



UNIWERSYTET EKONOMICZNY  
W POZNANIU



**Kadry dla Gospodarki**  
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URZĄD STATYSTYCZNY  
W POZNANIU

# INDUSTRY AND TOURISM: ELEMENTS OF INNOVATION EXCELLENCE

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Projekt Kadry dla Gospodarki współfinansowany ze środków Unii Europejskiej w ramach Europejskiego Funduszu Społecznego



**KAPITAŁ LUDZKI**  
NARODOWA STRATEGIA SPÓJNOŚCI

UNIA EUROPEJSKA  
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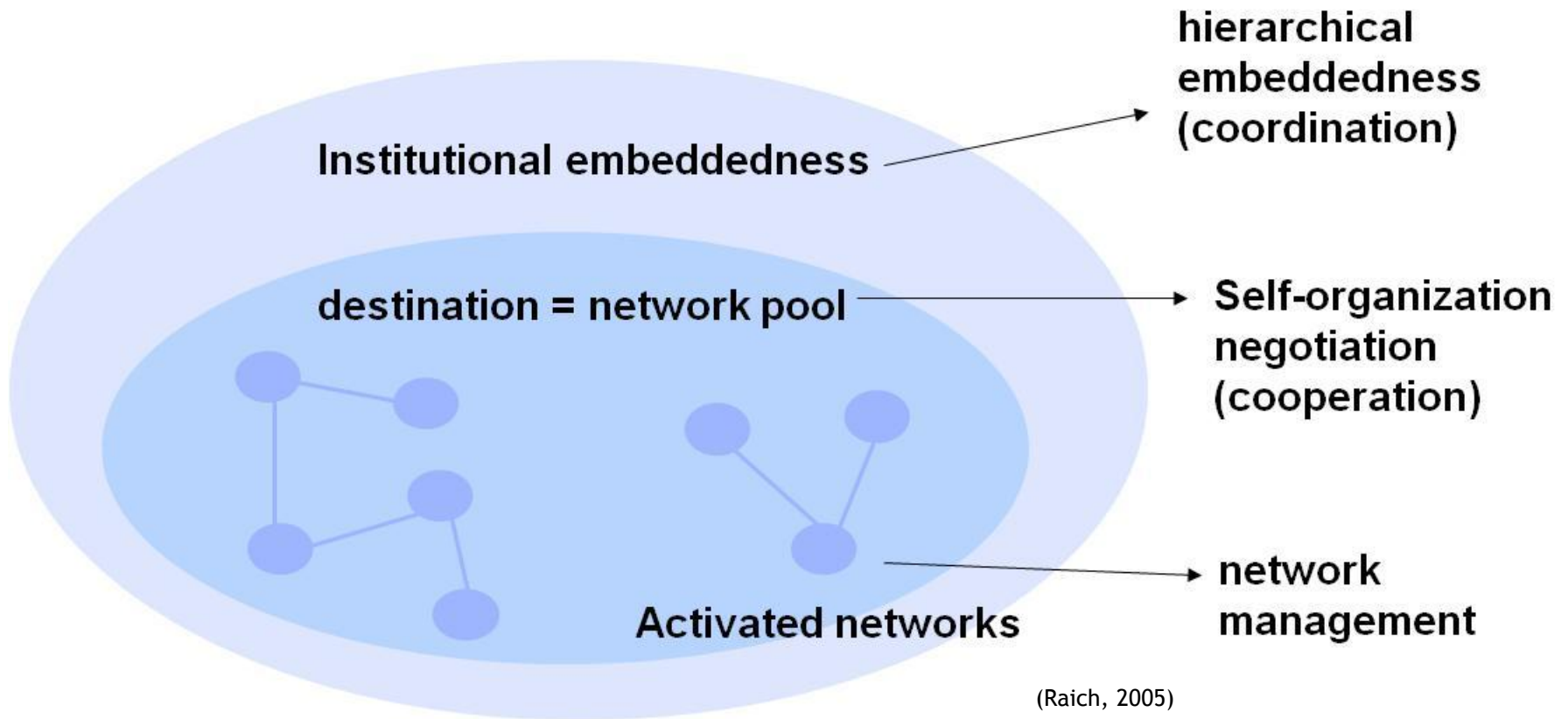
## Destination Governance

