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Returns on Investments: The Downhill Skiing Story¹

Martin FALK
Austrian Institute of
Economic Research (WIFO)
Austria
martin.falk@wifo.ac.at

Sigbjørn TVETERAAS
University of Stavanger
Norway
sigbjorn.tveteras@uis.no

Ski lift companies are increasingly struggling under pressure from global warming, aging populations, and changes in leisure preferences. Nordic ski lift companies are no exception with no growth in the number of skier visits. Despite the stagnation in visitation companies continue to invest in new ski lift capacity. More than 120 new ski lifts have been installed in the Nordic countries between 2006-2014, of which 50 are large and modern chairlifts or gondolas. New ski lifts typically offer greater capacity, speed, and comfort. In some cases, new chairlifts are first installations and thus new to the firm products. Although the direct output effects are likely positive for the individual companies, it is possible that new lift installations draw demand away from neighbouring ski lift companies. The aim of the paper is to investigate the effect new investment in ski lifts has on total output.

Innovation literature and manuals (OSLO) give clear definitions on innovations. In accordance with guidelines the product improvement that comes with modern ski-lift facilities can be either defined either as a new or improved product or process innovation. Previous tourism studies in have mainly focused on the impact of ICT or broad innovation categories such as product and process innovations in general (Hjalager, 2010). Power (1998) shows that there is a link between innovative investment, productivity and firm growth. The vintage capital theory reveals that plants with older equipment have lower growth rates than those with a more recent vintage of equipment (Salvanes & Tveterås, 2004). These findings suggest that the new investments in the ski industry, which major new technologies are installations of new chairlifts and gondolas and snowmaking facilities, could increase output. Linkages of ski areas are not relevant here.

Data is based on panel data for the 80 largest ski lift companies in the three Nordic countries (FI, NO and SE) and contains information about size, location, and elevation.

The impact is estimated by the difference-in-differences estimator combined with the propensity score matching estimator. Evidence shows that the output effects of new lift installations are small and often negligible. Smaller ski lift companies benefit most.

The main result is that the output effects of new ski lifts are small and, in this sense, can be likened to a zero-sum-game. In terms of policy, planned investments in new lifts in times of stagnating demand should be carefully evaluated.

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Innovativeness and ICT Usage in the Accommodation and Restaurant Industry: A Comparison with Other Services²

Martin FALK

Austrian Institute of
Economic Research (WIFO)
Austria
martin.falk@wifo.ac.at

Eva HAGSTEN

Department of Economics
University of Iceland
Iceland
eva.hagsten@gmail.com

In the accommodation and restaurant industry organisational or marketing innovations are more prevalent than technological ones. Evidence derived from the CIS for six European countries shows that 19 per cent of firms in this industry introduced new marketing concepts or strategies and 15 per cent organisational innovations. Product and process innovations are less widespread with each approximately 10 per cent of firms. The proportion of firms releasing new market products/services or R&D is negligible. In contrast, e-sales and e-purchasing activities are widespread among these firms (40 per cent). The aim of the paper is to contrast the degree of innovativeness and ICT usage in the accommodation and restaurant industry with other services firms by use of non-parametric tests. Data originate from the CIS and ICT usage surveys. In addition, we complement this with evidence on labour productivity and skills.

The OSLO manual defines technological and non-technological innovations. The ICT usage in enterprise survey introduces a number of indicators of different prominence (ICT infrastructure, ICT applications and e-commerce activities). Previous research suggests that technological innovations are defined in a way that does not fully allow innovativeness in the tourism sector to be captured (Hjalager, 2010).

The study is based on approximately 5000 firms in the CIS and about 2000 firms in the ICT usage survey. The inclusion of the restaurant and hospitality services is mandatory in the ICT usage survey but not in the CIS. Information on value added and employment originates from the structural business statistics and data on skills is derived from the Education register.

Besides the low degree of innovative firms in this sector, they are also inexperienced users of advanced ICT such as enterprise resource planning systems. In contrast, the majority of firms have broadband internet connections, websites and are active in e-sales, e-purchasing and electronic invoicing. Further, the industry has a low level of labour productivity: EUR 34,000, the lowest among all service industries. Together with retail trade and repair and maintenance the industry has the lowest proportion of employees with a university degree, at ten per cent or less. T-tests and the Mann–Whitney U test confirm that all types of innovations are significantly lower than in other services industries.

The outcome of the paper is a tourism innovation and growth paradox. Despite low innovativeness, average ICT usage, low skill intensity and low labour productivity the tourism industry manages to achieve a higher than average output growth rate. We argue that the current survey does not take into account the specific features of service innovations in this industry. The present concept could be extended by management practices and quantitative measures of process innovation output (cost reduction).

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Emerging Business Models and Sustainability in Whale-Watching: The case of Northern Norway³

Samira SAHEBALZAMAN and Giovanna BERTELLA

School of Business and Economic
UiT The Arctic University of Norway
Norway

[samira.sahebalzamani; giovanna.bertella]@uit.no

The potentials and challenges of cetacean-watching are highlighted in terms of sustainability by several recent scholarly contributions from both natural and social sciences (Higham et al., 2014). Such knowledge is applied only to a certain extent and the industry is often characterized by limited or absent regulations and a predominance of commercial business models. These are often insufficient to meet the challenges related to environment and animal protection as well as profit generation at the company level and beneficial benefits at the destination level. In this context, some scholars argue that innovative business models could be key elements for a more sustainable cetacean-watching tourism industry (Higham et al., 2014). This study focuses on the case of whale-watching in northern Norway and, applying the concept of sustainable business model, investigates the developmental process of whale-watching business models.

According to Teece (2010), “the essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments to profit” (Teece, 2010: 172). Recently, several scholars have highlighted the necessity to include considerations about sustainability: as long as firms aim to be sustainable and contribute to the sustainable development of the industry and the specific area where they operate, they need to think sustainably and innovate their business models (Abdelkafi & Täuscher, 2016). Business model innovation can include innovative products, processes and technologies. In the case of whale-watching, the latter elements are commented by Hoarau and Kline (2014) in relation to the co-creation of innovation in Nordic whale-watching tourism. This study frames such elements as part of innovative business models that incorporate sustainable efforts towards the environment. More precisely, it adopts the concept of business model transformation and the change for sustainability model by Roome and Louche (2015). This model consists of four phases: an event-driven problemistic search for new solutions, the translation of the new concept into an operational reality, the embedment of the new knowledge in a new business model, and the consolidation of the business model into a collaborative structure. Based on such theoretical framework, this study investigates the emergence of new business models in whale-watching tourism in northern Norway and the sustainability implications of such models.

This study is part of a longitudinal research project initiated in 2013, two years after the booming of the whale-watching sector in northern Norway. The preliminary data, collected through secondary data search, interviews and observations, suggest that there is a variety of business models adopted by the operating companies. The majority adopt business models that can be conceptually placed in the first phases of the model of change for sustainability. Few companies have business models characterized by a stronger commitment to learning and sustainability and the implementation of collaborative relations with relevant external actors.

