

Destinations dynamic

A management and governance perspective

A dissertation presented by

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I. Executive summary

Not all industries move at the same pace, no two destinations are matched or develop at the same rate, not all organizations and people act the same way. Our research investigates this dynamic nature of the tourism sector.

This cumulative work consists of three separate papers, each addressing various issues in tourism management. On one hand we will discuss the dynamics of tourist destinations and we will propose a new clockspeed/value chain architecture framework illustrated in four US case studies. On the other hand we will analyze the dynamic of destination governance, a field of investigation of recent interest for the literature, through action research as well as content analysis.

The complexity of players involved in the delivery of the tourist experience, demands a sophisticated ability to design and manage the supply chain in order to get maximum advantage in a market where competitive forces may change any second. In the first part of this thesis, we look through with a macro lens at four large destinations, Las Vegas, Disney Parks, Lancaster County, and New York, (a metropolis rather than a destination) and we investigated their clockspeeds (Fine, 1998), and value chain architecture. Our intention was to illustrate the extremes of fast and slow clockspeeds as well as integral versus modular destination value chains in order to comprehend the dynamic structure of the overall destination proposition. Also, we wanted to reflect upon the “maestro” of destinations and its role in orchestrating the whole network.

The fragmented nature of the tourism sector is also a major challenge for the governance environment, typically characterized by a mix of multiple stakeholders and therefore control issues. For that reason, we followed this investigation with a very different approach and this time we put under microscope a micro destination going through the process of re-inventing their organizational structure. The findings of the last part of this doctoral thesis are the results of an action research project in a small alpine resort in Switzerland where the author relocated for a year and became actively involved in a community project. The outcome is presented in two papers which confirm the need for collaboration, cooperation and leadership as well as the importance of cultivating a culture of multiple perspectives in governance organizations.

We intend to contribute to tourism research with new content and new methodology. Analyzing destination through a clockspeed lens will allow a better understanding of various components of the value chain and will also help practitioners to sharpen their understanding of the success criteria that must be pursued. The analytical tools proposed for the analysis of decision making organizations will contribute to advance the field of governance and as well to help decision makers to better comprehend the dynamic of their organizations and minimize the risk of narrow perspectives for stakeholders and shareholders satisfaction.

This statement is organized in three main sections - the introduction of the problem followed by the description of the research divided in three subsections each one corresponding to a specific paper, concluding with some general considerations.

Key words: destination dynamic, clockspeeds, governance, learning organization, three lenses, action research

II. Introduction

Problem statement

The tourism sector of the global economy, comprising transportation, food and beverage, hospitality, entertainment, information technologies, etc., constitutes approximately 9% of global GDP and 8% of global employment. As such, the sector is of great interest to government policy makers as well as to private businesses. Although tourism has been the subject of a great deal of research by both academicians and policy makers, the area defies easy analysis due to both the dynamic nature of the sector and the complexity of the capabilities, resources, and value chains that intersect to enable the creation and capture of value in tourism.

One of the major challenges for destinations performing in this sector is to stay market driven, agile and closely attuned to matching the needs of travelers, their own identity and the well-being of their residents (WTO, 2005) because in order to survive, let-alone thrive, companies must be able to anticipate and adapt to change or face rapid, brutal extinction (Fine, 1998). Survival in nature is all about having the opportunity to compete and then acquiring the tools for conquest of that environment (Denton, 1999). Darwin said *"It is not the strongest of the species that survive, not the most intelligent, but the ones most responsive to change"*. But you can only adapt to change if you are a fast and "to stay in place you have to run very, very hard and to get anywhere you have to run even harder¹".

The question is then how can a destination stay fit and agile and quickly adapt to change?

Before we move forward, we would like to address the issue of defining a tourist destination without any intention to contribute to the never ending debate on "what is really a destination?" While we acknowledge that the term is not traditionally a supply side construct, we will refer at the "destination" as the location of production of the tourist experience. The role of the suppliers is to produce the right components for the consumption and the role of the governance is to put in place the right mechanisms to assure the efficiency of the system. We will not address directly the role of the tourists (demand) in this research.

¹ Lewiss Carroll, Through the looking glass, 1871

Tourism sector manifests itself at the confluence of multiple industries encountered in a given destination: e.g., transportation, information technologies, food and beverage, hospitality, entertainment, etc. In 1998, C. Fine defined the rates of evolution of industries as industry clockspeeds, suggesting that different industries evolve at different speeds, driven by the rates at which new products, processes, and organizational structures are introduced. In the travel sector each industry or supplier of services that participates in the production of the tourist experience can have a different clockspeed and therefore influence the overall clockspeed of the host destination. In this context, the challenge for destination management organizations (DMO's) is to become the "maestros" of their respective value chains and orchestrate the network. Destinations are entities very difficult to manage due to the dynamic of interests and benefits sought by stakeholders which although have numerous linkages and interdependencies do not cooperate, often have radically different development visions and none of them is able to control the destination (Buhalis, 2000; Fesenmaier, 2001; Rodriguez, 2008; Sainaghi, 2006; Sigalla 2009). These complex control issues are a matter of interest in the previous literature in tourism management and policy that identified in the past years a shift towards the concept of governance, where responsibility for policy making extends to both public and private sectors in joint action (Dredge, 2006). The literature is also concerned with the lack of empirical evidence in governance (Nordin, 2007; Beritelli et al, 2009; Pechlaner, 2010) and this thesis will provide answers to some of the raised questions in destination governance.

The empirical data that supports this thesis comes from the use of qualitative methods for management developing case studies and following in the second part the school of thought of Lewin (1961) that developed the method of action research, a deep process of systematic, reflective study of one's actions and the effects of these actions in a given context. Two main analytical tools were used through the process of research: the clockspeed lens (Fine, 1998) to understand destination dynamic and the strategic, political and cultural analytical lenses of Ancona, et al (2005) to understand governance behavior. The use of these research methods and the use of the lenses gave us a detailed observation of the organizations that practice within a destination, their relationships with the entrepreneurs, residents, and the political stakeholders. The action research approach, combined with ethnography, case studies, in depth interviews adds unique insights to our understanding of the tourism destination evolution and performance.

Thesis content

Besides the introductory and conclusive part, the research is divided into three chapters, each one corresponding to a paper. The first article from this dissertation proposes a new model for destination dynamic – the clockspeed/value chain architecture framework. The second paper examines the implementation of destination governance while the third paper is exploring the behavior of a governance organization. Both last papers are the result of a 1 year action research and have in common the use an expanded set of analytic lenses: cultural, political and strategic.

III. Methodology

“more descriptive research and clinical inquiry is in demand to find out what is actually going on in organizations before we rush in to tell managers what to do about their problems” (Schein, 1988)

Phillimore and Goodson's 2004 review of the state of the qualitative research in tourism considered that while tourism is a relatively immature field of investigation, compared to other social science fields, the impact of qualitative research on the literature is rather significant (Cohen; 1972, 1973, 1979; Dann et al., 1998; Graburn and MacCannell, 1976; Hollinshead 1996, 1999; Jamal and Hollinshead 2001; Riley 1996; Riley and Love 2000; Smith 1977; Walle 1997). Still, there seems to be a lack of productivity of qualitative research that might be given by the lack of familiarity of editors and reviewers, the acceptance of the validity of the results by and also by the fact that since tourism generates such a high revenue in the world economy, qualitative research is less able (not unable) to translate its findings into practices that affect the bottom line (Phillimore and Goodson, 2004). Traditionally, qualitative methodology has been the subject of criticism and skepticism for the lack of scientific rigor, however, as Riley and Love, 2000 noticed in their review of the state of qualitative research, has become increasingly valued as a deep, analytical process of understanding of actions, problems and processes in their social context. Other academics consider qualitative studies to be “located at the meeting place between art and science” (Sandelowski, 1994) involving “the studied use and collection of a variety of empirical materials — case study, personal experience, introspective, life history, interview, observational, historical, interactional, and visual texts — that describe routine and problematic moments and meanings in individuals' life” (Riley, 2000).

Studying tourism

According to Kuhn's philosophy (Kuhn, 1970), tourism is an area of study within each discipline and is considered a specialized research topic that results in the difficulty of developing its own distinct paradigm. However, Bernstein 1991 argues that the dilemma in tourism research is not the lack of a model but mostly the lack of a dominant philosophical and methodological approach (Echter, 1997). The latter insists on the fact that the incommensurability attribute of tourism studies can be used as a base to encourage understanding, where the “discourse is more relevant than the unanimity” (Bernstein, 1991). By following Bernstein, the alternate use of methodological approaches can bring more progress in understanding the phenomenon in a holistic view. Leiper, 1981 argues for a clear framework for tourism studies – an

interdisciplinary perspective that “works between disciplines, blending various philosophies and techniques so that the particular disciplines do not stand apart but are brought together intentionally and explicitly to seek a synthesis”.

The academic community is still reflecting long upon how tourism should be approached (Echter and Jamal, 1997) and considers that the study of tourism will continue to suffer from a lack of depth and totality as long as research is fragmented among various disciplines (Dann, Nash and Pearce, 1988; Jafari 1990; Pearce 1993; Pearce and Butler, 1993; Witt, Brooke and Buckley, 1991) or wheatear is a phenomenon that cannot be understood from the context of one discipline only and there is the need for cross disciplinary research to overcome conceptual and methodological difficulties (Comic, 1989; Jovicic, 1988; Rogozinski, 1985).

Our research studies tourism from a management perspective taking a dynamic, experiential and reflexive approach, a direction suggested by previous literature (Denzin and Lincoln, 1998; Jamal and Hollinshead, 2001).

Logic of research design

The qualitative literature considers that there is no substitute for witnessing or participating in phenomena of human interaction. Observing and participating are integral to understanding the breadth and complexities of the human experience – an overarching research endeavor for any public health or development project (Mack et al, 2005).

In this research we employed inductive analysis, studying overall five case studies that will support the arguments, from two countries considered to be some of the most competitive and innovative countries in the world, USA and Switzerland. The case studies will combine data collection methods as ethnography, participant observations, action research and in depth interviews.

Part 1. Complementing the clockspeed/value chain architecture framework, the first paper builds on literature that analyses the dynamic and competitive nature of specific industries and the forces that can determine relative economic success. The framework was based on reflections upon 4 very well known case studies from the US market. In two of these cases (Lancaster and Las Vegas), we had the opportunity to interact with members of both communities and further investigate the setting of interest.

In 2006, Xiao & Smith published a state-of-the-art analysis of case studies in tourism research, concluding that even though, the case study methodology is been a subject of continuous criticism (Campbell 1975; Miles, 1979; Oppermann, 2000) the argument that the case studies are conceptually and analytically weak is not justified. Defined as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2003) the case study as a research strategy focuses on understanding the dynamic present within single settings and has grown out of the methodological traditions of both qualitative and quantitative inquiries such as the grounded theory approach and the logic of experimental designs (Wiebe, Durepos and Mills, 2009). Even though the case studies in tourism research did not achieve yet a theoretical status, their contribution to tourism research and scholarship is still very valuable (Xiao & Smith 2006).

Part 2. The second part of the thesis intends to contribute to the qualitative literature that focuses on specific, delimited and local research (Phillimore and Goodson, 2004) with detailed observations regarding the interaction that takes place on-the-ground inside workplaces (Kellogg, 2009). In order to achieve this objective, the main methods of investigation were *ethnography and action research* by spending extended periods of time within the observed organization, exploring how people act in those settings and why they act the way they do. This study began from an ethnographic perspective, starting with 2 months of participant on site observation; this effort created an understanding of the setting to foster further action.

Participant observation is a qualitative method closely related to traditional ethnographic research, helping the researcher to understand the perspectives of the study population in the community setting. The method is distinctive because the researcher approaches participants in their own environment rather than having the participants come to the researcher.

Hammersley and Atkinson (1995) defined the role of the ethnographer as

“Participating, overtly or covertly, in people’s lives for an extended period of time, watching what happens; listening to what is said, asking questions—in fact, collecting whatever data is available to throw light on the issues that are the focus of the research”.

More recently, Johnson 2000 defines ethnography as *“a descriptive account of social life and culture in a particular social system based on detailed observations of what people actually do.”*

Ethnography is not a popular method in the tourism management literature, or for that matter in the general management literature, the space of interest being dedicated to macro-level explanations (approach taken in our first paper). In contrast to this approach, the second part of the thesis addresses micro-level issues of organizational dynamic, observing the people inside one organization and allowing us to get a deep understanding of the governance context. The use of action research for qualitative research is also very relevant. Here, the context and the associated interactions of natural surroundings are critical because they shape the unit of analysis (Riley, 2000). This process of action research has a refining effect on action and the researcher gains understanding of what is going on (Dick, 1999). Just as critical is the role of the researcher placed central to the construction of knowledge with a strong voice in the research process influenced by his/hers standpoint, values and biases that will shape the way in which they interpret phenomena and construct texts (Lincoln and Guba 1985; Phillimore and Goodson, 2004).

It was essential for the progressive problem solving to gather as much qualitative, rich data as possible. In order to deliver the empirical results demanded by the literature in destination governance, we also had informal conversations, interactions and interviews with the members of the community. The interviews were open, allowing our informants to answer from their own frame of reference rather than being confined by the structure of pre-arranged questions.

Having spent a year in this community allowed us a full immersion in the culture, complete access to the process and the participants, easiness to gain information and participation in the setting. The analysis of the data and the development of the theory came at the end and it was part of the cyclic process of progressive problem solving specific of the action research methodology. The concept of the action research roots in Lewin's work (1948, 1951) that relied on the observation and experiment of real social contexts in order to promote learning. Action research is different from conventional research, which starts most often with a very precise research question followed by a study design to answer that question. In action research, the initial research question is likely to be less well defined, primarily due to the nature of the problem. Specific for the method is that researchers both act and seek to learn from the actions taken, constantly reflecting upon the causes and the effects of these actions, enabling future predictions about organizational change (Reason & Bradbury, 2001). Critical to successful action research in implicating a wider group of stakeholders into the arena of action, however this is an impossible mission unless ethnographic research is employed, in order to achieve a high level of trust and cooperation (Riel, 2007). Many times we sought validation of the proposed model from the members of the culture reflecting upon

their reactions. The goals of this research were to have a better understanding of their circumstances in order to affect a positive social change as well as to contribute to the literature in governance that specifically identified a gap in the empirical evidence of the governance theories.

Part 3. In the last part of this research we intended to get even deeper into the understanding of the setting and analyze the behavior of decision makers throughout the governance process. The main objective was to propose a new analytical tool for diagnosing organizations as well as a better understanding of the subject of study. A major obstacle recognized by the literature is gaining full access to the power centers, where mostly only consultants are allowed (Schein, 1988). However, thanks the full immersion approach, the trust was not an issue and we did overcome this problem. We employed conceptual analysis to investigate behavior. Here, a concept is chosen for examination, and the analysis involves quantifying and counting its presence (Palmquist, Carley, & Dale, 1997; Smith, 1992). The focus was to look at the occurrence of selected variables within a text transcript, implicit as well as explicit. While explicit terms obviously were easy to identify, coding for implicit terms and deciding their level of implication was more complicated. However, the high level of implication of the researcher in the context, along with the extensive historical analysis of the context permitted codifying the implicit terms as well.

Challenges and limitations of the methodology

The data used for this thesis explores various relationships from a qualitative perspective, employing case studies, participatory observation, ethnography, action research, etc. The final results might not be generalized but we hope they will be transferable in other circumstances. The strength of this research direction is that explores deeply the contexts, relationships, and behavior of the subjects of study and it can provide information previously unknown that can become the base for other directions of investigation. However, the qualitative methodology is time consuming; it requires personal discipline and diligence from the researcher. A major challenge for the researcher is to remain objective because the method is inherently subjective. However, while the cases might not be representative of all the destinations, as Mintzberg (1979, pg.585) noted: "No matter how small our sample or what our interest, we have always tried to go into organizations with a well defined focus: to collect specific kinds of data systematically."

IV. Article 1 – Destination Clockspeeds: Drivers and Consequences of Value Chain Dynamic in Tourism

The first article from this dissertation addresses the complex issues of the interplay between destinations and industries clockspeeds. Entitled “**Destination Clockspeeds: Drivers and Consequences of Value Chain Dynamic in Tourism**”, has been partially presented at the *Civic tourism* conference in Rhode Island in September 2008. The role of this research is to propose a new way of thinking about tourist destinations based on the dynamic and architecture of the value chain. The theoretical model imports concepts from industrial evolution, used so far mostly in manufacturing or IT industries. Even though the literature in general management is rich in applications of the concept, this notion has never been applied to our sector. Our intention is to see if this model lends itself to our area of interest, and further more if we can assume that destinations have a specific clockspeed.

Abstract

This paper applies to tourism destination analysis and management a framework developed by Fine (1998) that considers the “clockspeed” (i.e., speed of change) in various components of a complex value chain as well as the architecture of such value chains, which can span a spectrum from integral to modular. The paper describes four tourist destination one each in the category of fast clockspeed, integral architecture (Las Vegas, an experience innovator), fast clockspeed, modular architecture (New York, a component innovator), slow clockspeed, integral architecture (Disney World, an experience conservator) and slow clockspeed, modular architecture (Lancaster, PA, a component conservator). The paper suggests how this framework might be useful to destination managers in formulating their destination management strategies.

Design/methodology/approach – Four short cases, Las Vegas, New York, Disney World, and Lancaster, PA, USA are used to illustrate the concepts and their applicability.

Key words – clockspeeds, modular, integral, value chain, case studies

1. Introduction

The tourism sector of the global economy, comprising transportation, food and beverage, hospitality, entertainment, information technologies, etc., constitutes approximately 9% of global GDP and 8% of global employment. As such, the sector is of great interest to government policy makers as well as to private businesses. Although tourism has been the subject of a great deal of research by both academicians and policy makers, the area defies easy analysis due to both the dynamic nature of the sector and the complexity of the capabilities, resources, and value chains that intersect to enable the creation and capture of value in tourism.

In this paper, we propose to use a framework developed by Fine (1998), which considers industries through the dual frames of value chain architecture and what he calls “clockspeeds,” the rates of change in products, processes, and organizations within a firm or industry. The model has been applied in various contexts, mostly manufacturing or IT but not in tourism, which it becomes a natural application if we think that it manifests itself at the confluence of multiple industries. We intend to test if the model lends itself to tourist destinations and further more if we can assume that destinations have a specific clockspeed.

Fine’s framework pays particular attention to the dynamic of the value chain architectures, which may oscillate over time between modularity (with separable, interchangeable components) and integrality (with customized, interlocking, system specific components). In tourism destinations, we think of integral architecture value chain designs as providing an overall, perhaps programmed, tourist “experience,” where the whole is greater than the mere sum of its parts. In contrast, modular destination value chain architecture provides a collection of touristic components that can be readily mixed and matched by individual consumers. We explore the use of this framework through the lenses of four case studies based in the United States tourism market, one each in the category of fast clockspeed, integral architecture (Las Vegas, an experience innovator), fast clockspeed, modular architecture (New York, a component innovator), slow clockspeed, integral architecture (Disney World, an experience conservator) and slow clockspeed, modular architecture (Lancaster, PA, a component conservator).

The tourism sector is composed of a variety of separate industry suppliers who offer products and services (e.g., transportation, tour packaging) to assist tourists in planning for and *getting* to their destination, accommodation facilities and food services that will cover the basic needs for *living* at the destination, and leisure and reception facilities that will entertain them while *staying* at the destination. Complementing the

existing literature, we consider the role of the clockspeeds of industry components that constitute the tourism experience and the relationships among these components with regard to where they fall on the spectrum of the integrality/modularity of the destination experience. Although “real life” cases can rarely capture exactly the features of an idealized conceptual model, we find it useful to illustrate these concepts through the lenses of the four well-known and much-studied destination case studies that vary in the dimensions of clockspeed and value chain architecture. Special emphasis is placed on the role of “maestros” of the value chain (Bitran, et al, 2007), that is, entities that play a role in coordinating the value chain or the destination experience components. The deliverable to practitioners will be insights and advice on how to use the clockspeed/value chain framework to enhance destination value provided.

Following this introduction, Section 2 describes of the main theoretical concepts and develops the framework for analyzing destinations and touristic experiences in terms of clockspeeds and value chain architectures. Building on this framework, we further discuss the value of using the clockspeed lens to analyze each industry’s rate of innovation and evolution, using illustrations from the tourism sector. In section 3 we illustrate further the concepts with four cases of Las Vegas, New York, Disney World, and Lancaster PA, USA. The paper concludes with discussions of implications for practice and further research.

2. Theoretical framework

Complementing the clockspeed/value chain architecture framework, this paper builds on literature that analyses the dynamic and competitive nature of specific industries and the forces that can determine relative economic success (Higgings, 2002; Tribe, 1997; White, 2004). Early on, the research addressed the complexity of tourism industry from a holistic view (Buhalis and Laws, 2001; Halloway, 1998; Laws, 1997; Middleton and Clark, 2001; Mill and Morrison, 2002), however, complementary economic activities connected to tourism have not often been included in an analytical framework. Hjalager dedicated an important space for the analysis of destinations as industrial districts and concluded that preconditions, processes and outcomes of change dynamic need closer examination (Hjalager, 1999).

Previous works identified factors that might impact a destination (Peattie & Moutinho, 2000; White, 2004; Tribe, 1997) and its ability to compete (Chon and Mayer 1995; Dwyer and Kim, 2003; Evans, Fox and Johnson 1995; Faulkner, Oppermann and Fredline, 1999; Ritchie and Crouch, 2003; Ritchie, Crouch and Hudson 2001; Wilde and Cox, 2008). Porter's model has often been applied to the travel industry (Evans et al, 2003; Dale, 2000; Olsen, 2004; Poon, 1993) as well as Butler's TALC lifecycle (Agarwal, 1997; Bianchi 1994; Getz 1992; Faulkner and Tideswell, 2005; Haywood, 1986; Hovinen 1982; Prosser 1995; Russell and Faulkner 1998; Wall, 1982). The TALC model analyzes the life cycle of a destination; however, seen through the clockspeed lens, a destination is a collection of value chains each behaving on a different dynamic that might or not be in sync. Since the industries that supply the value chain all have a different clockspeed, as well as a different architecture in the overall tourist experience proposal, we should further explore these relationships. In this paper, we will discuss the role of the clockspeeds on the dynamic of the evolution, but in our future research we will investigate further the relationship between the life cycle and the clockspeeds in a destination.

