

The role of innovation in the Spanish Tourism policy



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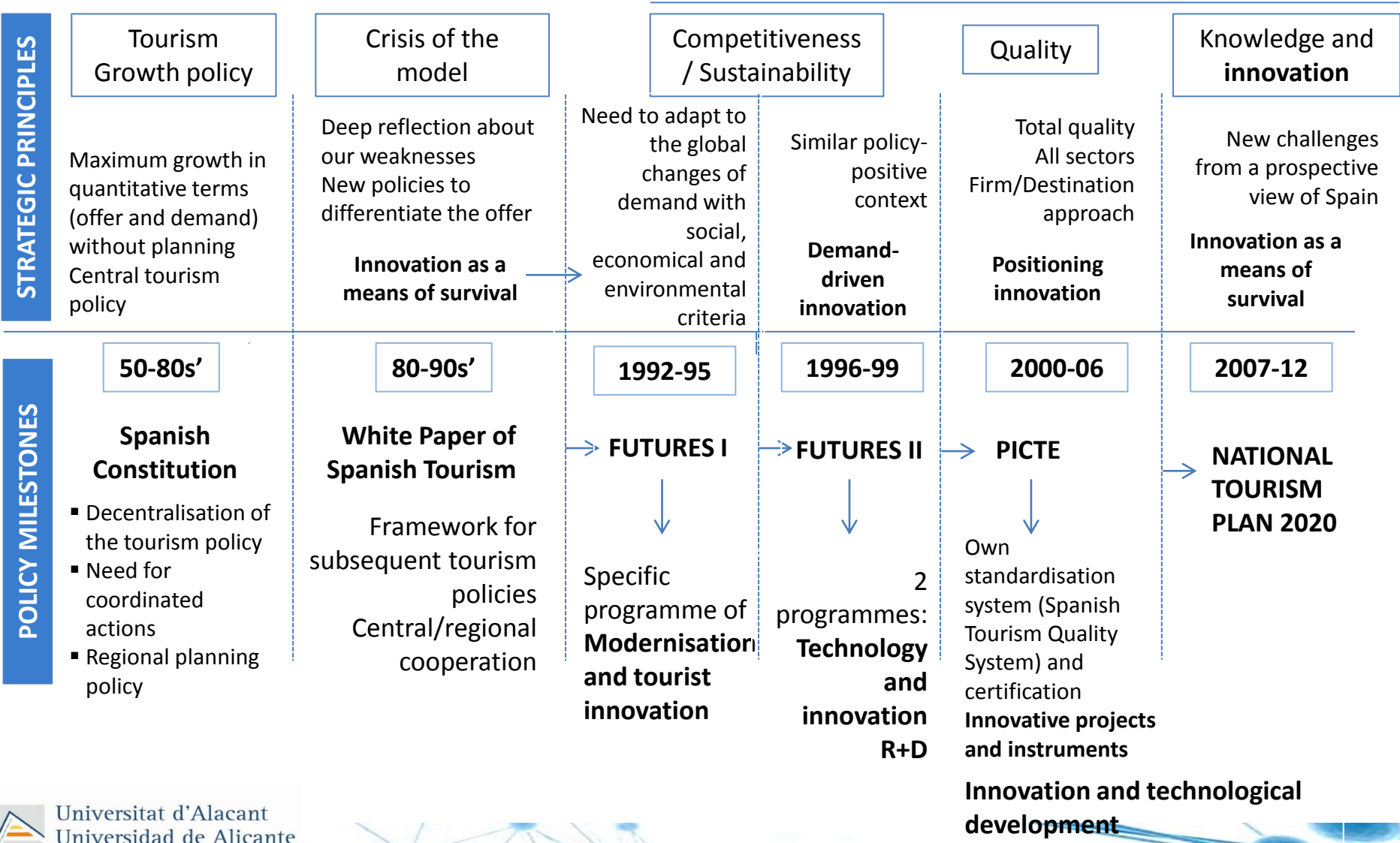


The role of innovation in the Spanish tourism policy

- Spain, a long trajectory innovating in its tourism policy? A brief review of our recent national tourism policy
- The appearance of innovation as an strategic aim in the most recent tourism policy. The creation of specific tools to promote innovation in tourism: Segittur
- Innovation policy and tourism policy: a weak and relatively new relationship
- Other innovative platforms existing in Spain: Exceltur, ITH and regional innovation centers
- Some examples of tourism policy innovation.