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Adopting for and Utilizing the EDIT Model in Non-tourism Domains⁴

Lars BREHM

Department of Business
Munich University of Applied
Sciences
Germany
lars.brehm@hm.edu

Dejan KRIZAJ

Faculty of Tourism Studies,
Turistica
University of Primorska
Slovenia
dejan.krizaj@fts.upr.si

Petri POHJOLA

Department of Industrial
Engineering
Tampere University of
Applied Sciences
Finland
petri.pohjola@tamk.fi

There is a growing trend to integrate the design aspects into the developing process of new services. One attempt resulted in the experience design, innovation and touch points model – known as the EDIT model designed for introduction of tourism (re-)innovations (Zach & Krizaj, 2017). The EDIT model employs design thinking and an innovation adoption process approach. According to the authors, it is flexible enough "to accommodate different firm types and new service development skills" (ibid.).

There is a similar existing and growing trend to enhance physical products by services and new business models. They are described as Product-Service-Systems (PSS) where service design plays a crucial role in their development. The current massive movement to shift certain physical parts of a product to be digital components reinforces and strengthens this change (Porter & Heppelmann, 2015).

In our paper we investigate how the EDIT model on designing tourism (re-)innovation can be applied to and adopted for other domains, especially the new development of PSS (Zancul et al., 2016). An example and a real life trial case will be presented as well. As a service related design methodology PSS is well defined and largely existing in literature. Additionally, PSS tools and criteria proposals were widely established. Traditional New Product Development process (NPD) is also well defined and implemented, but only a few scholars investigate topics with combined service design elements (Tran & Park, 2014; Ribeiro & Borsato, 2014).

Based on current findings in the field of non-technological innovation, (smart) service-dominant logic and service co-creating design we are proposing the new version of the existing EDIT model. The upgraded EDIT* model will be developed with refined dimensions regarding (1) consumer / customer / user touch points, (2) innovation types (separated for products, resources, processes, management, marketing, markets and institutional categories), as well as (3) customer experience and usage categories.

The usability of the upgraded EDIT* model will be explained based on a typical industry example and next steps for further research areas will be suggested.

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Visitor Flows: A Network Analytic Approach⁵

Miriam SCAGLIONE

Institute of Tourism
University of Applied Sciences and Arts
Western Switzerland Valais
Switzerland
miriam.scaglione@hevs.ch

Rodolfo BAGGIO

Master in Economics and Tourism
Bocconi University
Italy
rodolfo.baggio@unibocconi.it

In the last years, a consistent acceleration in the speed of innovation and technological change has provided a number of devices and applications that have had a remarkable impact on our lifestyles. As important consequence, we have seen an incredible increase in the availability of data produced by the digital traces left behind by the users. This has fostered the development of methods and tools for easing the collection and the analysis, that, when combined creatively and harmoniously, provide a number of interesting and important insights.

One important issue for the understanding of the behavior of tourists and travelers concerns their movement patterns inside a destination. The flows of visitors, are important not only as a valuable marketing tool helping to increase value in the supply chain, but can also challenge the views on which destination management organizations (DMO's) base their plans and activities (Lew & McKercher, 2006).

The aim of this research is analyze the movement of visitors as recorded by guest cards' obtained from DMO offices (Zoltan & McKercher, 2015) and by a mobile phone data test, provided by Swisscom the major Swiss mobile company. Of course, all data used for this test were anonymized and aggregated, in order to exclude any reference to a concrete person. The area examined is the Swiss canton of Fribourg. Data collected (during 2016) are used to build a network that is then analyzed for describing its structural properties (Baggio et al., 2010). In agreement with other studies (Scaglione et al., 2016) we find that the network is clustered, thus highlighting the most beaten tracks followed and the main attractions. The topological mesoscopic structure, allows to classify the attractions and to identify their role in the visitors' itineraries, distinguishing between *gateway* and *egress* ones, as Lew and McKercher (2002) suggest. Network analytic techniques show these features straightforwardly, without the need to resort to other considerations, as it would happen for other more traditional clustering methods. Moreover, the composition and the directions of the flows allow destination managers to better understand the behavior of travelers and thus better plan products and services.

From the scientific point of view, the approach shows the effectiveness of network analysis for the study of visitors' movements. From the managerial point of view, this research offers a practicable way for allowing the exploration in "pseudo-real" time of tourists' actual frequentations. In addition its outcomes provide a strong empirical argument for the redesign of the region's products, marketing and organizational structure.

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Networked Innovation in Tourism: The Case of Aveiro, Portugal⁶

Filipa BRANDÃO

Department of Economics, Management
Industrial Engineering and Tourism
University of Aveiro and
School of Hospitality and Tourism
Polytechnic Institute of Porto
Portugal
filipa.brandao@ua.pt

Carlos COSTA

Department of Economics, Management
Industrial Engineering and Tourism
University of Aveiro
Portugal
ccosta@ua.pt

In the last decades, innovation processes experienced a significant evolution. From the early linear, sequential and atomist models (Rothwell, 1994), the economy is now walking towards systemic approaches based on interactive processes, strongly attached to the regions and to the territories (Chaminade & Roberts, 2002). Innovation networks are proliferating as the most suited tool to achieve the interaction required within regional innovation systems. Despite the acknowledged importance of networks for regional tourism innovation, research on the most appropriate social structures and their underlying regional dynamics is lacking. Frequently, most innovation studies are aspatial (Polenske, 2007), as they disregard territorial dynamics. Most studies on tourism innovation focus on firm-level conditions and factors or engage in qualitative or explorative approaches (Hjalager, 2010). There is, thus, a need for studies involving quantitative methods that approach tourism innovation in a systemic and integrated perspective, advancing knowledge on the impact of such activities on tourism destinations (Brandão & Costa, 2012). To address these gaps and to contribute to research on the role of networks within tourism innovation dynamics, this research discusses innovation performance and networked innovation processes of tourism firms and looks into the specific structure and dynamics of institutional networks and the impact they have in fostering the development of regional tourism innovation in Aveiro, Portugal. Specifically, it aims at: i) characterising the innovation performance of tourism firms; ii) analysing the nature, type and geography of networked relationships underlying regional tourism innovations; iii) identifying the structure, nature, and patterns of cooperation within networks of tourism institutions using sociometric analysis; and iv) advancing knowledge on the networked dynamics that most positive and significantly contribute to destination-level innovation.

Several conclusions are drawn regarding the structure, composition, and operation of innovation processes at regional level and its relation with destinations' innovative performance. Contrary to a generalised assumption that tourism is a low or non-innovative industry, it is found that tourism firms do innovate. This was concluded by identifying the number of tourism firms that introduced any type of innovations in the previous 3 years, as well as if these innovations are new to the market or only to the firm. Aveiro presents a significant share of innovative tourism firms and of major innovators, a situation that demands for a higher level of engagement in new knowledge creation and sharing. Firms and knowledge producers should thus strengthen the ties that bind them together. Product, and process innovations stand out in Aveiro, meaning that the type of innovations may depend on the destinations' stage of tourism development. Bearing this in mind, the governance of tourism regions may have to consider the implementation of different innovation strategies and policies to ensure sustainable and competitive forms of development.

