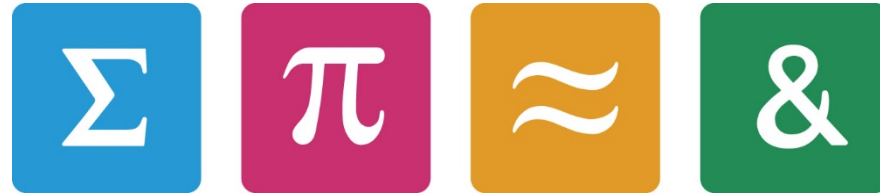


# Design and implementation of innovation policy in a non-core region: First lessons learned from a case study in a region of Switzerland

Vincent Grèzes, PhD<sup>1</sup>, Sandra Bürcher<sup>2</sup>, Antoine Perruchoud<sup>3</sup>



<sup>1-3</sup> **Entrepreneurship & Management Institute**

**University of Applied Sciences Western Switzerland**

**HES-SO Valais Wallis**, Technopole 3, Sierre, 3960, Switzerland

Tel. +4127 606 90 01, Fax. +4127 606 90 01

Emails: [Vincent.Grezes@hevs.ch](mailto:Vincent.Grezes@hevs.ch), [Antoine.Perruchoud@hevs.ch](mailto:Antoine.Perruchoud@hevs.ch)

<sup>2</sup> **Economic Geography Group**

**Institute of Geography, University of Bern**

Hallerstrasse 12, Bern, 3012, Switzerland

Tel. +4131 631 88 77

Email: [Sandra.Buercher@giub.unibe.ch](mailto:Sandra.Buercher@giub.unibe.ch)

*5th NORSA Conference, 15<sup>th</sup>-16<sup>th</sup> January 2015*

*Centre for Regional Innovation Strategies*

*University of Agder, Grimstad (Norway)*

# Introduction

## Tourism: a complex system

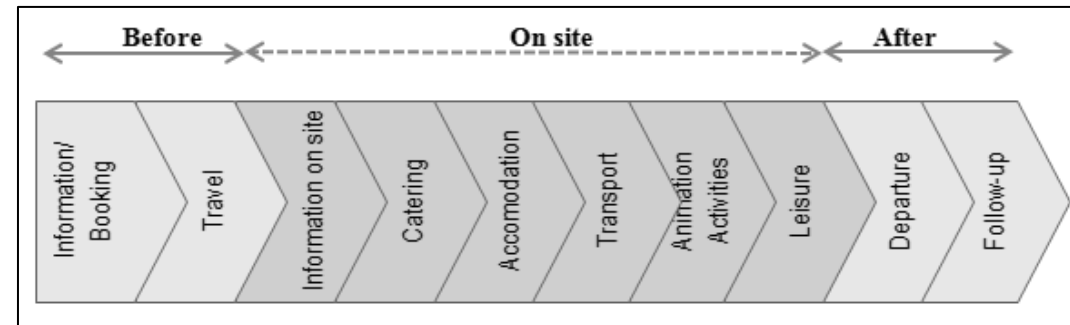


Fig 2: Tourism Services Chain (Bieger, 2002)

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%

# Introduction

## The creation of shared value



Fig. 3: Harvard Business Review, Janv.-Feb. 2011

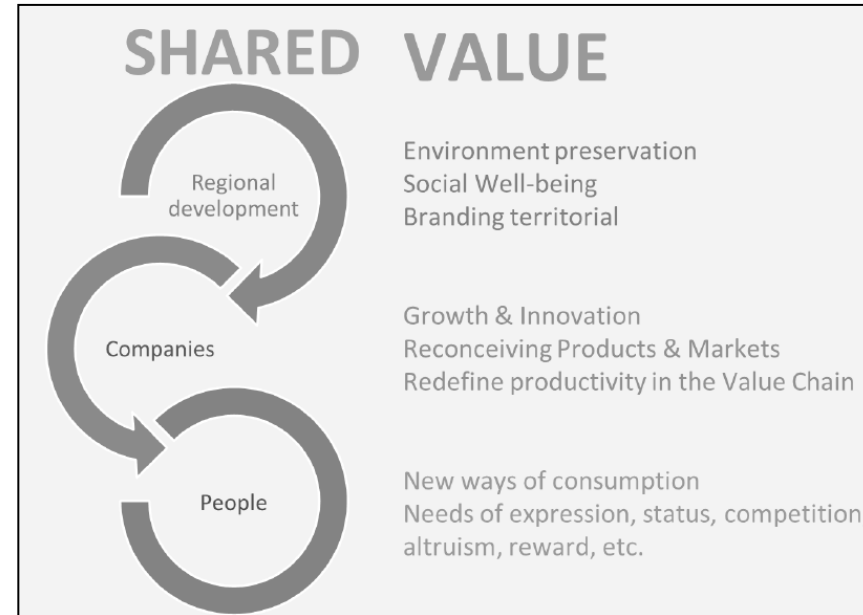


Fig. 4: The stakeholders of the shared value and their needs

# Introduction

## Research question

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

How to **measure** it?

