

New modes of innovation in a non-core region: first lessons learned from a multi-case study in Switzerland

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Introduction

The Valais: a non-core region of Switzerland

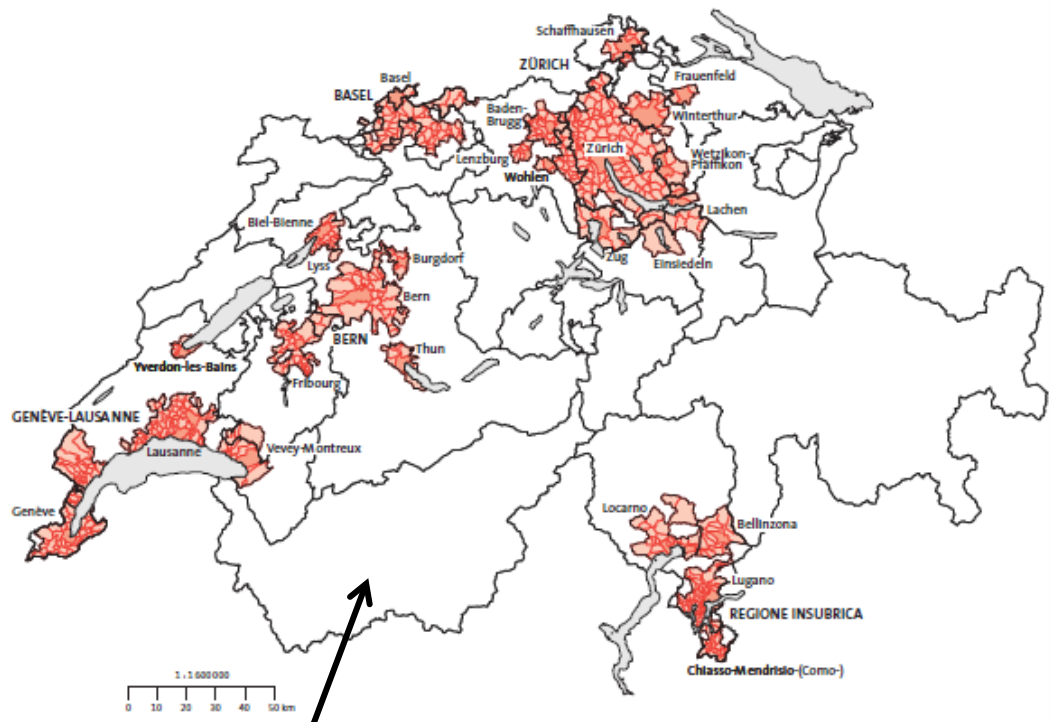


Fig 1: The metropolitan areas in Switzerland (Statistik der Schweizer Städte, 2012)