The innovation networks of regional institutions are also studied. The aim is to understand how different network structures foster the development of regional-level innovation in tourism destinations. To accomplish this, several measures of SNA (Social Network Analysis) are applied, namely to characterise the centrality (degree, betweenness and closeness), and the connectivity (density, diameter, flow, point connectivity, cluster coefficient, E-I Index). The former adopts a positional perspective, informing on the most central and prominent actors (those who have a higher access and control over

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information and resources and thus play a pivotal role on prompting innovation). The latter is relational, and indicates the extent to which actors and the overall structure are linked, allowing to conclude on the most effective structure for the development of innovation in collaboration (Freeman, 1979; Borgatti et al., 2009, Scott, 2000).

In what concerns the engagement in innovation networks, it is found most firms that innovate do it in cooperation. The network of Aveiro has a high number of connections to external organisations (national and international) which fosters the introduction of diverse and new knowledge into the region. The openness to organisations from outside the system has several advantages to innovation, as it provides access to new and fresh knowledge that can be used to develop innovations. This is positively related to regional innovative potential. Regarding the institutional networks, it is observed that centrality and thus power and prominence is highly concentrated in a few actors, mainly governmental and knowledge producer institutions. These actors should acknowledge that they play a significant role in developing and diffusing tourism innovation, but also in creating the necessary and most adequate conditions for firms to innovate and for the success of regional tourism innovation systems.

This research presents several managerial implications. Tourism firms, destination management organisations and governance structures should recognise that there is a need to introduce strategies that allow: (i) increasing innovation performance at firm level; (ii) providing optimal conditions at regional level in order to create an innovation-friendly environment; (iii) promoting the creation of innovation networks comprising tourism firms and institutions; (iv) establishing solid links with internal and external actors, as the higher the diversity of links with distinct types of organisations, the higher the innovative potential of tourism firms and regions.

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Innovation as a Vital Part of Place Branding⁷

Eva Maria JERNSAND

School of Business, Economics and Law
University of Gothenburg
Sweden

eva.maria.jernsand@handels.gu.se

Innovation in tourism is often considered incremental rather than radical (Sundbo, Sørensen & Fuglsang, 2013). Innovations grow gradually from the interactions between tourists, employees and partners. For instance, new ideas are tried out early and directly on the market (rapid application, e.g. Toivonen, Tuominen & Brax, 2007) to see what reactions and comments they cause and if they are worth continuing working on. Thus, new products, services and experiences are results of co-design and co-innovation (e.g. Hall & Williams, 2008).

These bottom-up innovation processes are often cultivated in small-scale environments or online communities, of which place or destination brand authorities have little control or even interest. The authorities are accused of using top-down strategies, of limiting the number of stakeholders involved, and for being too focused on economic development. As such, place branding is merely about outlining a single identity and communicating it to specific audiences. If innovation is involved at all, it is about creating demand by supplying the 'right' type of products and services. Such view makes place (and destination) branding a monologic tool that downplays the multiple identities of the place and the interactive processes of co-creation and co-innovation.

The aim with this paper is to highlight the value of place branding as a co-created innovation process. Place branding models seldom emphasise innovation capacity (Daspit & Zavattaro, 2014) even though innovative products and services create value for visitors and other stakeholders (Zach, 2016) and thereby affects the experience as well as the identity and image of the place. The paper discusses and reflects on emerging and established concepts such as service and experience logic, experience design, co-creation and experience innovation in relation to place branding. The purpose is to outline what innovation in a place branding context is, who the actors are and what forums are needed in order to provide opportunities for co-innovation.

The conceptual paper concludes that innovation theories need to be integrated with the place branding domain to make it vital. Several stakeholders, including residents and tourists, are important creators of the place and must be recognized as co-innovators. It implies that other types of stakeholders should be included in the place branding process, and that established stakeholders' roles, expectations and contributions must be reconsidered. Furthermore, place brand authorities need to take the responsibility of aspects of social and environmental sustainability, not only the economical, and consider not only the outcomes but the social process as a main objective.

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Leveraging Stakeholder Power and Legitimacy for Innovation in Tourism⁸

Florian J. ZACH

School of Hospitality Business Management
Carson College of Business
Washington State University
United States of America
florian.zach@wsu.edu

Destination marketing organizations (DMOs) typically work with tourism service providers to jointly market to destination visitors and residents. Importantly, these relationships are also leveraged to add new or improve existing offerings. While innovation along the lines of existing relationships have lower cost to launch an innovation effort due to established trust, the overlap of mutual knowledge constrains collaborators to identify true innovations relevant for the destination. Indeed, DMOs often limit their collaboration efforts towards prominent stakeholders who already have established legitimacy (Byrd, 2007). However, social capital research found that relationships reaching beyond the close contacts provide access to information and resources otherwise unknown (Granovetter, 1983). Collaboration theory argues that strategic alliances enables stakeholders to focus on innovations relevant for stakeholders (Eisingerich, Rubera & Seifert, 2009). Indeed, past research identified the need for DMOs to involve various stakeholders to develop sustainable success for the destination (Timur & Getz, 2008). There are no clear guidelines for DMOs to approach collaboration efforts. However, there are best practices on boundary spanning collaboration efforts that resulted in successful innovations. The goal of this study was to identify the role of power and legitimacy in a rural destination.

Power to influence decisions is a critical aspect to consider stakeholders as partners for collaborative initiatives. Support or lack thereof by influential stakeholders requires decision makers to adjust their collaborative efforts with regards to the scope and intensity of collaboration and degree to which consensus emerges (Bramwell & Sharman, 1999). Legitimate stakeholders, meaning, those that have a stake in tourism, also need to be identified. DMOs often work with main attractions and lodging businesses and might not be aware of other powerful and legitimate stakeholders. Network analysis is a useful means to evaluate the centrality of actors with in the network of destination businesses.

In several steps the local tourism office identified powerful and legitimate stakeholders to allocate resources for collaborative innovation initiatives. First, current stakeholders that the CVB worked with were categorized as primary (with a core subset), secondary and peripheral. Next, select stakeholders from each group were interviewed to evaluate their perception of the tourism office. Third, insights from the interviews informed a snowball network study among destination stakeholders. Fourth, based on network centrality and legitimacy (based on interviews and referral) the tourism office sought out stakeholders with high, but yet untapped, potential for innovation.