# Design

## Consideration of the local institutions



# Design

Consideration of the experiences of the local companies



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

# Design

## Consideration of the customers and the residents

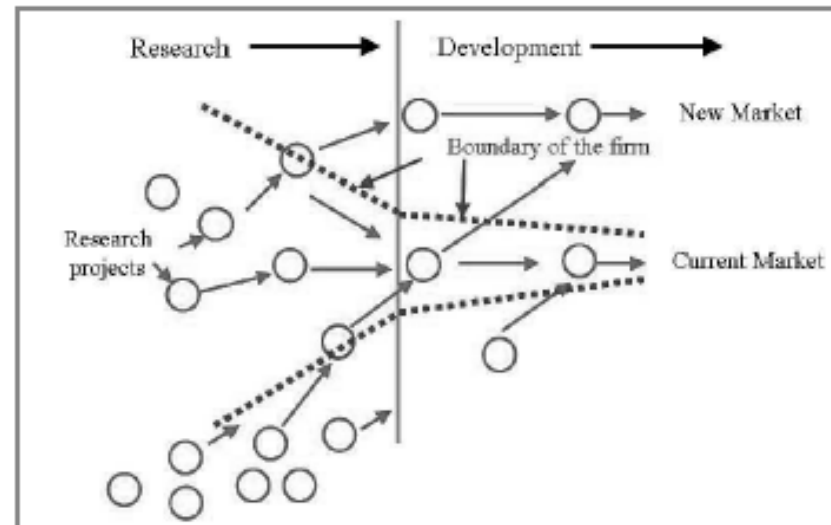


Fig. 6: Open Innovation (Chesbrough, H., 2003)