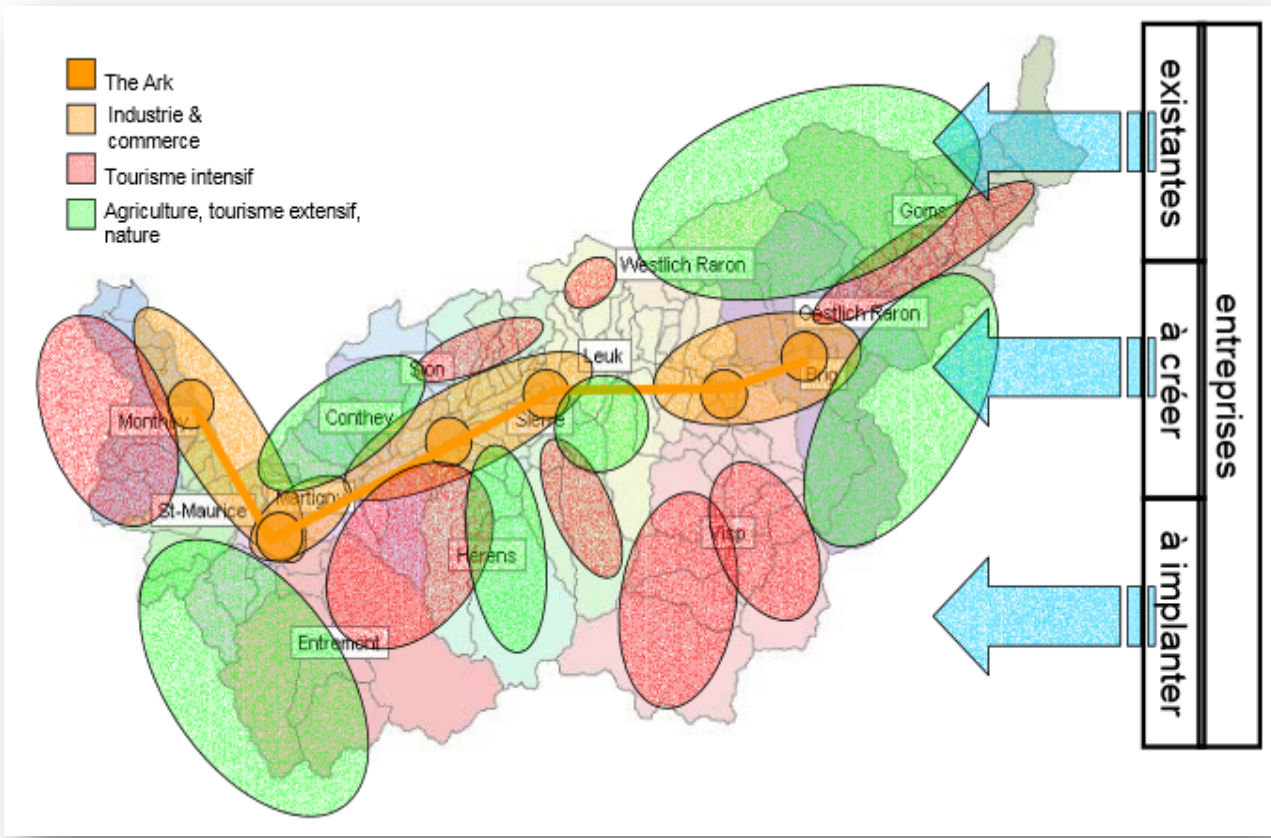


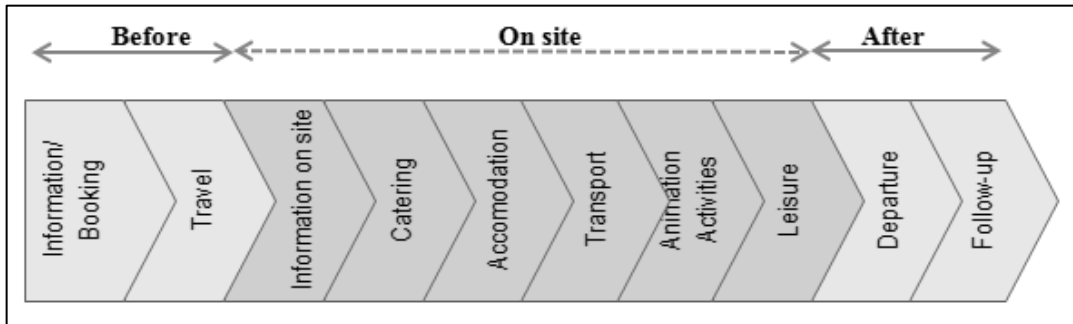
Fig 2: Economic development strategy of the Valais 2008-2011

The Valais



Introduction

Tourism & Shared Value



Data IEM 2013	Information & Booking	Travel & Transportation	Accommodation	Catering	Animation & Leisure	Total
Companies	177	222	1195	1831	721	4146
% total	4,3%	5,4%	28,8%	44,2%	17,3%	100%

Fig 3: Tourism Services Chain (Bieger, 2002) and the firms repartition (V.Grèzes)
Data: Orbis



Fig. 4: Harvard Business Review, Janv.-Feb. 2011

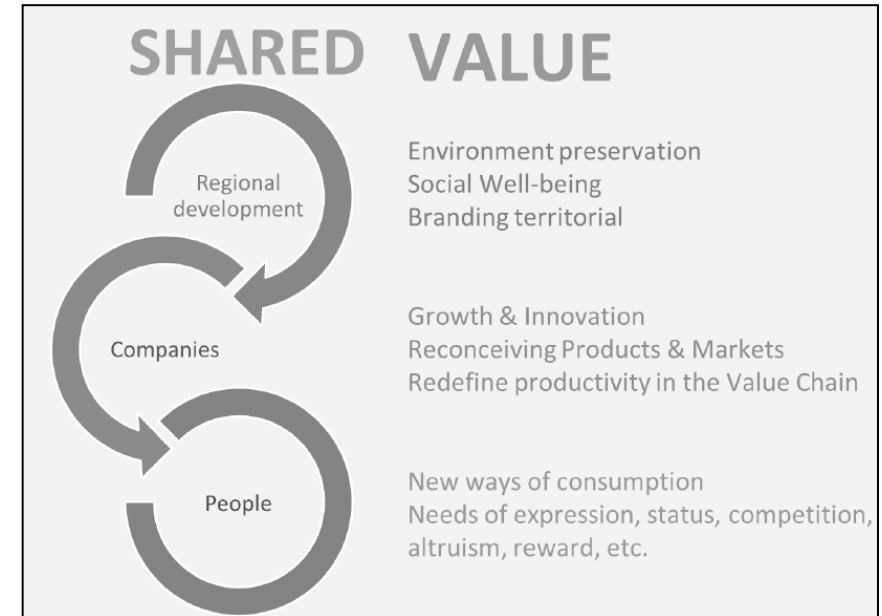


Fig. 5: The stakeholders of the shared value and their needs (V.Grèzes)

Introduction

Research questions

How to foster **innovation & growth** in a tourism region through the creation of **shared value**?

Which lessons can be learned from the implementation of new modes of innovation in two tourism destinations in the Valais, a non-core region of Switzerland?