- Describes a form of self-organization of tourist destinations, in essence based on the cooperation of the persons and companies involved, and shaped by the institutional context as well as rules of organization and code of conduct (Pechlaner/Raich/Beritelli, 2009)
- Destination development and the governance perspective (Svensson/Nordin/Flagestad, 2005)
  - multi-actor complexity
  - resource dependencies
  - public-private dimension and interdependency
  - control
  - leadership

## Destination Governance: influencing factors

- Personnel characteristics and competencies of the destination management
- Financial resources and source of financial resources
- Amount and variety of stakeholders
- Network competencies

# Destination Governance



## The role of a tourism organisation in Destination Governance

- A tourism organisation operates as a special collective actor in the tourist destination.
- Tourism organisations that want to be actively involved in Destination Governance may act as intermediaries, initiators of courses of action and network managers.
- The task of the intermediaries is to promote communication and interaction, share knowledge and establish links between actors.

## The role of a tourism organisation in Destination Governance

- In general, intermediary agents or organisations are expected to produce positive externalities. They should perform the following functions:
  - Mediate between different actors and sectors;
  - Marshal endogenous resources;
  - Establish communication channels between different levels;
  - Help resolve misunderstandings or conflicts of interest;
  - Transfer know-how in a transparent way;
  - Support knowledge exchange;
  - Help develop cross- sectoral strategies.

(see Gustedt, 2000)

## The role of the tourism organization (DMO)

Tourism organizations are institutional partnerships (Svensson et al., 2005)

- multi-stakeholder-complexity
- cooperation of public and private actors
- management towards a „common outlook“ (co-ordination)
- mobilization and development of resources
- management of project partnerships



The more effective the corporate governance of the DMO, the more effective the destination governance?

## Destination Governance: central challenges

How is governance produced? Identify governance types/typologies (e.g. participative, corporative, roles of public and private organizations)

Who governs? Identify actors and institutions and their roles and interactions; discuss individual, institutional, cultural, political perspectives of governance; analyse the influence of local culture and politics on governance

