

THE STRATEGIC MANAGEMENT OF CREATION PROCESS AND OF CHANGE: A THEORETICAL CONTRIBUTE FROM THE PERSPECTIVE OF TOURISM

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Abstract

The entrepreneurship and innovation have been gradually gaining ground in the academic community as a field of study. However, the interpretations surrounding fragmented, without a univocal definition. In last decades, tourism has received greater attention from researchers in various sciences, varying only by the different emphases considered: economic, social, cultural and environmental. As other emerging sectors in a modern economy, tourism is a dynamic and ever-changing industry.

The study has as purpose to provide a better understanding regarding the essence of entrepreneurship: theoretical and practical implications from the perspective of tourism. Regarding the methodology used here, this is a conceptual paper with a literature review that brings together the major components of entrepreneurship and its implications tourist perspective and conceptual model of the dynamic nature of the Triggering Process and innovation (e.g. iTravey, Interactive Stores, Tourist Transportable Tower).

Keywords: Change, creation, innovation, management, tourism context

Introduction

Entrepreneurship is increasingly popular in academic works (Heilman & Chen, 2003). According to Gartner (1985), the entrepreneurship literature review suggests that differences among entrepreneurs and among their ventures are as great as the variation between entrepreneurs and nonentrepreneurs and between new firms and established firms. So, entrepreneurship can be the purposeful activity of an individual or group of associated individuals, undertaken to initiate, maintain or aggrandise a profit-orientated business unit for the production or distribution of economic goods and services (Cole, 1959).

According to Ma and Tan (2006, p.705), “*there has been an increasingly popular trend of cross-fertilization among strategic management research and entrepreneurship research, two fields deeply concerned with wealth creation and heavily influenced by Schumpeter’s seminal work on innovation and creative destruction*”. With regard to its proximity to the concept of innovation, Schumpeter (1934) argues that innovation can be seen as a phenomenon, including technical, non-technical aspects as well as innovations in product and process innovations. The creation process contributes to business success and increased competitive advantage (Sousa & Lopes, 2012), which is a theme that has clearly captured the attention of researchers in the field of management. The dynamic nature of this process, coupled with the constant need to invest in a highly distinctive and differentiating offering new studies have provided in order to score market position and achieve consumer satisfaction, including the level of emerging realities confirmed by new trends and desires (Costa, 2001; Buhalis & Costa, 2006).

Innovation is the adoption of a change that results in something new to the organization and relevance to the environment, and the creative idea and its development is the seed germinated by innovative, effective for the market economy (Dosi, 1988). In this

sense, innovation has attracted the attention of several scholars and entrepreneurs together with entrepreneurship. This makes it possible to open new doors and open new markets, enabling greater efficiency in business, economic growth and new ways of targeting an increasingly competitive market (Kastenholz, Davis & Paul 1999). Porter (1990) notes that innovation is used in literature to describe the process of using new knowledge, technologies and processes to generate new products as well as improvements in their use.

Innovation as a source of competitive advantage

Innovation can be seen as a specific tool of entrepreneurs, the means with which exploit change as an opportunity for a different business or service, being able to be understood and, as such, to be practiced, leading to a common distinction between invention and innovation (Drucker, 1993). Almost all the innovations reflect existing knowledge, combined with new uses, suffering the concept of innovation as a shift towards emphasis on the interaction between institutions, focus on interactive for the creation, dissemination and sharing of knowledge and relevance of the role of government processes as an important actor in an innovative environment.

It is important to clarify the difference between two concepts that, for different times, tend to be confused: *Process Innovation* and the *Innovation Process*. Innovation Process is essentially related to the set of steps that tend to incorporate both the market and technology. Companies have the ability to go seizing, building your knowledge base and thus make the continuous improvement of process management (Tidd, Bessant & Pavitt, 2003). Monitor the internal and external environment and analyze the relevant signals will be the starting point. After this, we have the decision about how to respond. Finally, we will implement the project with the development of technology and the domestic and foreign market.

The *Process Innovation*, by the way, combines the adoption of a process view of the organization's business with the application of innovation to key processes. This is the big difference, compared with the *Innovation Process*, but it allows us to understand its complexity. Process Innovation encompasses the prediction of new work strategies, the actual process activity and the implementation of change in their complex human, technological and organizational dimensions (Davenport, 1993).