As proposed by Fine (1996, 1998) the concept of clockspeed relates to the dynamic evolution of goods and services of an industry. *"The only constant we can rely in a rapid developing tourism industry is that there is continuous change and constructive destruction"* (Bencic et. al, 2006). The rate of evolution/change of an industry depends on competitive dynamic and customer power, rates of technological and business innovation, regulatory and policy structures, and system complexity, among other factors such as stickiness of distribution channels and brand names (Pagani & Fine, 2008). Some industries, like entertainment and information technology, evolve very quickly and seem to deliver a continual flow of new products and ideas. Other industries, like transportation or hospitality, have significantly slower clockspeeds, as they take a

longer time to refresh the products and services that they offer. Fast-clockspeed, or fast-cycle, industries are distinguished by intense competition, a rapid pace of innovation, and a rapid rate of facility, asset, and/or skill obsolescence. On the other end of the spectrum, slow-clockspeed, or slow-cycle, industries are characterized by lengthy product life cycles, plus stable processes and technologies. The management literature is rich in applications of the clockspeed concept, starting with Fine (Fine, 1996, 1998, 2000) that launched the idea and followed by researchers mostly interested in the relationship between specific industries clockspeed and other variables in the value chain. Both Mendelson and Pillai, 1999 and Souza et.al, 2001, studied the relationship between new-product strategy and industry clockspeed, concluding that industry clockspeed and time to market are closely related. Carrillo, 2005 explored the connection between decision making clockspeeds and new product development activities in high-tech industries such as the personal computer and aerospace industries while Perrons and Platts, 2006 highlighted the strong link between industry clockspeeds and supplier clockspeed in implementation of new technologies.

Fine (1998) uses the clockspeed concept not only to help describe the dynamic of individual products and services, but also to comprehend the dynamic of the structure of entire value chains. He cites examples from industries as varied as computers, bicycles, and automobiles to illustrate how each has experienced dramatic change in their respective value chain architectures. Specifically, the computer industry in the age of mainframes and IBM dominance exhibited value chains that were strongly vertically integrated (all the components and subsystems for a given system made by a single company) while the computer systems themselves exhibited integral architectures as well (all the components for an IBM system worked only with IBM systems -- no mix and match of components from different companies). However, the personal computer revolution triggered a dramatic change in the architecture of the computer value chain structure: modular architecture PC's could be assembled (by manufacturers such as Dell) with a wide array of different software and hardware components from a large range of suppliers, with component interchangeability (and supplier interchangeability) more like Lego's than mainframe computers. The modularity of the product structure of PC's, in turn, was supported by a modular value chain architecture in the industry, whereby the large industrial giants began to crumble, replaced by a large set of highly autonomous component providers. Furthermore, once the computer value chain had evolved to a modular architecture, the innovation rates and clockspeeds of the constituent parts began to accelerate as each component provider could innovate freely with far fewer constraints imposed by a powerful governing industry maestro. Fine observes that the dynamic of value chain architecture can be fast (computers) or slow (automobiles) so that value chains effectively have clockspeeds, just as their constituent parts do.

Product and process life cycles are steadily growing shorter, thereby forcing firms to develop almost continuous streams of innovation (Fine, 1998; Piachaud, 2000). Innovation plays a key role in the value chain clockspeed formulation. Innovation, a driving force for the development and growth of businesses (Abramovitz, 1953; Drucker, 1985), has been the subject of extensive literature (Christensen, 1997, 2003; Keller, 2005, 2006; Hjalager, 1994, 1999; Mulgan & Albury, 2003; Rogers, 2003; Schumpeter, 1939). Even though there is much innovation emanating from the service sector, the importance of innovation in services was long underestimated and issues of innovation in tourism are still left unanswered (Weiermaier, 2004). Perrons & Platts (2006) resumed the classification of innovations in sustaining or disruptive (Christensen, 1997), incremental or radical (Afuah, 1998), established or emerging (Day & Schoemaker, 2000), component-based or architectural (Henderson & Clark, 1990), and competence-destroying or competence-enhancing (Tushman & Anderson, 1986). The literature is rich in examples of disruptive new ideas and techniques (Afuah, 2001; Fine & Whitney, 1996; Harrigan, 1984; Hayes & Abernathy, 1980) that had a profound effect on the society and economy and dramatically changed the industries around them (Cooper & Schendel, 1976).

In tourism, innovations such as automobiles, airplanes, and the Internet have had profoundly disruptive effects at different times and in different sectors of the industry, although, of course, none of these emanated from the tourism industry. Motorized ski lifts or luxury cruise ships might be good examples of disruptive innovations in tourism that were developed within the industry itself.

Notably, innovation forecasting is a notoriously difficult undertaking. *The New York Times* stated in 1939 that "Television will never be a serious competitor for radio, because people must sit and keep their eye glued on a screen; the average American family hasn't time for it". In 1983 AT&T hired one of the best consulting firms in USA to forecast the use of mobile phones. The results stated that less than 1 million people would subscribe to mobile phones by the end of 1999. In actuality the U.S. had more than 70 million subscribers by then (Rosenberg, 2004). Talking about the first computer operated in 1945 Howard Aiken said

"if it should ever turn out that the basic logics of a machine designed for numerical solution of differential equations coincide with the logics of a machine intended to make bills for a department store, I would regard this as the most amazing coincidence I ever encountered".

Tourism is perceived only as a moderately innovative sector (e.g. Hjalager, 2002; Shaw & Williams, 1998) and the innovation literature in tourism is a young phenomenon. A recent literature review by Anne-Mette Hjalager reveals that

“there is still only limited systematic and comparable empirical evidence for the level of innovative activities and their impacts and wider implications for destinations and national economies” (Hjalager, 2010).

The previous studies imply that innovation does not take place in isolation (Edquist, 1997) and that often innovation in one field leads to innovation in others (Barras, 1986).

Fine (1998) asserts that clockspeeds can be measured by the rate at which an industry introduces new products, processes, and organizational structures. He suggests measuring product clockspeeds by assessing the frequency and magnitude of changes in the product option packages. In terms of product offering, the tourism sector experiences frequent minor cosmetic changes (Weiermaier, 2001, Keller, 2002). That is, it is relatively common for tourism products to be incrementally reshaped, reinvented, and commoditized (Hjalager, 2010). Space tourism, scalpel safaris, arctic tourism, eco-friendly vacations, and the Tree hotels, are just some of the recent examples of rather grander product innovations. Of course, innovation in the product category is not necessarily a new product but may involve a process of individualizing mass markets products by product differentiation, brand extension, or changes in cost (Weiermaier, 2004).

Process clockspeeds can be measured by the rates of introduction of dominant processes and organization paradigms, refreshing or rebuilding of facilities, and introduction of new process technology in different areas of production. Process innovations tend to raise the performance of existing operations by means of new or improved technology, or by redesigns of the entire production line such as computerized management and monitoring systems, self-service devices, *“vertical linkages in the food and restaurant industries, integrated destination information systems, CRS systems and Internet marketing, or enhancement of airport hub systems”* (Hjalager, 2002). The hospitality industry offers numerous examples of successful process innovators, such as McDonalds, Benihana, Ritz-Carlton, or Disney.

In measuring the organization's clockspeed, we look at the intervals between transitions of governing structures, organization restructurings, and/or ownership changes. The tourism sector is dominated on one hand by large international organizations such as The European Travel Commission (1948), World Tourism

Organization (1974), The World Travel & Tourism Council (1990) or World Travel Monitor (1995) and on the other hand is managed at national and local levels by Destination Management Organizations and individual corporations and entrepreneurs. Organizational innovations include:

“reform of the financial incentives that restructure social or health tourism concepts; destination management systems and units that control access to vulnerable areas; and the setting up or change of credit institutions and changes in the conditions for obtaining finance” (Hjalager, 2002).

The new interest of literature in destination governance (Beritelli et al, 2009, Nordin 2007, Padurean, 2010) confirms a shift from a bureaucratic top down approach towards more flexible and market oriented organizations. WTO identified as the most important area for innovation the public-private partnerships and collaboration that are necessary to engage the actors and secure the innovations. This new trend should increase the clockspeed of the sector allowing companies to make and implement decisions at a faster rate. In slow-moving industries, firms have a lot of time to analyze each actor in a given situation carefully in order to make a rational decision. Although beneficial for making a valid decision, this process may take too long in order to successfully draw out a conclusion that would increase profitability in a given firm (Fine, 1998).

Particularly for some tourism destinations, products, and innovations, consideration at the level of the value chain may be more useful than at the level of the individual product or service. A tourist planning a holiday in London can certainly book a flight on a traditional or low-fare airline, reserve accommodations at a classic inn or modern hotel, and take in the latest *avant garde* theatrical production or visit the venerable Buckingham Palace. The ability to mix and match such choices reflect the modularity of the tourist experience offered in London: visitors can choose from a range of fast or slow clockspeed components at their discretion. Furthermore such London tourist “packages” can be changed with great frequency and fluidity, at minimal cost.

A tourist interested in an African eco-sustainability safari will likely find a very different value chain structure, however. Securing carbon offsets for the fuel minimizing itinerary, finding free-range or vegetarian dining options, observing fair-trade agriculture and obtaining well-treated trade-union porters and guides who understand how to minimize the ecological impact of the treks they lead require a level of packaging and integration that may only be provided by an integrator with broad and deep knowledge of the local economy. Once established, presumably at considerable cost, such packages are likely to evolve

slowly, as necessity requires, due to the procurement and coordination complexities. Thus, we see that the clockspeeds of such tourist experiences are interdependent with the value chain architectures in which they reside.

3. Destination Clockspeeds in Three Parts: Get There, Stay There, Live There

As previously seen, is challenging to discuss tourism as an overall sector due to the myriad of supply components in the final "tourism experience". Each supplier will impact and contribute to the overall production of the experience, however in the same time will be influenced by the forces and motions that will dictate the overall dynamic. Is similar to a classical musical orchestra, where hundreds of instruments will play together, each reading their own musical score, conducted by a maestro that will not only will be marking the beat, but will also lead musicians in a creative way, guiding the tone, coordination and accuracy of execution. A true maestro is shaping the entire interpretation of a work for the ensemble.

In order to ease the understanding of the complex issues that impact the various keys in the tourism value chain, we will divide them in three main components: the industries that include all the start-up activities that allow tourists to "get there" (e.g., information technologies and transportation); the hospitality industry that fulfills the needs to "stay there" and all the activities (e.g., eating, entertainment) within a destination that will enable tourists to "live there" for the duration of their stay. We will explore how innovations influenced the clockspeeds of the three main gears.

Information Technology and "Getting There"

Disruptive innovations in information technology have been a powerful force for the development of the travel and transportation sectors in the last couple of decades, increasing dramatically the clockspeed of "get there" processes. Tourism today is one of the most important sectors of e-business (Scheidegger, 2004) and the literature discusses the impacts of the technologies on the behavior of both supply and demand for travel (Bieger et al., 2004; Buhalis, 2000; Buhalis and Law 2008; D'ambro and Wilson, 2004; Gretzel and Fesenmaier 2000; Laesser et al., 2007; Law et al. 2004; Nissen 2001; Meyronin 2004; Sigala 2003; Smith 2004; Wynee et al., 2001). Information technology innovations have had a striking impact on all components in the travel and transportation value chains but also increased the competition, creating a series of reactions from players that either found creative ways to use modern IT and improve their offerings or face extinction. Notably, not all firms profit automatically from availability of superior technology (Teece, 1987) like the case of tour operators, at risk of disappearing, according to Dr. Fretzel, CEO of TUI (Fretzel, 2004 OECD).

The use of new mobile technologies, as well as Web 2.0, has changed the way tourists shop for prices as well as 'pre-visit' and 'post visit' places. In turn, these behavioral changes have influenced how destinations

and service suppliers provide information about their offers, reducing dramatically the time required by consumers to consider different places and transit modes. These changes had an impact on how tourists weigh the factors they use to decide which options are more attractive. The availability of much richer destination–relevant information has also changed the way tourists learn about local norms and behaviors and avoid being exploited or just ‘looking stupid’ (Brown & Chalmers, 2003). Accessing immediate information about a place prior to purchase is a critical feature today in the buying process (Mill and Morrison, 2002). However, this dynamic, challenges the suppliers of printed or audio-visual information to be constantly in touch with the suppliers of products and services (Ujma, 2001). The use of modern information technologies allows suppliers to *monitor, manage and control their capacity through communicating with the intermediaries and the end consumers* (Yilmaz and Bititci, 2005). On balance, the consumer is empowered through better information and he/she becomes a much sharper shopper for price, features, and value. Consequently, the suppliers must be much sharper to provide value or risk being bypassed. In essence, faster clockspeed consumers drive their suppliers to go faster as well.

On balance, these changes have modularized the value chain by allowing consumers to do more of their own mixing and matching, and sped up the clockspeed of the individual components. Consequently, suppliers of services get much better and faster feedback on what sells and why. We have seen in these examples both the effects of “technology push” and “competitive intensity” increasing the clockspeeds. We conclude that the “get there” became a much faster component creating a reaction on the overall chain.

The Hospitality industry and “Staying There”

Since its inception, the hospitality industry has changed little in terms of its basic product offering (Jones, 1996). The emergence of “boutique” hotels in the late 1990’s provides one example of an innovative product offering in an otherwise standardized industry, although the boutique hotel trend has now crossed over into the mid-priced hotel market (Chittium, 2004) where typical product innovations in hotel amenities, such as pool or work-out facilities and plasma television screens are now part of basic hotel offerings. The boutique sector tends to distinguish its service experience by allowing guests to have flexible check in/out times, in-room high-speed internet access, personalized room decor, or child care availability (Victorino & Verma 2005). These changes are more incremental than disruptive, keeping the tick of the clockspeed at a steady rate. The exception is given by the impact of IT on the way the business owners sell their rooms and the amount of information clients have about a hotel’s prices, amenities, quality service – both from the proprietors, and from other users who may choose to post peer reviews, complimentary or biting (Olsen

and Connolly, 2000). The industries that allow tourists to “stay there” have a rather slow clockspeed but cases like Las Vegas where the innovations are not that much modular but rather integral increased much more the speed.

The Entertainment Sector and “Living There”

The entertainment industries that supply events, shows, exhibitions, and local activities are an essential component of many destinations, often providing the defining features of the tourist experience. A destination may be known as the “Entertainment capital of the world”, or the “city that never sleeps,” or an “oasis of peace and tranquility,” or as providing “a dash of heritage and a pinch of flair, home of the Plain People.”

Just as technological innovation and competitive intensity influence the clockspeeds for “Get There” and “Stay There,” these factors can influence the entertainment (“Live There”) options for a destination as well. Metropolises like New York, London, and Tokyo have great restaurants partly because the competition is so intense. Hot competition means rapid innovation and survival of the fittest. As well, the availability of information about the entertainment options in a locale pushes destinations to be up to date and innovative. If the bloggers complain that a certain ski resort has let its lifts and restaurants fall behind, customer retribution can be swift and brutal.

Restaurants, theatres, sport teams, beaches, mountains, sun, snow, gambling, shopping, privacy, publicity, or just plain people watching are just some of the features that may be the “entertainment” a given tourist seeks. Clearly these can vary dramatically in their clockspeeds. From Mount Everest, where the aspiring peak-bagger seeks the exact same mountain conditions experienced a century ago by Sir Edmund Hillary, to the endless sands of Copacabana Beach where the climate is always tropical, some tourists are attracted to destinations whose value offerings remain unchanged over the decades. Others, however want the latest in shopping, the arts, or cuisine, and seek the fastest-clockspeed venues on the planet. Thus, destination clockspeed can be a feature of a destination as well as a characteristic that drives change.

In the following section we will exemplify through four extreme cases of slow and fast clockspeed destinations with different value chain architecture.

4. Destination Clockspeeds and Value Chain Architectures: A Case Study Comparison

No two destinations are matched, or develop at the same rate (Wild and Cox, 2008). Some destinations sell stability: “Come visit sites that have endured centuries or millennia of zero-clockspeed stasis.” Other destinations sell dynamism: “Come experience the latest and greatest of what humankind or nature has produced.” To illustrate the framework proposed in this paper we discuss four cases that vary by clockspeed and/or value chain architecture as resumed in *Figure 1*.

In 2006, Xiao & Smith published a state-of-the-art analysis of case studies in tourism research, concluding that even though, the case study methodology is been a subject of continuous criticism (Campbell 1975; Miles, 1979; Oppermann, 2000) the argument that the case studies are conceptually and analytically weak is not justified. Defined as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2003) the case study as a research strategy focuses on understanding the dynamic present within single settings and has grown out of the methodological traditions of both qualitative and quantitative inquiries such as the grounded theory approach and the logic of experimental designs (Wiebe, Durepos and Mills, 2009). Even though the case studies in tourism research did not achieve yet a theoretical status, their contribution to tourism research and scholarship is still very valuable (Xiao & Smith 2005).

Our cases were chosen because they are well known and because they illustrate extremes of either clockspeed or value chain architecture. Among the four cases, we think of Las Vegas, “the entertainment capital of the world,” as exhibiting a very fast clockspeed, but an integral value chain architecture in the dominant touristic product offered. In fast clockspeed industries, the vast economic value is delivered to final consumers via complex chains comprising many individual organizations, technologies, services and capabilities (Fine, 1998). Mega-casinos package food, entertainment, gambling, fitness, and shopping in environments designed to make it difficult for the tourist to even find his way out of the building that caters to his every need or whim. Competition in Las Vegas, particularly at the high end, has focused on innovation on the end-to-end integrated experience, as will be illustrated below.

New York, our second case study, not really a destination, but a metropolis, is a very representative case of a very fast clockspeed, modular model. In New York, like in any major capital of the world, the rates of innovation can be dramatic, but they occur in each of the many components of the touristic experience, rather than in its integrated whole. For a New York connoisseur, a trip to the Big Apple is always a treat,

because one can always find a new restaurant, a new shop, or a new play to see. The overall experience is the familiar New York experience, but one can find new components on every visit.

Our third case example is Disney. For the sake of argumentation we chose Disney World in Florida, but any Disney or for that matter any theme park destination will fit to the frame. Here we see a slow-clockspeed, integral experience conservator. Parents taking their young children to Disney in Orlando can re-live through their children's eyes the exact experience they consumed themselves two or three decades before. Most of the Disney components are timeless, but more importantly, the integrated experience is timeless as well. Neverland is alive and well in this incredibly slow-clockspeed, integral tourist destination. Seemingly, Mickey Mouse will never get old.

Our final case example is Lancaster, PA (USA), the self-proclaimed home of the "plain people." Although Lancaster offers the modern tourist a range of activities and sights to experience, the primary attraction is for people to see and experience the lives of the Mennonites, or "Pennsylvania Dutch," a sect that eschews modern technologies and prefers to dress and live a lifestyle close to the one experienced by their ancestors. Ancient buggies pulled by horses, flowing black overcoats from the 17th Century, and the avoidance of virtually every modern convenience developed since mankind harnessed electrical and mechanical power, make these people a fascinating draw for many tourists precisely because their lives seems to move at a clockspeed very close to zero. The destination at Lancaster has evolved over the past century, but the big attraction is the absence of change in the dominant touristic component of the destination.

Either built for people (Lancaster, New York), or for pleasure (Disney, Las Vegas) these destinations have very different challenges in orchestrating simultaneously all components of the value chain, requiring a different maestro interpretation.

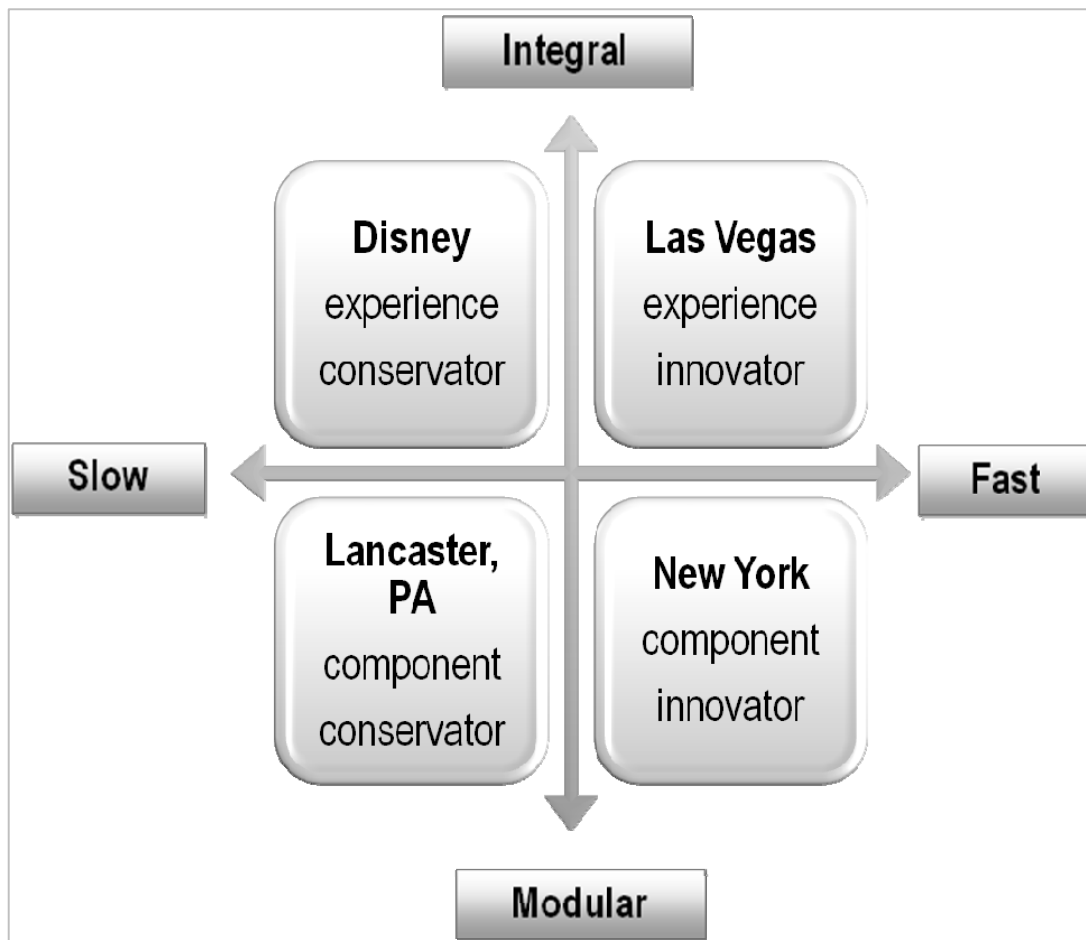


Figure 1, The destinations dynamic model. Clockspeeds & value chain architectures, Padurean 2010

Case 1. Las Vegas, The Experience Innovator – a tradition of re-invention

Since World War II, Las Vegas has been the fastest growing city in the fastest growing state in the United States. One cannot help but wonder: “What drives this city’s clockspeed?”