The analysis stretched over several years. At each step the tourism office evaluated its collaboration efforts. Prior to the process only the director and 1-2 additional staff members (of 7) actively worked with the community beyond selling advertising space in the tourism office publications (guide, website etc.). At the end of the process the tourism office strategically assigned each staff member to routinely reach out to newly identified partners of power and legitimacy. Furthermore, to better reach some communities nearly all staff members serve on boards of local organizations (sports commission, various leisure societies, business associations etc.) to promote the role of tourism in the community. Lastly, through these new collaborative efforts the tourism office developed several new tourism offerings either as the lead or as a support agent.

⁸ Cite as: ZACH, F.J. (2017, March 23-25). *Leveraging Stakeholder Power and Legitimacy for Innovation in Tourism*. Paper presented at the Encuentros/AIRTH 2017 Conference, Portorož, Slovenia.

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Thinking Outside the Room: Designing Unforgettable Experiences⁹

Nataša POTOČNIK
Escape Room Enigmarium®
Slovenia
natasa.potocnik@enigmarium.si

Today's visitors do not want to be passive observers, they want to take part and enjoy in an active experience. This is evident in the way that Escape Room Enigmarium®'s original concept has taken the Alpe-Adriatic region by storm. Not only was Enigmarium® the first to open a real life escape room in Ljubljana in September 2014, five months later, they created the world's first Escape Igloo® from real snow. Thus, literally the world's coolest escape room earned them the Snovalec 2015 Award for innovation in tourism awarded by the Ministry of Tourism and the agency Spirit Slovenija and even brought them to the semi-finals of the Sejalac 2016 Award.

Having designed and created more than 15 unique escape games in Slovenia, Italy and Croatia and ranked among the most popular tourist attractions in cities such as Ljubljana, Zagreb and Maribor (TripAdvisor), Enigmarium® has become a trendsetter and leader in gamification in the region. Their proven ability to design thrilling experiences rich in a location's cultural history has led to new innovations: from the gamification of a walk in the city centre (Unlock Ljubljana), to the gamification of a legendary outdoor exhibit at the Slovenian Alpine Museum in Mojstrana and even the gamification of a medieval castle in the Istrian village of Svetvinčenat in Croatia.

The case study will discuss how Enigmarium® has recognised these timely opportunities just at the right moment and the overwhelming positive response that they have encountered at every step of the way, as if each room they have created or each space they have gamified has opened the door to new opportunities and exciting challenges for new innovations.

Their innovations have also brought them into contact with scholars at home and abroad who have engaged the Enigmarium® team in their scientific studies and academic analyses of escape rooms. These collaborations have been important moments that have confirmed and validated Enigmarium®'s real life experiences in the greater contexts of experience design, gamification, gamification in tourism, digital marketing, audience development and solidified their passion and offer. The outcomes of such collaborations include a survey of over 700 escape room players about their experience in playing an escape room which led to the creation of the teambuilding workshop entitled Gamification and Funology – What is it and how to use it in your business?

The case study will analyse the reasons why Enigmarium® has become so successful and so popular as well as outline the biggest challenges that the team has faced and how they have overcome them. Enigmarium has also shown that cooperation and collaboration are just as important outside the escape room as inside it by co-founding the Association of Escape Room Activities of Slovenia, a structure by which Slovenian escape room owners can work together to initiate better conditions for their operation.

Conference participants will have a chance to play one of Enigmarium®'s games and experience first-hand why players leave Enigmarium®'s so excited and want to immediately play another game and will even stay a day longer in a city to do so. While some people have been asking if the escape room trend will die out soon, team Enigmarium® has been asking themselves: where else can this gaming approach enhance our lives, our businesses and our cities?

⁹ Cite as: Potočnik, N. (2017, March 23-25). *Thinking Outside the Room: Designing Unforgettable Experiences*. Paper presented at the Encuentros/AIRTH 2017 Conference, Portorož, Slovenia.

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Social Tourism for Seniors in Slovenia: Classification of the Programmes¹⁰

Janja GABRUČ
Faculty of Tourism Studies
University of Primorska
Slovenia
janja.gabruc@fts.upr.si

Zorana MEDARIĆ
Faculty of Tourism Studies
University of Primorska
Slovenia
zorana.medaric@zrs.upr.si

Mateja SEDMAK
Science and Research Centre,
University of Primorska
Slovenia
mateja.sedmak@zrs.upr.si

This contribution present preliminary results of the on-going (October 2015 – September 2017) project *Identification, classification and potential of development of social tourism products in Slovenia, with an emphasis on programs for seniors*. The aim is to analyse the the emerging field of social tourism in Slovenia, to research the developmental needs and potentials in the field of development of social tourism products in Slovenia and to develop guidelines for systemic measures. We present the results of qualitative research (semi-structured interviews) among different actors dealing with social tourism for elderly in Slovenia.

We interviewed representatives of various institutions that deal with different groups of (social) senior beneficiaries. We focused on various topics, such as views on development of social tourism programmes in Slovenia, beneficiaries, extent, duration, organisation and financing of programmes and benefits for seniors (Ferrer, et al., 2015; McCabe & Johnson, 2013; Morgan, et al., 2015).

The findings of the study indicate that diverse social tourism products for senior exist in Slovenia and they could be classified according to existing models of social tourism (Minnaert, et al., 2013) – inclusion model, participation model, adaptation model and stimulation model: (1) *humanitarian/donor tourism programmes for seniors*, such us Red Cross tourism programs as an example of *participation model*; (2) *tourism programmes for seniors with the specific needs*, such as the Slovenian Paraplegic Association tourism programs as an example of *adaptation model*; (3) *pensioners' associations tourism programmes for seniors* as an example of *stimulation model*; and (4) *trade union tourism programs for seniors* as an example of *inclusion model*. Importantly, these models are also interconnected and difficult to separate one from another, so some new hybrid models are formed on a basis of public-private long-term partnerships and collaborations between different organizations.

The research has highlighted also the importance of the adjustments (Minnaert, 2014) of the different social tourism products to suit specific circumstances of the beneficiaries such as; (1) affordability of the product in terms of price/length - cost-effective social tourism product - such us cheap domestic day trips or discounted annual (week to two-week) holidays with favourable payment terms organized in low season; (2) accessibility of the products in terms of (co)funding of the social tourism products through humanitarian programs, follow up/social rehabilitation programs and pensioners association programs; (3) accessibility of the products in terms of special services adjustments to reduce levels of uncertainty such us traveling companion, bus-transportation adjustment and program adjustments and (4) accessibility of the product in terms of specially adjusted accommodation.

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Romantic Bled by Train¹¹

Mojca KRAŠOVEC

Sava Hoteli Bled, Sava Turizem D.D.
Slovenia
mojca.krasovec@hotelibled.com

Ana PRAPROTNİK

Sava Hoteli Bled, Sava Turizem D.D.
Slovenia
ana.praprotnik@sava.si

This tourism product is a one day winter fairytale experience of Bled in December for families from Nova Gorica, Italian Gorizia and places along the Bohinj railway track. Over the course of the last three years, Bled is running a wide variety of activities to create romantic winter fairytale experience for the guests and visitors coming to Bled during off season. There were 2 main objectives of the project Romantic Bled by train namely to convince the families from Goriška area to experience winter fairytale in Bled by train in a day and secondly to connect all relevant stakeholders with this project.

