

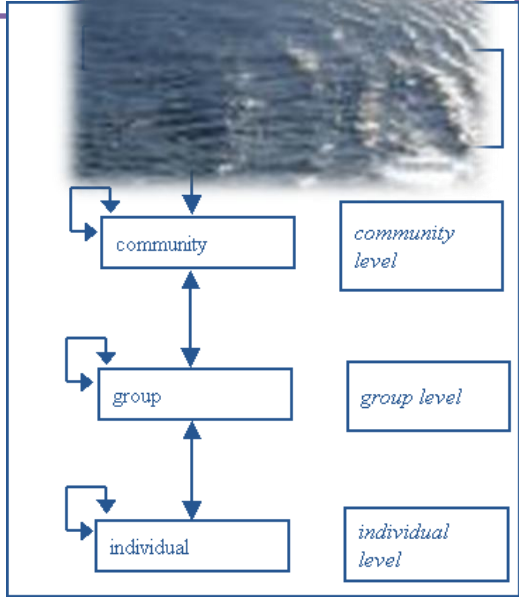
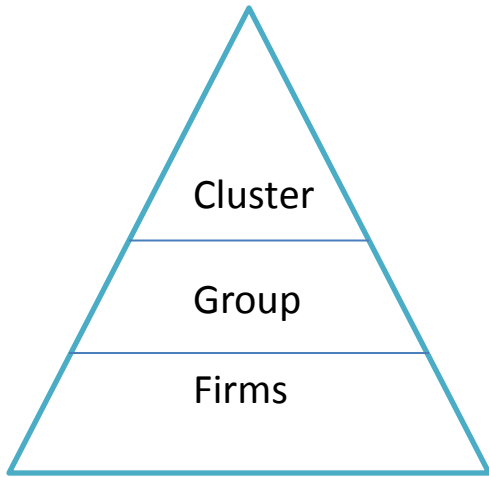
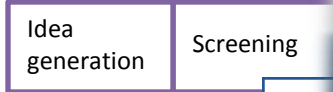
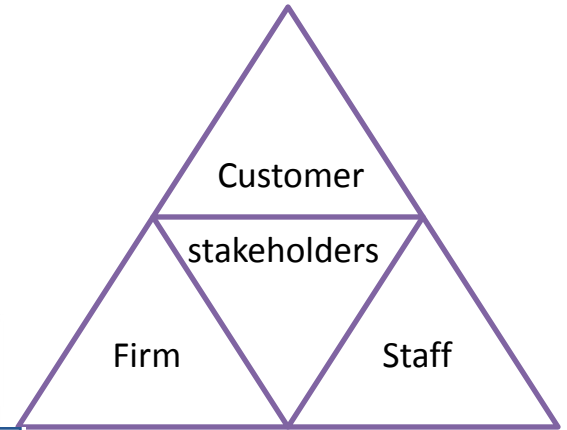
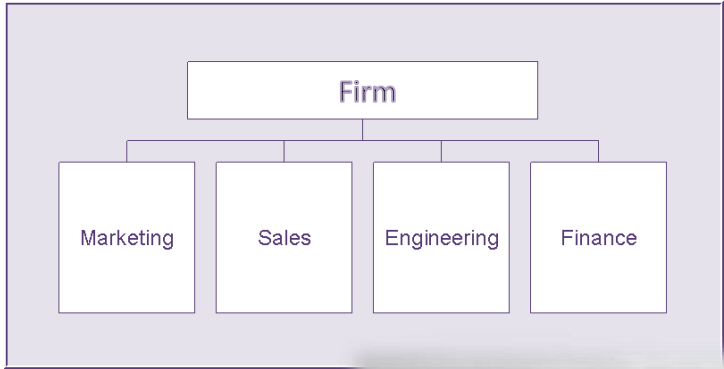


Innovation at the organisational level

Peter Björk

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Department of Marketing
Vaasa, FINLAND