Few are the places in the world that have drawn more criticism and controversy than Las Vegas (Davis, 1999–2000; Denton and Morris, 2001; Venturi, Brown and Izenour, 1977) and little has been left unwritten by now. This section of the paper does not attempt to re-write the history of Vegas but rather to highlight some of the key points that had an impact on the evolution of this city. The following part is based on personal observations from an on site visit in 2008 guided by a member of the local business community and literature analysis on the development of Las Vegas, that will follow mostly the work of Douglass and Raento’s “Tradition of invention. Conceiving Las Vegas” (2004, vol.31) a rich monograph on the history and development of Las Vegas where they conclude that

“...the tradition of invention lends pace to the city’s evolution that simply outstrips the capacity of both the consuming public and analysts to fully process”. (2004: 21).

Three main time frames characterize the evolution of the city: the early years, starting 1905 until the 40’s, the Bugsy Siegel era, during the 40’s, and Steve Wynn’s reign starting early 1970’s. Howard Hughes, Sheldon Adelson, and Kirk Kerkorian are also some of the important figures in shaping the city of Las Vegas. In 1931, during the Great Depression, when Nevada was arguably the poorest state in the nation, integral thinking was born in the Nevada legislature. The desperate lawmakers simultaneously liberalized divorce laws and legalized gambling, where the thinking was that the divorce liberalization would draw people to the state and the gambling would help the state make money off the divorcees-to-be while they waited out the six-week residency requirement. ²

A big step in integral thinking (and in the provision of the integrated tourist experience) came in the early 1940’s when the first two hotel-casino resort complexes (the El Rancho and the Last Frontier) were built on the Las Vegas strip and offered a “full-service” touristic experience, including rooms, food, swimming pool, gambling and live entertainment. When free travel (“junkets”) began to be offered to these integrated resorts, a single operator essentially controlled the entire “get there, stay there, live there” experience for his customers and worked hard to create customers loyal to the integrated value proposition.

² THE TRADITION OF INVENTION: Conceiving Las Vegas, By William A. Douglass and Pauliina Raento.

Once the integral architecture resort experience was launched, then the race was on to improve it. In the late 1940's the notorious gangster/developer/proprietor Bugsy Siegel raised the stakes dramatically when he built "The Flamingo" on the strip. The Flamingo's innovations in style and aesthetic experience triggered an explosive influx of primarily middle class tourists, as well as a gaggle of competitors seeking to copy from, yet improve upon, Siegel's ideas. The Tropicana, the Sands, the Dunes, the Desert Inn, the Sahara, the Aladdin, the Riviera, and Caesars Palace all followed the Flamingo and offered an integral tourist experience, with the respective themes varying from tropical to desert to European luxury with perhaps a suggestive touch of decadence offered in the latter two. This last innovation was clearly a hit, because it triggered an outpouring of "French girlie shows". The common theme was to continue to provide an integral experience. A customer should not have, need or want to consider going outside the walls of his experience provider. In fact, the architecture of a Vegas resort was unique and aggressively designed to keep the patron on premises, as elaborated by Douglass and Raento:

"Nor is the individual Las Vegas property analogous to other human constructs. It is all entrance and no exit; each facade inviting the tourist through the looking glass and into a labyrinthine, timeless world of concentrated stimuli designed as much to be disorienting as pleasurable in a relentless campaign to extend the length of onsite visitation".

By the late 1960's Howard Hughes extended the concept of integral experience one step further. He acquired six casinos-resort properties on the Las Vegas strip,³ so that the integral experience could be extended from the individual property to the multi-property destination. Presumably the billionaire Hughes was reasonably indifferent regarding which of his properties was the recipient of a gambler's losses. And, for the gambler-tourist, the experience was enriched by the extension of the stimuli available, although presumably the target brain receptors for these stimuli were fairly constant in the presentation of seemingly endless supplies of money, food, sex and other worldly pleasures.

In the late 1980's Las Vegas was transformed again by the city's latest innovator, Steve Wynn. Wynn followed Howard Hughes' lead by developing a collection of destination resort casinos, but re-imagined the prime source of the city's revenues from the middle class gambler -- lured to the city with cheap hotel rooms and cheaper buffet meals, seeking escape from his worldly troubles -- to the upscale and even wealthy class, willing to pay top dollar for luxury accommodations, food, and entertainment. Before Wynn,

³ Douglass and Raento, p. 13.

the casino was the profit engine of Las Vegas, and everything else, from the restaurants to the hotel rooms to the entertainment, were loss leaders.

Post Wynn, the city's draw would still be all the world's pleasures offered under one "roof," but the target clientele comprised those who could pay directly for his or her pleasures, and the destination would make money whether a patron gambled or not. This new customer class, the rich and sometimes famous, would support the offering of the world's elite brands in shopping, five star chefs, and the expensive, upscale purveyors of live entertainment, such as Cirque de Soleil. Douglass and Raento credit Wynn and The Mirage with ushering out the city's "proletarian phase" that had been launched by Siegel and The Flamingo, and ushering in the age of luxury and decadence for the rich and very rich. The authors capture the tenor of the change created by Wynn and the initial incarnation of his innovation, The Mirage:

"The Mirage "gamble" was nothing short of seismic in its success and consequences. It literally reconfigured the Strip into a battery of mega property emulators: the Excalibur, the Luxor, the MGM, the Monte Carlo, New York-New York, Treasure Island, Mandalay Bay, the Bellagio, Paris, the Venetian. "Competition" in Las Vegas came to mean to Wynn at any cost. Along the way, Las Vegas went from being a proletarian's discount delight to one in which hotels like the Bellagio and the Venetian command \$400 for a night's stay and the admission to headliner entertainment is more than \$100 per person."

The change seemingly carried with it not one ounce of sentimentality, as suggested by Douglass and Raento:

"While Reno echoed the national trend for preservation of old buildings, and fretted for years over the fate of the Mapes Hotel, Las Vegas razed Bugsy Siegel's digs at what had become the Flamingo Hilton in 1993, and imploded the Dunes in 1993, Landmark in 1995, Sands in 1996, Hacienda in 1996, and Aladdin in 1998 hotels. Rather than apologetic or remorseful, the implosions were festive, attended by thousands and filmed for posterity."

In this phase of re-invention, the city experienced an explosion of room capacity, from the MGM Grand, the world's largest hotel with over 5000 rooms, to Kerkorian's ultra-luxurious Venetian and Wynn's Bellagio,

which trumped his Mirage on every dimension. By 2000, Las Vegas had nine of the ten largest hotels in the world, “each designed to be a destination resort, a self-contained pleasure dome.”⁴

Just as Steve Wynn’s model reached its height of success, his innovations having become the standard for the core of Vegas, he sold his entire empire to a rival (Kerkorian, owner of MGM and other key properties) and started again, with a newer, better model for the next generation integrated experience. In 2005 the Wynn Las Vegas opened, followed by The Encore in 2008, both of which changed again the integrated experience, replacing the street side visual delights such as fountains and tigers with attractions placed well inside the four walls of each property, forcing patrons to come inside to even sample the delights.

At its apogee of excess, in the midst of the construction of MGM’s City Center, the largest privately funded construction project in the history of the United States, an \$8.5 billion residential and casino development in partnership with the Dubai government, Las Vegas crashed in 2008, along with Wall Street, Main Street, Iceland, Ireland, Greece, and so many other components of the HIIC’s (Heavily Indebted Industrialized Countries). Although Wall Street had made a comeback by 2010, and many Vegas casino companies also owned properties in booming places like Macau, the city seems fated to go through a phase of wringing out past excesses before it can move onto its next spurt of innovation.

For over six decades, Las Vegas demonstrated a sustained history of innovation and re-invention with a business and social environment that encouraged bold moves, intense competition, and constant re-incarnation. The environment welcomed strong, entrepreneurial figures that drove the city at this fast pace and fostered continuation of the dynamic environment. Colorful entrepreneurs and ‘chaos makers’ such as Bugsy Siegel, Howard Hughes, Kerk Kerkorian and Steve Wynn are inextricably linked to innovation in Las Vegas (Spanier, 1992; Wiley &Gottlieb, 1982; Weaver, 2010).

“You will find that in periods of deep economic pain and recession, it usually has been a fantastic time for entrepreneurship.” Matthew Szulik, Chairman of Red Hat, Inc.

For observers and fans of Las Vegas, it remains only to sit back and watch how the next incarnation of the city will unfold.

⁴ Douglass and Raento, p. 12.

Las Vegas is an experience innovator. This destination illustrates the model of integral value chain architecture, designed almost from its beginnings to offer a complete experience. The advantages of this model are that once the value is created, it is captured by the entire chain, naturally eliminating activities which do not add an overall value. The product design is consistent, allowing easy coupling among various elements of the chain. Still, the model presents several challenges. As a fast clockspeed, the rate of innovation must be high and as seen so far, is strongly connected with charismatic, innovating entrepreneurs. Easy to be copied (see Macao, Dubai, Atlantic City, etc.) the innovation can have the shortest span implicating high costs of leadership. Just as well, when there is a crisis, like we have seen, the risk for the overall destination is very high, unlike in modular destinations where exchange of parts is relatively simpler. Like in domino, once one falls, the others will follow.

Case 2. New York, the Component Innovator: If you can make it there, you'll make it anywhere

Dubbed the “city that never sleeps,” New York is a metropolis, built for people and for businesses, unlike Vegas or Disney, both built for pleasure. However, boasting perhaps the world’s most vibrant theatre district, eight professional sports teams, historic monuments (e.g., Statue of Liberty), Central Park, thousands of restaurants and bars, innumerable hotels, the shops of Fifth Avenue, world famous museums, and on and on and on, New York became a major tourist attraction and destination having the best of everything one could want in a big city. As the most populous city in US, NYC has a tremendous influence on the global market, from everything in finance, commerce, politics, to art, fashion, education and entertainment.

In 2009, New York City, was ranked the number one tourist destination in United States, for the first time in two decades (NYC 2009 annual report). With 45,6 million visitors, New York surpassed Orlando, Florida, the home of Walt Disney Co.’s Walt Disney World, after finishing second in 2008 (NYC & Co. 2009). Tourism is New York City’s fifth-largest industry, employing more than 320,000 people and generating almost \$30 billion in direct spending. For 2012, Major Bloomberg is expecting 50 million visitors. Hit hard by the banking crisis of the previous years, in New York tourism still remains a thriving business as people come to visit the city’s attractions and monuments.

‘Better Than Most’

“Last year, while tourism declined significantly in cities across the country, we fared far better than most...Despite these gains, we know many of our hotels, restaurants, attractions and shops are still struggling as a result of the downturn, but the jobs they have added serve as an important indication that our efforts are paying off. New York is on course for a record 47.5 million tourist visits this year” Mayor Michael Bloomberg, Jan, 2010 Bloomberg Newsweek

The city issued several new initiatives for helping businesses in the downturn, such as the partnership between American Airlines, New York City and Miami, Chicago and Los Angeles, as well as international advertising campaigns, promotions for discounted airfares and several months of reduced hotel rates. Delta Air Lines Inc., the world’s largest carrier, announced plans to expand its terminal and add gates at John F. Kennedy International Airport.

“Not only will this \$1.2 billion project cement New York City’s status as the nation’s top travel destination, it will also create an additional 10,000 jobs over the next three years,” Mayor Bloomberg, Business Week, 11 Aug 2010.

The phrase “faster than a New York Second” captures the sense of the clockspeed of the place, as does the line from the song, “If you can make it there, you’ll make it anywhere.” The implication is that the competitive intensity is fierce. To make it in New York, you must be an elite restaurateur, actress, athlete, bond trader, museum curator, or homicide detective. The resulting tourist destination is constantly evolving, innovating, improving: the hotel service standards get better, the shops get more attractive, the Broadway productions get sharper, the overall tourist experience gets better. Not even the worst economic decline since the Great Depression can slow down this city.

Who directs the destination dynamic in NYC? Certainly the government, through the mayor’s office, wants some credit for the \$30 billion generated yearly by the travel and tourism industry just as well as it gets much blame when things go wrong, but the better answer is “no one.” The touristic value chain in NY is fast moving and extremely modular. Each of the components evolve in their own industries, be they theatres, museums, or retail shops, each driven by the innovation dynamic and competitive intensity of its own sector. The fast clockspeeds in the city may be self-reinforcing and cross reinforcing, however. Top quality restaurants may attract discerning (well-to-do) consumers who push the restaurateurs to improve. Further, those who expect the best in a retail shopping experience may also be discerning diners and theatre patrons, who help the restaurants and museums improve alongside the improving retail shops. Economists have shown that clusters of economic activity matter – and New York certainly qualifies as a cluster of discerning consumers and vendors whose ecosystem attracts tourists with a taste for the good life being offered.

Yet there is no maestro holding the pieces together, just the right stage to express individual or collective creativity. If a famous restaurant or hotel closes, or a beloved sports team moves to the sunbelt, some may rue the loss, but another modular component of the New York experience is likely to rise and take its place, causing barely a ripple in the overall fabric of the tourist experience.

A strong case for illustrating modularity, in this city’s value chain architecture, addition, separation or elimination of components is relatively simple. As long as you are an innovator, New York is the ultimate marketplace. If you’ve got a good idea for a touristic offering in New York, then all you need is money and

guts. New York houses a successful wax museum, sex museum, art museum, history museum, and on and on. There is no such thing as not fitting in. New York provides the ultimate in modularity and fast clockspeeds for innovation in a tourist destination. With this model, the city also reacted better to the crisis, in the overall tourism chain. Nevertheless, the challenge for businesses operating in this fast innovative environment to keep up their game is high. Therefore, except for maybe the statue of Liberty, nobody is really irreplaceable.

Case 3. Walt Disney Attractions, the Experience Conservator

Walt Disney Attractions is number one themed attraction chain worldwide with over 112, 5 million visitors worldwide (2007, Inpark magazine). Florida, the playground of Disney is hosting seven of the gigantic attractions out of the thirteen totals. Even though the parks get bigger, the rides get higher and the facilities more modern, the basic principles have not changed. The key word is *preservation of the experience* through creativity and innovation.

“The simplicity of a family coming together in a safe, attractive and unique themed setting remains the fundamental magnet” (Inpark magazine, 2007)

In Florida, Lake Buena Vista, Disney's Magic Kingdom, a theme park of theme parks (ranked 1 in top 25 amusements/theme parks worldwide in 2006 by TEA), provides the classic example of a slow clockspeed integrated experience. From Cinderella's Castle to Frontier land to Mickey Mouse's town, the world according to Walt offers new generations of tourists the same experience their parents loved as children.

2,500 acres of north central Florida is owned by the Walt Disney Corporation who also owns Walt Disney World, one of the most technologically developed and rationally managed amusement parks the world has ever known. It is the cultural climax of its genre, and it has had tremendous financial and popular success not only among North Americans but in the entire world.

The "Magic Kingdom" is a gigantic operation process, is deliberately located miles away from the nearest settlement, and buffered from them by Disney-owned land. A private access highway, enormous parking lots, trams to take the visitors in the park, a ferryboat, an artificial lake, a futuristic monorail, the evocation of Main Street America, all ending with Cinderella's castle are the vision of Walt Disney himself who dreamt of a magical place that will give visitors a playful or make-believe journey in space and time (Moore, 1980).

Walt Disney wanted the perfect integral experience and considering the success of this destination, replicated now in almost all continents and constantly competing on the global market with hard players such as New York, Vegas, etc. he did it. The last joint venture with the Hong Kong government that will cost Disney as much as \$800 million, even though Hong Kong covered more than 80% of the initial \$2.9 billion cost of the project, will soon to be followed by the opening of *a monstrous park* in Shanghai in 2014, a \$3.5 billion facility *that would dwarf the puny Hong Kong version of the Magic Kingdom, the smallest of all Disney theme parks worldwide* (Bloomberg Business Week, June 2009).

At Disney the rules are built in stones. Only by constantly offering the same level of experience, the park can follow its founder customer service philosophy established over 35 years ago. Every aspect of the resorts and theme parks is geared to serve—and satisfy—its “guests.” The strategy behind the perfect machine is embedded in all aspects of the business operations. The directions that employees are given are very strict. They are trained to be respectful of all customers, including children, especially since they are the main decision factor. To wait for hours in lines at Disney becomes an entertaining experience, the staff is chatting with you, offers information tips, fun facts. The staff is also in charge of constantly keeping the place “clean, friendly, and fun”. However, they must keep their own show on the stage, so no personal manifestations in the public areas. So far, these strategies helped Disney to remain for more than 30 years the same good, clean, down-home fun and ultimate safe escape from the vicissitudes of normal street-life (Archer et.,at, 2009).

With its integral architecture, the Disney model is easy to replicate anywhere. Having a slow clockspeed can also be an advantage in the race for a global footprint while the final experience is always the same. But just like in the case of Las Vegas, the integrality of the model exposes it to attacks that can weaken the whole system and its conservative offer might be challenged at some point by more innovative approaches. However, the strong brand carried by decades by the same Disney characters keeps high the entry barriers in this market.

Case 4. Lancaster, the Component Conservator – re-inventing the tradition

Lancaster, Pennsylvania offers a rich example of a tourist destination whose main attraction relies on the preservation of the zero-clockspeed lifestyle of Mennonite community. Offering relaxing landscapes, quiet roads, historical buildings and a rural way of life, Lancaster, Pennsylvania, the “Garden spot of America,” is the home of the Amish community, also known as the “Plain people.” Designated in 2008 as one of the “Preserve America Communities,” Lancaster is a mature tourist destination challenged to maintain its core attraction to tourists (the Amish lifestyle on display) while attempting to have a modern cultural city center filled with museums, shops and nightlife.

“...we’ve been here a while and visitors perceive that so much of Lancaster county is focused on Amish. With that kind of tourism in full swing since the 1950’s, there is not a lot of room for growth” (Scott Standish for Intelligencer Journal, 2008)⁵.

Lancaster County, Pennsylvania has historically been a popular tourist destination in the northeastern part of the United States. Tourism in Lancaster dates back to the 1860’s and 1870’s when the Germans colonized the rural area. Today, locals of Lancaster County have preserved historical buildings, owned and operated small inns and restaurants, and most famously, continue the Amish tradition and culture. Its location and intrinsic beauty draw crowds from New York, Philadelphia, and Washington D.C. Lancaster is popular as a day trip destination. Many families arrive by car, visit the Amish or the Mennonite community, buy local food, and just experience for a few hours a healthy, quiet life style.

Lancaster County is home to the nation’s oldest and second largest Amish community. By keeping staunchly to their traditional ways, the Amish unwittingly created a tourist attraction. In the 1940’s the first hotel was built to serve tourists coming in organized tours to visit the Amish county. For the following thirty years, the Amish were still the main attraction. In 1955, a Broadway musical comedy, “Plain and Fancy,” depicted a traditional barn-raising and an old-fashioned country wedding in the Amish community, and put Lancaster more prominently on the visitor’s map. In the 1970s over three million tourists per year came to

⁵ The data for this case is based on an extensive literature on the development of Lancaster as well as personal observations and interviews collected during an on-site visit in Lancaster in the spring of 2008 with members of the Lancaster county Pennsylvania Dutch Convention & Visitors Bureau, Scott Standish, the director for the Long-Range and Heritage Planning as well as with Professor Gary Hovinen, author of *Visitor Cycles: Outlook for tourism in Lancaster County* (Annals of tourism Research, 1982).

Lancaster and the quiet, quaint County was reported to be one of the leading tourists centers in the US (Envision for Lancaster County report, 2005). A widely read *National Geographic* article on the Amish, as well as “Witness”, a popular movie about the Amish starring the well-known movie star Harrison Ford, kept tourists flowing in the county throughout the 1980’s. More recent figures stand at eleven million tourists annually (Pennsylvania Dutch Visitors Bureau 2007).

Paradoxically, the more the community resisted change, the bigger the attraction they became. What makes the Amish a tourist curiosity is their pervasively religious life style, remarkably similar to that of their forefathers who left the Mennonite Church in the 1690s. With no automobiles, tractors, electricity, or telephones, they separate themselves from the outside world.

The tourist knows he has arrived in Amish country when all signs of modern life disappear: the telephone lines, power cables, and television antennas all stop abruptly. The wide highways are replaced by narrow roads filled with black, horse drawn buggies (Boynton, 1986).

However, the attraction that the local Amish created around them started to create some tensions, and their exploitation became a subject of concern for the Amish religious leaders as well as for the local authorities. The local tourist offices started to report complaints, from both parties and city planners became pro-active in finding ways to respect the Amish’ privacy and customs free from exploitation while assuring sustainable tourism growth in a region that depends heavily on tourism as a source of income. Some of the resulting strategies envisioned creating staged attractions that provided information about the Amish, such as the Amish farm and house, the Amish Village, the Amish Country Homestead without the Amish themselves being present (Hovinen, 2002). The local Amish community also became more accommodating towards this phenomenon and started to become active participants allowing visitors to share their homes and their meals in turn for “donations”.

As a conservative, slow clockspeed modular destination, Lancaster depends heavily on its main attraction, at least until the rest of the modules can achieve a higher level of interest for the visitors. Concerned about the sustainability of having the Amish as the main attraction, the local leaders designed a strategic plan for developing additional unique attractions that would fit in the cultural environment. However, Lancaster is strongly linked with the Amish community and preserving this slow-clockspeed component while developing complementary attractions is still the core of the tourism value proposition for the region.

5. Managing the value chain – the role of the Maestro

“The multiplicity of players involved in the supply and delivery of tourism services, and therefore the experience of the visitor, makes the management of the destination product vastly more complex compared to the management of most simple products produced by single firms” (Hjalager, 1999).

Due to the complex nature of the market no single actor can provide a service to the customers with an end-to-end solution on its own, there is a need to sustain viable alliances and to create a value network with the right partners (Pagani & Fine, 2008). Moreover, since a destination is not a firm, its true capability lies in the ability to design and manage the supply chain in order to get maximum advantage in a market where competitive forces may change any second (Scheuing, 1999).