Spain, a long trajectory innovating in its tourism policy?



INNOVATION, AN STRATEGIC AIM IN TOURISM POLICY



Innovation a central and essential to compete issue

Diagnosis: barriers to innovate linked to policy framework , firms size (SMEs) and lack of collaboration

- Customer value
- Product and experiences improvement
- Firms management
- Sustainability

NON-SPECIFIC PROGRAMMES OF INNOVATION WITH HIGH LEVELS OF HIDDEN INNOVATION



RENOVATION OF MATURE TOURIST DESTINATIONS: PLANS AND PROJECTS

TOURISM 2020

2007



2012



Operational tool to support the policy

A GOOD STARTING POINT BUT ISOLATED AND DISCONNECTED ACTIONS. NO STRATEGY IN THE LONG TERM

R+D+I-SICTUR-
THINKTUR
Specific projects

Entrepreneurs
support -
AYUDATUR

Promotion/
Commercialisation

Innovative
tourism clusters

Political changes bring new policies...and now what?

Similar policy
Less consistent plan



- Innovation a central aim to stop the decline and activate growth
- Innovation based on customer
- Talent and entrepreneurs

**TOURISM
2020**

**NATIONAL
TOURISM PLAN**

2007

Innovative management destinations: Intelligent destinations

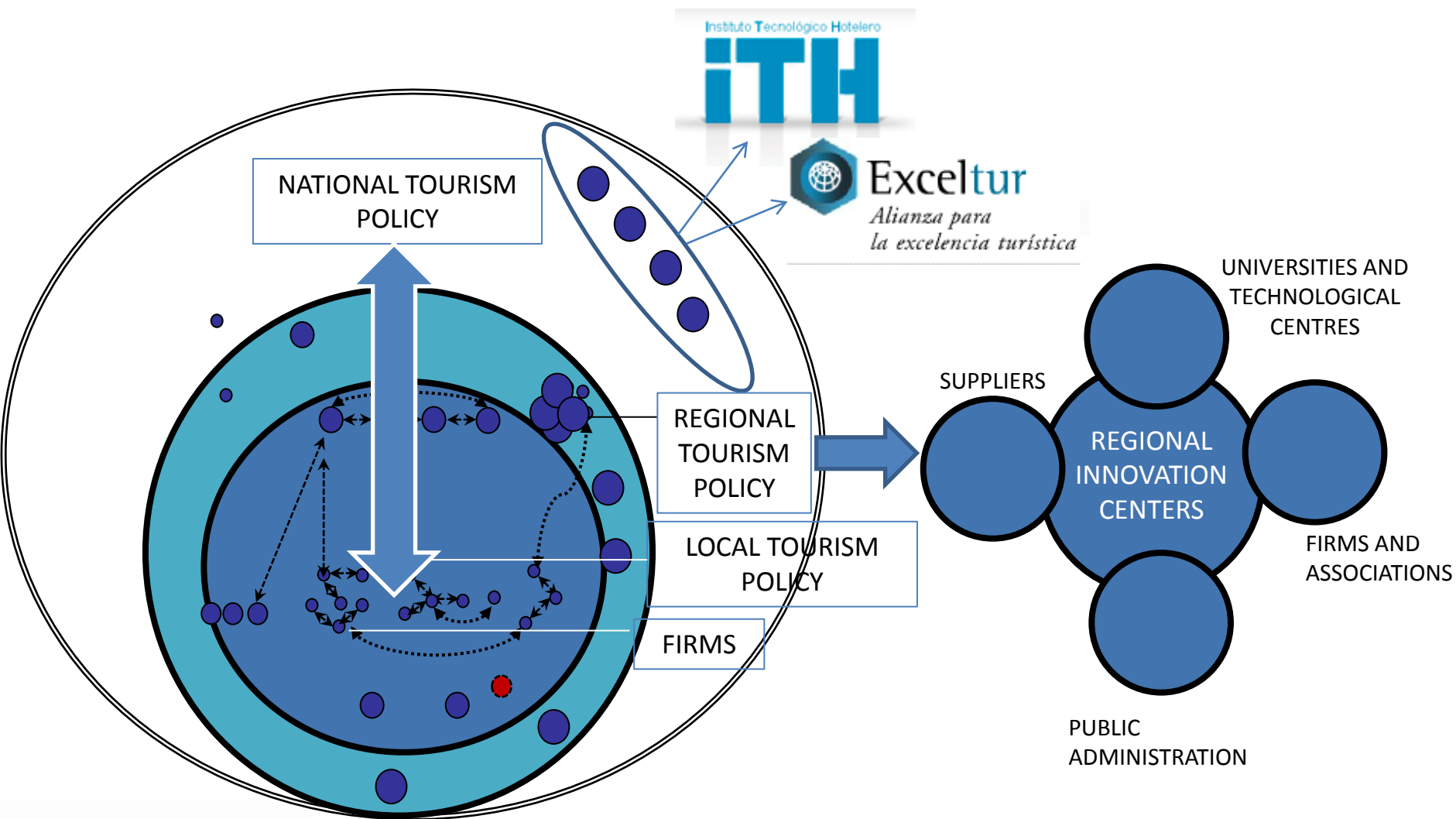
2012-2016

Talent and entrepreneurs

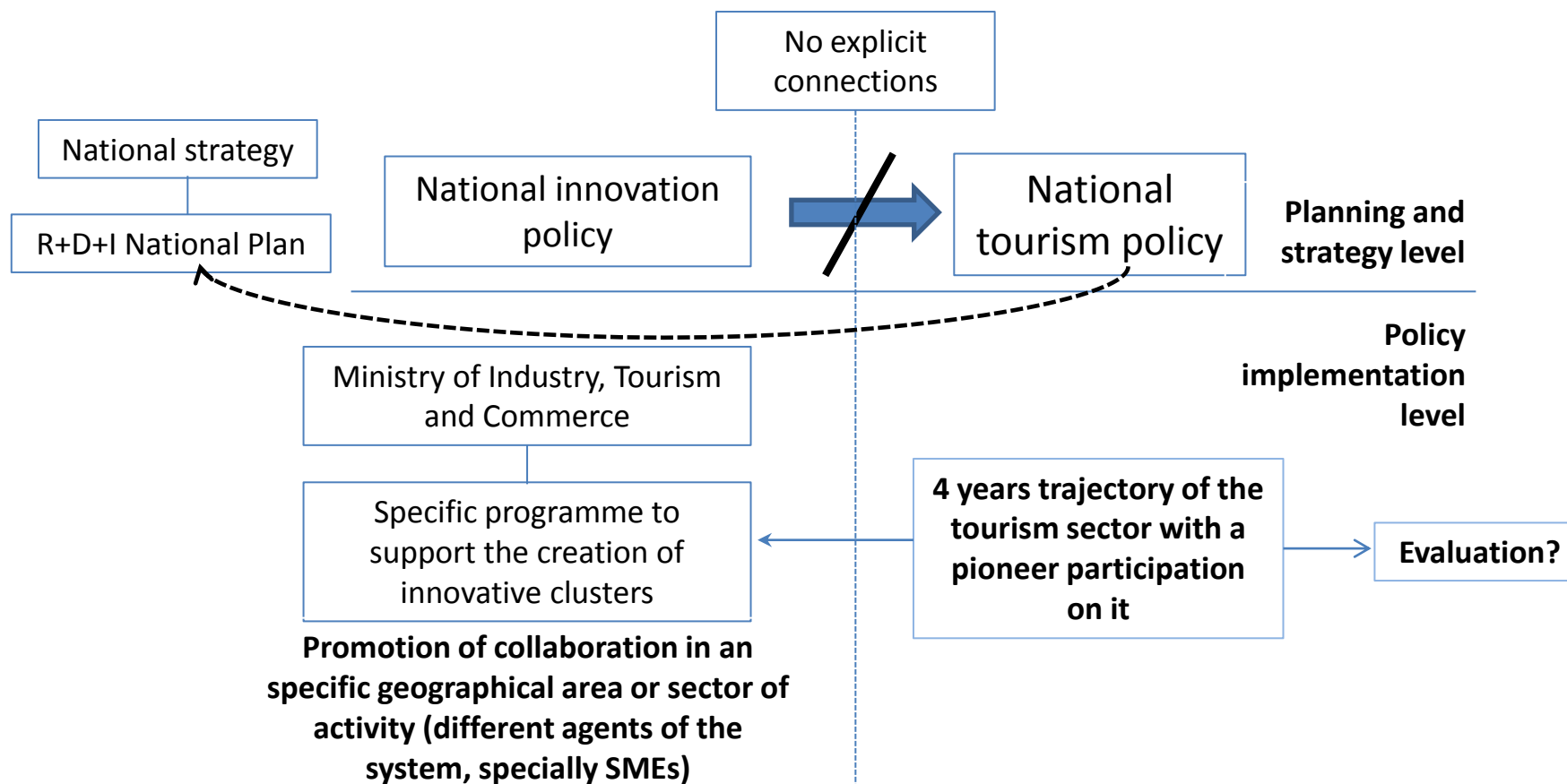
- Unique project, pioneers in Europe
- Definition, minimal requirements to be certified
- New technologies funding for the management of mature destinations
- The XXI century Tourism Office
- Platform of knowledge exchange for the regional government

