

Promoting cooperation in destinations through ICT: The case of Rovaniemi

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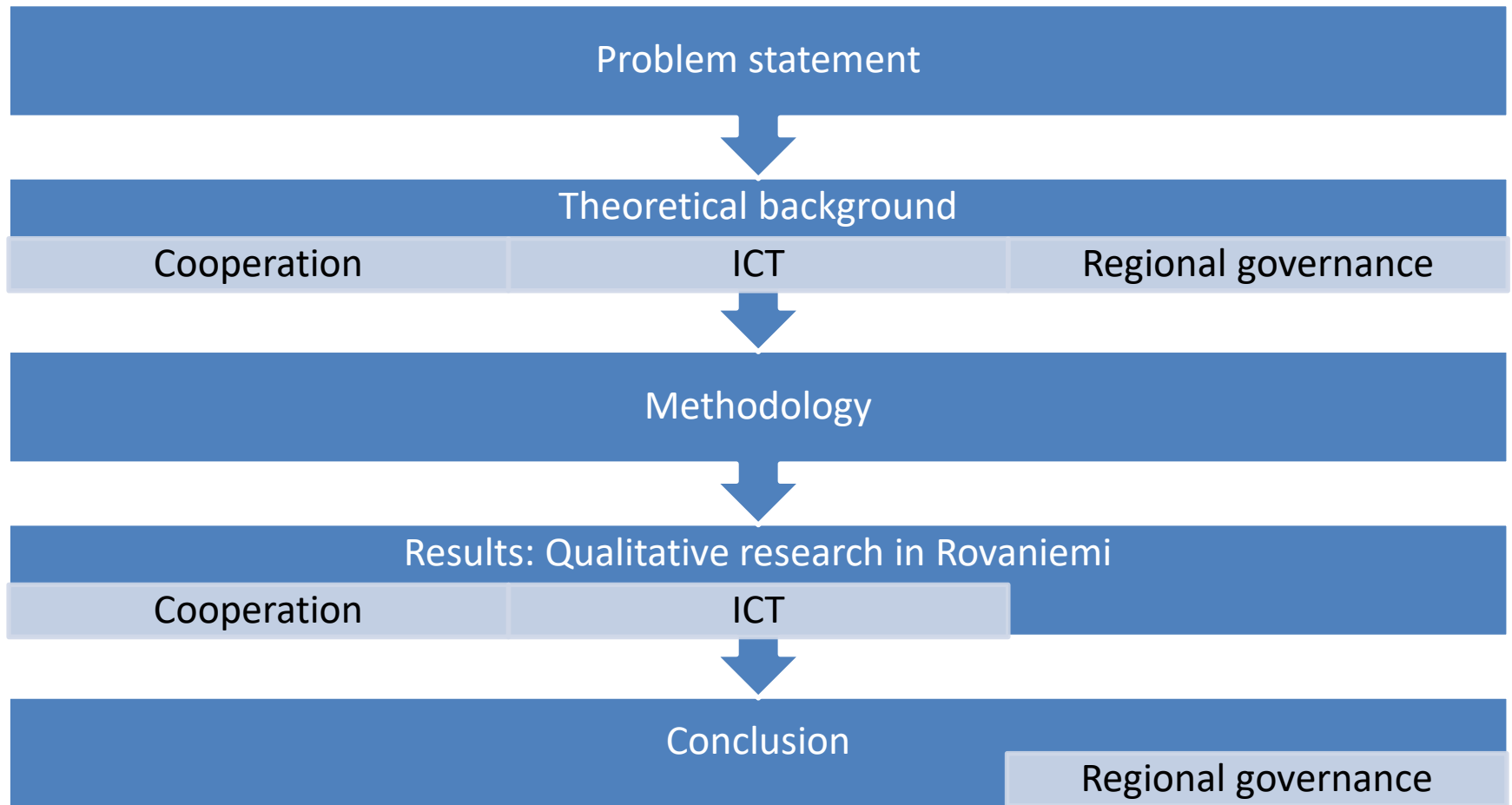