All four destinations present a different challenge in terms of coordination of the network and alignment of the incentives. These tasks are the responsibility of a maestro

“a neutral third party that brings innovation and efficiency to the network by orchestrating the flow of goods, information and funds between multiple entities and by dynamically re-configuring the network” (Bitran et al, 2007).

The role of the value chain maestro in tourism is taken by DMO's responsible merely for marketing the destination. However, just as in an orchestra, a DMO must conduct hundreds of suppliers of products and services that each follow their own course of action. As previous research confirms, the DMO's must reconsider their role and lead in a creative way the ensemble and go beyond the tasks of promotion and advertising.

Las Vegas, a fast clockspeed integral experience, requires a maestro that has the talent and the strength to take the city faster and higher and bigger and brighter. Just like Leonard Bernstein's mesmerizing performance in conducting Ravel's Bolero, Las Vegas under the direction of strong innovative figures such as Bugsy Siegel, Howard Hughes, Kerk Kerkorian and Steve Wynn will continue to surprise and shock us.

New York's maestro has rather the role of a conductor of a freestyle jazz band. Think of a multi-instrumentalist simultaneous performance of any piece by the performers driven by a steady pulse. This is New York. The role of the maestro is to bring together the best performers, to allow them to express their creativity and to give them the right stage.

Lancaster on the other hand requires a maestro that keeps the Amish in the center of the attention while creating attractions around it, similar to conducting an orchestra performing the Violin Concerto in A minor, by Antonín Dvořák. The challenge in this concert's structure is balancing the rhythm between slow and fast, the classical three movements of *Allegro ma non troppo (fast, but not overly so)*, *Adagio ma non troppo (slow, but not overly so)*, *Allegro giocoso ma non troppo (fast playful but not overly so)*.

Disney requires a strong conductor that can keep a large orchestra constantly playing the same song, at the same rhythm. Think of Macy's Thanksgiving Day Parade; a conductor of a marching band, of instrumental musicians and dancing dressed in uniforms and all acting like one.

Each destination is unique in its way. The framework proposed here is a useful tool for assessing the destination's clockspeed and the potential areas of increasing or de-creasing the clockspeed of specific industries that impact the overall performance. When reexamining their existing service offering, managers also need to decide which innovations will create value since not all innovations are created equal. The use of clockspeeds in tourism governance can "help managers and business leaders to understand industrial evolutionary processes and to guide investment in evolving capability chains" (Fine, 1999).

5. Conclusions and Discussion: Clockspeed and the tourism value chain

This paper has applied the frameworks of clockspeed and value chain architecture to improve our understanding of tourism destination dynamic. We explored the use of this framework through the lenses of four case studies based in the United States tourism market, one each in the category of fast clockspeed, integral architecture (Las Vegas, an experience innovator), fast clockspeed, modular architecture (New York, a component innovator), slow clockspeed, integral architecture (Disney World, an experience conservator) and slow clockspeed, modular architecture (Lancaster, PA, a component conservator).

Our intention was to test the application of the destination dynamic model to tourist destinations and confirm that destinations have a specific clockspeed. The integral architecture value chain design provides an overall, perhaps programmed, tourist experience, where the whole is greater than the mere sum of its parts. Compared, the modular destination value chain architecture provides a collection of touristic components that can be readily mixed and matched by individual consumers.

For the academic community, we believe this framework can be helpful in explaining the successes and failures of touristic destinations to evolve and thrive versus stagnate and decline. Slow clockspeeds need not be associated with decline, but in fact can be a feature of the touristic offering as in the case of Disney World and Lancaster, as examples. Further we observed that modular destination value chain architectures, as in the case of New York, require very little in terms of overall coordination – a strong value chain maestro is not required. In Lancaster, destination managers played a maestro role to a degree, proactively trying to preserve the slow-clockspeed component of the touristic value proposition while simultaneously trying to complement the “authentic” experience of observing the Amish, with other, more contemporary, modular attractions. In Las Vegas and Disney World, we observed destinations offering an integral touristic experience that requires an even more powerful maestro who is able to coordinate, if not control, large segments of the touristic offering. Whether slow or fast, the integral destinations have to constantly control the consistency of the value chain and end to end integrated customer experience.

In many cases, tourist destinations are modular, composed of a multitude of independent small and medium-sized agents (Buhalis & Cooper, 1998). The modular structure can create complex problems of production, operations, supply chain management, marketing, etc. In such settings, even though the overall tourist experience is composed of numerous encounters with suppliers of products and services, the value may be enhanced if the tourist perceives a holistic, seamless and complete experience. This high level of

interdependence in the tourism industry suggests, as we saw in Lancaster, that various organizations need to work together as a value chain, to add value and deliver product and/or services to the customer (Yilmaz, 2005).

In the modular case, “the challenge for destination management organizations is therefore to provide leadership in the development of innovative products and create local partnerships for the delivery of seamless experiences. These partnerships should bring together both private and public sector and should ensure that the long term competitiveness of the tourism product prevails all decision making processes” (Buhalis and Cooper, 1998). DMO’S must then be accountable for the planning and marketing of the region and to have the power and resources to undertake action towards achieving its strategic objectives.

Future research opportunities exist for further analyzing the interplay between destinations and industries clockspeed. Aware of the limitations of the choice of the case study, we consider that applying the framework in several other cases can give a stronger support to the proposed model. The clockspeed framework has interesting implications for the destination life cycle theory that we shall address in future research.

For practitioners in tourism and destination management, we believe this framework can help frame the articulation of a destination’s value proposition, and sharpen a manager’s understanding of the success criteria that must be pursued. For example, destination managers of integral products must assess the clockspeeds of the various components and determine how to manage the overall package – all fast, like Las Vegas, all slow, like Disney, or some mix. When the destination has a set of components whose clockspeeds vary significantly, the offering will be necessarily be somewhat modular and must be managed accordingly.

Our intention here was to illustrate the extremes of fast and slow clockspeeds, as well as integral versus modular destination value chains in order to offer guidance on how to apply clockspeed drivers to enhance destination value provided. Policy makers, analysts, consultants and academics who utilize the clockspeed as an analytical lens can determine the rate of evolution of a specific product, service or sector and its implication on the overall value chain. Also we intended to look at the dynamic of the value chain architectures, which may oscillate over time between modularity (with separable, interchangeable components) and integrality (with customized, interlocking, system specific components). Some tourism destinations have an integral architecture value chain where the whole is greater than the mere sum of its

parts; whereas other destinations of modular value chain architecture are providing a collection of touristic components that can be readily mixed and matched by individual consumers.

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V. Article 2 – “Implementing destination governance”

The second article from this dissertation addresses the ongoing debate on tourism governance through an action research project based in a small Alpine resort in Switzerland. Entitled “**Implementing destination governance**” has been presented at the BEST conference in Vienna in May 2010. Parts of the paper will be published in a book “Destination governance” by H. Pechlaner (Erich Schmidt Verlag GmbH & Co.) in October 2010.

Abstract

Destination environments are often complex, dynamic and fragmented across multiple firms and organizations that even though have numerous linkages and interdependencies, typically none of them are able to control the destination (Sigalla 2009). This issue is a major challenge for destination management organizations (DMO's) merely responsible for marketing activities. In the tourism management literature, several authors (Nordin, Beritelli et al, Pechlaner) have promoted the concept of destination governance, utilizing for policy making a coalition of disparate parties with common interests, as a productive approach to tourism promotion at the destination level. In 2005 WTO (World Tourism Organization) forecasted that public – private partnerships in tourism promotion would become increasingly prevalent during 2006 – 2010, particularly in the more developed countries with a federal political system or those with a strongly decentralized tourism sector. Although the theoretical concepts in this nascent literature are appealing, little evidence exists as to the operational reality of governance (Beritelli et al, 2007). The open questions include “how governance is produced, who governs, what roles have the actors and the institutions in the process” (Pechlaner, 2009). To explore these questions and deepen our understanding of destination governance, the author undertook an action research approach to the study of one such attempt, in a small Swiss resort in the Southern Canton of Ticino.

Keywords: destination governance, three lenses, action research

1. Introduction

Destinations are some of the most difficult entities to manage and market, due to the complexity of the relationships of local stakeholders (Sautter & Leisen, 1999).

The interplay between government, industry and civil society, and the increasingly blurred roles of public and private sectors in policy-making has come into focus as a result of the downsizing of government, offsetting of responsibilities and the shift from government to governance (Dredge, 2006).

Governance has become a topic of interest in recent literature in tourism. Clearly the concept itself is not new but there has been little analysis of tourism destinations within the perspective of governance until recently (Beritelli, Bieger & Laesser, 2007; Frach & Martini, 2009; Pechlaner & Raich, 2005, 2009). Within the tourism literature, there has been extensive coverage in strategic management (e.g. Bieger & Weibel, 1988; Flagestad & Hope, 2001; Go & Govers, 2000; Middleton, 1994; Sainaghi, 2008; Weaver, 2000); on planning and development (Ahn, Lee, & Shaker, 2002; Davidson & Maitland, 1997; Gunn, 1972, 1979, 1980; Inskip, 1991, 1994; Pearce, 1989); on the life cycle (Butler, 1980), and on destination marketing and destination marketing/management organizations (Bieger, 1998, 2008; Buhalis, 2000; Cooper, Fletcher, Fyall, Gilbert & Whanhill, 2005; Gehrisch, 2005; Gretzel, Yuan, & Fesenmaier 2000; Kamann, 2008; Martini, Franch, Novi, 2004; Pike, 2004). Destination Governance (DG) is defined by Pechlaner (2009) as “a form of self-organization of tourist destination, in essence based on the cooperation of the persons and companies involved, and shaped by the institutional context as well as rules of organization and code of conduct”. According to Beritelli et al., DG aims at creating a system encompassing policies, processes and business strategies, in order to ensure natural and economic sustainability which are threatened by the exploitation of resources (Beritelli, Bieger, Laesser; 2009).

The model of the public/private partnerships has been increasingly used by many (DMOs) as a useful tool to ensure the efficiency of governance and upgrade the operational performance of the organization. Although the theoretical concepts in the literature in governance (Nordin & Svensson, 2009) are appealing, little evidence exists as to the operational reality, the production of governance and the role, motivations and behavior of the players in the process (Beritelli et al, 2007; Pechlaner, 2009). However, previous literature acknowledges the complex issues of control in tourism destinations that cannot be managed or marketed as enterprises due to the dynamic of interests and benefits sought by stakeholders (Buhalis, 2000) which although have numerous linkages and interdependencies do not cooperate, often have

radically different development visions and none of them is able to control the production of the final tourist experience (Fesenmaier, 2001; Rodriguez, 2008; Sainaghi, 2006; Sigalla 2009). While research and industry recognize the importance of a shared vision, a key component for governing organizations, empirical research lacks on what are the conditions and tools for advancing a shared vision in tourism destinations with a mix of stakeholders (Schianetz, Kavanagh, Lockington, 2007).

Following this introduction, the next section will build a theoretical framework for discussing the issues in destination governance. We will follow with a case study of an attempt of creating a new decision making organization in the Swiss Alps. The final part will be dedicated to discussions on the findings.

2. Theoretical framework

Governance refers to a variety of network concepts used for describing and analyzing how policy processes are shaped, managed and organized (Nordin & Svensson 2009). The term is used in several contexts such as corporate governance, international governance, national governance and local governance (Zergaw, 2008). Classic theories of governance define it as “the whole system of rights, processes and controls established internally and externally over the management of a business entity with the objective of protecting the interest of stakeholders” (Lannoo, 1995); a *“self organizing, inter-organizational networks characterized by interdependence, resource exchange, rules of the game and significant autonomy from the state”* (Rhodes, 1997) or as the *“action, manner or system of governing in which the boundary between organizations and public and private sectors has become permeable”* (Stoker, 1998).

The traditional governance model in a tourism destination is represented by DMO's - Destination Management/Marketing Organizations, “the entity which brings together various authorities, stakeholders and professionals and/or facilitates tourism industry partnership towards a collective destination vision” (UNWTO, 2010). WTO categorizes DMOs on three levels: a national level, a regional level, and a local level. At the national level, the National Tourism Organization (NTO) or Authority (NTA) guides the overall strategic directions of a country's tourism industry and takes responsibility for communicating the image of a country. All three levels are responsible for strategy plus research and development for their domain. There is a variety of DMO structures, with no universally accepted model.

“This variety is reflected in different organizational names (e.g. authorities, commissions, boards, tourist organizations, bureaus, tourist offices, corporations, departments, councils, ministries, etc.), relationships to national governments, budget levels, tourism policies, goals, objectives, responsibilities, and foreign office locations. It is clear that no typical ‘model’ for an NTO can be suggested because of the great diversity that there is in existing organizational types” (Morrison et al., 1995, p. 606).

The first DMO was founded in St. Moritz in 1864 but most DMO's emerged in the 1970's. The classic responsibilities of DMO's are marketing activities, and mostly branding and promotion. A recent study by Kamann, 2008, revealed that 74.2% of DMO's view destination branding as their main responsibility, along with promotion and planning. Direct selling and distribution would create a conflict with local suppliers

(Ryan, 1991; Buhalis, 2000). DMO's often they fail to control marketing activities and struggle to cope with the mix of individual players that may have radically different development visions (Sainaghi, 2003). In such cases, the DMO can only co-ordinate and guide the destination's activities rather than manage and control (Buhalis, 2000). Nevertheless, being extremely complex, tourist destinations require a coordinated management approach based on collective vision and strong partnership; DMO's must bring together diverse community stakeholders, balance the interests of these stakeholders as well as the local community, and meet the demands and expectations of customers (Buhalis, 2000; Gehrisch, 2005; Middleton & Hawkins, 1998). What is needed though is to transform "destination promotion organizations" (Richtie & Crouch, 2003) in real Destination Management Organization responsible for the governance of destinations as a whole.

"DMO's must find ways to provide leadership in the development of innovative products and create local partnerships for the delivery of seamless experiences" (Buhalis & Cooper, 1998).

Many DMO's today have moved to a more holistic approach that includes planning and development, research, human resources and technology" (Gehrisch, 2005; Seaton & Bennett, 2004; Van Harsseel, 2005).

The stakeholders' need of involvement in the management has been overlooked. It is necessary to create a common management mode where stakeholders' participation is well allowed and a reciprocal mechanism between destination and stakeholders is facilitated for an effective and sustainable development of the destination (Yang, 2006); therefore the processes and institutions in governance must produce results that meet the needs of society and are desired by the stakeholders and that the desired outcomes the organization are achieved legally and ethically. The decisions taken and their enforcement must follow rules and regulations and the information has to be accessible to those who will be affected by such decisions and their enforcement. *"The involved parties, governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders (Greenedge, 2004).*

Historically, DMOs emerged either as government departments or as industry association collectives. DMO's are mostly non-profit public-private organizations where the public sector is an influential stakeholder of policies in terms of board governance, partnerships and funding. Strong public contributors provide a secure framework, pursuing long-term approaches with a greater consideration of product quality and a more integral view (Kamann, 2008). Frequently, the public sector is the main source for DMO funding

at national level, whereas at regional and city levels there is more private sector involvement, typically in the form of public private partnerships (Mintel, 2005). However, in order to obtain grants and funding from the public sector, a lot of DMO staff time is spent on raising budgets and the related administration (Rosvall-Puplett, 2008). In today's environment of political uncertainty, dramatic environmental changes, disasters, terrorism and increased global competition, DMOs must seek alternative sources of funding and find ways to reinvent themselves (Gretzel, et al., 2006).

More recently, as seen in Nordin & Svensson, 2006, there has been a shift from government to governance (eg Howlett & Ramesh, 1995; Rhodes, 1997; Marsh, 1998; Pierre and Peters, 2000; Kjaer, 2004). In tourism as well, the role of governance is undergoing from a traditional public sector model, delivering government policy, to one of a more corporate nature emphasizing efficiency, return on investments, the role of the market and partnership between public and private sectors (World Tourism Organization, 2007) where responsibility for policy-making extends to both public and private sectors ensuring that destination marketing organizations are industry driven but also accountable to public funders. A UNWTO (2010) survey on Destination Governance concludes that the involvement of private party in destination management is a fundamental prerequisite for good governance and this is the reason why almost the 30% of DMOs surveyed are non-profit association of tourism businesses and around 40% are regional/provincial development agencies and non-profit public/private partnerships; the private sector involvement in all these kind of governance forms shows a rapid shift from a traditional public-oriented model to a private-public partnership. These public private partnerships are generally governed by a private sector board that is appointed by, and reports to, a government representative.

"With this ongoing transformation and reconsideration of the role of the public sector, new arrangements and structures are developing, new actor constellations are taking form and new kinds of cooperation, participation and accountability are progressing – all embodied in the concept of governance (Kooiman, 1993; Scharpf, 1997 in Nordin & Svensson, 2006)."

The literature in tourism management and policy has promoted increased interest in networks as an organizing concept for promoting collective action (Dredge, 2006). As early as 1993, Hakansson & Johansson analyzed tourist destinations that chose to organize the actors into a network of responsible contributors to the development of the destination with both involvement and capital. This model encouraged competition and co-operation while running the risk of having several parallel networks driven by different interest groups, which could perhaps fragment the destination's strategy. In such a structure,

the actors must be prepared to change some of their priorities. The literature (Grängsjö, 2003; Moscardo, 2008; Storper, 1997; Su et al., 1997; Telfer, 2001) discusses the importance of working collaboratively using both formal and informal agreements that reduce conflict and give a sense of direction and a unified voice in dealings with the government participants. According to Ewen & Gibson 2007, “a long-term co-operative partnership between commerce and residents is the ultimate determinant for a sustainable future.”

“Stakeholder relationships with key organizations are critical for successful DMOs. These relationships can include serving on each other’s respective boards, participation in coalitions, involvement in joint ventures, financial support, endorsements, regular communication, etc” (Destination Marketing Association International, 2008).

The stakeholder theory supports the governance model because it helps the public-private interactions, coordinate tourism planning and enhance community involvement (Moscardo, 2008). By looking at the work of Porter, 1990; Di Maggio, 1992; Sabatier & Jenkins-Smith, 1993; Palmer, 1996; Rhodes, 1997; Porter 1998; Tyler & Dinan, 2001; Pforr, 2002, Dredge concludes that the networks or clusters of interests form coalitions of collective action, which are preconditions for innovation and community capacity building. Organizations need to develop platforms or networks that can contribute to social change (Nambisan, 2009). These networks are an important conduit for managing public-private relationships and understanding structures of tourism governance (Dredge, 2006). Zach & Fesenmaier 2009, argue that DMO’s should create a supportive culture as a foundation for innovation, guide stakeholders in the development of innovative products and enhance local partnership to avoid fragmentation and achieve cohesiveness. This coherent experience should be based on destination resources; DMO’s should be able determine which are those resources to count on for a long term destination competitiveness (Pike, 2004).

The roles of a DMO are dictated by the vision, mission, goals, and objectives of the destination. While there is no doubt on the importance of a shared vision, a key component for governing organizations, the literature still lacks empirical evidence on what are the tools for advancing this vision, the “inspirational portrait of an ideal future” (Goelner et al., 2000).

There is no one unique approach for creating collaboration but the literature suggests that there must initially be a motivation for collaboration and a champion to promote the cause.

“Where there is a history of mutual suspicion among stakeholders, a chicken-and-egg situation may develop where a strong and respected champion has a valuable role to play in making the first suggestions for collaboration” (Palmer & Bejou, 1995).

Also, according to Laesser, 1999, there is no

“master-destination suitable to be copied, the kind of financing marketing structures depends very much on the intensity of tourism in a destination, the success of cooperation depends mainly on the outcome of the tradeoff benefit – transaction costs, management of change in destinations can be characterized as a process of organizational development rather than business reengineering (Laesser, 1999).”

In 2007, Nordin & Svensson explored the link between governance structure and destination development and growth in order to discover whether and how governance matters in terms of performance. Their results indicate that public–private relationships built on trust, joint risk taking, informal structures and strategic consensus do have a positive impact on the level of growth at a tourist destination. Their research of Are in Sweden, suggested that:

“Empirical research covering the main issues and dimensions of corporate governance remains scarce and the development of a destination governance theory needs broad empirical evidence. Governance structures are not only the result of the destination development and current conditions, but they can also be actively managed, because they do have a significant impact on the destination’s development path” (Nordin & Svensson, 2007).

Beritelli, Bieger & Laesser (2007) analyzed the contribution of corporate governance theories to the explanation of destination governance structures and evolution and conclude that for

“Community-type destinations, the development process involves informal connections, knowledge, and trust, making the dynamic dimension (and therefore a historical view) crucial for the analysis of the formation and evolution of the network” (Beritelli, Bieger & Laesser, 2007).

And Dredge confirms that

“Understanding the structure and dynamic of tourism organizations and local government relationships and the strength of relational ties provide rich understandings about the nature of

network capacity and the opportunities and constraints for building productive public–private partnerships” (Dredge, 2006).

In this research, we will follow the development of a decision making organization in a community type destination and try to understand it's dynamic. The findings will cover some of the literature's gap of empirical evidence on the operational reality of governance.

3. Study methods

A complex process cannot be completely understood without a full immersion. Following a classic ethnographic practice (Van Mannen, 1988), initially concerned with intense observations of the environment, historical and business analysis and informal discussions with community members, the author relocated for a year, starting April 2009, to the alpine village of Bosco Gurin, a skiing and hiking hub for both Swiss locals and European visitors to develop a single case study (Yin, 2003) that would provide the empirical evidence to the governance literature. The methodology proceeded with an action research approach: action to bring change in the community and research to increase the understanding on the part of the researcher of the governance process. The methodology of action research is an

“interactive inquiry process that balances problem solving actions implemented in a collaborative context with data-driven collaborative analysis or research to understand underlying causes enabling future predictions about personal and organizational change” (Reason & Bradbury, 2001).

The concept of the action research roots in Lewin's work (1948, 1951) that relied on the observation and experiment of real social contexts in order to promote learning. Action research is different from conventional research, which starts most often with a very precise research question followed by a study design to answer that question. In action research, the initial research question is likely to be less well defined, primarily due to the nature of the problem.