Introduction

Local Partners

Regional authorities



Regional branding



Labelization &
Firms association



Regional economic development
division

Scientific and public partners



Sectorial monitoring office



aR&D University institutes

Introduction

Applied Methodologies/ Modes of innovation



1. Intention	2. Innovation	3. Difficultés	4. Incertains	5. Délai	6. Ris
1.1. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.	1.2. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.	1.3. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.	1.4. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.	1.5. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.	1.6. L'innovation est un processus complexe et multidisciplinaire. Elle implique des acteurs multiples et des ressources importantes. Elle est souvent coûteuse et prend du temps.



Crowd-Sourcing

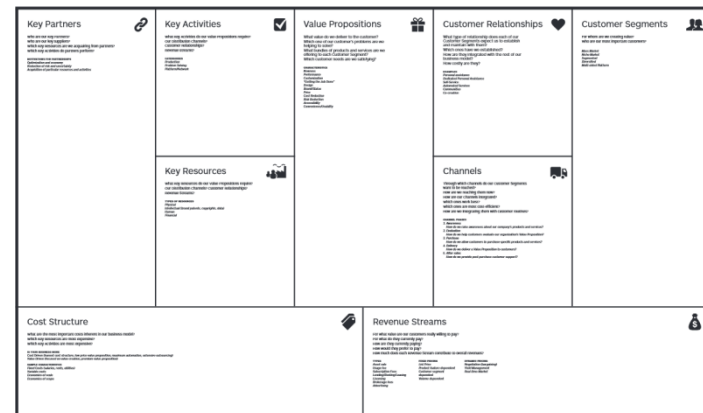


Fig. 7: The 9 building blocks of the Business Model Canvas (Osterwalder et al., 2010)

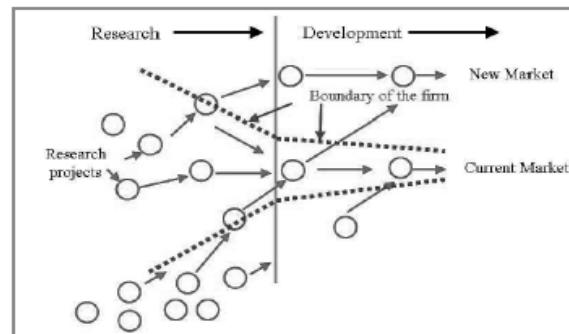


RIS Interview & Analyses

SWOT Analysis



Workshops



Open Innovation (Chesbrough, H., 2003)

Consideration of the experiences of the local companies, the customers and the residents, and finally the business opportunities



First lessons learned

Case 1: Feriendorf Tschuggen AG



FERIENDORF

CHALETS

ONLINE BUCHEN

AUSFLUGSTIPPS

VERANSTALTUNGEN

SERVICE

EINLOGGEN

Feriendorf Tschuggen

UNSER DORF - EIN KLEINES PARADIES IM WALLIS!

Source : <http://www.fedo-tschuggen.ch/>

iBrain: Question for the owners, the executive board, and the employees of Tschuggen

Anzahl eingegangener Ideen: 13



Feriendorf Tschuggen

Mit welchen Anreizen können weitere Eigentümer zur Vermietung ihrer Chalets in Tschuggen motiviert werden?



[Zusätzliche Informationen](#)

Wichtiger Hinweis

Das [Institut für Tourismus](#) der Fachhochschule Wallis (HES-SO Valais-Wallis) hilft bei der Neuausrichtung des Feriendorfs Tschuggen mit. Das Ziel ist, das wirtschaftliche Überleben des Feriendorfs sicherzustellen.

Moderatoren:



Marc Schnyder (2)
Moderator

Sichtbarkeit:
Gruppen

Status:
Auswahl

Gesamtprämie:
Spende eine Idee

Akzeptierte Sprachen:
DE - FR - EN

Laufzeit:
08.07.2015 00:00 - 17.08.2015 23:30

First lessons learned

Case 2 : Val d'Anniviers

val d'anniviers
SIERRE-ANNIVIERS VALAIS WALLIS SWITZERLAND



chercher

LA RÉGION

GUIDE PRATIQUE

A FAIRE EN ÉTÉ

A FAIRE EN HIVER

EN DIRECT

Français



Coup de Coeur



Offre



Hébergement



Nous rejoindre



Source: <http://www.rma.ch/cartepistes/carte.php?lng=FR>

Conclusions

Challenges to create projects at the three levels of the creation of shared value:

- **Redesign of products and markets**
 - Case 1: Tschuggen Feriendorf AG
- **Redefinition of productivity**
 - Case 2: Val d'Anniviers
- **Development of local clusters**
 - Improving the local tourism cluster by the introduction of new modes of innovation

Limits

- We chose the cases and they did not come spontaneously to us (in spite of the media communication)

Further research

- Continue the process of the case 2
 - *involve more external and m.b. complementary actors*
- If it works, look for self sustaining process

Thank you for your attention !



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