Key success factors of the project are: to convince potential key partners that the project produces value for them, to convince the target audience of the advantages of taking the organized winter fairytale ride over a self-organized (and self-driving) visit and to create attractive packages for target audiences.

Sava Hoteli Bled was the main initiator of the project. After drafting the first concept of the project, we went to the railway company and sold them the story (we were convinced that it is key to the success of the project that we firstly got railway company onboard and later local stakeholders). After succeeding in doing this, we went to the local stakeholders and convinced them that this is really an excellent project.

The product which is designed to be enjoyable for the whole family starts at the railway station and continues during the entire trip all the way to Bled and of course in Bled. The interior of the train is decorated in Christmas spirit and attractive and interesting animations for children take place all the way from Nova Gorica to Bled (The Slippers Kitten – Muca copatarica and dwarf). Children also receive gifts to take home. Upon arrival at the Bled train station, a shuttle in the form of a road train ride awaits to take patrons to the city center. Families receive coupons for a variety of free activities for kids: ice-skating, swimming, visiting the castle and the exhibition of Salvador Dali and an invitation to visit the festive Christmas village at the Bled promenade where, among other things, Santa mail operates.

We decided that during the first year of the project, we are going to test the project and estimated whether it has potential for the future and for expansion. There are six trips scheduled in the first three weekends in December 2016. The objective is to bring 600 people to Bled by train. The project also aims to promote sustainable travel by train, promote Bled before Christmas as a romantic fairytale destination, to raise awareness among children about the swans and promote project partners' products.

¹¹ Cite as: Krašovec, M. & Praprotnik, A. (2017, March 23-25). *Romantic Bled by Train*. Paper presented at the Encuentros/AIRTH 2017 Conference, Portorož, Slovenia.

Fostering Innovation Top-Down: The Case of Storytelling in Slovene Tourism¹²

Maja TURNŠEK HANČIČ and Andreja TRDINA

Faculty of Tourism
University of Maribor
Slovenia

[maja.turnsek; andreja.trdina]@um.si

Storytelling is becoming a popular “buzz-word” in tourism, denoting the new and innovative uses of a very old wisdom: that stories are the pillar of our communication, entertainment and memories formation. Storytelling intertwines with tourism in four different fields: marketing, product development, interpretation and tourists’ recounts of their experiences. In tourism marketing, storytelling encompasses destination image formation via popular culture (Kim & Ritchardson, 2003) or use of drama in tourism marketing. Second, in tourism product development, storytelling is in line with Pine and Gilmore’s (1998) advice on developing a consistent theme in the experience economy and as such, the basis of products based on fiction, like Disneyworld or Santa’s Village, but also products based on history or nature. Third, storytelling is an important element of interpretation of cultural or natural heritage (Jacobs & Harms, 2014). Finally, storytelling is the pillar of forming memories and thus one of the main ways of gauging tourists’ experiences and their role in co-creation of the experience (Poria et al., 2009).

In 2013 SPIRIT Slovenia - Public Agency for Entrepreneurship, Internationalization, Foreign Investments and Technology financed a large-scale research project titled “Stories in Slovene Tourism”. The aims of the projects were threefold: (a) to analyse the state of stories in Slovene tourism marketing at the municipality, regional and national level, (b) to develop the system of “storytelling pyramid” in Slovene tourism, and finally, (c) to provide guidelines for storytelling in marketing and tourism product development and foster the use of storytelling as a marketing communication tool by the stakeholders included in storytelling (STO, 2016). The aim of the national agency was thus to foster storytelling as an innovative method of marketing in tourism from the top – down: from the national level down to the level of municipalities and tourism businesses.

The present paper continues where the Spirit’s project ended. The aims of the paper are:

- a) to shortly present the state of the art in empirical research and theoretical thought on the relation between storytelling and tourism,
- b) to discuss on the innovative aspects of storytelling in relation to tourism marketing in order to assess the storytelling guidelines provided by Spirit (2013),
- c) to discuss on the results of content analysis of 21 webpages of 14 Slovene wellness municipalities in 2016 (Haramija, 2016) whereby less than 1 % of the analysed tourism content employed the storytelling technique,
- d) to present the preliminary findings of in-depth interviews with editors of these websites on the familiarity with the guidelines and their views on the attempts of Spirit (now Slovenian Tourist Board) to foster storytelling as an innovation in marketing from the top-down.

According to Deighton et al. (1989) storytelling in persuasion influences beliefs through a path that evokes more expression of feeling and verisimilitude and less counterargument. Polyorat et al. (2007) discovered that storytelling included higher ad message involvement which resulted in more positive product evaluation. Kim and Youn (2016) showed that the story elements of authentic cues and positive emotion increased the subjects’ perceived memory of the story and their visit intention. Storytelling content includes four elements: characters, plot, suspense and conflict, and main message (e.g. Fog et al. 2010). The content analysis of 21 webpages of 14 Slovene wellness municipalities identified 1143 content

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units (online articles) about tourism – only 1 % of this content included the four elements of storytelling: characters, plot, conflict and message (Haramija, 2016). These results show that the top-down fostering of storytelling as an innovative approach in marketing did not yet result in more common use of the technique at the local destination marketing level. The interviews serve to analyse the familiarity of the website editors with the national DMO's attempts of fostering storytelling their promotion and the reasons for such a low level of inclusion of storytelling in their website content.

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Motivation to Participate in Open Innovation¹³

Iis P. TUSSYADIAH
School of Hospitality and
Tourism Management
University of Surrey
United Kingdom
i.tussyadiah@surrey.ac.uk

Florian J. ZACH
School of Hospitality
Business Management
Carson College of Business
Washington State University
United States of America
florian.zach@wsu.edu

Geunhee LEE
College of International
Management
Ritsumeikan Asia Pacific
University
Japan
glee1092@apu.ac.jp

Consumer integration in tourism innovation remains a critical research area for the management of tourism destinations (Pechlaner, Fischer, & Hammann, 2005; Hjalager & Nordin, 2011). This study applied self-determination and motivation crowding theories to explore the motivational factors that drive consumers' intention to participate in open innovation projects organized by tourism destinations. Specifically, the goals of this study are threefold: (1) to verify the impacts of perceived intrinsic and extrinsic motivations on consumers' intention to participate in open innovation (to develop new tourism products and services) with tourism organizations, (2) to assess the influence of extrinsic motivation on intrinsic motivation in order to identify motivation crowding effects, and (3) to assess the influence of personal and destination innovativeness on consumer intrinsic and extrinsic motivations.