The typical structure of action research follows an iterative (cyclic) process: plan, act, observe, and reflect, which keeps cycling until the issue that prompted it is resolved (Zuber-Skerritt, 2001). Nevertheless, like Lewin emphasized, there is a need for flexible and overlapping action as well as reflection moments. The researcher must be looking for new ways to improve through a set of reflective stages and progressive problem solving (Riel, 2010). An essential aspect of the process is that the actions are taken place in a collaborative participation constantly widening the group of stakeholders involved. This form of research is repetitive, cyclical process on reflecting on practice, taking an action and reflecting upon it, and taking further action. As a consequence, the research takes shape while is being performed. In the context of this case, the initial hypothesis was that a lack of management know-how and unrealistic business models are the cause of the extreme decline of the destination. However, during the reflective stages, the problem proved to have deeper roots.

Even though the action research is challenging, recently Paget et al. (2010) applied it in an Alpine French resort for investigating the actor-network theory. Their work also revealed that while there is a the lack of qualitative methods in tourism research, there is a “new turn” of using qualitative methodologies’ to provide better understanding of the process. (Paget et al. 2010).

In our research setting, the author used participatory observation of the daily operations in the tourism business and community interaction, in-depth interviews with relevant stakeholders and community members and collected existing documents from the local museum, library and municipality to define from a historical perspective the context (Gummesson, 1999; Decrop, 2004; Yin, 2003). Participant observation is a method mostly employed for better understanding of consumer behavior, even though the literature is still in progress (Bowen, 2002).

There is a need for understanding the structure and dynamic of tourism organizations, the nature and strength of their relationship with local government as well as the opportunities and the constraints of building constructive public-private partnerships (Dredge, 2006). For this purpose, we used another set on analytical tools, the 3 lenses. In 1998, and revised in 2005, a group of MIT scholars (Ancona, Kochan, Scully, Van Maanen, & Westney) argued that for understanding an organization’s motivations and behavior, we need to approach it with 3 lenses, the cultural, political and strategic. Their model suggests that each of these lenses focuses on certain variables and relationships while ignoring others. The only way we can completely understand a phenomenon is by looking through all three.

The strategic lens highlights the importance of organizational design and structure and focuses on formal roles, policies and procedures. Through this lens we derive the concept of organizational-environmental fit, where the primary factor driving organizational success is how well the organizational characteristics match the needs of the environment in which the organization operates. Most of the times, the players driven by a strategic perspective are representatives of the private sector.

The political lens emphasizes the varying interests of multiple stakeholders in the struggle to control the organizational agenda. Through this lens, we see how resources are allocated and how networks and coalitions emerge, submerge, converge and diverge in ongoing organizational functioning. The political perspective is rather typical for the public sector.

The cultural lens emphasizes the creation of meaning in organizations and how deeply held attitudes, values, beliefs and assumptions guide organizational behavior in ways that may not necessarily be obviously understood by organizational members. Culture is often formed early in an organization's life and it is passed along through organizational symbols, rites, ceremonies and myths. Culture is persistent and its effects can be profound (Ancona et.al, 2005).

In this paper we will use the lenses to provide a richer understanding of destinations governance.

The literature suggested that the smaller the destination region, the greater the likelihood of internal homogeneity (Kelly & Nankervis, 2001). However, in this paper we will present a case of a micro-destination that resents a strong case of heterogeneity in interests, values and objectives, creating a very challenging environment.

In the first two months of the action research the author explored the local context and analyzed it from a historical, political and entrepreneurial perspective, an important step in developing a relationship with community members and creating a trusting climate (Paget et al. 2010). Following this time, the first contact attempts were successful and the author became involved in assisting a group of relevant stakeholders, (identified in this paper as members of A.P.) in a project designed to improve the community landscape and agricultural sector. This period was also dedicated to collecting historical evidence about this destination. Bosco Gurin, as will be seen later, has a strong cultural identity and a very particular approach to life style. During the project, a very rich source of information was provided by open and informal discussions, semi-open interviews and in-depth interviews with relevant stakeholders such as cable car owner, political members of the community, retirees who were active, actual employers, community members and former local residents who are today just weekend visitors. The interviews lasted between 10 to 90 minutes according to the interviewee profile, were transcribed in full. Financial information related to investments and revenues are not a matter of disclosure. The collected data was later use to define the historical performance of the destination (see fig.1) and to tell the "story" of the case study.

The setting

Instilled in the Southern Switzerland, an evasive yet enduring culture remains in the high valleys of Ticino—that of the Walsers. The published history of Bosco Gurin, Walser village begins in 1244, when it was settled by people descended from the mountains of Valais in search of farmland for their animals, settling their communities in remote locations to lead lives of sustenance. From their communing with nature, a rugged characteristic of self-preservation emerged. This community identity has proven confrontational toward outside social forces, particularly new business prospects from the cities. In picturesque Bosco Gurin, however, the seemingly unshakable culture has been rocked by change for the last half of century. Despite the social underpinnings of community isolation, Bosco Gurin stands alone as an all-season resort in Ticino with long-term potential to sustain tourism. With a population of 37, Bosco Gurin is a micro-destination (Reid & Reid, 1994) but still offers the raw materials necessary for tourism: a strong cultural identity, cultivated scenery, mountains for sport, clean air, as well as basic infrastructure: 40 km of slopes, ski lifts, a hotel, a hostel, a unique museum of the Walser culture, a restaurant, and even the smallest grocery store in the country. A pre-existing tourist demand flows during summer and winter seasons, represented by a narrow span of demographics. Summer draws retirees, mostly Swiss German and German, attracted by the Walser culture and the fact that this is the only German speaking destination in Ticino, as well as a younger segment wishing to experience the softer side of nature through hiking and biking. In contrast, the typical winter tourist, young and dynamic, arrives from within the Canton of Ticino and parts of North Italy to ski, often as excursionists.

A paradox arises when examining Bosco Gurin within the Swiss context. Switzerland is renowned for evocative seasons, dramatic topography, hidden wealth and an image as a playground for the elite. As one of the major ski destinations in the world, Switzerland is a model of innovation and competitiveness for the winter tourism. Yet Bosco Gurin, with the necessary elements along with a fine balance between ruggedness and charm – struggles both internally, due to historical conflicts as well as externally, due to political interests. A short historical view will help the understanding of the context. For obvious privacy reasons, all the actors that were interviewed will have aliases.

The cable car company, the major private investment in the destination, started to operate in the 70's, and launched a minimally ambitious business plan poorly aligned with the offerings of the other Swiss ski resorts that have been already operating more than a decade earlier. In the Swiss context, already characterized by big, competitive and modern resorts, canton Ticino had a very weak position, due to the

weather (its Mediterranean weather, the late entrance in the market and the lack of an image as a ski destination). The in-depth interviews conducted with several actors active back in the 70's, revealed interesting observations. The planning of the ski resort development was driven rather by a patriotic or cultural need than a strategic planning and was highly influenced by the cultural and the political lens. As one of the interviewed actor said, "Enthusiasm and willingness to salvage the community was what drove us...Our philosophy was to take step by step and move slowly but surely. All we really needed was the enthusiasm and the energy of our people. And that we had!" (A.B., 2009, interview notes Padurean, 2009).

The following years were characterized by low performance but high enthusiasm. "We were willing to pad the slopes with our bare hands" said another influential member of the community (identified here as C.D.; interview notes Padurean, 2009). However, the lack of competence and the beginning of internal conflicts caused by the financial crisis started to shake up the little community and the management company.

However, in the late 70's, state subsidies came to rescue. A new business plan was launched in 1982; more money was raised from the community as well, already the main investor. Still, the cable car company started to accumulate debts, especially towards one major supplier, (identified here as D.E.). D.E., a dynamic business man of great personal gravity, no stranger to the local media and known for bold, transformative decisions was willing to take over the company in return for his investments. "We were incompetent, we needed help" states C.D. However, people started to believe that "he wanted to do too much, too fast" (A.B. interview notes 2009). At this point in the story, the community and the investor start to clash. D.E. was also known for a temperamental but charismatic personality and for statements that made him if not popular, at least very controversial. "I did it for them (*talking about the investments*). I never cared about money. They were in darkness before I came. I brought the light!" (interview notes Padurean, 2009). His popularity started to decrease because of his lack of cultural perspective. During the interview, he admitted that one of his major mistakes was to neglect the importance of the community. However, he was not the only investor, and the state continued to invest heavily in the small resort. With the new millennium, Bosco Gurin was poised for a paradigm shift—new management from a wealthy businessman, at that point also actively involved in politics, but throughout ownership was largely absent from day to day operations, causing locals to question his commitment to building community wealth.

The beginning of 2000 represented an economic boom for the village, but the upswing proved artificial, and growth unsustainable. Few years later it became clear that the business model is not sustainable and that the most sought after investor in the ski business might not be the answer to all prayers. At this point, the

financial issues, exacerbated by lack of snow for two subsequent seasons, Bosco Gurin experienced a drop-off –the ski development faced bankruptcy at the hands of poor planning and management.

Interesting to notice is that the other two major ski resorts in Ticino, part of D.E.'s ski portfolio went through the same process and by the end of 2008 the situation was grim (see in Fig.1). In 2009, the cable car company in Bosco Gurin went bankrupt. At this point, the prospects appeared very bleak. However, experts (IRE, 2003; Griesconsult, 2008) believed that out of the handful of Ticino ski resorts, Bosco Gurin might stand a chance for salvation without having to immediately invest heavily in infrastructure.

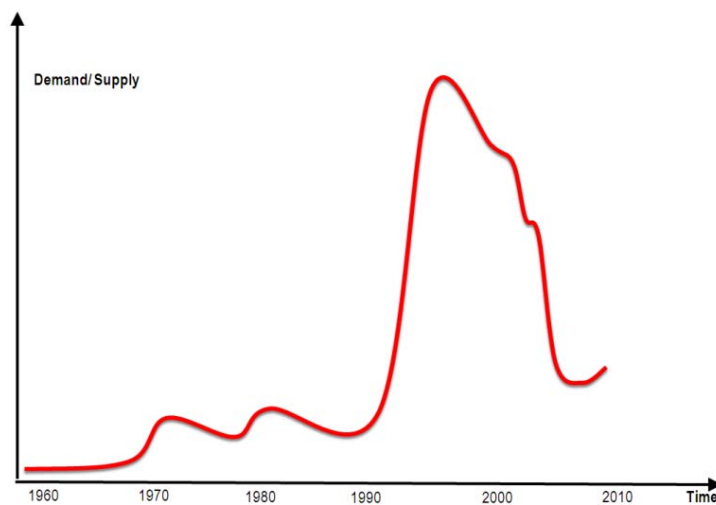


Figure 2, Destination performance analysis, Padurean 2010

Behind this dire scenario, Bosco Gurin landed itself to the application of action research with the tool of Ancona's lenses, with destination governance as the target outcome. In the process, the author answered key questions posed around the production of destination governance, its key players, as well as their specific roles (Pechalner, 2009).

The Implementation

The dramatic prognosis of the destination raised scientific interests and the author relocated to Bosco Gurin in April, 2009 for in-depth observation of the environment followed by, if possible, an action research process.

As seen in Fig. 2. , the main steps taken in this project were:

1. *Diagnosing*
2. *Planning action*
3. *Taking action*
4. *Evaluating*
5. *Specific learning outcome*

The first objective of the research was to build a relationship of trust and cooperation with the local community and especially with the main leaders in the community. The author was supported initially by an entrepreneur and connoisseur of the local culture (identified here as P.D.). After two months of intense observation of the environment, historical analysis and informal discussions with community members, was determined that Bosco Gurin lacked sustainable destination governance, a board of directors with commitment to a vision driven by a strong realistic strategy. With a governance structure, both the investors and the people of Bosco Gurin stood to gain from an improved supply chain of the tourist experience as opposed to waiting in vain for the tourism offices to package their destination. Therefore, the new formed team was uniquely qualified to proceed strategically, albeit with the added responsibility of damage control. This required not only delicacy, but an understanding of the “DNA” of the Walsers, and represented an opportunity to employ the theory of the three lenses. Establishing a new order from the onset was critical for the success of the team. This mountain resort proved to be a willing microcosm for theoretical application. With its only 37 inhabitants, Bosco Gurin nevertheless displayed organizational roles characteristic of a larger population. The parties and opinions arising give weight to the notion of survival throughout the centuries. With the same family names since 1200, tradition married with sheer means for survival emphasized the resilience of the community; these were not people to abandon their principals after a mere business failure. This capacity of balancing roles was noted as a possible facilitator of change.

One of the first initiatives was to build a relationship with the A.P. association; a new force amongst the village, a willful group of young Walsers (who were not living in the village anymore) determined to secure state funding for micro-infrastructure of the agricultural variety. With the population dramatically declining, the A.P. viewed themselves as a vital force for preservation of the Bosco Gurin community. Operationally a landscape association, these young townspeople made a first step towards demonstrating trust by sharing their intentions for future development of the village from an agricultural and landscape perspective. However, notably absent was a plan around the tourist perspective, further emphasizing the failure of past enterprise. The A.P.'s perception around the tourism industry was that by now, all hopes are gone and the main investor is not a sustainable resource for the future development of the destination.

This partnership proved to be instrumental for the further development of the governance process. The literature (Palmer & Bejou, 1995) suggests that initially there must be a motivation for creating collaboration and a champion to promote the cause of collaboration. An alignment of interests, along with increased levels of trust and mutuality made the initial collaboration the ideal platform for the expansion of the future development plan that would include the tourism industry as well. A.P. reacted positively to the suggestions proposed and further demonstrated alignment and trust by accepting a theoretical model of governance as a way out of what was perceived an operational malfunctioning. The model proposed a public-private partnership with an operational hand, without organizational formal hierarchies, open to members that have an interest, influence and power within and outside the borders of the community. At a conceptual level, the governing board was comprised of political, public, and business representatives. The moderator, as embodied by the author, acted as a non-partisan advisor with expertise and calculated methodology. By large, the governance board was full of passionate people, and amongst those, leaders were predominant. The group decided to outsource the operations to P.D. an expert in marketing. From a practical perspective, destination governance production involved the act of creating a physical forum and formalized proceedings.

The underlying challenge loomed: how to attain alignment from local community members on a theoretical model. Another challenge was how to overcome the trust issues with the main investor, D.E. and also, how to involve him in the platform without losing control. The answer came in the form of Ancona's three lenses. The model puts forth that stakeholders visualize change from three distinct lenses, and that administrators/agents of change must design their message to refract correctly through this prism of interpretation. For each initiative the message was adapted to the appropriate lens. In the case of the local

entrepreneurs, the lens of strategic design was instrumental because it resonates to goals, processes, and consensus. Through the cultural lens, on the other hand, identity and culture were held sacred and in negotiations with community members all these values were emphasized. Finally, messages transmitted to the interlocutor through a political lens expressed networks, coalitions, influence and power as paramount. The latter were most likely to negotiate of all parties. One must note as a caveat that D.E. defied classification, his charisma belying a cracked lens that cast an unfocused light, much like his political dealings. Despite this anomaly, communicating through distinct lenses successfully transmitted messages to each stakeholder as an interlocutor with distinct needs.

An important aspect of the use of the lenses was to share this perspective with the board members early in the process. Learning together and sharing the outcomes was proved to be invaluable. One major achievement of the platform was members becoming aware of both the processes and the difficulties involved in governance communication. Even more important was sharing the use of the lenses and creating awareness around each member's challenges. For example, they came to understand why the business arm could not legitimately make autonomous decisions in the process; why the political lens is slow and prudent; why the community is resistant to apparent progress.

In summary, governance was happening thanks to the awareness of others' perspectives, internal drive, interests, leading to integration of interests and alignment of goals. This successful production of destination governance stands in contrast to the lack of previous communication processes, which created high levels of conflicts despite some shared interests. Above all, confirming Nordin's 2007 study, governance is produced through trust, collaboration, shared knowledge and influence. Furthermore, this instrument disarmed a wary group of listeners and succeeded in aligning the community around the new tenets of the governance process.

The three lenses model further lends itself to a triangle structure. A triangle takes strength from dual support whilst controlling both sides. Impossible to support two beams without the third, public representatives, private representatives, and the research branch form such a balanced structure. The private and public branches, however, were at odds, making reconciliation critical. The residents, however, were forthcoming in their candid distrust of D.R. as his branch was not fulfilling the support mechanism. By July 2009, the first stakeholder meeting took place in an unprecedented timeline. Most notably absent was an attitude of entitlement that typically accompanies investment. Instead, the team made a straightforward acknowledgement that equitable buy-in was a critical success factor.

Only 2 months later, in early September, 2009, D.E. bought off the bankrupted cable cars and became the private and solely owner, causing another stir of controversy. In this atmosphere, the first Bosco Gurin board meeting took place, with 10 members in attendance (out of which 8 became permanent). D.E. was joined by the one community representative of the political segment, P.D. as an entrepreneur, a member of the regional tourism office, A.P. members, each granted an equal voice. The goal of the meeting was fulfilled, nominating a resort manager (P.D.) as an instrument for change, to be supported by the destination governance team. Together, the group committed to a vision of Bosco Gurin as a robust tourist destination with a unique offering, and empowered the new leadership to share it.

In front of the most challenging tourist winter season, the board members activated all their networks for both funding (public and private money was raised) as well as operation resources. In a climate of great internal enthusiasm, similar maybe to early 70's but also facing community sarcasm and disbelief, the 2009 winter season started with major problems. At operational level, the resort was not prepared for optimal performance (in particular the cable cars and the restaurants on the slopes), there was no budget for marketing activities and no control process over the decisional instability of D.E. One of the key messages that the destination was trying to send out was that there will be no more independent products/actors but one single "destination". However, during the bi-monthly board meetings, the conflict between the cultural leaders and D.E. was still intense due to problem ownership, lack of multiple perspectives and overall a long history of trust issues. Quoting from the minutes of one of these meetings, the cultural leader, (identified here as R.B.) stated *"this attitude is wrong, we cannot talk about "me" or "you" anymore, we are a destination"* only to be crushed by D.E.'s strong reaction *"I am the destination!"* Obviously, decades of internal conflicts cannot be solved during one season and the wounds were still open. At public level, the group was facing media attention, public pressure to perform and scrutiny from the political parties, all very cynical and pessimistic.

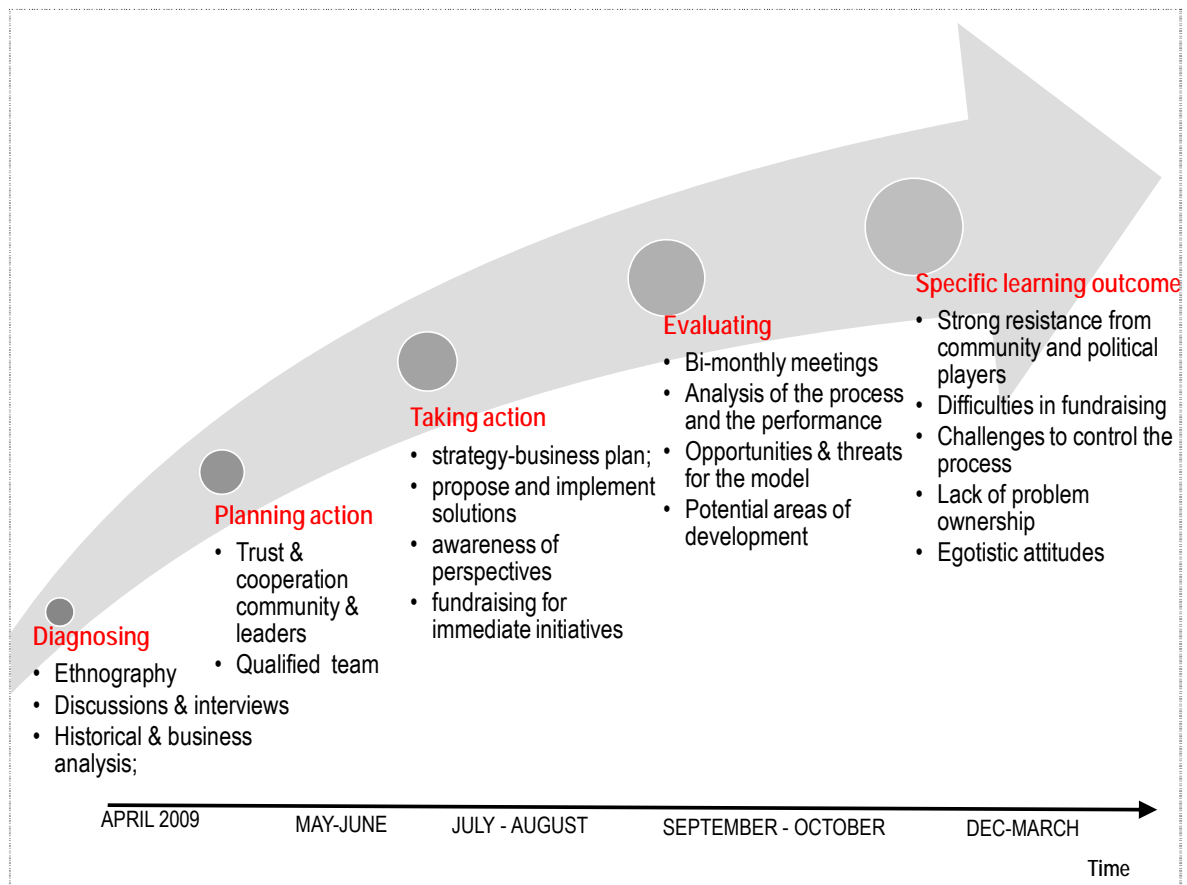


Figure 2, Action research steps, Padurean, 2010

However, the winter season, according to occupancy levels and number of visitors on the slopes, was successful. A strong PR campaign in the local media helped improving the perception of the public. The relationships within the board were mostly positive and pro-active, but this was still a fragile marriage and past imagery was rising above successful initiatives. The community was prudent in believing that this group will be better than the armies of unsuccessful predecessors. A major challenge was to overcome the trust issues and give even more transparency to the process. The political leaders were acting more than cautious, being beaten up all these years for supporting disastrous initiatives. Even in the face of evidence for real need of public support, their resistance to get involved was really high. The main challenge still to face within this group is balancing the power roles between the owner of the private properties in the destination and the rest of the groups.

4. Findings

The term of network-based Destination Governance describes a form of self-organization of tourist destinations, in essence based on the cooperation of the persons and companies involved, and shaped by the institutional context as well as rules of organization and code of conduct (EURAM 2010). Very little academic research based on destination governance has been initiated and there are even fewer results. It is not a widely adopted concept as such even though the theoretical principles are being developed. Also the practical implementation is still in its infancy. This study attempts to bring some evidence to the literature by exploring the production of governance, roles and positions of actors and the institutions in the process in one single case study of a Swiss Alpine resort.

