

Innovation and destinations in tourism

Alessandro Narduzzo

Free University of Bozen-Bolzano

CBTS 2013, Brunico





Photo Manipulation by Sam Alfano



Innovation in Tourism - Practice

⇒ 60 innovations in tourism

- * Danger
- * Incredible 7-star hotels
- * Floating car park
- * Space tourisms
- * Grief tourism
- * Identity swapping
- * ...



Tourism destinations and innovation

- The concept of tourism destination is consistent with a systemic approach: organization of interacting parts
 - ⇒ *“It is widely recognised that tourism enterprises can seldom be understood entirely as solitary units; tourist’s consumption patterns link them together in bundles, either in formal, informal or in de facto structures at the destination or in other environments” (Hjalager 2010: 7)*
- The theoretical frameworks to study innovation in tourism destinations should adopt a systemic approach
 - ⇒ *“There is very limited empirical knowledge about the effects of innovation action in tourism enterprises and on tourism destinations” (Hjalager 2010: 7)*



Theoretical frameworks in tourism innovation

Research:

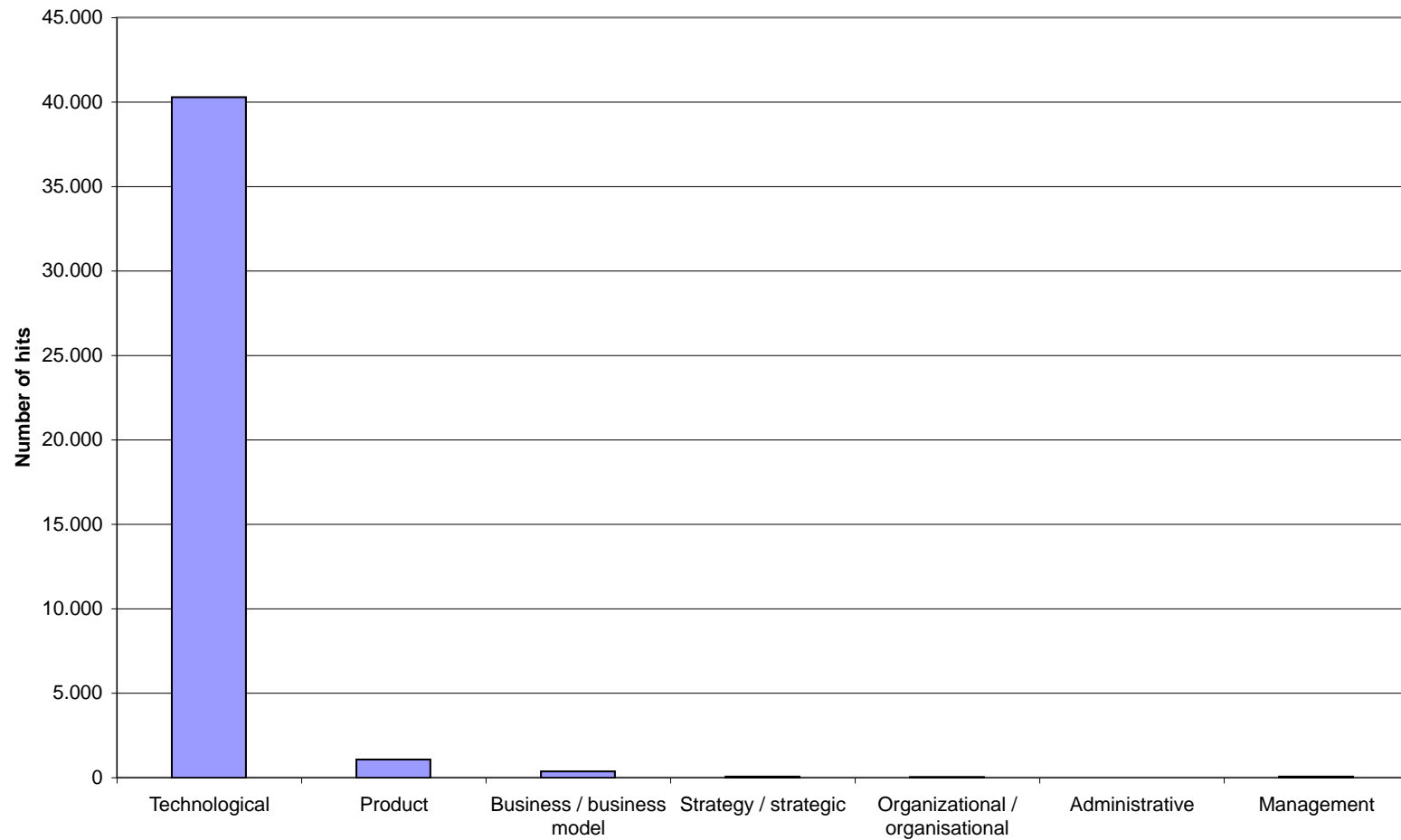
- ⇒ **Case studies: Sundbo, Orfila-Sintes, Sorensen 2007; Hjalager et al. 2008; Jackson & Murphy 2002;**
- ⇒ **Theoretical frameworks: Decelle 2006; McKercher 1999; Russell & Faulkner 1999;**
- ⇒ **Literature review: Hjalager 2010;**