- Funding access for innovative entrepreneurs

Policy... but also other innovative platforms



Innovation policy and tourism policy: a weak and relatively brand new relationship



Some examples of tourism policy innovation

Tourism
Growth policy



50-80s'

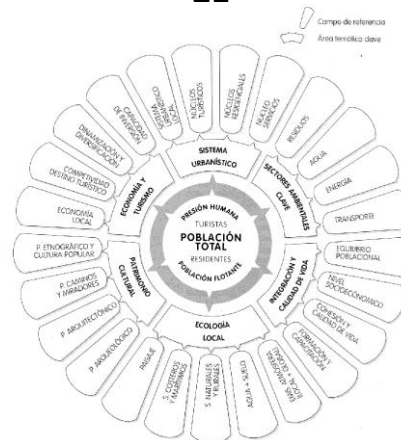


Competitiveness /
Sustainability



1996

FUTURES II (1996-1999)
PLAN LOCAL AGENDA CALVIÀ
21



Knowledge and
innovation



2007

TOURISM 2020
PLAYA DE PALMA PROJECT



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Some examples of tourism policy innovation



A pioneer project



- 1910, creation of an inexistent hotel infrastructure in Spain
- 1928, first Parador built in a scenic location
- Subsequent establishments created on historical monuments located on outstanding beautiful sceneries. Nowadays, a network of 90

Traces of innovation

- Instrument of innovation policy to develop a quality product in order to gain a good reputation abroad
- Maintenance and value of the heritage. Regional gastronomy promotion. Development of non touristic areas and pole of attraction of investment
- Government owned chain
- Attempts of imitation: France (castles) and Portugal (posadas)





**But how to
innovate in a
complex
scenario?**

Photo: Jesús Gonzalez


Where the prevailing values are...
Cheap, banality, standard



Calvià, a pilot destination in the 90s

- **Initial stage**
- As a tourist destination dates back to the 60s
- Unsustainable path: massive construction, carrying capacity exceeded, lack of attractiveness, etc.
- A pilot destination to test participative policies and more sustainable projects: Plan of Excellence and Local Agenda 21
- **Innovative measures**
- Stopped the urbanisation process: eco-measures introduced in the urban planning instruments.
- Innovative policies with an “*sponge effect*” on the urban spaces: demolition of obsolete buildings and conversion to green areas.
- De-seasonalisation: European Winter destination
- Strong component of social innovation. Social participation (specific forum, home-delivery questionnaires...). Attempts to change social values regarding the meaning of growth
- Strong political commitment





Three-level efforts (national, regional, local) to innovate at a destination level: the case study of Playa de Palma in Mallorca.