Bosco Gurin was a great candidate for this analysis. This small tourist destination is the interaction site for various stakeholders torn by divergence of interests, lack of communication and mutual understanding, coupled with a turbulent political environment. This extreme conflicted context was ready for creating collaboration; nevertheless the long history of mutual suspicion among stakeholders, the lack of knowledge and the overpowering presence of the local entrepreneur delayed the process. As seen in the literature, there must be a strong motivation creating collaboration and a champion either from the private or public sector, to promote the cause of collaboration. In our case was an alignment of a destination in crisis, political and entrepreneurial changes and a strong scientific interest.

Action research methodology was applied in the context of the Bosco Gurin. Attention was paid to the process arising from the application of destination governance theory, the key players and the roles they assumed throughout implementation.

Conceptually, destination governance occurs through raising levels of community trust. From a practical perspective, destination governance production involved the act of creating a physical forum and formalized proceeding. In this project the success came from fostering a climate of communication by increasing levels of dialog amongst members, even rebuilding the bridge between the community representatives and some of the entrepreneurs. It follows that a high level of trust helps the integration the interests of governance members of the platform, thus creating awareness of the others' perspectives. Employing the 3 lenses strategy to each individual gives each stakeholder a sense of procuring what they desire. It is also very important to educate the members in achieving a higher level of knowledge of the process and, the aforementioned trust may be deepened.

Above all, governance is produced through a process of collaboration, cooperation and leadership and through finding a common understanding. The governance is a constant political negotiation, a learning process and requires a business model with high tolerance for trial and error. Further, the research supports the assertion that *“public–private relationships must be built on trust, joint risk taking, informal structures and strategic consensus in order to have a positive impact on the level of growth at a tourist destination”* (Nordin 07).

In the governance process, the roles of the decision makers are a reflection of the lens they wear. In our case, from a conceptual standpoint, the cultural and political actors presented a more pivotal role than that of the operational strategists. The political role, focused on building coalitions, negotiating, using power and influence in the network. The cultural players presented themselves as the visionaries in the destination governance context, defining values and binding the community with connective glue. In this role, they innately had the best understanding of how change would impact the community. Though the cultural leaders wished to be drivers of change, they lacked the negotiating power to build a network. Strategic leaders drove progress of operations. They were the designers of the strategy, attempting to control the passions of the cultural and political members. Together, they effectively defined the goals, tasks, and drivers of implementation. One lens can not effectively exist in the destination context without the other. The reader may note that while each member of board had the same type of community or business role prior to destination governance, the process was neither fluent nor complete owing to a lack of cooperation in understanding the above stated roles.

We should mention the role of a moderator in implementing effective communication between parties, especially in conflicted situations. The moderation must follow a scientific approach, using the “three lenses” to decode and re-encode loaded speech throughout the proceedings.

In the example brought here, the players of the destination were all aware that there is need for change; however for each member, change had a different value. Some players saw immediate need for alteration, with short term planning horizon; through the strategic lens, the moderator came to understand that the system needs an organization that is designed to satisfy these priorities. However, others were more concerned with disruption of their life style and values that the new process would cause and they reject new ideas and change. In this case, the moderator becomes aware of the need of long term cultural perspective. Through a political lens, we saw that there was consensus for change if the change would bring to some of the actors’ relative influence, create networks and gain power. However, organizations

need to become sustainable and carry on without the moderator. This can only be achieved by learning to understand multiple perspectives and actively wear the three lenses in the governance process.

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Research limitations

A lack of literature in the operational reality of governance was the motivation behind this paper. The gap identified by the literature can be justified by the fact that it is hard to get access into these organizations and also because organizations are often "studies of convenience or opportunity" (Ancona, Goodman, Lawrence, and Tushman, 2001). It is even harder to capture relevant events that are instrumental for the understanding of the process and this requires time, additional resources and cooperation. Previous research in destination organizations behavior is rather built around special moments in their existence. However, our findings are limited to a single case study in a micro-destination, during only 1 year of active participation. Still, we assume that conflicted situations in destinations are quite common and the results of this case study can help understanding the reality of partnerships, networks and governance which is still a matter of investigation for the literature. The previous research in destination governance covers particularly relevant theoretical issues, as we have seen; therefore this paper aims to contribute to the empirical evidence. Our results are relevant in the context of the model of the three lenses. We believe that some of the conclusions have a broader and more general relevance and deserves further exploration in other destinations. The use of the lenses brings value to the methodology of analysis of the behavior of governing organizations in destinations where quantitative research or experimental tools are not able to capture the complexity of the relationships. However, is a complex, time consuming methodology that demands a high level of involvement and responsibility toward the partnership and the project.

Future research

The destination governance issue is still an open field for research, especially when it comes to empirical evidence. Further analysis of the processes is required. A look back into the history of different platforms for partnerships is absolutely essential to give a clearer picture of how these platforms perform. The public-private partnerships are highly desirable but the models differ from context to context. The reality confirms that public systems don't have a good historical record in managing private enterprises. WTO (2005) while acknowledging the need for government funding recognizes the promotion as a skill-set better suited to the private sector, so future research should look into whether destination management organization can and should be outsourced to the most competent and competitive private players. Further research should use the framework of the lenses to analyze specific behavior of individual members in destination and their influence on the overall process. Another interesting reflection is upon the impact of each lens in the

overall governance process and destination performance, especially in the case where the priorities strongly linked to one of the perspective.

Finally, we conclude that destination governance can be produced in an expedited manner when the three lenses approach is employed. In effecting change, action research adapts itself entirely to the reality of a given place, and allows for the application of theory in a scientific, controlled manner, giving the researcher rich background information and the opportunity for complete implementation.

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VI. Article 3 – Measuring multiple perspectives in destination governance dynamic. A case in Switzerland

The third article from my dissertation “Measuring multiple perspectives in destination governance dynamic. A case in Switzerland”, is exploring the internal dynamic of a board of a newly implemented governance organization in a small alpine resort in Switzerland. This paper was presented at the SMART workshop in Lugano, in October 21st, 2010.

Abstract

The ability to act with skill and creativity in organizations begins with the development of multiple perspectives on and inside organizations (Van Mannen, 2003). This empirical research proposes a new analytical tool for understanding the behavior of governance organizations through three specific lenses: the *strategic* lens, the *political* lens, and the *cultural* lens (Ancona, et.al, 2005). Each of them offers a different angle on issues in an organization and different tools for action. The findings might be useful for decision makers to minimize the risk of narrow perspectives.

Key words: destination governance, three lenses, organization behavior, case study

1. Introduction

“People habitually settle into fixed perspectives, unchallenged mental models of how the world works, unconscious most of the times of the patterns they develop on terms of what they pay attention to and what they ignore (Van Mannen, 2003)”. Looking at the world from a single view only provides incomplete information. “A way of seeing is a way of not seeing (Poggie, 1965)”. For most organizations, the dynamic process of developing multiple perspectives through which they can advance a shared vision is rather complex however by searching for patterns in their behavior, one can describe and even predict the process of organizational adaptation (Miles et al, 1978). Our goal in this paper is to bring evidence from a real organization as a "live" case study and propose a new methodology for understanding the behavior of members in a governance context using the three specific analytical lenses of Ancona et al (2005).

The numerous changes in the global environment force tourism destinations to try to adapt as quickly as they can. Tourism organizations also have to learn how to represent all the interests of stakeholders in this fast clockspeed environment. The recent tourism literature indicates a strong interest for understanding the behavior of these decision making organizations, especially with the recent shifts in the traditional governance model based on the public sector to a corporate model that emphasizes efficiency and profit (World Tourism Organization, 2007) where destination management/marketing organizations are industry driven but also accountable to public funders (Pike, 2004). The governance dynamic is a critical element for effectiveness in an organization. A destination management/marketing organization (DMO's) should constantly struggle to represent multiple perspectives of all the stakeholders, collaborators and interested parties and be accountable in front of them for the decisions and their impact of the overall governance process. A board should be comprised of people with industry expertise, community interest and political influence aware of the fact that “much like a natural ecosystem, a change in one area of destination management often significantly affects other parts of the system (Harrill 2005)”

However, even though observers of the industry have recognized the need for a more collaborative approach, the dynamic of the interaction between the public and the private sector, the role and motivations of the actors involved in decision making and the overall process of governance is still a matter of debate; furthermore, reports of successful implementation of such alliances are rare (Nordin, 2007; Padurean, 2010). One of the main reasons for this lack of information is the challenge of gaining access to these power centers since traditionally, until consultants came aboard, researchers have been excluded from executive rooms (Schein, 1988). This paper will try to cover some of the gap in the literature by offering a

real case of an organization in which the author had full access to the governance process and was able to capture rich information regarding its dynamic, the actors involved, and especially the development multiple perspectives in order to represent and satisfy the interest of multiple stakeholders. The findings will offer tools to researchers and practitioners involved in diagnosing organizations and helping them change. Our results will demonstrate that cooperation in decision making processes based on collective learning, shared knowledge, skills development and awareness of multiple perspectives leads to successful governance.

The work, divided in four main parts, is organized around three different lenses or perspectives that members in organizations have: the political lens, the cultural and the strategic lens. Each of these lenses offers different perspectives on organization matters and each offers different plans of action. Part 1 concentrates on defining a theoretical framework that will support the case study (part 2) of a small Swiss alpine resort in which a climate fostering multiple perspectives and change was established. On part 3 we will discuss the findings from the analysis of the transcripts from the first 13 board meetings and possible outcomes of the diagnosis and intervention process. The final section summarizes the implications of the case study and the implications for conducting research that produces actionable knowledge that can be used by practitioners.

2. Conceptual framework

Initially the study of organizational behavior was a subject of interest for psychologists. However, the field expanded to address issues such as productivity, ethics, open systems, strategic management, innovation, leadership, governance, organizational culture, change management, human resource management, outsourcing, communication, networks, and organizational learning (Pike, 2004). This paper will address matters in the area of organizational behavior focusing on organization culture and the value of organizational learning.

Very bluntly, organizational culture is the way things are done in an organization (Deal & Kennedy, 1982). Culture is an evolutionary process, beginning with leaders imposing their own values and assumptions on a group (Schein, 2004). In 1973, the same author defined culture as:

“a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems (Schein, 1973).”

This definition is very relevant for our research context because it addresses the issue of learning in order to achieve adaptation and integration, as well as the issue of teaching the learnt skills and competences, both key concepts applied in this case study.

“Learning occurs both with respect to the external survival issues and internal integration issues and it covers perceptual, cognitive and emotional responses (Schein, 1988).” According to Mintzberg, organizational learning is not only one of the biggest breakthroughs in business and management thinking but it is one of the few current sustainable management concepts. The learning organization is not a fixed state or a finite goal, is more an aspiration for a continuous process of adaptation and evolution and is a vital strategy for organizational survival and development in a continually changing environment (Garratt, 1999; West, 2000). Members of such organizations are encouraged to develop skills, knowledge and a common sense of purpose to pursue shared goals (Garratt, 1999). However, sometimes people conform to shared understandings not because it serves their interests, narrowly defined, but because practices are so taken-for-granted that they don't even consider alternatives. Other times, they act according to widely accepted role expectations about how members of their class in good standing should behave (Kellogg, 2009). The skills to learn are considered a “meta-competence”; however, learning is a long and hard

process that requires a great deal of mentoring, coming either from the top management, trainers, consultants or mediators. The paradox is that while many organizations seem to be able to learn, few are actually successful in practicing the acquired knowledge (Garvin, 1993). We have to focus our attention on learning processes that can help an organization to change itself, such as methodical problem solving, experimentation, learning from the past, from and with others, internal and external effective communication, systematic thinking and sharing of ideas (Garvin, 1993).

Initiating learning in an organization is not possible without coherence and stability and a sense of identity, purpose, and vision from its stakeholders (Senge et al., 1999). Even though practitioners as well as researchers in tourism (Crouch & Ritchie, 1999; Jamal & Getz, 1995) acknowledge the importance of a shared vision, empirical research lacks evidence on what are the tools for achieving this objective in a destination with a mix of stakeholders (Schianetz et al., 2007). Although the shared vision is vital for setting a direction, without the right tools of practice, the sustainability and efficiency of the leading organization is at stake. Dredge's work confirms that *"tourism policy is often subject to competitive and parochial politics and that a lack of expertise and vision can exist"*. There are 3 main issues that impact the stakeholder participation in tourism planning: relevance of the representation, intensity of participation and degree of consensus (Bramwell & Sharman, 1999).

"A compromise encompassing all these interests is extremely difficult if not impossible, but is the key to long term success and it can only result from an understanding of the historical, cultural and social contexts of a given society or community" (Buhalis, 2000).

The literature dedicated space to analyzing the differences in cultural values which can occur between the public and private sector members of an alliance (Rainey 1983; Ring & Perry 1985). Encounters of the public and private sector are often complicated because of their different dynamic, various perspectives and modus operandi.

"Pre-conceived stereotypes of the other party can inhibit the development of joint problem solving activity, for example in the way private sector members may perceive public sector collaborators as being overpaid and under-worked" (Palmer 1995).

Good governance requires mediation of the different interests; a sustainable broad and long-term perspective. Managing conflicting stakeholders' interests makes controlling and marketing destinations as a whole extremely challenging (Buhalis, 2000). That's why strategies and actions should take into account

the wishes of all stakeholders (Palmer & Bejou, 1995; Buhalis & Fletcher, 1995; Jamal & Getz, 1996; Yuksel et al, 1999; Buhalis, 1999). One essential factor in the governance process seems to be the agreement upon issues that affect the collective destination, rather than the individual interest. To cope with this challenge, organizations and members must learn regularly and rigorously from their own activities and therefore create an organization open to multiple perspectives. The successful model of the public/private partnerships has been increasingly used by many DMOs as a useful instrument to ensure the efficiency of governance and upgrade the operational performance of the organization (UNWTO, 2010) however since there is not enough empirical evidence to provide tools, further investigation is much needed.

An Example

This section will present a real organization as a "live" case study that we have followed and mentored for a year during 2009-2010. The case in discussion is the tourist board of a small alpine resort in south Switzerland, the setting of an action research study on destination governance (Padurean, 2010). The story of this Walser community begins in the 12th century, when groups descending from the mountains in search of farmland settled their community in this remote location at 1600m above the sea. Throughout centuries, this village developed a characteristic of resilience towards any social change. True to their culture of isolation and resistance, this village preserved its identity and cultivated scenery for more than eight centuries but today with only 37 inhabitants left in the village, the future is rather gloomy. The village became an interesting setting for tourism development at the begging of the 70's when in a climate of community enthusiasm but entrepreneurial lack of ambition and political caution, the first cable cars began to operate and serve the population from the valleys. But as Schein says, an organization that is too passive or fatalistic cannot invent "pro-activity" (Schein, 1998) therefore after 30 years of struggle with bad weather, weak managerial structures and financial deficits, the company ended up in bankruptcy by the fall of 2009. Today, 40 km of slopes, five ski lifts, a hotel, a hostel, a museum, three restaurants, a hut and the smallest grocery store in the country, all built before 2000, are the suppliers in the tourism chain. Even without any marketing efforts, the village has a strong appeal for mostly Swiss Germans and Germans, attracted by the Walser culture and by the fact that this is the only German speaking destination in Ticino, as well as for the local population in the valleys drawn by the winter offer. Supply and demand aside, the main problem that the destination faced in 2009 was the lack of a governance structure that would support a sustainable socio-economic future. Until 2008, the cable car company that started in the 70's, driven in the last ten years by a businessman, owner of the accommodation units, was accountable for all the strategic decisions, many of them having strong political and cultural impacts on the destination and the region as well. Several studies conducted by institutes of research (IRE,2003; Grisconsult, 2008) revealed rather pessimistic business prognosis unless dramatic immediate changes would take place. The solution proposed by the action research project was a model of a private-public destination governance, representing the interests of not only the entrepreneurs, but also the community and the political leaders, and responsible for defining the main strategic objectives, foster a climate of cooperation, innovation and partnership to create new business opportunities for the development of the destination.

Destination Governance is the process through which each destination management organization acts and performs. It defines the operational activities, the expectations, the priorities and the goals of an organization and it relates to the development and implementation of a cohesive policy, a consistent management system, and an effective decision making of a DMO (UNWTO, 2010). One of the most successful paradigms of destination governance is the development of partnerships and synergies between the DMO and the tourism industry but not only. The governance initiative in this case was supported by a research group from the University of Lugano, similar to another case in an urban U.S.A. destination that had included two local universities in its management board (UNWTO, 2010). The contribution of the educational institution was very important, thanks to the strong analytical lens that we applied in the context but also by initiating and facilitating a climate of collective learning through seminars and workshops.

The first main objective defined in the business plan, was to recreate a new image of an attractive, reliable tourist destination since in the past this resort had the reputation of a problematic place and had a very negative image especially in the public eyes. The board outsourced to a resort manager the execution and implementation of the strategies, the communication process and the quality control of the value chain. According to board members, a lack of unified procedures for these functions in the past was one of the many reasons for failure and errors. Separating the administration from the execution should lead to fewer errors and allow the objectives to be reached.

The majority of board members in the new platform is familiar with the past problems and has been involved in different moments or positions. The key words that the board intended to disseminate were: openness, dialogue, trust, sharing, professionalism and enthusiasm. The core challenge of this new governing unit was to overcome the past agenda and find a way to work together as a team, for the first time in a format that had no formal hierarchical structure. Constituting this board was already an outsider initiative proposed by the scientific advisors as part of the action research plan and was perceived with high skepticism and lack of enthusiasm especially by the members of the local community, previously exposed to many failed initiatives. This disbelief was very strongly manifested by the public leader of the community that attended only 1 of the 13 meetings for the whole duration of the research.

Initially the board was mostly concerned with raising money for a marketing campaign that was supposed to launch the new image of the destination. The roles were clearly defined and each member got a specific task that was related either to his position in the community, his political influence or his specific competences. With only two months to prepare the first winter season but with a solid governance

structure, built from the beginning to represent multiple perspectives, cultural, political and strategic, and followed closely by a moderator, the new organization was preparing to face one of the hardest challenges of the last decades. This research will follow this group for the duration of one year, during 13 recorded board meetings with the objective to record in a real-life context the events that take place, to capture their essence, especially as they unfold over time and the impact of these events upon the subjects of discussion.

3. Analytical tools

The aim in this research was to propose a new analytical tool for analyzing the behavior of the decision makers in destination governance as well as their learning potential for developing multiple perspectives in order to better satisfy the interests of the mix stakeholders they represent.

This paper is built upon two main theoretical frames developed by previous literature. On one hand, using Wand and Fesenmaier's 2006 model we will analyze our context through the five main stages of marketing alliance formation: assembling, ordering, implementation, evaluation and transformation. A major challenge in this paper was interpreting what we saw and heard in the organization from multiple standpoints. Therefore we used Ancona's lenses that discuss the political, cultural and strategic perspectives that drive an organization (Ancona et al, 2005). In our context, we applied the lenses to understand individual behavior as well as the organization's behavior. A similar methodology was used by Wurster et.,al, 2009, that applied the three lenses through an action research approach to study IT implementation in a US hospital. Their analysis focused on the organization rather than its members; however it confirms the need of simultaneously using all three lenses in achieving success and the value of action research for problem solving in conflicted contexts.

The Political Lens

The political lens reflects organization behavior from the perspective of distribution and control of resources, suggesting that management is about influence. These valuable resources will only be shared when stakeholders share the same interests because a divergence in interests will result in a divergence of outcomes (Ancona et al. 2005). Thus, a good political analysis will start by identifying stakeholder interests.

This lens defines organizations as context where action comes from power. The main concepts revolve around the issue of influence, networks and interest (see Figure 3, 3 lenses in organizational behavior (adapted from Ancona et al, 2005).

The Cultural Lens

The cultural lens perceives the organization as a symbolic system of meanings, artifacts, values, and routines and focuses on the meaning of organizational and managerial actions (Ancona et al. 2005). The cultural perspective reflects the meanings people assign to their work experience.

"Culture involves meaning, it is attached to both organizational products and processes, and it both shapes and reflects social and material conditions. To take a cultural perspective is to consider the pattern of meanings that guide the thinking, feeling and behavior of the members of some identifiable group." John Van Maanen, "Tales of the field" 1998

This lens pays attention to matters such as values, symbols, traditions, identity, habits and history. Key to cultural perspective is symbolism, context and routine of the process (see Figure 3, 3 lenses in organizational behavior (adapted from Ancona et al, 2005)).

The Strategic Lens

Seen through the strategic lens, organizations are mechanical system designed to achieve specific goals. Action in this context comes from planning. Strategy, design, structures and performance are key concepts of this lens. Effectiveness occurs through the design of linking mechanisms and alignment mechanisms. Linking mechanisms ensure that information and other resources "flow effectively and efficiently" between key activities and groups (Ancona et al. 2005). Organization design is a fundamental task of organizational management. "It operates at all levels, from the design of the organization as a whole to the design of teams and work groups, right down to the design of individual tasks and jobs" (Ancona et al., 2005). Thus, a competent strategic analysis would begin by exploring the level of effectiveness of the linking and alignment mechanisms in the governance process.

	POLITICAL	CULTURAL	STRATEGIC
	Organizations are contests. Action comes through power.	Organizations are institutions. Action comes through habit.	Organizations are machines. Action comes through planning.
Key Concepts	<ul style="list-style-type: none"> ✓ Power and influence ✓ Social networks ✓ Interests ✓ Dominant coalition 	<ul style="list-style-type: none"> ✓ Symbols, meanings, artifacts, norms, traditions ✓ Social control ✓ Identity ✓ Habits and history 	<ul style="list-style-type: none"> ✓ Strategies ✓ Design ✓ Structures ✓ Performance ✓ Efficiency
Key Processes	<ul style="list-style-type: none"> ✓ Conflict ✓ Negotiation ✓ Forming (dissolving) relationships 	<ul style="list-style-type: none"> ✓ Routine ✓ Context ✓ Symbolism 	<ul style="list-style-type: none"> ✓ Design ✓ Strategize ✓ Evaluate ✓ Improve
View of Environment	<ul style="list-style-type: none"> ✓ Stakeholders satisfaction 	<ul style="list-style-type: none"> ✓ Community continuity 	<ul style="list-style-type: none"> ✓ Team winning
Role of Leader	<ul style="list-style-type: none"> ✓ Forge coalitions ✓ Identify and leverage interests ✓ Negotiate 	<ul style="list-style-type: none"> ✓ Define values ✓ Share meanings ✓ Preserve symbols 	<ul style="list-style-type: none"> ✓ Design strategies ✓ Align mechanisms ✓ Measure effectiveness
Stimuli for change	<ul style="list-style-type: none"> ✓ Shifts in dominant coalition ✓ Shifts in power of stakeholders 	<ul style="list-style-type: none"> ✓ Organizational decay and decline 	<ul style="list-style-type: none"> ✓ Lack of performance
Barriers to change	<ul style="list-style-type: none"> ✓ Entrenched interests 	<ul style="list-style-type: none"> ✓ Clash of values 	<ul style="list-style-type: none"> ✓ Clash of objectives

Figure 3, *3 lenses in organizational behavior* (adapted from Ancona et al, 2005)

The five stages of marketing alliance, Wang & Fesenmaier, 2006

Before the data analysis, we would like to show a complete picture of the development of this alliance using and confirming the model proposed by Wang & Fesenmaier, 2006. This framework will provide useful insights for understanding the nature and the dynamic of this group.