Most conceptualizations of innovation in tourism are rooted on manufacturing and industrial innovation

- ⇒ **Evidence 1. Conceptual framework applied by Hjalager (2010) is rooted on Dosi (1988)**
- ⇒ **Evidence 2. Abernathy & Clark (1988) framework applied by Hjalager (2002); Nordin (2003); Weiermair (2004);**



Types of innovation in the scientific literature



Henderson-Clark (1990) framework

Linkages between components

		Unchanged	Changed
Components	Reinforced	Incremental Es. Hotel quality upgrade	Architectural Es. Dolomiti Superski
	Overturned	Modular Es. Credit card	Radical Es. Artic tourism



Henderson-Clark (1990) framework

This model focuses our thinking on:

- ⇒ Emergent and planned architectures
- ⇒ Evolution of component and architectural knowledge
- ⇒ Forms of linkages: e.g. interfaces, socially constructed interactions, socially regulated service relationship, service relationship, links between service provider and clients
- ⇒ Problems created by Architectural/Radical innovation:
 - * Not easy to detect (e.g. Online booking)
 - * Takes time (learning which type of links with which components)

Linkages between components

Unchanged

Changed

		Unchanged	Changed
Components	Reinforced	Incremental	Architectural
	Overtured	Modular	Radical



Work in progress

- **To reconsider empirical studies on innovation in tourism destinations through the H&C's framework**
- **To extend our conceptualization of architectural/component innovation to other systemic entities in tourism, such as tourism systems, tourism clusters**



Contribution

- **To conceive tourism destinations as architectures of interacting quasi-decomposable components**
- **To enrich our understanding of the variety of innovative phenomena (at the component level, at the relationship level) that take place within tourism destinations**
- **To develop and implement appropriate strategies and managerial solutions to cope with innovation in tourism destinations (destination management)**



References

- **Abernathy, W. J. and Clark, K. B. (1985) Innovation: Mapping the winds of creative destruction. Research Policy, 14, 3-22.**
- **Decelle, X. (1994). A Conceptual and dynamic approach to innovation in tourism. OECD WP.**
- **Dosi, G. (1988). Sources, procedures and microeconomic effects of innovation. Journal of Economic Literature, 26, 1120–1171.**
- **Henderson, R. M. and Clark, K.B. (1990) Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms. Administrative Science Quarterly, 35(1), 9-30.**
- **Hjalager, A. (2002). Repairing innovation defectiveness in tourism. Tourism Management, 23, 465-474.**
- **Hjalager, A. (2010). A review of innovation research in tourism. Tourism Management, 31, 1-12.**
- **Hjalager, A. -M., Huijbens, E. H., Björk, P., Nordin, S., Flagestad, A., & Knútsson Ö, (2008). Innovation systems in Nordic tourism. Oslo: NICE. <http://www.nordicinnovation.net/prosjekt.cfm?id1-4415-282>.**
- **Jackson, J., and Murphy, P. (2002) Tourism destinations as clusters: Analytical experience from the new world. Tourism and Hospitality Research, 4(1), 36-52.**
- **Nordin, S. (2003). Tourism clustering and innovation. ETOUR European Tourism Research Institute.**
- **Russell, R. and Faulkner, B. (2004) Entrepreneurship, chaos and the tourism area lifecycle. Annals of Tourism Research, 31(3), 556-579.**
- **Sundbo, J. and Gallouj, F. (1998) Innovation in services. SI14S Project Synthesis, WP 3-4, Roskilde.**
- **Sundbo, J., Orfila-Sintes, F. and Sorensen, F. (2007) The innovative behavior of tourism firms – Comparative studies of Denmark and Spain. Research Policy, 36, 88-106.**
- **Weiermair, K. (2004). Product Improvement or Innovation: What is the Key to Success in Tourism? OECD**