■ **The initial stage**

- Environmental degradation, inadequacy to the current demands and trends
- Deteriorated, poorly constructed buildings. Old hotels (72% from before 1970) in the low-mid categories (2-3 stars). Cheap prices
- Low quality urbanism, low level of investment, low levels of trust for the future, no signs of local identity.

■ **Innovative measures**

- Radical change in the current tourist destination model under the *large scale urban development projects philosophy* .
- Urban attractiveness: a network of symbolic urban pieces. Spaces of experiences, green areas, urban landscape improvement...
- Radical change of thinking as for urban growth: containment and decreasing
- A real try to truly apply the principles of governance
- Targeted results expected: 50% reduction of the hotel capacity, increase the quality of the offer
- Foreign investors attraction



- Immediate actions /long term actions (Adaptation of the urban environment to the climate change new scenario: 0% balance CO2 emissions, 100% renewable energies for 2050)



Mobility, green pedestrian areas

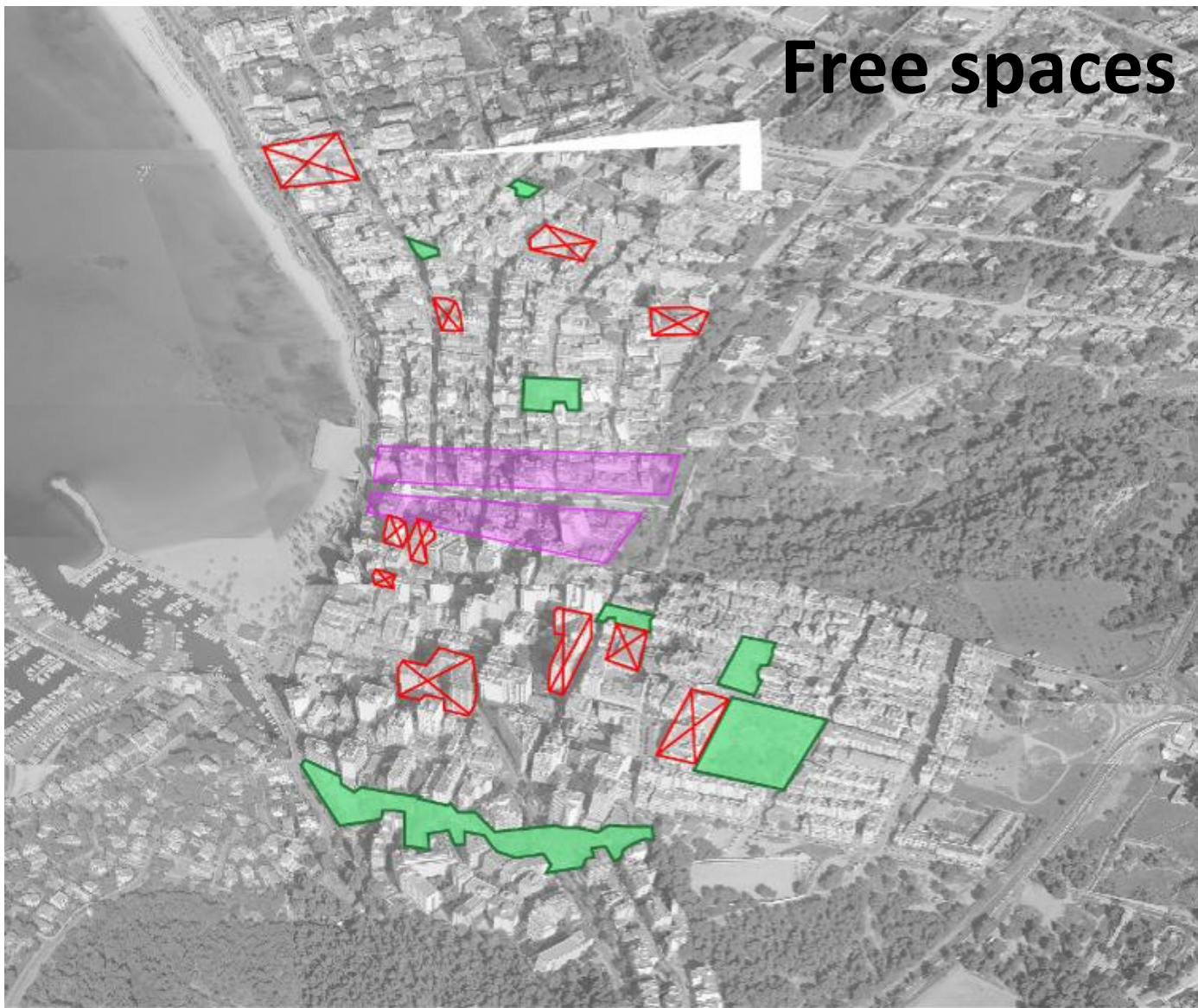
Recovering areas for enjoyment



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Free spaces





New products

Bio hotels



**High
performance
Training
Centre**



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Photo: Jesús Gonzalez





Key issues

- Our evolution as a tourist country has forced us to INNOVATE in order to remain competitive.