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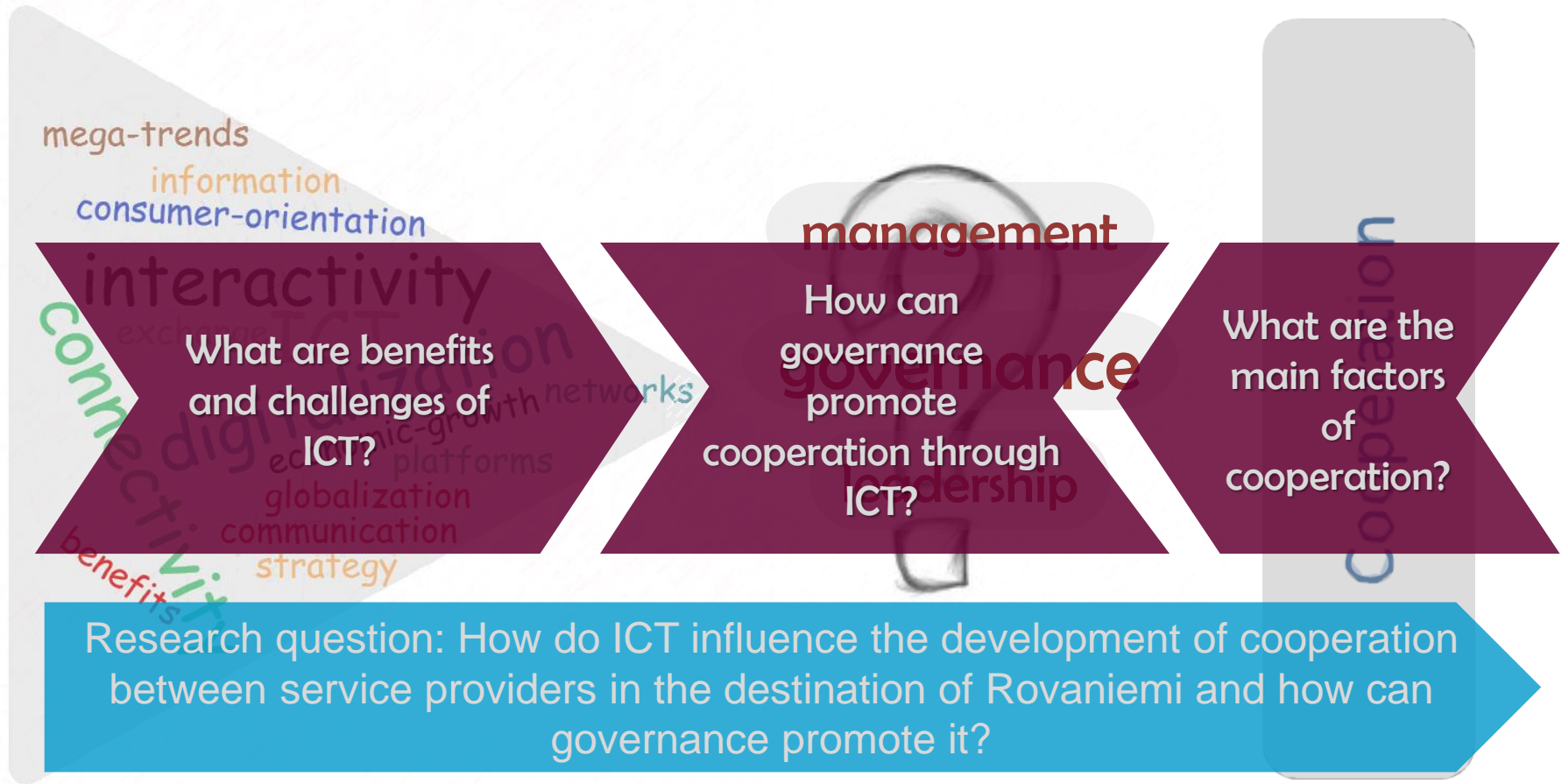
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Outline



