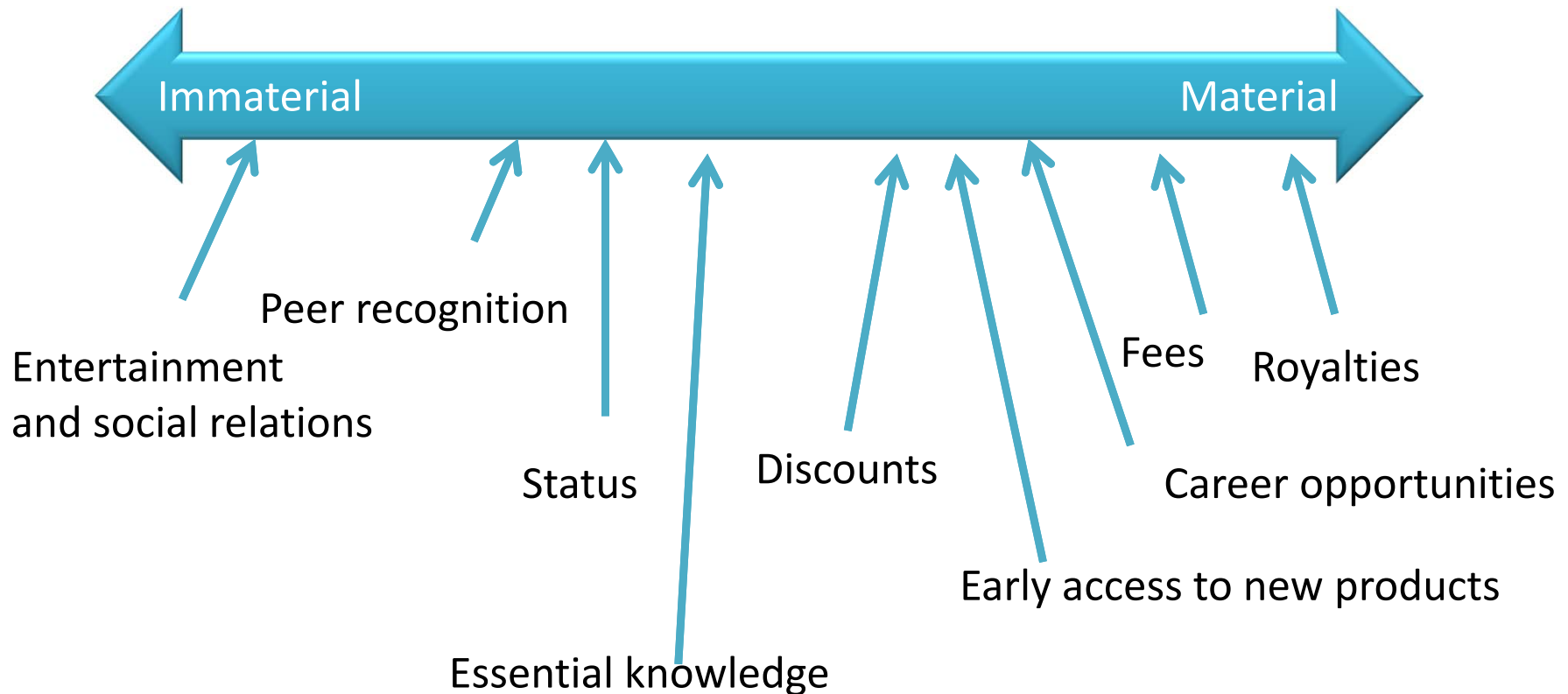
Innovation process and user involvement



Cultures of innovation



User benefits – is there a competition for the brains of the users?





Essential research questions

Why let customers contribute?

How customers contribute?

For what do customers contribute?

When do customers contribute?

How to manage?

With what impacts do customers contribute?

Why do customer choose to contribute?



Thanks for your attention!