Workshop 28th April 2010, London
Researching Innovation in the Tourism Sector



Driving Forces and Impediments for Innovation in Tourism



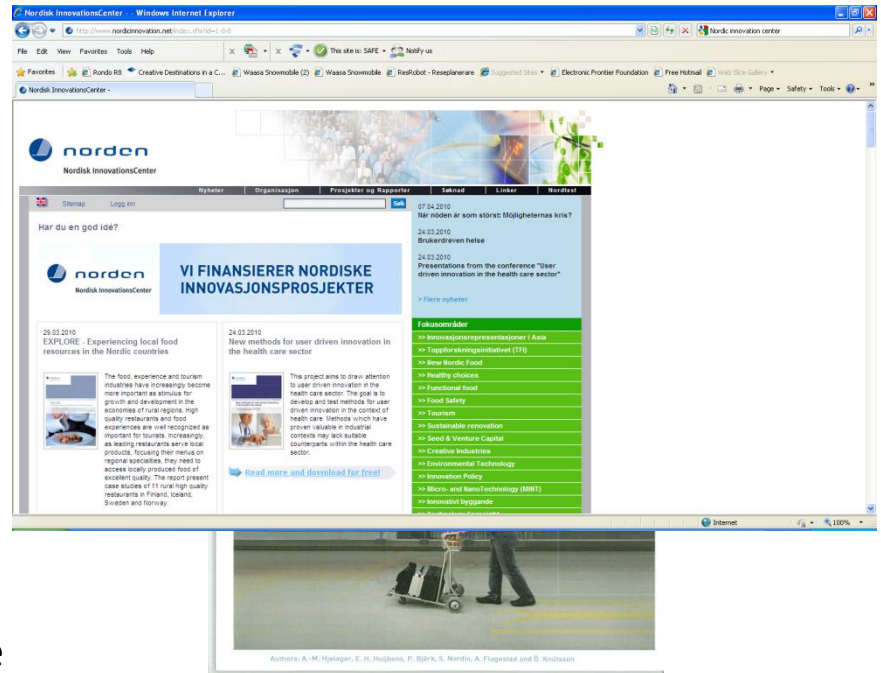
System level

Network level

Firm level

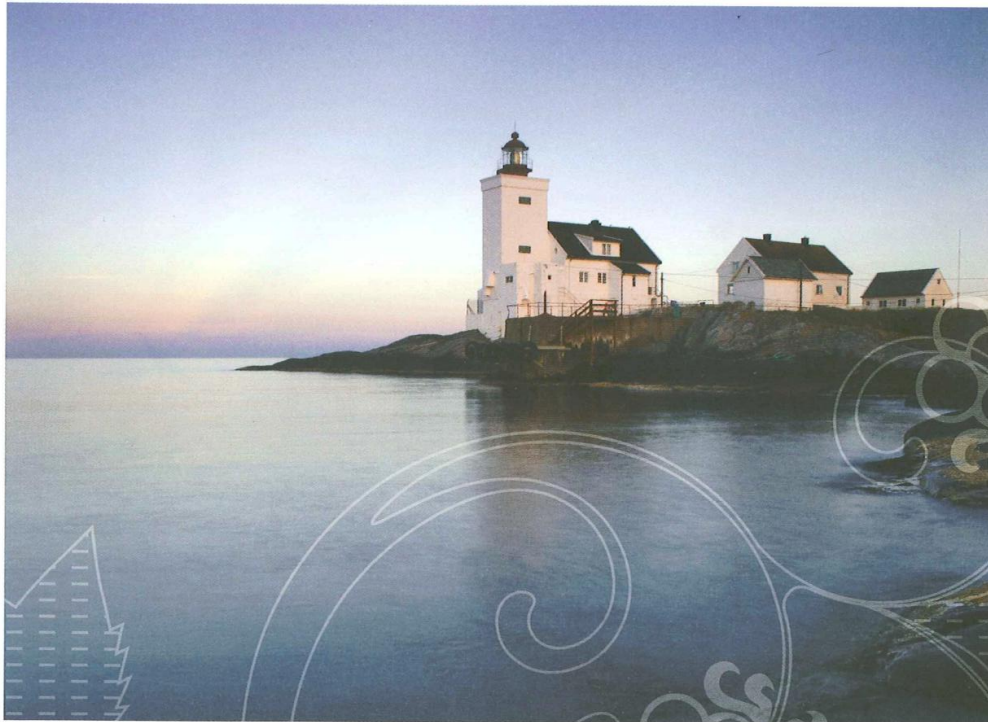
Innovation systems i Nordic tourism

- Research project
 - Planning 2006
 - Up and running 2007
 - Final report in January 2008
- Purpose
 - Understand the dynamics of innovation in tourism in terms of relations between actors.
 - Understand driving forces and impediments for innovation in tourism.
 - Document outcomes of innovative practices in tourism.
 - Lay foundations for Nordic policy facilitating tourism development.