The assembling stage

The first stage of alliance formation is described as “assembling” whereby potential partner organizations come together to explore the possibility of an alliance (Wang & Fesenmaier, 2006). In our context, the group was created by and of people with high interests, influence and relevance in the community. The first two board meetings corresponding to this stage were mostly dedicated to identifying the potential members and the main issues in the destination that the board will have to address. The first meeting was characterized by an intense conflict triggered by the lack of trust in some of the members and skepticism towards the new format that will represent all interests of the destinations. The moderator here had an important role in explaining that the board can support but also control better a context where multiple perspectives are represented. The assembling stage was strongly defined by the political lens, since it addressed issues of partnership, networks, power and money.

Ordering stage

The purpose of this stage is to align all the resources and to make certain that everything is geared towards successful co-marketing activities (Wang & Fesenmaier, 2006). In this stage, our board members established primary goals, defined the roles and responsibilities of attendants, discussed funding and defined communication processes towards the public. A new integrated marketing communication project was proposed and approved. This group chose not to have a formal leader but rather a coordinator of the board. In terms of perspectives, this stage was rather balanced and uneventful.

Implementation stage

In the following four meetings, corresponding to the implementation stage, board members put into action the ideas and the initiatives previously proposed. These meetings have a more complex dynamic; there is more discussion upon the value of this organization, especially after the press conference that formalized the organization and put it in the public eye. A lot of time was dedicated to the funding problematic, since this organization was neither public nor private. A great deal of discussion addressed the issue of problem

ownership since there was no obvious hierarchy and the interests of each member were rather tangential on short term. In such a fragile context, constant reassurance of the commitment and open communication was key. The political and strategic lens tended to dominate the meetings; however, the cultural lens had a strong presence, especially through one of the members.

Evaluation stage

At the end of the winter season, the board evaluated their performance and started to reflect at the next steps. Being such a small organization, the evaluation stage was rather a constant throughout all the meetings, especially after the implementation of very specific tasks. However, at the moderator's suggestion, during one meeting (meeting 11), the board members were asked to reflect upon the value of the organization, its format, and its future. The moderator highlighted the value of the process rather than the immediate outcomes; nevertheless the board was mostly concern with pressing funding issues as well as with matters of problem ownership especially between the community leader and the main entrepreneur. Also, a study conducted by graduate students of the University of Lugano, revealed that there is a need for re-inventing the destination, achieve higher quality standards and improve the overall image. The discussions were concerned with whether the destination has the potential of achieving the proposed objectives or not. The meetings in the evaluation stage were also rather balanced, however the political lens was still a main driver, closely followed by the strategic lens.

Transformation stage

In the last two recorded meetings, a great deal of interest revolved around the future of the organization, especially with the departure of the board coordinator and the exit of the moderator from the process. Throughout the year, a natural leader (I5) seemed to emerge and his influence over the board grew stronger. In this stage the members reflected upon evolution of the partnership (more and more potential members were brought up in discussion), formal status, control of the problematic members, etc. The issues reflected in the discussions addressed the lack of constructive cooperation between the entrepreneur and the rest of the group. The former one, more than once questioned the value of the governance process and its lack of concreteness. However, the rest of the group continued to work and progressively improve both in process and in products.

4. Data analysis

The objective of this investigation was to gain in-depth understanding of the behavior of a specific organization and its actors and the reasons that govern such behavior adapting a specific framework proposed by previous literature. Although our research is addressing only the first year of this destination governance organization and deals with one case only, the main objectives here were, on one hand to adapt a method of investigation organizations and apply it to individual levels. On the other hand we intended to provide an in-depth, exhaustive and rich understanding of the organization and its members; as Schein said in 1988, *“more descriptive research and clinical inquiry is in demand to find out what is actually going on in organizations before we rush in to tell managers what to do about their problems”* (Schein, 1988). We should note that due to the conflicted climate and the reluctance to openly address some of the main issues in the crisis during the research, there was a difficulty in collecting empirical data in other forms.

The data collection involved gathering of documentary evidence for the duration of 1 year, 2009-2010 in form of content analysis of transcripts, semi-structured and informal interviews with the 8 members of the board, participatory observation and historical analysis from secondary data. The main data provides from the conceptual analysis of 13 transcripts of consecutive board meetings of the organization in discussion. In conceptual analysis, a concept is chosen for examination, and the analysis involves quantifying and counting its presence (Palmquist, Carley, & Dale, 1997; Smith, 1992). In our last paper, the focus was to be looking at the occurrence – frequency of interventions and the length of interventions, on selected variable within the transcripts, implicit as well as explicit. Explicit terms obviously were easy to identify, using the code adapted from literature (see fig.2, codebook for analysis). We looked for key words, key phrases and processes of discussion. However, coding for implicit terms and deciding their level of implication was more complicated. The researcher had to pay attention to the context and relate to the historical data that was previously collected (Padurean, 2010). This is also one of the reasons why no software was used for the analysis. Still, due to the high level of implication of the researcher in the context, we focused only on the explicit analysis of the transcripts, using the implicit terms rather for observations and explanations that were not covered by the content analysis.

An important limitation in this paper is the fact that the transcripts were already interpreted by the secretary of the group and some of the direct messages got probably lost in “translation”. However, the author’s

direct participation as a scientific advisor for the governance process in 8 out of 13 meetings complemented the data. As Schein says, is easy to observe and document facts, however deciphering is very difficult.

"We can go into an organization and see things, hear things, feel things and smell things but we do not necessarily know what they mean to the insiders. An action researcher or a clinical investigator is often in the best position to make valid observations because members of the organization are more likely to reveal important data if they feel like they are being helped" (Schein, 1988).

Hall, 1999, also underlined the importance of a third party moderator which provides a forum or creates opportunity for interaction (Hall, 1999). In this case, as an outsider, the researcher's task was to raise questions in an interactive process and find ways to decipher the insiders, their motivations and their behavior.

The qualitative data analysis proceeded with coding the phrases from the transcripts into the strategic, political, or cultural lens (Van de Ven and Poole, 1989). We analyzed the data content within each lens to identify specific behaviors for each stakeholder for the given time frame. A codebook was developed for the analysis of the frequency and types of intervention. In defining the interventions, we took into consideration the number of times the members intervened into a discussion, and the time spent on the specific issue. The values expressed were coded using the three lenses. In the following table we will resume the coding for the explicit conceptual analysis.

Lenses	Key words in conversation (words and phrases)	Processes	View of environment
Political	power, influence, networks, interests , coalition, control, rule, command, benefit, partnership, alliance, domination, tactic	negotiate, influence, control, leverage, settle, manipulate, persuade, command, direct, dominate	Stakeholders satisfaction
Cultural	symbols, meanings, artifacts, norms, traditions, social control, identity, habits and history, people, neighborhood, customs, community	define, contextualize, symbolize, signify, denote, represent, stand for, identify,	Community continuity
Strategic	strategy, design, structures, performance, efficiency, plan, intend, aim, competence, capability, effectiveness, plan , know how, competency	design, strategize, evaluate, improve, increase, advance, progress, estimate, calculate, project	Teams winning

Figure 4, codebook for analysis, Padurean 2010

For example, here are some reactions to a marketing initiative of creating a new product, a park

1. I am just saying that we have to ask ourselves, what would this park mean to the people in the village? How would it fit with what our culture?
2. Yes, I have the rights of passage on that land and I can get rapid support from the permits office
3. More products in the destination will increase the overall value proposition and bring us more clients

In this particular case, after applying the lenses (or the codes), the first expression fits in the cultural box (meanings, social identity, contextualize), the second phrase fits in the political box (power, influence) and

the last phrase ticks the strategic box (performance, increase, efficiency). Since the model is still in an early stage of development, further investigation on the dimensions of the contextual analysis will be very useful.

Each intervention was recorded. For example, if a specific topic raised a lot of discussions, we recorded each intervention according to the lens for each member of the board. We did not record the topic of the conversation, which would be interesting, or the impact of the specific subject to the frequency of interventions.

The results were recorded for each individual, and in the following tables will discuss individuals' behavior during the 13 meetings. The interventions were counted on a continuous scale. If one actor didn't contribute at all in the debate, his presence was recorded with a negative value (-1) whereas if he didn't not attend, we just left the space blank.

A few observations are necessary before getting to the analysis. All team members (seven male, one woman) had the required expertise and authority to carry out the tasks. There was no hierarchy and throughout the process each member had very clear tasks definitions. Each individual is a leader of a specific group, outside the destination governance, coming either from a political side or a cultural side. The board was constituted on an attempt to represent all relevant stakeholders. The conflicts were most of the times between the cultural leaders and the entrepreneurs.

In the following segment, we will discuss the results of applying this methodology, for both individual as well as the collective behavior.

Individual behavior

Actor 1

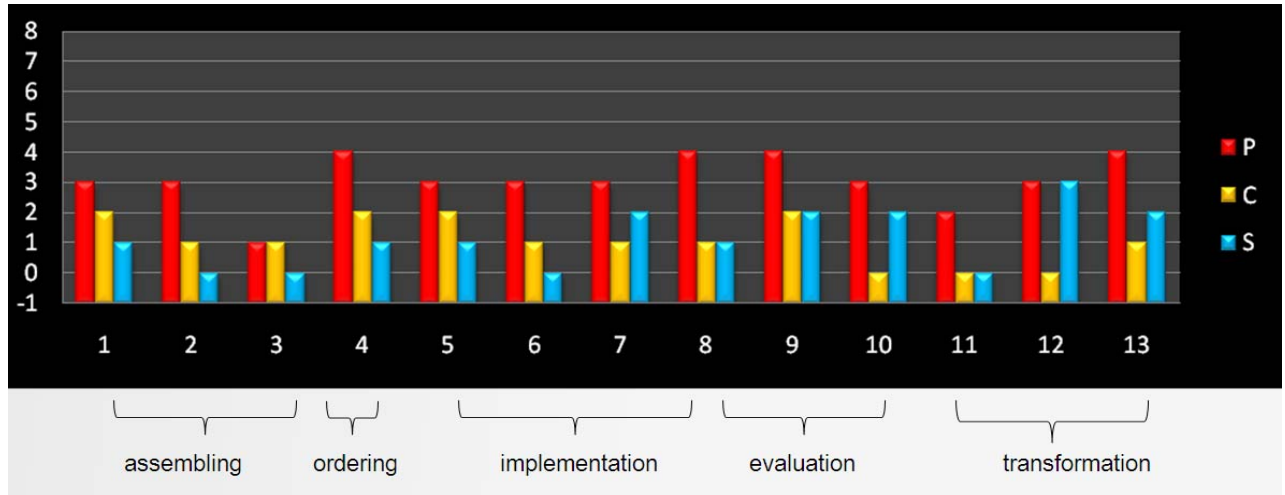


Figure 5, Actor 1 – I 1

Actor 1– I 1, is a member of the public sector and has been among the enthusiastic initiators of the governance. He was the coordinator of the board's activities for the first year. Even though driven by a political agenda, he was often wearing the cultural lens. This actor perceived most problems from a political perspective, which matched with his position, was a great negotiator for the board, and most of the times he was the pacifier between the community and the entrepreneur. Nevertheless, towards the middle of the process, we observe learning path; he started wearing the strategic lens, resonating much more to matters such as strategies, performance, efficiency, etc. However, he remained the political driver and leader of the group and as seen in Fig.11.

Actor 2

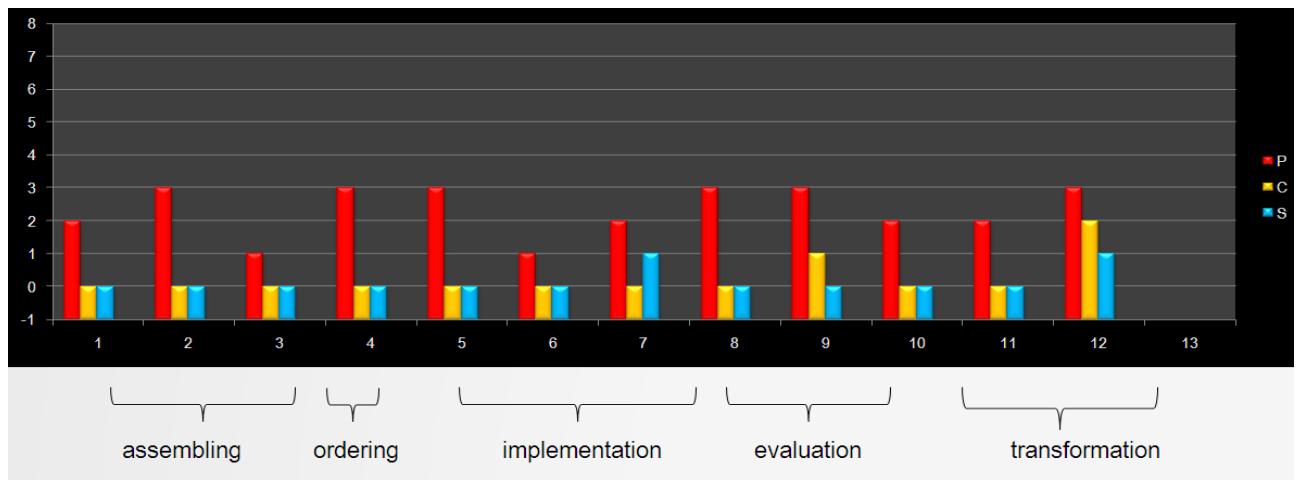


Figure 6, Actor 2 – I 2

Actor 2– I 2 is another member of the public sector. Even though not a native of the community he represents the stakeholders from the region, relevant investors in the cable car company. Strongly driven by a political agenda, he was mostly the negotiator of the group, the bridge builder between the members of the board and the region stakeholders. In the first six meetings, all his opinions were manifested through the political perspective; however toward the end of the analysis, especially in meeting 12 where issues revolved around the transformation process, he applied all three lenses. A strong supporter of the main investor in the community, his main stakeholder, he failed to understand at times the need for a more strategic perspective.

Actor 3

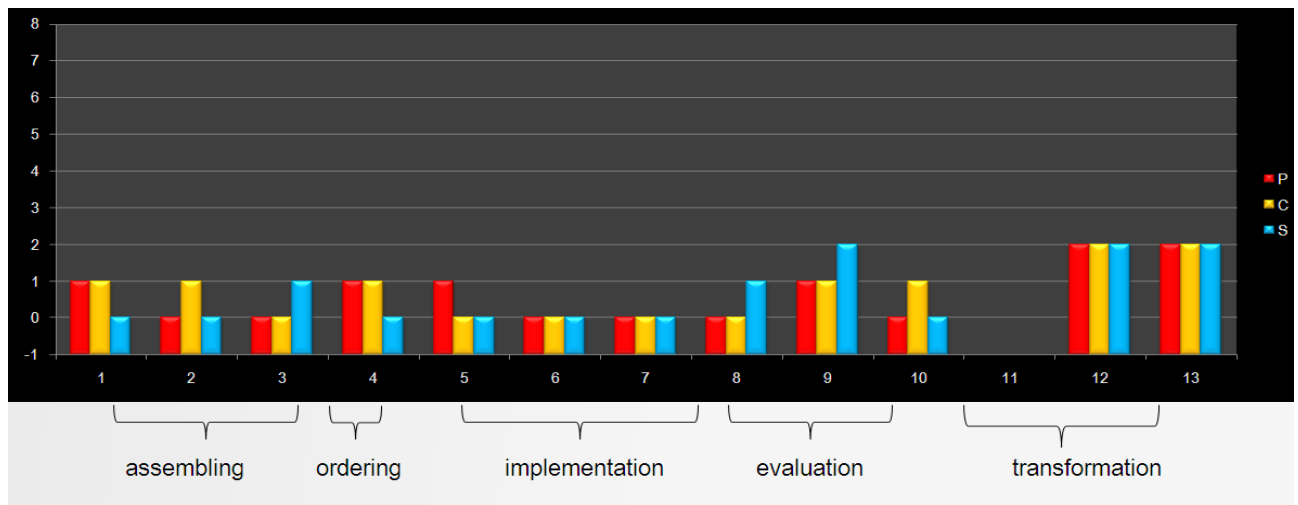


Figure 7, Actor 3 – I3

As member of the community, actor 3 – I3 was a *consigliere*, an advisor for one of the main actors. Present at most meetings he tended to remain rather silent or neutral on many topics. However he was very instrumental in many ways thanks to his method of constantly asking the other members to better justify or explain their motivations for certain actions or decisions. An explanation could be his professional status of researcher that kept him rather on the analytical side than on the action side. Towards the end of the analysis we see however more activity on his side and a multi-lens perspective that probably was a result of his previous analytical position.

Actor 4

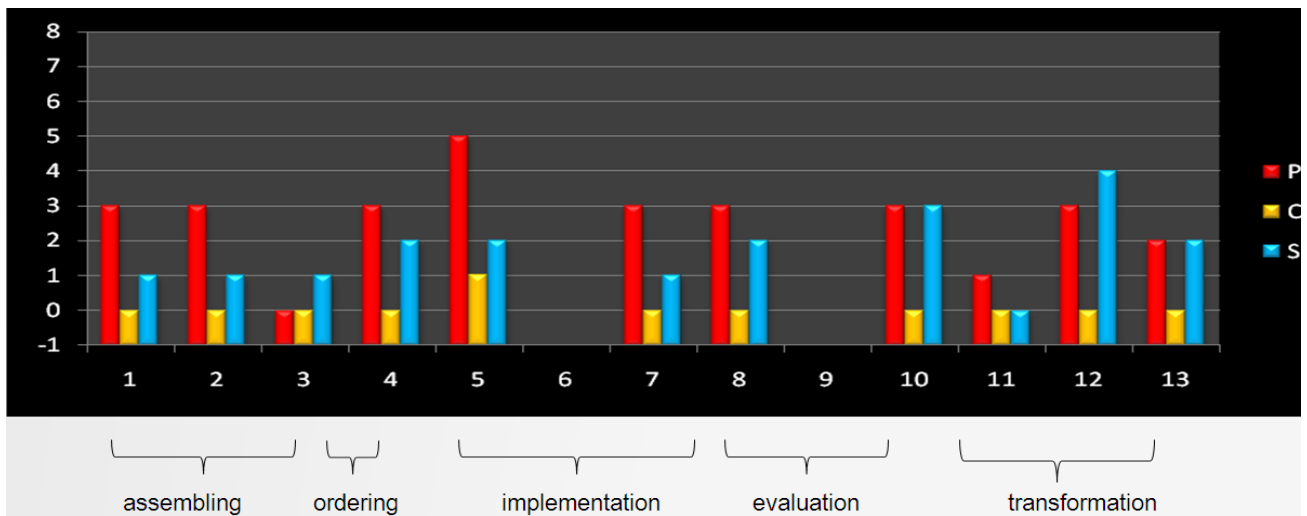


Figure 8, Actor 4 – I 4

Actor 4 was the most controversial and problematic member of the board. An important entrepreneur as well as a rather important political figure in the region, he had a long and dramatic relationship with the community, starting back in the 80's when he became actively involved in managing the cable car company. After the company went bankrupt, he personally acquired it, raising a lot of eyebrows in the region. His past relationship with the community is still a matter of conflict even today. During the observation, this actor was one of the most difficult to control and to bring on board. Even though an entrepreneur, he tended to look at most issues from the political perspective, even though towards the end of the analysis he starts to reflect a more balanced approach. However, his complete lack of cultural perspective alimented the tension with the community leaders and lead to a rather uncooperative process. The result is that in the transformation phase, the board decided to re-think the structure and the process of the organization in order to gain more control over the actions of this specific actor.

Actor 5

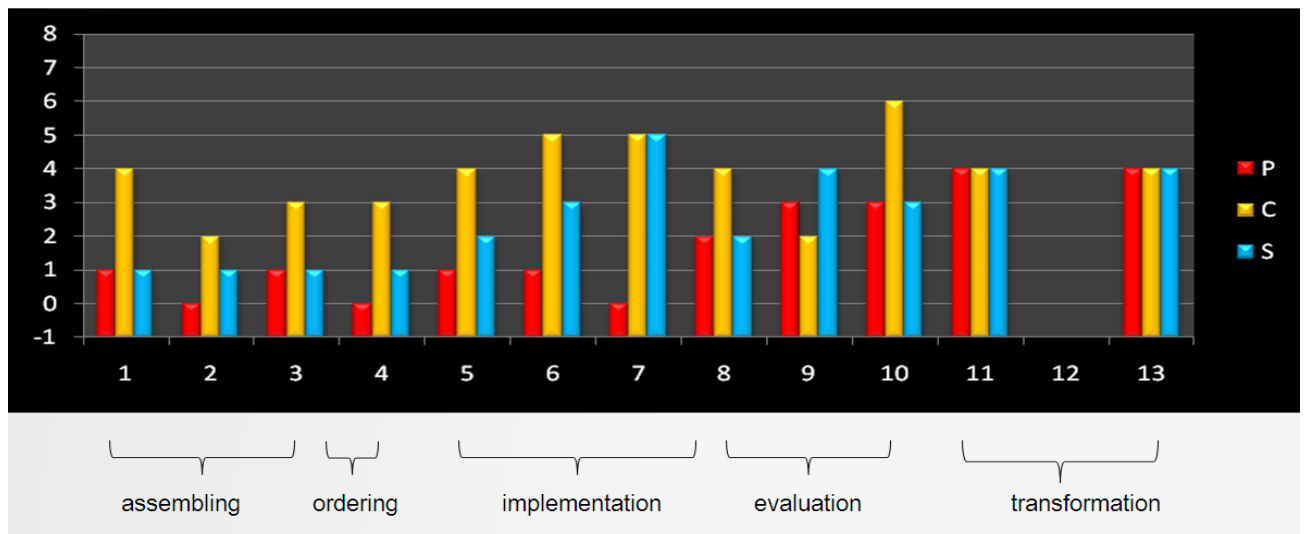


Figure 9, Actor 5 –I 5

One of the most interesting actors to observe throughout the process, I 5 is a one of the most influential community members with strong ties and interests in the village. Even though a natural leader, he refused from early start to coordinate the board. However, today he emerged as undoubtedly the natural choice to lead the organization. His evolution in time is also very interesting. Characterized by a strong cultural perspective, given on one hand by his background, but also his interests to preserve and respect the values of the community above all, he shows a clear learning path and a use of multiple perspectives that in time became probably one of the reasons why he was chosen as a leader. Showing understanding for all lenses, he got the political support but also the strategic support. His passion for the mission got in conflict many times with A 4 and even though there was alignment in time on some issues, they never seemed to find a common language.

