## Innovation and Growth in Tourism

## **FOREWORD**

A number of OECD countries face growth problems in tourism. Globalisation implies that, to remain competitive, OECD countries should be at the cutting edge of the development of new products and ideas in tourism. With innovation, this report touches therefore an important dimension of the tourism economics rarely examined at international level. *Innovation and Growth in Tourism* aims to provide an important contribution for research and policy work in this area.

Innovation and Growth in Tourism clarifies the conceptual issues behind the dynamics and the characteristics of innovation in tourism and how innovation is transforming the tourism business models. For example, one of the new basic innovations which transform tourism is the trend towards an "experience economy".

Innovation and Growth in Tourism shows that innovation processes in tourism are mainly aimed at increasing productivity, profitability and quality, thus improving the overall competitiveness of the tourism economy. Innovation is to be considered as a major driving force for structural changes in the tourism industry. It shows, for example, that the small and medium sized enterprises (SMEs) are mainly introducing innovation by imitation.

Competition is the main driver of innovation in the tourism sector but co-operation is essential to stimulate structural change and innovation in tourism. This is certainly a main rationale for governments to intervene in the fragmented tourism sector, as new structures and innovation can only emerge if there is cooperation. *Innovation and Growth in Tourism* illustrates the need to push the diffusion of best practices in tourism innovation (e.g. in the areas of environment, education, ICT), notably in micro and small tourism enterprises and the important role to be played by public authorities.

*"Innovation and Growth in Tourism"* was the theme of an OECD conference held in Lugano, Switzerland on 18-19 of September 2003, in cooperation with the Swiss State Secretariat for Economic Affairs.

Sergio Arzeni

Director, OECD Centre for Entrepreneurship, SMEs and Local Development (CFE)

## TABLE OF CONTENTS

PART I. TOWARDS AN INNOVATION-ORIENTED TOURISM POLICY					
CHAPTER 1. CAN THE STATE PROMOTE INNOVATION IN					
TOURISM? SHOULD IT?					
Growth problems in the industrialised countries	11				
Innovation as the motor of growth					
Tourism's productivity dilemma					
Inventions and patents do not in themselves produce growth					
A lack of process innovation in tourism	15				
Can the State promote innovation? Should it?	15				
CHAPTER 2. INNOVATION AND TOURISM POLICY	17				
The magic role of innovation	17				
Competition and structural change in the developed tourism countrie					
Innovation as a growth machine in market economies	22				
Essential characteristics of the innovation process					
Peculiarities of tourism that affect innovation					
Agenda-setting for an innovation-oriented tourism policy					
Reasons for the promotion of innovation					
Bibliography	40				
PART II. CHARACTERISTICS OF THE INNOVATION PROCI	ESS IN				
TOURISM	41				
CHAPTER 3. INNOVATION AND ECONOMIC GROWTH	43				
Technological innovation, a major force for economic growth	43				
Dealing with uncertainties					
A few examples of innovation					
The impact of a technological innovation					
Innovation in tourism					
Bibliography	52				

CHAPTER 4. PRODUCT IMPROVEMENT OR INNOVATION: WHAT IS THE KEY TO SUCCESS IN TOURISM?	53	
Relevance and importance of innovation and product development		
in tourism.		
Definition of the term "innovation"	55	
Potential areas for innovation in tourism		
On the economics of innovation and product development in tourism	58	
Types of innovation		
Empirical evidence gathered so far		
Implications and prospects for tourism policy		
Bibliography	67	
PART III. ROUTINISATION OF THE INNOVATION PROCESS IN		
TOURISM	71	
CHAPTER 5. HAS INNOVATION BECOME A ROUTINE PRACTICE THAT ENABLES COMPANIES TO STAY AHEAD OF THE COMPETITION IN THE TRAVEL INDUSTRY?	73	
Innovation and Economic Growth	73	
Background	76	
Innovation and Economic Growth73Background76Motivations for consolidation and vertical integration78		
The results of consolidation and vertical integration		
The contribution of innovation to survival and success	80	
Bibliography	83	
CHAPTER 6. A DYNAMIC CONCEPTUAL APPROACH TO		
INNOVATION IN TOURISM	85	
Methodology	85	
Defining innovation	86	
Innovation in tourism and innovation in other service sectors		
The dynamics of innovation in tourism: which models?		
Structural approach: the framework for innovation in tourism		
Cognitive approach: innovation in tourism and the dynamics		
of knowledge	98	
Conclusions		
Bibliography1	.05	