Problem statement



Problem statement

Topics

Benefits and challenges of ICT

Regional governance

Cooperation between service providers inside destinations

Research ,gap‘

- Management of ICT for cooperation on destination scale

Assumption

- ICT influences the competitiveness of a destination and shapes the cooperation among local service providers

Objective

- to analyse how ICT influences the cooperation and thus the capabilities for innovations within a destination

Research Question

- How do ICT influence the development of cooperation between service providers in the destination of Rovaniemi and how can governance promote it?

Theoretical Background

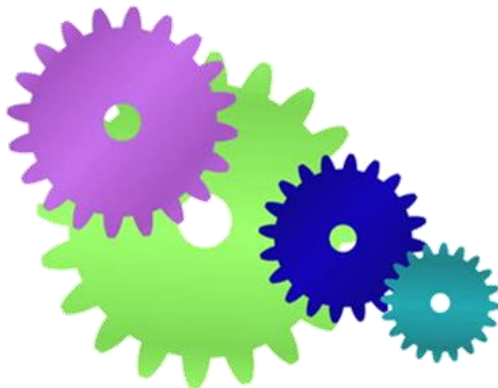
Cooperation in destinations as a driver for innovation

What are the main factors of cooperation?

- Overcomming small-sized structure of destinations
- Acting together, in a coordinated way
- Build recurring exchange upon autonomous service providers
- Lowering transaction costs

Coopetition

- Relational view: create network resources
- Share knowledge
- Innovation and competitive advantage



Theoretical Background

ICT as a driver for cooperation

What are benefits and challenges of ICT?

- Key element of competitiveness
- Internal and external efficiency
- Horizontal and vertical connectivity

Obstacles

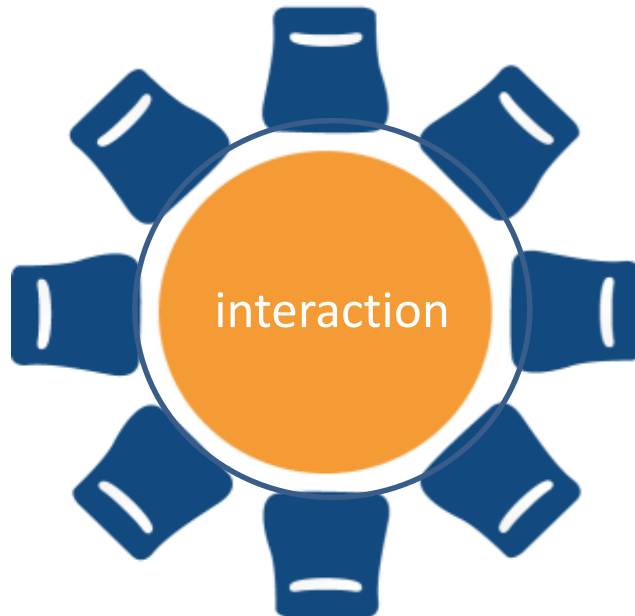
- Interactivity
- Facilitate information and knowledge sharing
- Seamless products



<http://noraowl.de/wp-content/uploads/2014/10/netzwerk-community.jpg>

Theoretical Background

Regional governance to support cooperation through ICT



- Coordinate cooperation
- Create an institutional context
- Optimization of structures and processes
- Structural conditions for networking and innovation
- Communication infrastructure

How can
governance
promote
cooperation through
ICT?

Methodology

Rovaniemi, Lapland, Finland

- Innovation-driven economy
- Rural area
- Tourism Hotspot
- 480.000 overnight stays (>20beds)
- Known as hometown of Santa Claus
- Snow-activities
- Arctic Circle
- Arctic