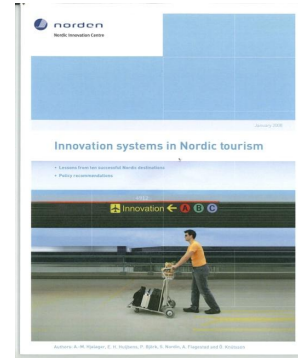


Innovation in **Nordic Tourism**

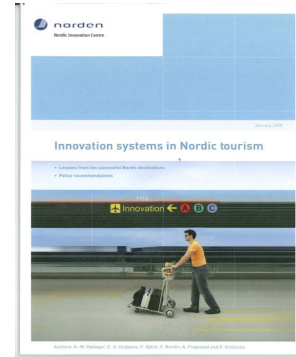
- New Products and Services



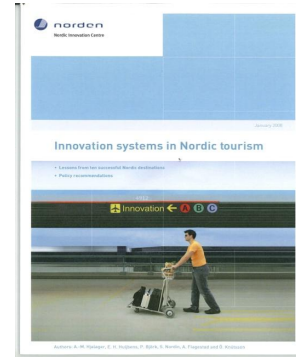
NORWAY



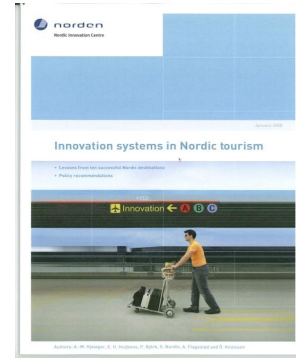
SWEDEN



FINLAND



DENMARK



RESULTS

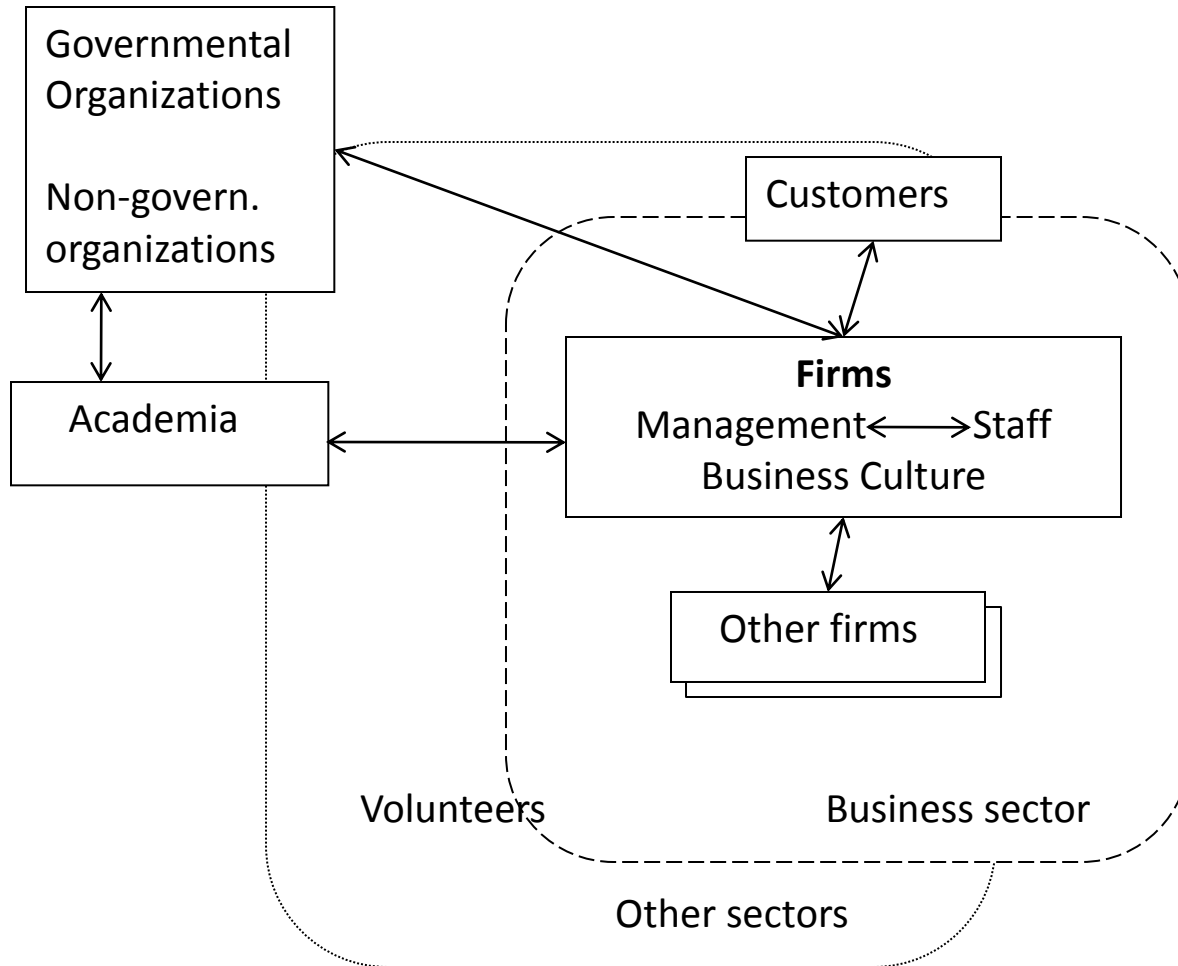
Successful innovation system, characteristics

- A multitude of actors
- A diversity and density of relations
- Mobilising role of key actors
- An open resource access
- Second commers to innovation being promoted
- Keen kompetition
- Public sector role
- Increasing global outreach
- An increasing cross-sectoral outreach

Policy areas

- Developing new knowledge inputs and knowledge acquisition methods for innovation – emphasis on customer-driven innovation across the Nordic countries.
- Developing innovation awareness and innovation competences particularly for SMEs, voluntary organisations and governmental bodies active in or on the fringes of tourism innovation systems.
- Moving beyond tradition – tackling seasonality, enhancing value and reconceptualising the Nordic natural and cultural conditions.
- Moving advanced scientific and technical knowledge into tourism through new linkages and technology booster mechanisms.
- Exchanging ideas and knowledge – promoting export of concepts, franchises, events, merchandising, etc.
- Facilitating and exploiting spill-over from the public sector and institutions – cross Nordic focus where the best of the welfare policies are recycled in a tourism context.
- Making funds and financing available for tourism, including EU-funds, R&D support, SME-seed money, venture capital etc.