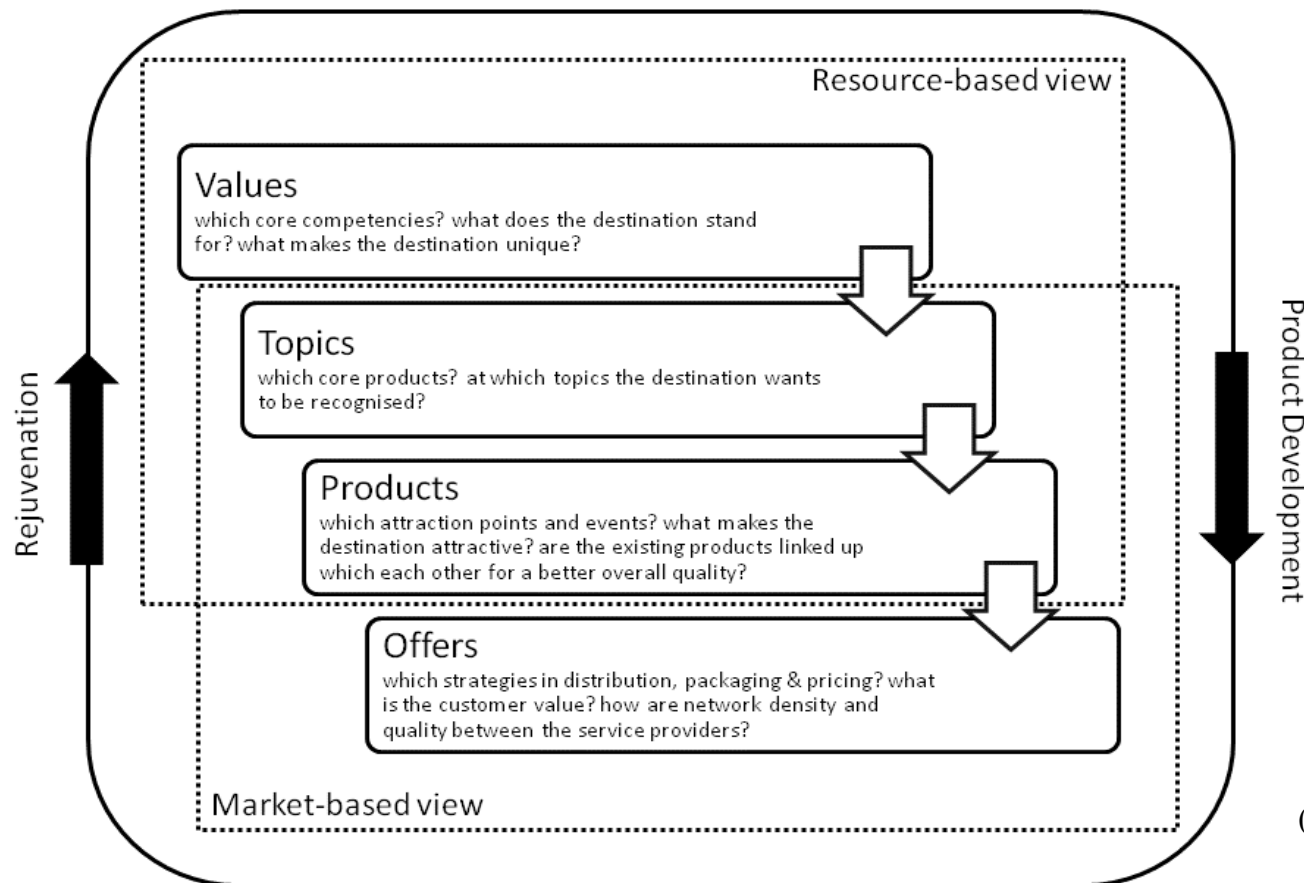


## Destination Governance: central challenges

What does governance comprise? Differentiate dimensions of governance mechanisms (information and interaction among actors and institutions, influence taking and coordination, decision taking norms and rules etc.)

On what occasions/cases do we recognize governance? Present cases and objects of governance (e.g. land use planning and real estate, traffic and logistic systems in the destination, major investments and projects affecting the long-term development of the destination)

# Innovation processes and destination development



(Pechlaner/Herntrei/Kofink, 2009)

## Introduction of an Regional Innovation System

- The processes of globalization have initiated a dynamic international competition for capital and skilled labor, which has led to a situation of hyper-competition. (D'Aventi, 1994)
- To gain and maintain competitiveness, business units must be able to constantly reconfigure their core competencies, and this means enhancing innovations. (Cooke, 2003)
- The regions and its networks are highly relevant for the maintenance of companies' competitiveness, which led to the concept of regional innovation system.

## Regional Innovation Systems

- Innovation need more than just internal resources - they also require exchanges between different companies and innovation cultures. (Jewkes/Sawers / Stillermann, 1985)
- New economic Geography: Not all innovations are available globally → Focus on spatial differentiation and specialization. (Koschatzky, 2011)
- Regional innovation systems focus on local and regional connections between production and innovation. (Bathelt/Depner, 2003)
- The special importance of a region can be seen in its production of economic, social and political networks, fostered by proximity. (Läpple, 1998)

Studies on regional innovation systems show, how companies can increase their competitiveness through cooperating with local and regional stakeholders in the same value chain.

## Regional Innovation Systems

Regional Innovation Systems (RIS) are economic regions, which institutions and networking structures positively impact the innovativeness of its firms in a sustainable way.“ (Heidenreich, 2001:89)