<http://www.visitrovanemi.fi>

Methodology

Desk research

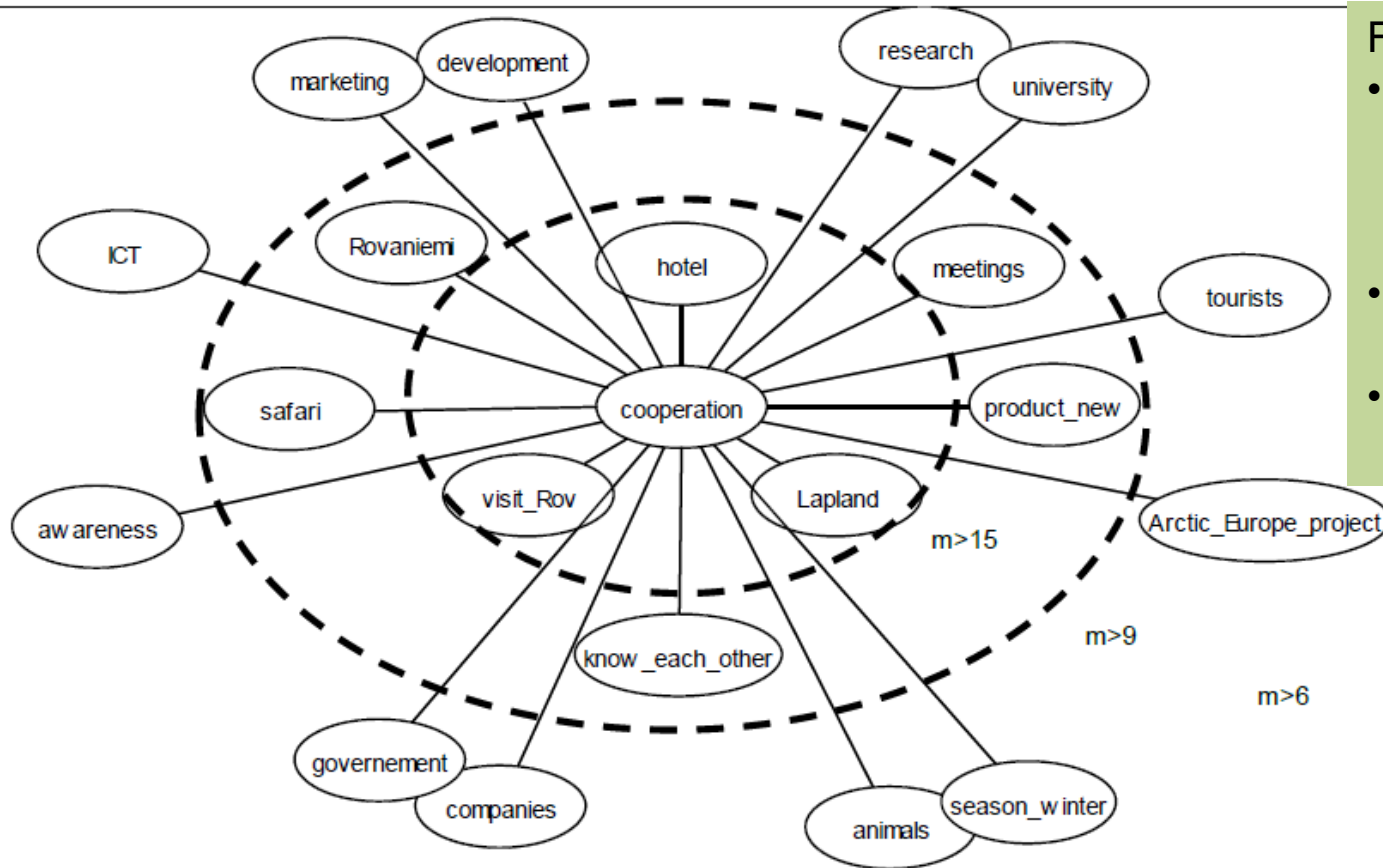
- Analysis of national and regional context conditions
- Conditions that affect cooperation

Field research

- Qualitative interviews with tourism service providers
- Typ of network
- ICT-usage
- Risks and chances
- Hotels
- Tour operators
- Researchers
- Other service providers



Results: Qualitative research in Rovaniemi




























Findings:



- Stable opinions or beliefs of a community
- Local structure
- Hierarchy

Fig. 1. Ontology of cooperation (Extraction from WinRelan based on the interviews in Rovaniemi.)

Results: Qualitative research in Rovaniemi

Table 1. Situation comparison (Extraction from WinRelan based on the interviews in Rovaniemi.)