Innovation system



Driving forces and impediments

- Innovation system

- Firms, knowledge institutions and people do seldom innovate alone and innovation emanates from cumulative processes of interactive learning and searching. This implies that the system needs to be characterized *simultaneously* with reference to its elements and to the relationships between those elements. The relationships may be seen as carriers of knowledge and the interaction as processes where new knowledge is produced and diffused (Lundvall, 2005, p. 13)

- Innovation

- New products and services for tourists.
- New managerial methods and resource mobilization.
- Educational spin-offs and innovation in the educational sector.
- Reverse community innovation – innovation aiming at the benefits of the residents.
- Reverse business innovation – innovation furthering other business branches

Innovation Network

- Driving forces
 - Entrepreneurial spirit
 - Second comers
 - Profit motives
 - Local people and social- cultural motives.
 - The public sector
 - Impediments
 - Power and influence.
 - Investments and venture capital
 - Changes in external conditions
 - System level
 - Learning society
 - Service innovation
 - Well-being and health
 - Environment and Energy
 - Infrastructure and security
 - Bio-experitice and bio-society
 - Information and technology
 - Human interaction
 - Materials
 - Global Economy
- (Finnsight, 2005)

Future challenges

New service development

Small tourism firms ...

... find New Service Development (NSD) important (58,8% say it is very important)

... are on a continuous base engaged in NSD (54.5% say it is very important) (proactive)

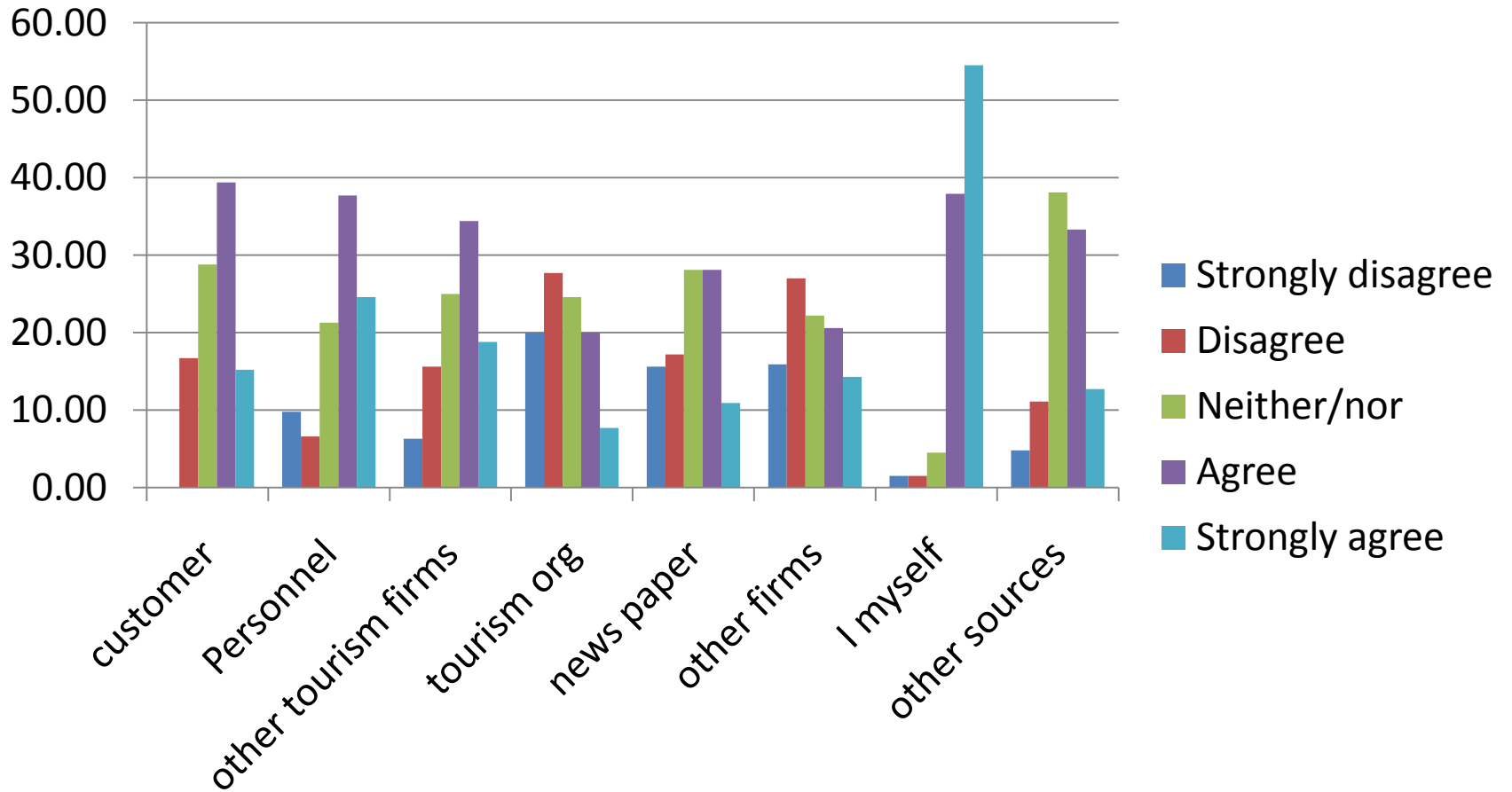
... respond on customer demand (33,8%) (reactive)