Based on literature on self-determination theory, motivation crowding theory, innovation diffusion theory, and personal innovativeness (Deci & Ryan, 1985; 2000; Ståhlbröst & Bergvall-Kåreborn, 2011), the following hypotheses are suggested:

- H1. Expected Internal Rewards (EIR) positively influence consumer Intention to Participate (IP) in open innovation in tourism.
- H2. Expected External Rewards (EER) positively influence consumer Intention to Participate (IP) in open innovation in tourism.
- H3. Expected External Rewards (EER) influence Expected Internal Rewards (EIR) from participating in open innovation in tourism (crowding effects).
- H4. Consumer Innovativeness (CI) has a positive effect on consumer motivation to participate in open innovation in tourism by stimulating expectation of internal (H4a) and external (H4b) rewards.
- H5. Destination Innovativeness (DI) has a positive effect on motivation to participate in open innovation in tourism by stimulating expectation of internal (H5a) and external (H5b) rewards.

A questionnaire was developed to test the hypotheses. It included a scenario of an open call originating from a city tourism organization inviting travelers to participate in a series of activities to openly share ideas in an online platform to create new tourism offerings. The questionnaire was distributed online via Amazon Mechanical Turk in three separate calls to capture travelers residing in the US who have visited New York, NY, San Francisco, CA or Portland, OR. This effort resulted in a total of 943 usable responses.

Data analysis followed a two-step approach, which includes a confirmatory measurement model and an estimation of a structural model. Confirmatory Factor Analysis (CFA) was employed to test the measurement model. Path analysis was conducted to estimate the structural model using Mplus. The analysis revealed that (1) intrinsic motives positively contribute to consumer intention to participate in open innovation, (2) expectation of external rewards positively support intrinsic motives, and (3) perceived destination innovativeness as well as consumer innovativeness positively influence intrinsic and extrinsic motivations for open innovation. This study revealed the phenomenon of motivation crowding-in, where the expectation of external rewards helps instill intrinsic motivations, and confirmed

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the importance of lead users as sources of open innovation. Several managerial implications are suggested for tourism decision makers.

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**Social Value Creation in Art Tourism:
Multi-disciplinary Modeling of Cultural City and Country Side Cases¹⁴**

Kotaro NAKAMURA

School of Knowledge Science
Japan Advanced Institute of
Science and Technology -
eCraft Inc.
Japan
knakamura@eCraftjapan.com

Hideyuki SAKAMOTO

School of Interior &
Architectural Design
Kanazawa College of Art
Japan
sakamoto@
kanazawa-bidai.ac.jp

Dejan KRIZAJ

Faculty of Tourism Studies,
Turistica
University of Primorska
Slovenia
dejan.krizaj@fts.upr.si

Nowadays, there are more than 200 art-projects related tourism events in Japan while Slovenia has a similar tradition of various art projects. Art projects are expected to create social value (by contributing to sustainability of communities) and economic value for regional industry through realizing aesthetic value. Art-projects related tourism is a service system where artists, organizers and other actors collaborate to integrate regional, natural and cultural resources to provide personalized experience value to visitors and art patrons.

This case study evaluates tourism innovation stemming from the value co-creation among the tourism actors and the integration of regional resources in Japan and Slovenia. While both countries are rich in local resources, they differ in the context-dependency affecting their hospitality styles. A comparative verification between the two countries is the designated research issue, focusing on social innovation, service management, service ecosystem/platform, art-related tourism etc.

The paper proposes the hypothetical model about the value co-creation between various actors including actors of art-related tourism from the service system viewpoint. The case study analyses the "Kanazawa Creative Tourism" (KCT) developed in relation to modern art museum in traditional culture city and "Kinokuni Train Art" (KTA) in the Japanese southern coast. The cases enable mutual comparison between the urban area with rich cultural resources and the depopulated area with rich natural ones. The examination method includes the stakeholders' interviews, field survey and desk research. Similar cases in Slovenia are selected for comparative analysis of context-dependency and social value co-creation.

Based on the findings, a social value co-creation model is proposed with included artists and related services. We describe the co-creation of art-based social value in terms of service-dominant logic (SDL) theory and service ecosystems, including the art projects' requirements needed for social value co-creation with diverse system's actors. The study provides a basis for lateral multi-disciplinary modelling of art-based social value co-creation, as well as a business models conceptualization for art projects involving tourism.

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Student Involvement as a Tool for Nurturing Business Model Development in Tourism Businesses in the Stockholm Archipelago¹⁵

Gustaf ONN

Department of Environment Studies and Tourism Studies
School of Natural Sciences, Technology and Environmental Studies
Södertörn University
Sweden
gustaf.onn@sh.se

Tourism consumption in Sweden 2015 was SEK 263 billion, an increase by 7% from 2014 and 46,7% from 2005 (Tillväxtverket, 2016, p. 16). For Stockholm Archipelago, no statistics are available, but guest nights in the guest harbours can be a proxy for tourism development. In 2015 there were 172,531 overnight guests in private yachts, a decrease by 31% from 2014 and 29% from 2005. During the same period, the other types of commercial lodging in the country as a whole has had a monotonous increase in over night guests totalling 40,7% in the past decade. According to Löfmarck & Wolgast (2010) more than 50% of employees worked for businesses with 6 employees or less, while 10 companies supplied about a quarter of the jobs in the tourism sector and the seven largest companies constituted the top quartile in terms of revenue; there were few rather large companies and many small businesses. The archipelago is considered a good tourist amenity, but obviously there is dire need for rethinking how things are done in the region in, order to catch up, and one reasonable point of departure is assessing the business models in use.

For this reason an EU-Interreg financed project was launched on October 1st, 2016. A first issue to settle is updating the situation on businesses active in the archipelago, where after comes the assessment of their business models, in which businesses are to be linked to students, where the former get access to up to date tools for business model assessment in collaboration between Drivhuset, a foundation coaching incubator activities at many Nordic universities, Södertörn university in Sweden, and Åbo Akademi University and Novia university of applied sciences in the Finnish archipelagos of Turku and Nyland. Student participation is planned in two ways: In course work students in work groups assess the situation each participant enterprise is in, analyse their business models and suggest alterations. Also, students will do thesis work on bachelor's and master's levels. The course work will be assessed on academic as well as practical utility merits, while the theses are assessed on academic merits only. Researchers will follow the development of participant enterprises as well as the project's impact on quality of education. The project is based on Osterwalder's business model canvas approach to innovation utilising hypothesis driven design methods, where academic staff guides the process.

Going through the literature on business models, it seems that on the one hand, little consensus is about when it comes to the exact definition of the term, while a rather broad one is about, when it comes to that somehow involves value creation – and often value capture, and what the necessary means of doing so are (e.g. Osterwalder, 2004; Teece, 2010; Zott et al. 2011), i.e. it is on how businesses are blue printed in order to sustain themselves, In that sense, it is related to business strategy. (c.f. Teece, 2010). Often there is a presumption on entrepreneurial activity, especially when it comes to business model innovation. In the entrepreneurship literature, there is a distinction between entrepreneur by nature and entrepreneur by necessity. Many of the inhabitants of the Stockholm archipelago are lifestyle entrepreneurs, and hence maximum profit is not self-evident as objective, even though better earnings are welcome; there is not really an option of taking place out of the configuration the business model is based in. The lifestyle entrepreneur is characterised by being able to lead the life at hand as motivation for activities, while the 'normal' corporation are taking on economic activity in order to maximise value added, often implying the building of shareholder wealth. The difference implies that the corporation is

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expected to pursue all businesses that are above the internal rate of interest on investments, while the lifestyle entrepreneur shuns any option that is not relevant to her/his lifestyle. Commonly this means enduring low profitability requirements.