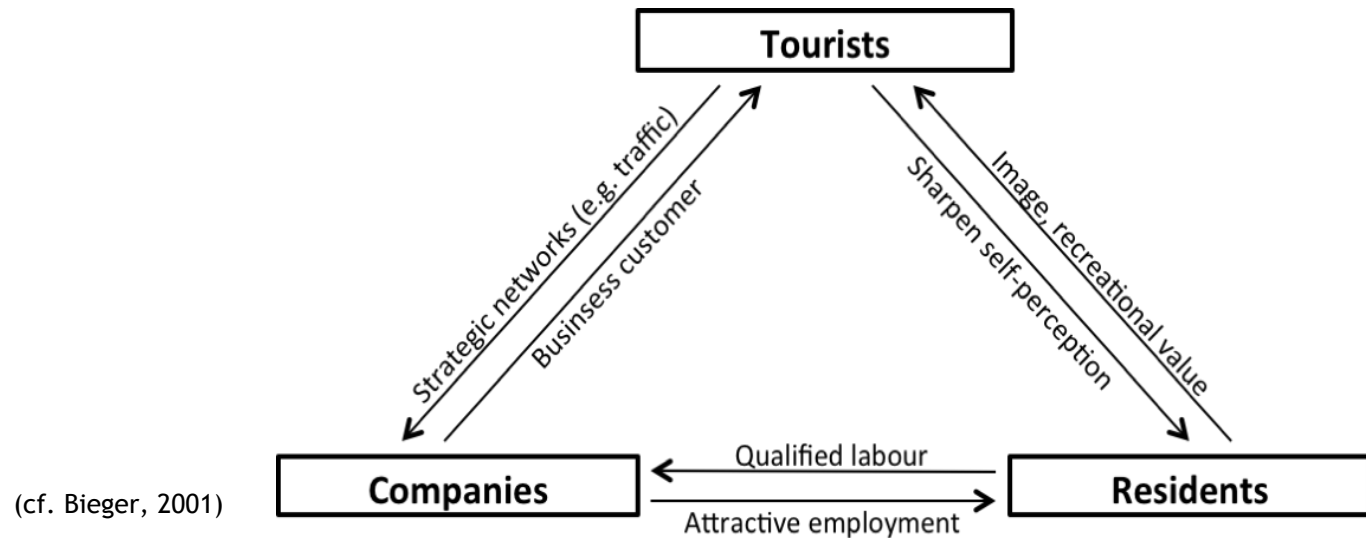
**Involved actors** are among others:

- Universities and research institutions
- Intermediate organisations (associations, chamber of commerce, ... )
- Politics
- Private firms

(Cooke, 2003)

## RIS and the integrated management model

- Koschatzky (1997) stresses the importance of a region's "living conditions" as an important element of a regional innovation system
- Also Bieger (2001) notes that regions are not only an economic space, but are also living spaces.



## Governance of Regional Innovation Systems

- Next to institutional knowledge drivers, further basic requirements of a regional innovation system include the existence of a regional governance structure and a specialized regional industry. (Howells, 1990)
- Regional governance is an appropriate approach for coordinating and controlling regional integrated processes. (Pechlaner/Raich/Fischer, 2009)
- Regional governance defines weakly institutionalized, network-oriented modes of cooperation between regional private parties and governmental institutions with the goal of enabling collective and target-oriented action within the region. (Fürst, 2006)
- A critical success factor for the implementation of a regional innovation system is the transfer of governance competencies from the public authorities to semi-private, intermediate organizations, for example, chambers of commerce and trade associations. (Painter, 2000; Cooke, 2003)

## Governance of Regional Innovation Systems

Five crucial steps in implementing a functioning regional innovation system are important under the precondition of a good regional governance system:

- 1) Identification and involvement of crucial stakeholders
- 2) Development of a regional innovation strategy
- 3) Definition of quality standards for research and production
- 4) Definition of common areas of action to bundle the region's resources
- 5) Development of competencies for the governance of the innovation network

(Cooke, 1996: 168)



## The case of South Tyrol

- South Tyrol is a typical community-based tourism destination
- Traditionally the role of the destination management organization has been limited to image promotion
- In the last years further public management organizations have been founded, with the aim of developing the location by expanding its innovation and export capabilities

→ All four organizations manage the economic activities in South Tyrol for the improvement of its attractiveness and competitiveness



**SMG.**  
Südtirol Marketing

**EOS.**  
Export Organisation Südtirol  
der Handelskammer Bozen

**BLS.**  
Business Location  
Südtirol · Alto Adige

**TiS**  
innovation park

## SMG - South Tyrol Marketing

- Founded in 2000
- Main tasks:
  - Tourism marketing
  - Creation of synergies with other economic sectors
  - Elaboration of strategies to increase the awareness of the umbrella brand South Tyrol