... find themselves as the best resource for new ideas (54,5%)

User innovation systems

- Driving forces
 - Some customers
 - Want to give feedback
 - Want to be involved
 - Want to co-create
- Impediments
 - Most want to stay outside
 - What kind of systems are needed

Best source for new ideas



Conclusions

Innovation at the organisational level



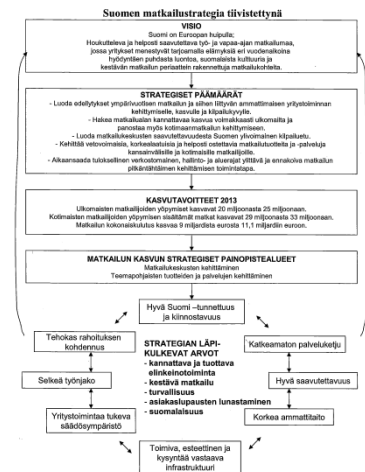
System level

Network level

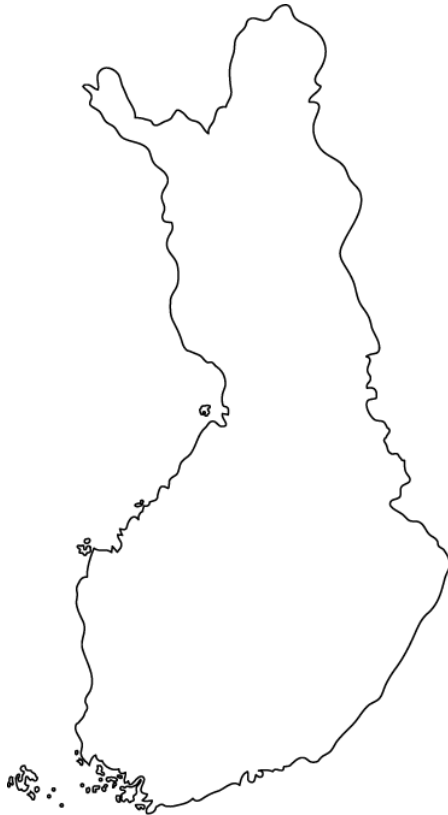
Firm level

Policy issues

A sustainable solution?



Finnish tourism system



Focus areas:

- Winter tourism
- Summer tourism
- Culture tourism
- Well-being tourism

Organisation:

- Finnish Tourism Board
- Tourism areas
- Regional tourism organisations
- Local actors

Projects:

- National
- International

Thank you!