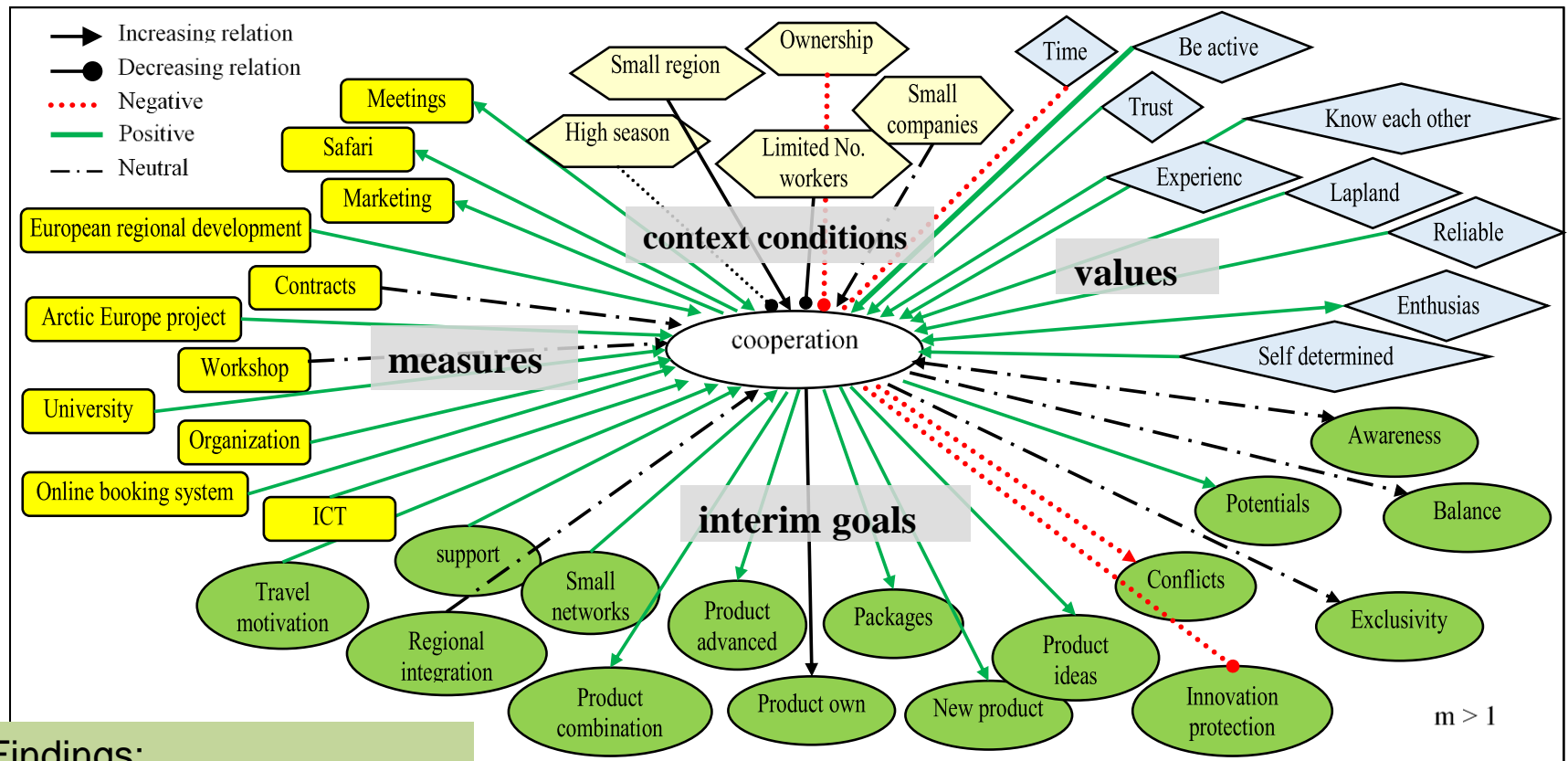
Keyword	- balance	+ balance	- Diff.	+ Diff.	target	actual
cooperation					16	36
product_new					11	4
support					2	6
gouvernement					4	1
season_summer					5	-4
ICT					5	11
marketing					5	4
leadership					5	2
promote					3	0
information					2	15
visit_Rov					2	9
money					2	-9

 target situation (190 evaluations)
 actual status (959 evaluations)

Findings:

- Measures that promote the provider satisfaction/ cooperation/ competitiveness
- New products for the summer season

Results: Qualitative research in Rovaniemi



Findings:

- Conditions that affect cooperation
- Major values
- Effects of cooperation

Fig. 2. Cooperation network (Extraction from WinRelan based on the interviews in Rovaniemi.)