- Periods of crisis have further stimulated innovation
- External-internal changes are force drivers of innovation: Changes open new scenarios to whom policies and actions must adapt. Every tourism national policy is forced to be innovative.
- Most tourism policies are innovative by nature. Innovation is a transversal topic in policy even though not explicitly considered.
- Policies aim to promote innovation but do they achieve it? There are no tools or procedures to measure the efficiency of the actions taken. Unfortunately, policies are bigger than resources.
- The implementation gap of innovative ideas in the form of plans and projects. Political changes do not help.
- No definition of the innovation has been done in the tourism plans: not enough reflexion bring inconsistency to the implementation.



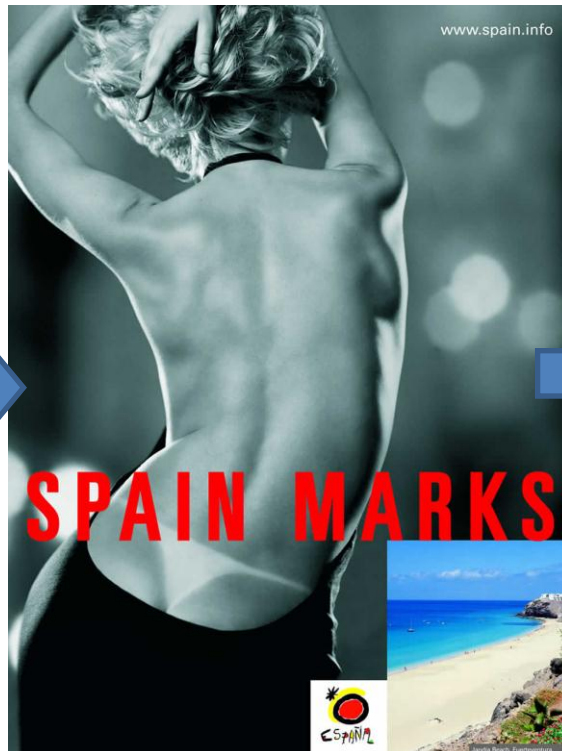
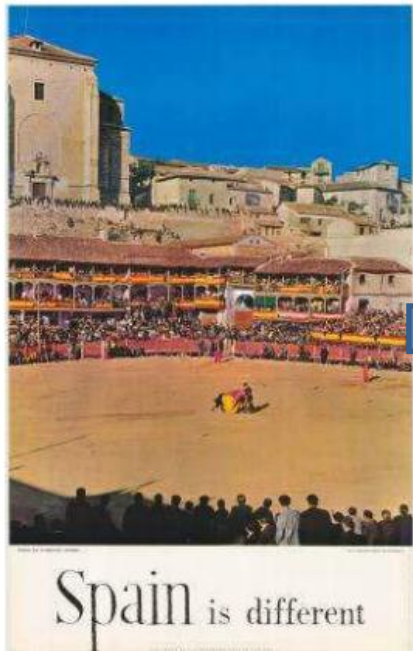


Key issues (cont.)

- Innovation is costly. Public governmental cost-sharing might not be enough. In an scarce resources scenario, what is the allocation of funds criteria for this large scale projects?
- Traditional public administration leadership but difficulties to involve the private sector.
- In playa de Palma, can the project really lead to a complete change of the model?



From the 50s' to the present time...60 years of unavoidable and incremental innovation in our policy?



Thanks



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