These rather atypical businesses open the possibility of widening the scope of the literature to alternatives to entrepreneurial orientation towards strategy, other forms of packaging, and through that, further exploration of the relation between networks and alliances and business models.

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Bridge-builders, Scouts and ‘Idiots’ – Exploring the Role and Effects of Students in Tourism Knowledge Collaboration¹⁶

Carina REN

Department of Culture and Global Studies
Aalborg University,
Denmark
ren@cgs.aau.dk

Gunnar Thór JÓHANNESSON

Department of Geography and Tourism
University of Iceland
Iceland
gtj@hi.is

In our presentation, we explore the interplay between academia and tourism industry with a special focus on the multiple roles of students when it comes to knowledge collaborations. Our discussion sets out from a long standing debate about the value of social science knowledge and the interplay between academia and the private sector (Flyvbjerg, 2001). We then move to a number of student-practitioner collaborations on Tourism BA and MAs in Iceland and Denmark, which bring forth the controversies, challenges as well as some of the opportunities involved in knowledge co-creation. Hence, the aim to critically engage with the discourse of the role of academia in society and the value and valorization of research. We argue that students play a precious role in co-creating new spaces and types of engagement. While the collaborative endeavors of students rarely end up with creating ‘plug and play’ innovations, they offer value in many other ways through ‘overspilling’, for instance by forging connections and exploring new territory. Also, we point to how students often go against the stream, for instance by asking all the wrong questions. We propose Stengers’ figure of the “idiot” as a way to explore how such student overflows help interrogate “what we are busy doing” as social science researchers in engagement events and how it is possible to carve out new or alternative pathways for valuable collaboration in research and education on innovation (Michael, 2012). We argue that student overflows offer the opportunity to approach tourism in modest, tentative and caring ways in a manner which bares resemblance with prototyping.

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Educational Innovations in Binational Sustainable Tourism Education¹⁷

Vinod SASIDHARAN
L. Robert Payne School of
Hospitality and Tourism
Management
San Diego State University
USA
vinod.sasidharan@sdsu.edu

Dejan KRIŽAJ
Faculty of Tourism Studies,
Turistica
University of Primorska
Slovenia
dejan.krizaj@fts.upr.si

Marisa REYES ORTA
Facultad de Turismo y
Mercadotecnia
Universidad Autónoma de
Baja California
Mexico
marisa.reyes@uabc.edu.mx

Education for sustainable development is a new and emerging concept. Similar to sustainable development, there are many debates on its definition and correct terminology (Hatipoglu, Ertuna, & Sasidharan, 2014). Defined in simple terms, it is the process of learning and teaching about how to achieve sustainable development. UNESCO believes better quality of life starts with better education. UNESCO through its initiative “The Decade for Education for Sustainable Development 2005-2014” has called all educators into action. The initiative recommends to: 1) promote and improve quality education 2) reorient existing education to address Sustainable Development 3) build public understanding and awareness, and 4) provide practical training (UNESCO, 2013). In the last decade, governments have used UNDESD recommendations to integrate sustainable development into their education programs, (Jones, Selby, & Sterling, 2010). The debate on how to best integrate sustainability into higher education has been ongoing for some time among scholars. One thing they all agree is that classical learning techniques will not be suitable for sustainability teaching and that the multidisciplinary and multidimensional nature of sustainability requires a deep and innovative learning approach (Jones, Trien, & Jonathan, 2008). Finding the right pedagogical approach for teaching sustainability and conducting “real world” research is as important as deciding on content (Tilbury, 2011). There are a few widely-referred initiatives about education for sustainable tourism.

The purpose of this presentation is to examine two different learning methodology innovations in reference to education for binational sustainable tourism development. One innovation was performed in USA-Mexico and the other in USA-Slovenia binational sustainable tourism education process. In order to evaluate the impact of the educational methodologies on the students’ understanding of sustainable tourism development, survey instruments were administered to address the following concepts: learning effectiveness, class effectiveness, technology usage characteristics, sustainable tourism knowledge, and personal benefits. Preliminary results from the data analyses suggest that the design of the educational program needs to be contextual in order to observe positive changes in the students’ learning experience. The educational program presented in this paper incorporated the contextual characteristics of the geographical regions, problems of sustainable development as well as specific challenges in developing tourism activity. This contributed to the effectiveness of the program by integrating tourism development with sustainability concepts. Consequently, contextual characteristics of a given study area should be incorporated into design of educational programs in other settings.

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Speakers Biographies

Filipa BRANDÃO, PhD, in Tourism, is an Assistant Professor in the University of Aveiro and in the Polytechnic Institute of Porto where she teaches at graduate and undergraduate levels. As member of the Research Unit in Governance, Competitiveness, and Public Policies of the University of Aveiro (GOVCOPP), her research interests focus on tourism innovation, regional development, entrepreneurship, social network analysis, and tourism destinations' planning and management.

Lars BREHM, PhD, is a Professor at and joined the department of business administration at the Munich University of Applied Sciences (MUAS) in 2014. His main areas of research and teaching are project management, business process management, IT management and digitalization. In his 10+ years in the industry before starting at MUAS he worked in consulting as well as in the fashion industry in numerous international projects to optimize processes and implement them with the help of IT solutions.

Martin FALK, PhD, is Senior Research Fellow at the Austrian Institute of Economic Research (WIFO) since 2002. His research interests are in the field of economics of innovation, tourism economics, industrial and international economics and cultural economics. He holds a master's degree in economics from the University of Kiel (Germany) and a doctoral degree in economics from the University of Regensburg (Germany). From 1996 to 2002 he was a research fellow at the Centre for European Economic Research (ZEW) in Mannheim. He has been engaged in several scientific projects conducted for the European Commission. He is part time lecturer at the University of Lapland in Finland.

Janja GABRUČ, PhD, is Assistant Professor at the Faculty of Tourism Studies - Turistica, University of Primorska in courses covering employees and consumers in tourism. She graduated at the College of Social Work in Ljubljana and completed her master's and doctoral studies at the Faculty of Organizational Sciences of the University of Maribor. She participated in several national projects (Slovene Tourism Strategy; Comprehensive human resources development plan). Her main research interest is social sustainability in tourism (social tourism).

