

First International Conference on the Measurement and Economic Analysis of
Regional Tourism

INNOVATION IN THE TOURISM ENTERPRISE

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1. Competitiveness and Innovation in Tourism

INNOVATION



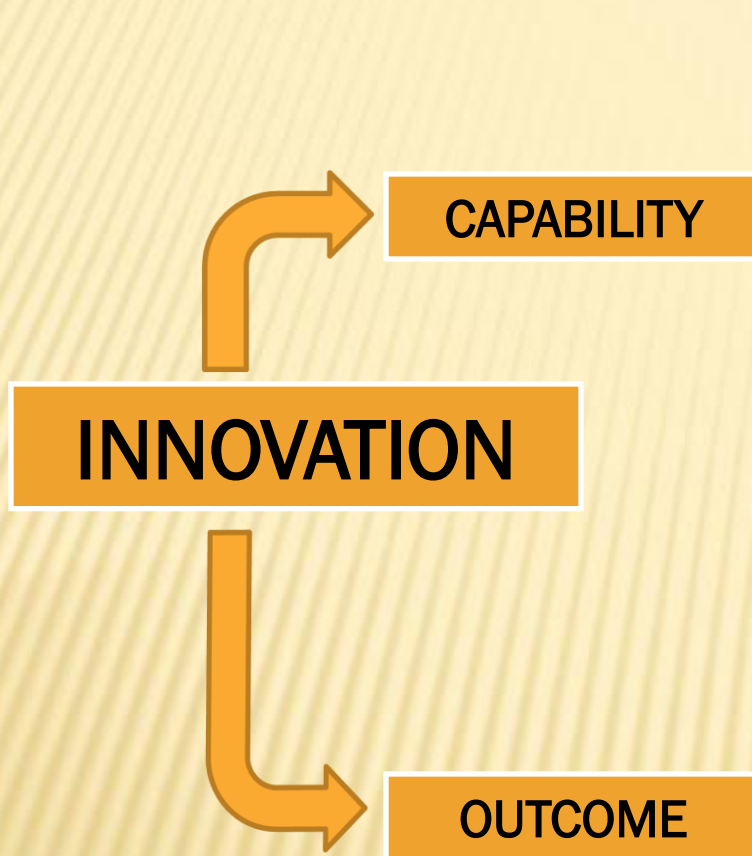
- Engine of change towards the knowledge economy.
- Determines the internationally competitive position of tourism enterprises and destinations (Volo, 2005, Hjalager, 2002, Monfort, 2000, Camisón, 1999).

Innovation in **tourism** and how to measure it are not sufficiently well developed



- Because of the singular features of tourism – geared more towards organizational innovation.
- Responsiveness of the knowledge- creation and -transfer process to structural features of the industry.
- Political focus on groundbreaking industries.
- Public policies rooted in technological innovation & investment in R&D.
- The disregarded nature of the regional dimension in tourism.
- Lack of sound statistical support. It is necessary to:
 - Adapt secondary statistics to tourism.
 - Roll out primary databases and analysis tools for innovation in tourism.

2. Bases for Measuring Innovation



Dynamic Capabilities:

- The organization's skill in responding consistently in situations of a changing environment.
- Sources of sustainable competitive advantages and financial returns.
- Capabilities involving technologies, learning and knowledge creation & application.

Innovative Performance:

- Capability for knowledge generation and its application, combination and synthesis to introduce new or improved products, processes, markets or forms of organization.
- Innovation: **products vs. processes**.
- Innovation: **technological vs. organizational**.
- Innovation: **radical vs. incremental**.
- Innovation: **regular, niche, architectural and revolutionary**.

3. Guides and Sources for Measuring Innovation

INNO-Metrics (PRO INNO Europe)

Innobarometer

European Innovation Scoreboard (EIS)

EIS Structure: 7 dimensions that group together 29 indicators in reference to 3 categories:

- **Enablers:** innovation outside the enterprise.
- **Firm activities:** innovation efforts undertaken by enterprises.
- **Outputs:** related to business results.

Community Innovation Survey (CIS)

Spain: Surveys by the INE (National Statistics Institute).

- Survey on R&D activities.
- Survey on technological innovation.
- Survey on high technology indicators.

COUNTRY RANKINGS OF INNOVATION DEVELOPMENT (AGGREGATED INDICES)

- Summary Innovation Index, SII.
- Global Summary Innovation Index (GSII).
- Service Sector Innovation Index, SSII.

REGIONAL RANKINGS OF INNOVATION DEVELOPMENT (AGGREGATED INDICES)

- Regional Innovation Index (RIS)

OTHER COUNTRY RANKINGS OF INNOVATION DEVELOPMENT (AGGREGATED INDICES)

Technological Innovation Index (World Economic Forum), Knowledge Index (World Bank), Technology Activity Index (UNIDO), Technological Advance Index (UNCTAD), ArCo, Global Innovation Index, FOR's Innovation Monitor.

4. Limitations and Generic Sources for Measuring Innovation

GENERAL

- Fairly unreliable as an informational support for public policies that promote innovation

Imprecise indicators

Use of unsuitable indicators

Failure to analyze all relevant dimensions of the innovation process

- Secondary statistical sources do not suitably capture the systematic nature of the innovation process, stock of innovation capabilities either in the enterprise or its environment, or non-technology-based innovations.
- Scarce international and inter-sectoral comparability.
- Scarce comparability of innovation at a regional level.

TOURISM

- Limitations of public databases.

➤ Sample design.

➤ Measuring with indicators involving investment in R&D, patents or other similar measures.

5. Bases for the Systematic Measuring of Innovation in Tourism

Need for innovation scoreboards adapted to tourism needs and enabling regional analysis

Indicators that are relevant politically and business-wise

Existing statistical sources

New databases

Primary research with new surveys

- Prepare complex indicators.
- Gather longitudinal information on the enterprise's innovation process.
- Measure innovation in its informal and multidimensional nature.
- Gather data on all knowledge-dissemination methods: embodied, disembodied, tacit (Oslo Manual, 2005).
- Attractive support to expand existing databases: *Innobarometer*.
- New methodological approach at regional level.

- Sample significance in tourism.
- Maximum international comparability.
- Regional level which is representative and methodologically homogenous.
- Bear previous primary studies in mind to design measurement instruments capable of gathering data on innovation capabilities.

- ➔ Innovation in tourism is extremely important at competition level. Despite this, there is a lack of knowledge about what it entails and how to manage it, and the ways it is measured are not sufficiently well developed.
- ➔ An enterprise's dynamic capabilities and innovation effort in generating knowledge should be borne in mind to ensure that innovation is measured properly.
- ➔ Public sources are limited when it comes to analyzing innovation in tourism. The way information is gathered may not be suitable for the specific nature of the sector or it may be of little value for regional analysis.
- ➔ One proposal for solving this lack of information is to build indicators that are relevant politically and business-wise, by utilizing the available statistics sources and, on the other hand to conduct primary research with new surveys.

END

**THANK YOU
FOR YOUR
TIME**

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