Actor 6

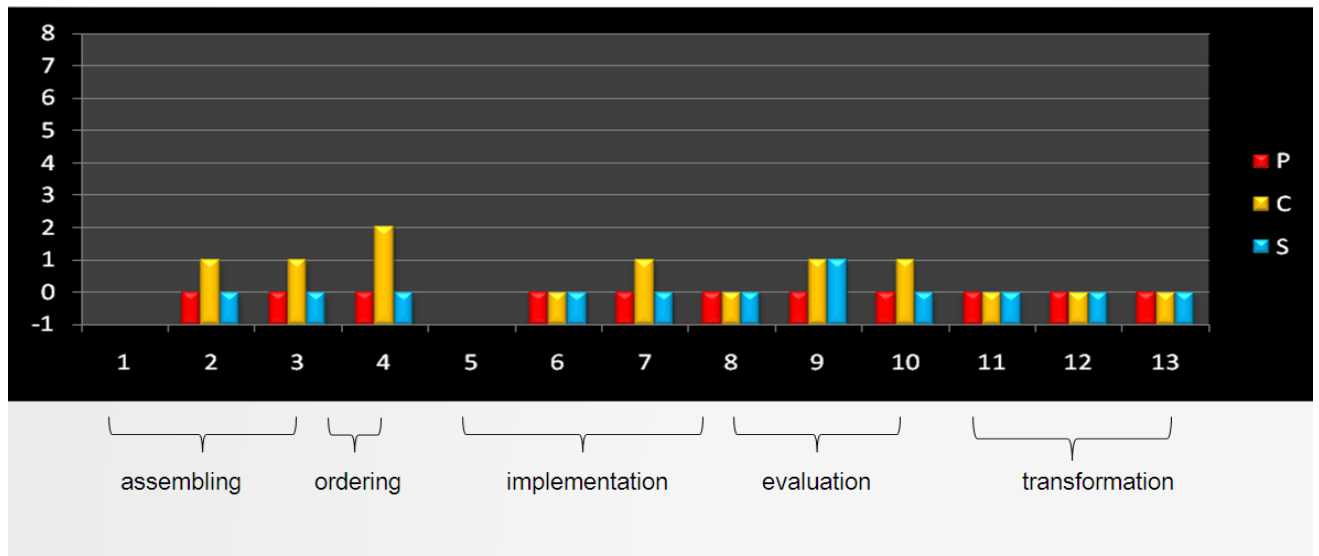


Figure 10, Actor 6 – I 6

I 6 is a member of the community, and represents and protects the interest of the villagers. Rather a silent member of the board, this actor doesn't contribute to the issues unless they involve the cultural perspective, the prevalent lens that he wears throughout the meetings. He was often the messenger of the community that manifested through this actor their lack of belief in the success of this platform.

Actor 7

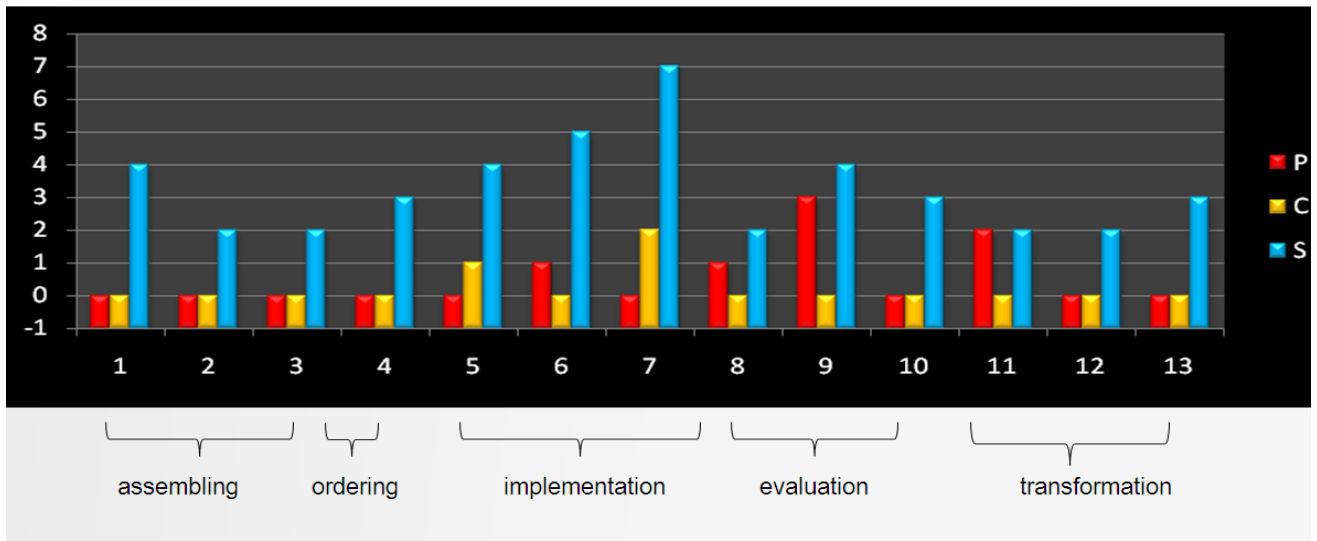


Figure 11, Actor 7 - I 7

I 7 is the resort manager of the group. His function strongly influenced his perspective and the overall direction of the board. He was very instrumental in defining structures and implementing procedures, achieving performance and efficiency. He was often perceived as the problem solver and he became the press secretary for the destination.

Actor 8

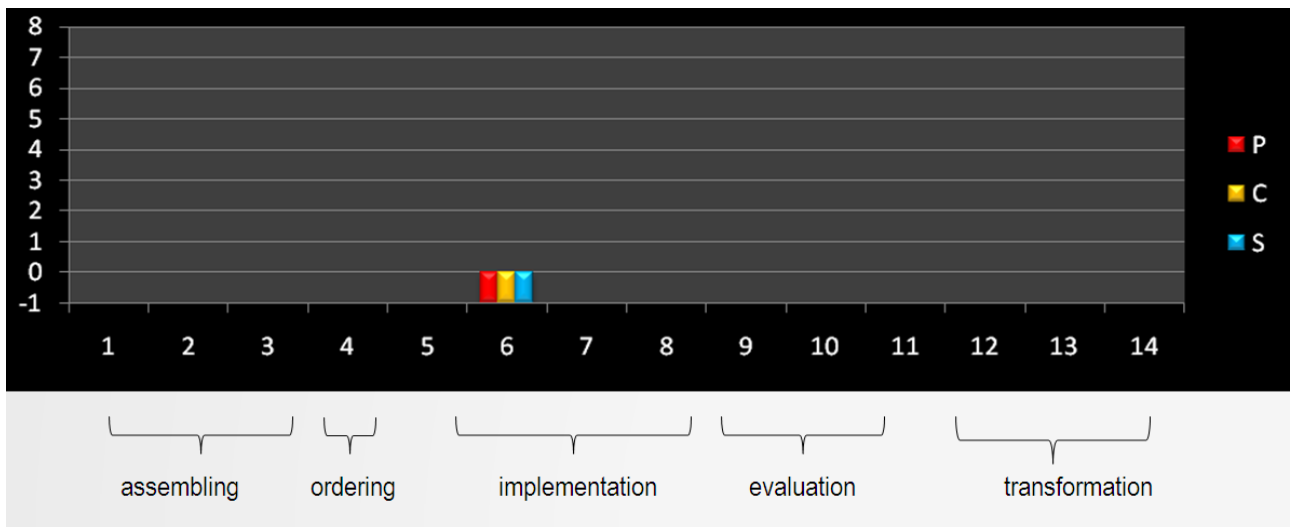


Figure 12, Actor 8 – I 8

I 8 is the formal political leader of the community. Invited to attend the board by the initiators of the platform, he agreed to be part of it but effectively he never attended the meetings, except for one time. His lack of participation was on one hand a message from the community that regarded the new structure with a very skeptical lens. The board perceived his lack of participation as a failure in involving the community and is planning to expand the group with other members that can represent the village.

Board behavior

Looking at the board behavior through the 3 lenses, we could say that overall this is a balanced organization. The political lens tended to be more active throughout the process, even dominating in the assembling and the ordering stages. The strategic lens started to manifest from the implementation stage while the cultural lens shows more balance overall. The main issues in our case study were lack of problem ownership, lack of multiple perspectives of some of the members, along with trust issues given by past experiences.

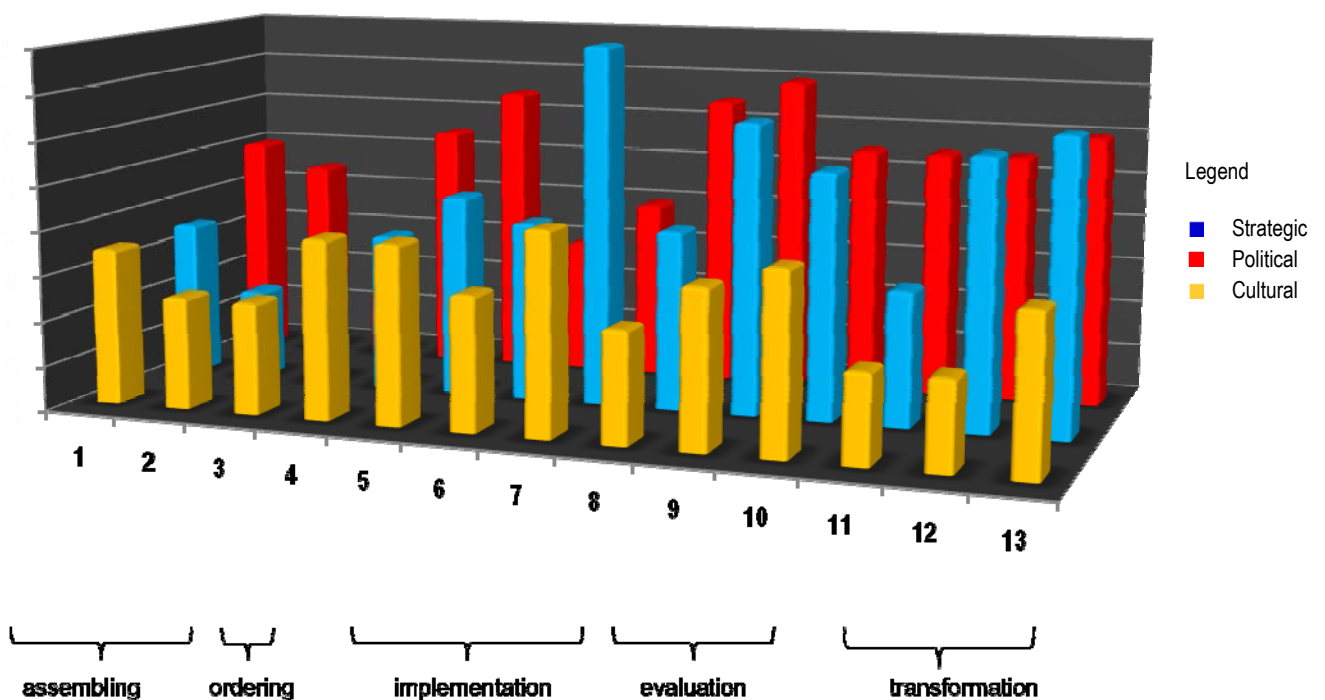


Figure 13, Group behavior

We do not want to give the message that a specific stage of the alliance should be reflected more or less by any lens, but rather to highlight the importance of having them all represented in the board mix.

Critics might consider that some of the members were “cheating” and expressed their opinions using the “right” lens for the sake of gaining support. While this might be true in many cases, especially for companies, in our case, we did not find it to be true. Since a destination is not a company, and the governance is a mix of stakeholders, each member had to protect his own interest therefore had to express their own perspective.

5. Results and interpretation

The recent tourism literature indicates a strong interest for understanding the behavior of decision making organizations, especially with the recent shifts from a traditional governance model based on the public sector to a corporate model that emphasizes efficiency and profit (World Tourism Organization, 2007) where destination management/marketing organizations are industry driven but also accountable to public funders (Pike, 2004). Our goal in this paper was to bring evidence from a real organization as a "live" case study. This empirical research tried to provide analytical tools for investigating the behaviors and motivations of the players involved in the decision making processes.

Tourism organizations must learn how to represent all stakeholders in this fast clockspeed environment. However, even though observers of the industry have recognized the need for a more collaborative approach, the dynamic of the governance process is still a matter of debate.

Limitations

The findings of this research cannot be generalized since we provided only one case study, therefore further investigation in other settings will contribute to the literature. Another important design flaw the transcription of the data (Lapadat, 2000; Lapadat and Lindsay, 1999). The transcripts were already "translated" by the secretary of the group and some of the direct messages got lost in "translation". Thus, future research following this approach should consider this short come. In addition to this problem is the lack of previous literature on the application in tourism management of the three lenses analytical framework, therefore is subject to criticism. On the other hand, this approach can be a rich and valuable tool for collecting and analyzing data in order to understand the dynamic of a specific context. Finally, this project was followed in the early life of this organization therefore it is hard to evaluate the overall value of the multi-lens approach for practice.

However, these limitations do not diminish the implications of our study for further research and practice. Theoretically, the three-lens framework suggests that governance research should consist of a more systemic analysis of cultural meanings, sociological factors as well as political implications and strategic drivers. The application of Ancona's model was recently seen in the work of Wurster, et al, 2009 that analyzed IT implementation in healthcare, confirming the need of simultaneously using all three lenses in achieving success and also the value of action research for problem solving in conflicted contexts.

Practitioners can benefit from learning about the multifaceted process of governance and better handle the control issues in destinations, often fragmented by the multitude of agendas. A deeper understanding of this process can decrease board members resistance, increase decision making effectiveness, and generate improvements in the governing process. Our findings can be useful for organizations that do not meet the needs of their shareholders and need to improve their processes and outcomes. The case study presented here can be useful for leaders of institutions that can use the lenses for diagnosing individual and organization. Furthermore, organizations that are just beginning of the governance process can benefit from these lessons. In tourism, public-private governance platforms are still developing slowly but according to WTO, this is the trend. As a result, organizations in charge of tourist destinations will be pressured to increase their performance and make use of all available tools. Therefore, tourism leaders must learn from others' lessons in this regard.

6. Conclusion

Our research represents an initial attempt to provide an analytical tool for diagnosing individual and organization behavior in the context of destination governance.

For that reason, we provided a theoretical framework composed by three lenses (political, cultural and strategic) through which an organization and its members can be analyzed. In addition, this work confirms empirically the validity of the model proposed by Wang and Fesenmaier of the five stages of a marketing alliance. The literature sustains that the ability of an organization to act with skill and creativity begins with the development of multiple perspectives and this paper intended to support this theory. The success of an organization depends not only on effective management but also of the ability of the members to understand the organization as an integrated and dynamic organism. With the support of previous studies that looked through the 3 lens in other organizational contexts, we hope to contribute to the language and the literature in the field of governance and organizational behavior and to the practitioners in this field.

In summary, this paper followed the creation of a new governance board in a small alpine resort in Switzerland. Our analysis found that members of the organization tended to suffer from "myopia" at least in the beginning therefore to look at issues mostly from on perspective. However, once aware of the value of the three lenses, once the trust is gained and the interests align, they tend to learn and apply multiple lenses on specific issues.

As indicated previously to avoid a narrow view, decision makers should "represent various disciplines, cultures, and perspectives" and understand that "everyone should not look or think alike." This article offers tools for planners to minimize the risk of a narrow perspective and avoid blind spots.

This small alpine resort in Switzerland, the subject of the case study, might not be the most representative case study, however this report provides an initial platform from which to conduct further research. Any decision making organization requires a complete understanding of the entire context. One essential factor in the governance process seems to be the agreement upon issues that affect the collective destination, rather than the individual interest. To cope with this challenge, tourism organizations and their leaders and members must learn regularly and rigorously from their work and this can only be the result of a culture of the organization, open to multiple perspectives.

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VII. Future research and limitations

This research is exploring the dynamic nature of the tourism sector, addressing various issues in tourism management. The qualitative data employed to define the case studies comes from participatory observation, ethnography, action research, etc. The main general limitation is that we cannot generalize the final findings but we hope that they can become transferable in other circumstances.

The cases discussed in the first part of this thesis, while very representative for the model proposed, are not the “universal recipe”; still, they might trigger more ways of thinking in different or similar contexts. We consider that applying the framework in several other cases can give a stronger support to the proposed model. The clockspeed framework has interesting implications for the destination life cycle theory that we shall immediately address in future research. Future research opportunities exist also for further analyzing the interplay between destinations and industries clockspeed.

The lack of previous empirical data in the operational reality of governance demanded a rather unconventional approach to research. Again, the results are a reflection of a single case study in a micro-destination. Nevertheless, conflicted situations in destinations are quite common and the results of this case study can help understanding the reality of partnerships, networks and governance. We believe that some of the conclusions have a broader and more general relevance and deserve further exploration in other destinations. The use of the lenses brings value to the methodology of analysis of the behavior of governing organizations in destinations where quantitative research or experimental tools are not able to capture the complexity of the relationships. However, future research should consider the issue of transcription of records to avoid losing in “translation” some of the data. More applications in other contexts will improve the strength of this model and help deciphering the behavior of decision making organizations.

Nonetheless, we hope that these limitations do not diminish the implications of our work for further research and practice. Theoretically, the destination dynamic model and the three-lens framework can improve the understanding of the tourism reality and further applications in other cases will add value to the literature. Practitioners will benefit from the findings on one hand by evaluating their destination position in the proposed destination dynamic model, decide which innovations will create the right value and help them to better understand the industrial evolutionary processes. On the other hand, decision makers can apply the three lenses in order to avoid blind spots and better represent the interests of their mixed stakeholders.

VIII. Final conclusions

In this dissertation we explored the forces and motions that characterize the dynamic nature of the tourism sector. On one hand we discussed the dynamic of tourist destinations and proposed a new clockspeed/value chain architecture framework illustrated in four US case studies. On the other hand we explored the dynamic of destination governance, a field of investigation of recent interest for the literature, through action research as well as content analysis.

Expressing at the confluence of various industries that supply the final tourism experience, this sector demands a sophisticated ability to design and manage the supply chain in order to get maximum advantage in a market where competitive forces may change any second. Building and complementing the existing literature, we proposed a new model of destinations dynamic that is a result of considering the role of the clockspeeds of industry components in the tourism experience and the relationships among these components with regard to where they fall on the spectrum of the integrality/modularity of the destination experience. The model is illustrated by four well known US destinations that vary in the dimensions of clockspeed and value chain architecture. From the application we see that the clockspeeds of such tourist experiences are interdependent with the value chain architectures in which they reside. Special emphasis is placed on the “maestros” of the value chain (Bitran, et al, 2007), that is, entities that play a role in coordinating multiple value chain or destination experience components.

This first time application of the clockspeed and value chain architecture model in the context of tourist research opens opportunities for the literature interested in explaining the dynamic of tourist destinations, in the interplay between destinations and industries clockspeed. Further applications of this methodology will strengthen the value and validity of the framework in the tourism literature as well. Practitioners who will utilize the clockspeed lens can determine the rate of evolution of a specific product, service or sector and its implication on the overall value chain.

The fragmented nature of the tourism sector is also a major challenge for the governance environment, typically characterized by a mix of multiple stakeholders all with different interests and therefore various control issues. For that reason, we followed this investigation with a very different approach and this time we put under microscope a small destination in the Swiss Alps going through the process of re-thinking their organizational structure. Here, thanks to action research, we were able to study it as an insider; to gain access to study and act in the implementation of a decision making organization is pretty unique, they

are often reticent to allow researchers inside to study the key members involved in governance processes. This ethnographic /action research approach enabled us to contribute to the gaps identified by previous literature and confirm the need for collaboration, cooperation and leadership. We also found that in the governance process, the roles of the decision makers are a reflection of the lens they wear.

The case study presented here highlights the importance of cultivating a governance culture of multiple perspectives in to avoid a narrow view upon issues of collective interest. Decision makers should "represent various disciplines, cultures, and perspectives" and understand that "everyone should not look or think alike." The empirical research provides new analytical tools for investigating the behaviors and motivations of the players involved in the decision making processes.

This part of the dissertation contributes to the literature and the methodological knowledge by applying for the first time the 3 lens model in a tourism context. The combined value of the action research and content analysis allowed us to open a new direction for the investigation of individual behavior in the context of decision making organizations. While the 3 lenses have been applied in different contexts, outside the area of tourism research, the methodology that we designed has never been used before, therefore we see potential for further applications and development. Practitioners will benefit from using this very specific and simple tool to improve their organizational processes and better understand the needs and the interests of their stakeholders.

Coming back to the question raised at the beginning "*how can a destination stay fit and agile and quickly adapt to change?*" While there is no recipe, we consider vital to understand in which quadrant your destination is positioned, what could increase or decrease its clockspeed and how will this impact the overall value proposition. Is also critical to reconsider the classic role of a DMO and define the new maestro figure, responsible for orchestrating the entire value chain while wearing all three lenses in order to support the interests of a mix of stakeholders.

We truly hope that this research will contribute to the tourism literature and methodology and will be a useful read for practitioners in today's rapidly changing global climate.

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