PART IV. INI	TIATIVES ENHANCING INNOVATION IN TOURIS	<b>5M</b> 107		
CHAPTER 7.	THE FRENCH INITIATIVE FOR INNOVATION IS TOURISM: HOW TO REJUVENATE SUPPLY AND INCREASE THE PRODUCTIVITY OF THE TOUR SECTOR?	D RISM		
	novation look like in tourism? Some noteworthy			
examples.				
	tives and programmes			
	or shaping national tourism supply			
Bibliography		120		
CHAPTER 8.	INNOVATION IN THE FIELD OF MARKET			
	COMMUNICATION AND MARKETING: THE			
	AUSTRALIAN INITIATIVE	121		
Marketing A	ustralia	121		
	usuana			
	novative approach			
CHAPTER 9.	MALTA: A PERMANENT PROCESS OF INNOVAT IN TOURISM			
Malta: A unio	que value proposition	131		
Promoting M	alta as an experience	132		
Active coope	ration with all Maltese tourism actors	132		
Revisiting the	e distribution model	132		
A permanent	process of innovation	133		
CHAPTER 10.	E-TOURISM: AN INNOVATIVE APPROACH FO THE SMALL AND MEDIUM-SIZED TOURISM	R		
	ENTERPRISES (SMTES) IN KOREA	135		
Introduction				
	or successful e-commerce			
Importance and performance				
E-commerce strategies as a tool of innovation				
Implications for tourism policy				
Conclusions: recommendations for e-tourism innovations				
Bibliography				

## TABLE OF CONTENTS

Tables
Lantes

Table	6.1. Iı	nterpretation of Figure 6.4	. 94
		he Ageing Consumer	
		ocusing the efforts	
Figures			
Figure	2.1.	Productivity and growth problems of SMEs in highly developed	
Č		tourism countries	. 19
Figure	2.2.	Shrinking market share of tourism in highly developed countries	. 20
Figure		Innovation cycles of destinations: end of cycle and lack of	
Č		opportunities for repositioning in the markets	. 21
Figure	2.4.	Oligopolistic competition as a driver of innovation	
Figure	2.5.	Basic innovations in transport: major impact on tourism	
Č		development	. 25
Figure	2.6.	Creative risk-taking and standardized processes	. 27
Figure	2.7.	Tourism a new 4th sector between "high tech" and "high touch"	
Figure	2.8.	Creative imitation and innovation by way of outsourcing	. 30
Figure	2.9.	Importance of destination goods	. 31
Figure	2.10.	The State as a co-producer	. 32
Figure	2.11.	Model for an innovation-oriented tourism policy	. 34
Figure	2.12.	Determinants of labour productivity in the field of tourism: the	
		importance of innovation creation mechanisms	35
Figure	2.13.	Competitive market structures	36
Figure	2.14.	R&D Division for tourism clusters	. 38
Figure	2.15.	Impact on prosperity of marginal social utility	. 39
		Innovation types, adopted from Abernathy and Clark	
_		Product versus Process Innovation in Tourism	
		Platform strategy: Y-Model	
Figure	6.1.	Application of the Barcet model	. 90
		Linear models	
		Chain-linked models	
		BCG Growth-Share Matrix	
		Channels of knowledge transfer in tourism	
		ATC Strategic Direction	
_		Benefits of E-commerce.	
		Barriers to adopting E-Commerce	
		Important Factors for Successful E-commerce	
Figure	10.4.	Importance-Performance (I-P) Analysis	