Thus, and an example, a Portuguese innovation in Shanghai 2010 (figure 1) Tourist Transportable Tower (TTT) proved a bet Portuguese company DST at the World Expo, taking as a multifunctional design of sustainable architecture, with 9 meters tall, 3 wide and 3 deep, assuming an autonomous space minimalist design oriented to nature tourism. According DST Group, the TTT “*is an industrialised project and a multifunctional sustainable architecture. It is, simultaneously, an urban modularity and evolutionary procedure, of environmental integration and touristic mobility, in an innovative mixture that represents a new concept in habitability*”. With a minimal design and a strong revealing image, bold at the level of the structural solution, TTT combines natural lighting and energetic potential through active and passive solar systems. Its physical dimension and inner space is optimised with resort to the prevalence of a harmonious and integrated relation with the outer surroundings.

The present technology establishes an innovative timber-glass composite constructive system in which the combination of these materials simultaneously assumes energetic, structural, functional and aesthetic character. The system materialises through a multipurpose modular panel, able to be applied horizontally – as slab – or vertically – as sustaining wall. It integrates passive solar systems and bioclimatic functions, which results in energetic efficiency, thus constituting a clear innovation in terms of prefabricated structural elements (DST, 2013).

Figure 1 – Tourist Transportable Tower



Fonte: <http://www.tttower.com>

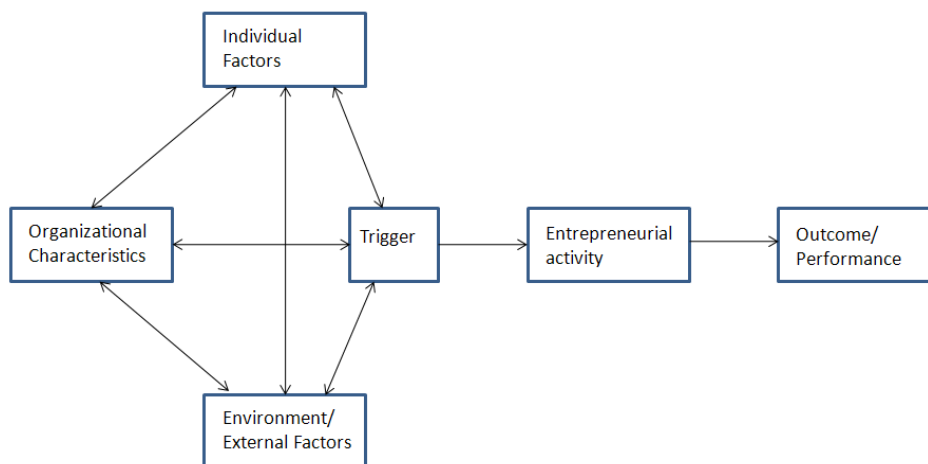
The iTravey platform, for instance, allows to submit dream vacations. Like “*where you would like to stay, how would you like to travel and what would you like to do when you get there. Sit back and wait for the offers that will roll in directly from travel agencies, hotels and tour operators made especially for you!*” For tourism operators iTravey offers easy access to their real target allowing them to fight for clients that otherwise would go to their competitors.

Therefore, seeking a systematization, the Organization for Economic Cooperation and Development (OECD, 2007) provides for four types of sensitive measuring innovation: product innovation, process innovation, marketing innovation and organizational innovation. We conclude, therefore, that innovation and research evidence implies an interrelationship between the new product and market performance (Luchs, 1990) strong. It is necessary to look at innovation as an imperative, reflecting the contributions and several studies presented here in this section.

The dynamic nature of triggering and entrepreneurial process

Entrepreneurial activity is seen as a process: includes a set of steps, is subject to management, continuous and applicable in many contexts (Stevenson & Jarillo 1990). This process becomes a source of competitive advantage on a global scale. This entrepreneurial process is, as a rule, inextricably linked to certain factors that allow initial “take the leap” (circumstances, *triggering events*). Shindehutte et al. (2000) present a conceptual model (figure 2) that summarizes the dynamic nature of the triggering process in an attempt to summarize the various contributions on this topic.

The entrepreneurial process is conceptualized as a response to the awakening of the event. However, the nature of the trigger, relevance and impact depends on the dynamic interaction between the characteristics of managers / employees (eg, personal life), firm characteristics (eg, size, culture) and external developments of the environment (eg, competitiveness). The different types of entrepreneurial activities are probably the result of different types of triggers.

Figure 2 – The dynamic nature of *Triggering Process*

Source: Shindehutte et al. (2000)

Shindehutte et al. (2000) present a summary which reflect the main differences between conventional marketing and entrepreneurial marketing. The entrepreneurial process results in corporate contexts, rather than individual traits of an increasingly conscious need to provide the organization with innovative behavior and can, according to Sharma and Chrisman (1999), take many forms. The prospect of Schollhammer (1982) is the most cited and identifies five types of corporate entrepreneurship: administrative, opportunistic, acquisitive; incubative; imitative. Traditionally, innovation management and entrepreneurship tends to be excluded from the domain of conventional marketing department (Shindehutte et al, 2000).