Eva Maria JERSAND, PhD, is a researcher and teacher at School of Business, Economics and Law at University of Gothenburg, Sweden, and affiliated with the Centre for Tourism at the same university. Her doctoral thesis from 2016 has the title *Inclusive place branding: what it is and how to progress towards it*. She is now involved in a research project about the establishment of an innovation arena for maritime tourism in Bohuslän, west Sweden. Her research interests include participation, sustainable tourism, innovation, migration and branding.

Gunnar Thór JÓHANNESSEN, PhD, is a Professor at the Department of Geography and Tourism, University of Iceland. His research interests are in the areas of entrepreneurship in tourism, tourism policy and destination development as well as research methodologies. He is a co-editor of *Actor-Network Theory and Tourism: Ordering, materiality and multiplicity*, published in 2012 with Routledge and *Tourism Encounters and Controversies: Ontological Politics of Tourism Development*, published with Ashgate in 2015. He has also published his work in journals including *Annals of Tourism Research*, *Tourist Studies* and *Scandinavian Journal of Hospitality and Tourism*.

Mojca KRAŠOVEC is the Executive Director of the Sava Hotels & Resorts portfolio, the largest Slovenian hotels & resorts chain, in Bled. This includes six hotels, one camping place and two restaurants. She is also member of the board of the local tourist organization and very active in the process of developing new destination events and products. She studied agriculture, but most of her long and rich career she worked in different fields of travel industry – travel agencies, farmhouse tourism, hospitality,

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Dejan KRIŽAJ, PhD, is the Vice-Dean for Global Initiatives at the Faculty of Tourism Studies - Turistica, University of Primorska. His research and publications focus on R&D in tourism and the promotion and measurement of tourism innovation. Since 2006, he is the chairman of the Slovenian National Tourism Innovation Awards Commission on behalf of Slovene Tourism Organization and Ministry of Economic Development and Technology. His projects and innovation efforts have been internationally recognized by the UNWTO, OECD and EU. Teaching e-tourism and tourism innovation courses at undergraduate and graduate levels.

Zorana MEDARIĆ, MSc, is assistant and a Senior Lecturer at the Faculty of Tourism Studies - Turistica, University of Primorska in courses covering social aspects of tourism and qualitative research in tourism. She graduated in Sociology at the Faculty of Social Sciences of the University of Ljubljana and received her master degree in Sociology – Social politics at the same faculty. She is also researcher at the Science and Research Centre Koper. She has been involved in several national and international projects in the fields of tourism, sociology of everyday life, interculturality and migration.

Kotaro NAKAMURA, PhD, is the founder & CEO of eCraft INC. His present research interests include modeling of service value (co-)creation based on a multidisciplinary framework, for traditional culture-based and contemporary services. Since 2009, he was a visiting professor of Knowledge Science at JAIST (Japan Advanced Institute of Science and Technology). Also he is now a director of New Industry Research Group for “Smart Infrastructure” of ENAA (Engineering Advancement Association of Japan), from experiences of the managing director of system integration service & board member of an engineering company.

Gustaf ONN is a teacher in Tourism Studies and manager of the Tourism Studies Bachelor’s Degree Programme at Södertörn University, Sweden. His research interests cover visitor attractions, cultural heritage tourism, sustainability, interaction between the university and the community and higher education pedagogics. He teaches in methodology, visitor attractions, experience tourism and tourism marketing and essay supervision at bachelor’s and master’s level.

Petri POHJOLA, MSc, is Senior Lecturer in Department of Industrial Engineering in Tampere University of Applied Science, Finland. His main research and interests areas include product creation process and new product development, new technologies and intelligent machines. Petri is teaching industrial engineering management and multidisciplinary engineering courses.

Nataša POTOČNIK is the co-founder and creative director of Enigmarium® and co-founder and president of the Association of Escape Room Activities of Slovenia. After opening the first escape room in Ljubljana in 2014, she has co created over 15 original games. Her trendsetting gamification projects in the Alpe-Adria region include the world’s first Escape Igloo® (Snovalec 2015 Award, Ministry of Tourism Slovenia), games incorporated into local history, a walking tour adventure (Unlock Ljubljana), a gamified exhibit at the Slovenian Alpine Museum in Mojstrana and gamification of a medieval castle in Svetvinčenat, Croatia.

Ana PRAPROTNIK is equally passionate about marketing as she is about life. She is the Marketing Director in the largest hotels & resorts chain in Slovenia – Sava Hotels & Resorts – focusing primarily on retention and targeted acquisition programmes for their guests in six key markets and coordinates a team of eleven people. She received a masters degree in marketing communication at Westminster University in London. Thereafter, she started her own direct marketing and PR agency handling mainly accounts on CRM strategies, loyalty programmes, optimizing direct communications and analysing marketing data.

Samira SAHEBALZAMANI is PhD student at UiT The Arctic University of Norway in the School of Business and Economics (Norway) and has started her PhD since June 2016. Her research project mainly focuses on capturing sustainability in business model in nature based tourism in northern Norway. Currently, she is working on transition toward sustainable business models in whale watching industry.

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Miriam SCAGLIONE, PhD, is Professor at the School of Management & Tourism of the University of Applied Sciences Valais (HES-SO Valais), Switzerland. She is president of the Swiss Chapter of the International federation for IT and Travel & Tourism, member of the International Association of Scientific Experts in Tourism, International Institute of Forecasters. Her research interests include applied statistics and time series in tourism, the hospitality industry, transportation and forecast of technology diffusion in telecommunications and e-tourism. She leads regional impact studies of tourism and a *big data* project which aims to monitor the frequentation of tourists using mobiles phone data in Switzerland.

Maja TURNSEK HANCIC, PhD, is Assistant Professor at the Faculty of Tourism, University of Maribor. She finished her PhD studies in Media and Communication at the Faculty of Social Sciences, University of Ljubljana. Her research interests cover the interconnections between media and travel studies. Currently she is involved the project “Mediatization of public life”, coordinated by prof. Slavko Splichal, Faculty of Social Sciences, University of Ljubljana and financed by the Slovenian Research Agency.

Iis Tussyadiah, PhD, is Reader in Hospitality and Digital Experience with the School of Hospitality and Tourism Management at University of Surrey, United Kingdom, where she leads the Digital Lab and the Digital Visitor Economy research group. Her research interests lie in the intersection of digital technology and tourism experiences, which include a broad topic within travel and tourism, human-computer interaction, consumer behavior, and mobility. She investigates the roles of information and communication technology (ICT) and digital media in shaping and transforming tourist experiences and behavior as well as informing best practices for destination marketing and management. She received her PhD in Information Sciences from Tohoku University, Japan.

Florian ZACH, PhD, is the Tod and Maxine McClaskey Faculty Fellow with the School of Hospitality Business Management at the Carson College of Business, Washington State University Vancouver. He earned his doctorate at Temple University, Philadelphia, USA. His main research interests include innovation and stakeholder management in tourism destinations to create sustainable and competitive destinations. His second research stream is at the intersection of tourism and information technology. His work is published in *Annals of Tourism Research*, *Journal of Travel Research* and *International Journal of Hospitality & Tourism Research*.