Results: Qualitative research in Rovaniemi

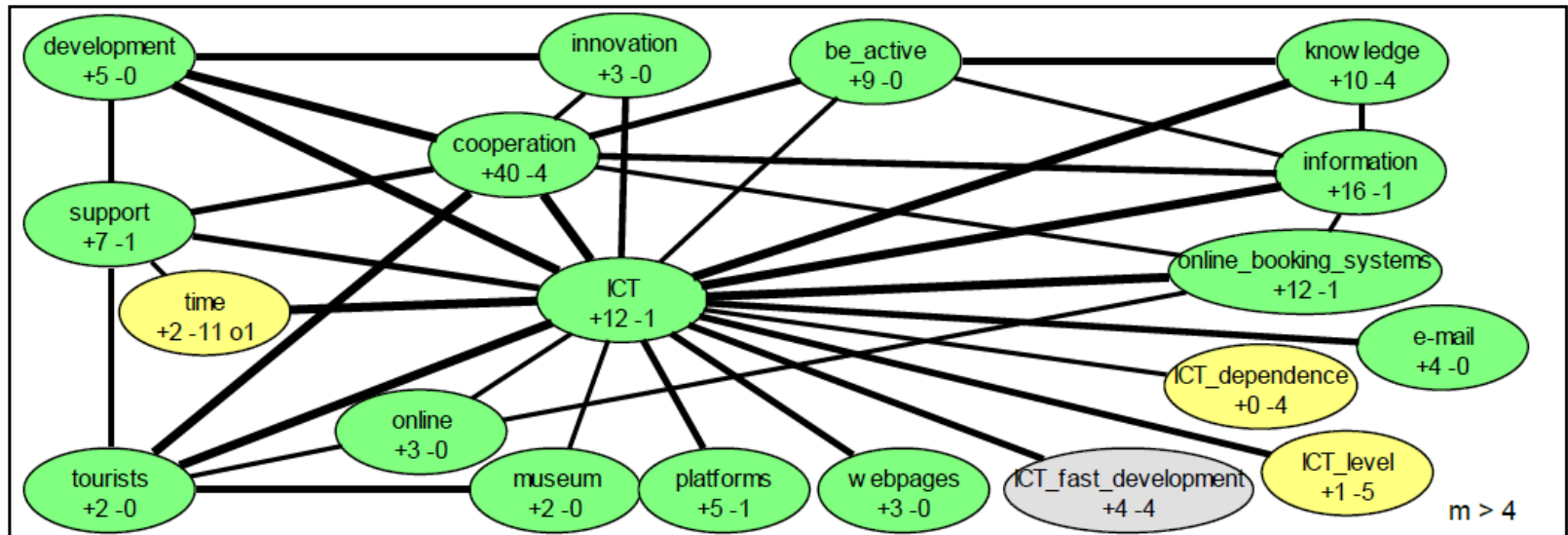


Fig. 3. Evaluation network on ICT (Extraction from WinRelan based on the interviews in Rovaniemi.)

Findings:

- Risks and chances
- ICT belongs to the daily business and supports business processes
- Requirements: knowledge, time, being active and money

Conclusion

What are benefits and challenges of ICT?

- **Connect**, monitor and analyse
- E-mails replaced verbal **communication**
- Communication over large **distances**
- **Online booking systems** facilitate the internal and external business processes
- **Interactivity** in B2B and B2C increases the quality of products and services
- Mass-customization
- Visit Rovaniemi provides **leadership**
- **Platforms** serve as important network tools
- Lacking knowledge, **time** and **money**

What are the main factors of cooperation?

- Cooperation still on a high level → **safaris**
- Basic social values are recognized like **trust, enthusiasm, be active and experience**;
- Impact of **visit_Rovaniemi** on cooperation is high through the organization of **meetings** as places where people meet and cooperate;
- **Small networks** vs bigger companies;
- Preconditions for **knowledge sharing** are given, but low **competitive pressure** to share important ideas and **innovations** in the network;
- **Cooperative core competencies** can be developed around Christmas and Arctic.

Research question: How do ICT influence the development of cooperation between service providers in the destination of Rovaniemi and how can governance promote it?

Conclusion

How can governance promote cooperation through ICT?

- Coordinate the service providers and allow cooperation and participation

Governance of cooperation	Governance of ICT
<ul style="list-style-type: none"> • Stimulate competition through contests • Cooperation with other regions to extend season • Remain personal contact between the service providers, the trust and the enthusiasm • Product bundling by Visit Rovaniemi in cooperation with tour operators by the help of ICT • Knowledge sharing through official projects • Observe greater company mergers critically • Open communication to prevent antipathy • Open workshops with service providers about long-term development to build a common identity • Awareness of global competition through comparisons 	<ul style="list-style-type: none"> • Focus on B2C communication • Trainings and advisory for implementation • Common IT-solutions for all service providers • Enlighten companies about tourists use of ICT (dependence, competition) • Promotion of online platform as working tool • Optimization of internal & external processes • Launch of Open Innovation Platform • Quality of ICT, rate of technological progress, R&D, intellectual property and education • Promote cluster creation for Arctic technologies

Table 2. Implications for governance on cooperation and ICT