The cration process in tourism context

Tourism is a phenomenon that moves millions of people around the world, taking as a major driver of the global economy. Every year, much due to the frequent changes in the tourism environment, fosters competition between and within tourist destinations (Bigné & Andreu, 2004; Farhangmehr & Simões, 1999). It is multifaceted and geographically complex activity, where different services are ordered and delivered in different stages, from origin to destination (Pearce, 1991). Moreover, tourism is a sector of great importance to the economy, responsible for creating a large number of jobs. For instance, female entrepreneurship in the tourism sector has been rather neglected as a field of study and women's employment opportunities and the segregation of occupations are the major focus of research on women's situation in the tourism context (Costa, Carvalho & Breda, 2011).

As a psychological phenomenon, a tourist trip is preceded by a specific need that generates a reason to travel and sets a goal for the trip, which follows the search for information (Gursoy & McCleary, 2004; Pearce & String, 1984). Like other emerging sectors in a modern economy, tourism is a dynamic and ever-changing industry. This time, entrepreneurship is assumed as a critical factor in its development, both globally and regionally (Russell & Faulkner, 2004).

As such, comes an increasing need to understand the consumer behavior of tourist destinations itself. It is a sector of activity marked by strong growth in recent years and gradually assumed a bet as to develop for several countries. (Sousa & Simões, 2010, 2012). According to Lordkipanidze et al (2005), the growth of the tourism sector and increasing demand with regard to new types of tourism, makes it even more visible and required its connection with the emerging trends in entrepreneurship. Since tourism is composed of many of small firms, they are constantly called upon to respond quickly to new trends and market

demands (assuming as a source of innovation). The role of each actor in the distribution channel, within the operational management of tourism, will be critical to appreciate the range and nature of the emerging changes. The use of technology has profound implications to satisfy tourist demand as it enables the interconnection between consumers, intermediaries and producers, providing at the same time, tools for strategic marketing development (Buhalis, 2003; Kim, Lee & Hiemstra, 2004). According to Ramos et al. (2008), the eTourism presents the strategic implications for future customers: customers will have more knowledge / information about products / services and destinations that allows consumers to have a much greater involvement in planning their trips and to build their own itineraries. This allows the consumer to purchase at lower prices, with transaction security and quality of both services, promoting trust and, consequently, customer satisfaction and brand loyalty (Kim, Chung & Lee, 2011).

The new digital technologies currently represent one of multiple expressions in relation to access to information and communication. The online tourism presents itself as a contemporary reality, marked by a paradigm shift in the more classic styles of operation of tourism. For example, interactive tourist stores (eg at the airport) have the function of promoting the attractions of Porto and Northern Portugal (figure 3), through a set of technological and interactive valences.

Figure 3 –Porto e Northern Portugal Interactive Stores



Source: <http://www.portoenorte.pt/>

Also in the context of tourism, the process of creation and innovation have been increasingly used to describe business behavior, the destinations, the tourism sector as well as all their planning (Dredge, 2009). However, tourism is going through significant changes, facing new challenges that require new perspectives and implementing ideas (Stamboulis & Skayannis, 2003).

Conclusion and next steps

In an increasingly global world, which tends to predominate competitiveness and change, the difference is, so often, the ability to create discontinuities in the external environment. We saw in this reflection, that many times the success is the ultimate goal, which focuses on searching for new products, new markets, new organizational forms and new sources of customer value. In this field it inevitably highlights the eTourism and applicability of cyberspace as some of the examples mentioned in this paper, as vehicles of innovation, and that may prove suitable choices of context for the operationalization of the proposed study. For instance, the creation process associated with for hotel reservation systems, mechanisms and information sharing as a form of competitive advantage over other tourist destinations (social networks), the marketing of tourism products and services as well as other related activities that can leverage the increased business synergies.

It should be noted generators entrepreneurship factors that may trigger an entrepreneurial activity (particularly in tourist contexts) and whose origin may be associated with internal, external factors and characteristics of the organization. The external factors are more difficult to control: political, economic, social, technological, environmental factors or legal issues. However, the combination of those factors with the intrinsic nature will form the basis of an innovative event, along with the organizational characteristics (eg culture, values and business traditions). Finally, and this work is primarily theoretical and reflection, is expected to arise in the future some work of a practical nature that bring greater robustness to support and perspectives presented here.

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