## EOS - Export Organisation South Tyrol

- Founded in 2006
- Main tasks:
  - Export promotion, trade promotion and advertising activities for the benefit of the South Tyrolean products on international and domestic markets
  - Internationalisation
  - Increase the awareness and image of the South Tyrolean products and companies through marketing activities



## BLS - Business Location South Tyrol

- Founded in 2009
- Main tasks:
  - Increase the productivity and economic value of the South Tyrolean economy
  - Develop the location South Tyrol
  - Improve the underlying conditions for businesses
  - Encourage the establishment of new enterprises

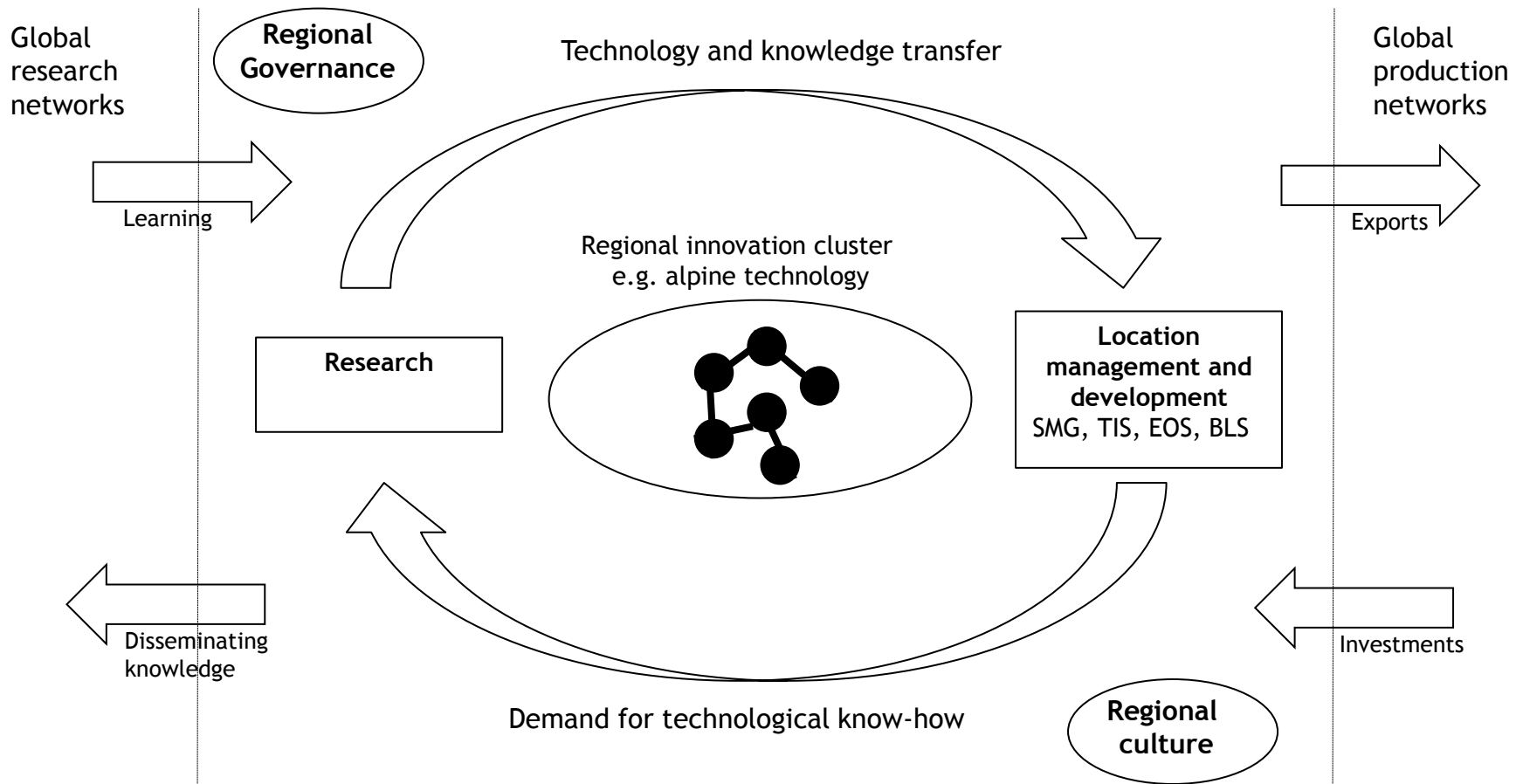


## TIS - Techno Innovation South Tyrol

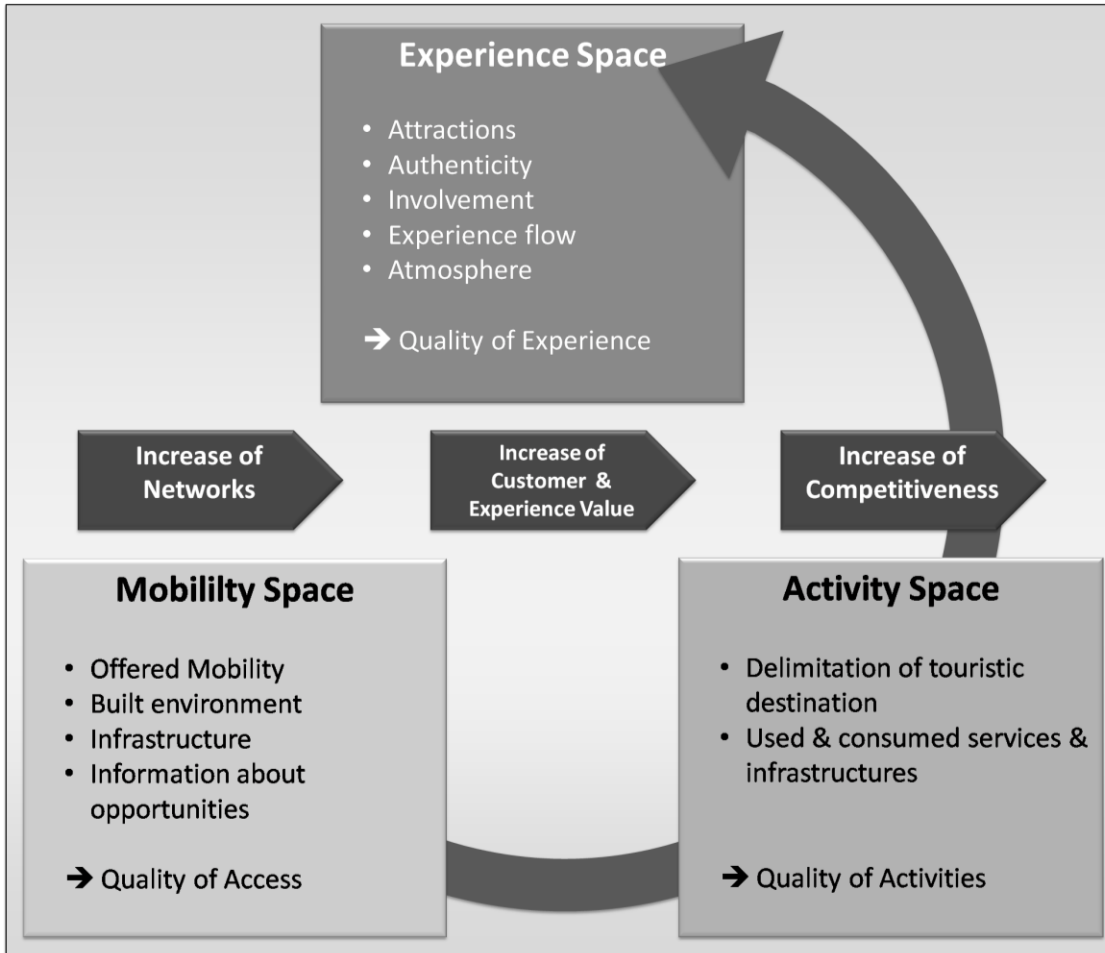
- Founded in 2000
- Main tasks:
  - Encourage the creation of new businesses and further develop existing innovative companies
  - Increase the quality and quantity of research, development and innovation of businesses



## Conceptual model for further research



# Integrated concept of mobility, activity and experience space



Based on Pechlaner/Herntrei/Kofink 2010



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# Thank you very much!

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