## Design

### Consideration of the business opportunities



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



# Implementation

## System of creation of shared value through crowd innovation

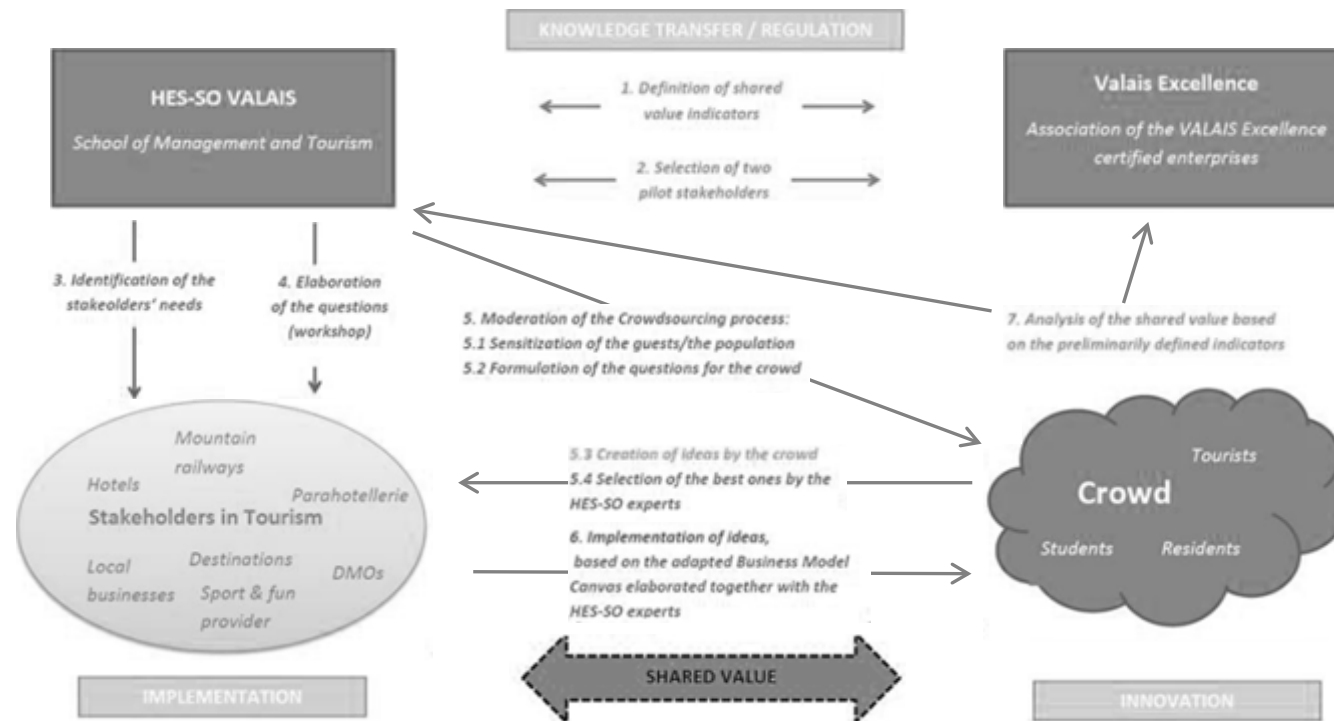


Fig. 8: System of creation of shared value through crowd innovation

# First lessons learned

## Definition of the first indicators of shared value

Categories	Indicators
<b>Gouvernance</b>	<i>The performance of the organization in terms of sustainable development is regularly evaluated and its result is communicated by a report. The rate of satisfaction of stakeholders (customers, shareholders, other) is measured and demonstrates that the organization gets much better than the industry average.</i>
<b>Social</b>	<i>The organization is committed to promote the integration of people in difficulty. The organization has put in place measures that facilitate the involvement of employees in the community life and Valais policy.</i>
<b>Human Resources/ Training</b>	<i>At least 60% of the staff is committed under the status of permanent contracts: the organization has indicators to judge the ability of its staff to share with customers about the history, culture and the forces of the region.</i>
<b>Health/ Safety</b>	<i>Health / Safety are strategic elements of the organization; maintenance organization active dialogue with the authorities, stakeholders and specialists.</i>

Categories	Indicators
<b>Innovation / Progress</b>	<i>Information, knowledge and technology are shared with partners and other stakeholders; the organization participates in knowledge exchange and sharing of knowledge with other members of the association; the innovation process for new products is able to produce changes in the business environment of the organization.</i>
<b>Partnerships/ Suppliers</b>	<i>The organization has implemented initiatives undertaken to encourage suppliers to have a positive attitude according to sustainable development; the organization has a leadership role in the region. It fosters partnerships and collaborations within and between economic branches.</i>
<b>Continuous Improvement</b>	<i>The interest are brought to the performance improvement of the organization, including its ability to learn and grow; benchmarking is systematically used as a tool to detect opportunities for improvement, innovation and learning.</i>

## Discussion & Conclusion

- Involvement of the local authorities, but which demand a self-financed process or federally funded
- Importance/Challenge to create projects at the three levels of the creation of shared value:
  - **Redesign of products and markets**
    - ex.: Pass Anniviers – *Over 20 free activities and transport offered.*
  - **Redefinition of productivity**
    - ex.: die Lötschentaler – *Four hotels and a camping: Simply more options.*
  - **Development of local clusters**
    - ex.: Ritzi – *Professional training program created and funded by professionals, aimed to sustain a high level of quality in Valais.*

# Design and implementation of innovation policy in a non-core region: First lessons learned from a case study in a region of Switzerland

Vincent Grèzes, PhD<sup>1</sup>, Sandra Bürcher<sup>2</sup>, Antoine Perruchoud<sup>3</sup>

***Thank you for your attention !***

<sup>1-3</sup> **Entrepreneurship & Management Institute**

**University of Applied Sciences Western Switzerland**

**HES-SO Valais Wallis**, Technopole 3, Sierre, 3960, Switzerland

Tel. +4127 606 90 01, Fax. +4127 606 90 01

Emails: [Vincent.Grezes@hevs.ch](mailto:Vincent.Grezes@hevs.ch), [Antoine.Perruchoud@hevs.ch](mailto:Antoine.Perruchoud@hevs.ch)

<sup>2</sup> **Economic Geography Group**

**Institute of Geography, University of Bern**

Hallerstrasse 12, Bern, 3012, Switzerland

Tel. +4131 631 88 77

Email: [Sandra.Buercher@giub.unibe.ch](mailto:Sandra.Buercher@giub.unibe.ch)

*5th NORSA Conference, 15<sup>th</sup>-16<sup>th</sup> January 2015*

*Centre for Regional Innovation Strategies*

*University of Agder, Grimstad (Norway)*

## References

- Bieger, T., (2002), Management von Destinationen, 5. Auflage, Oldenbourg Verlag Thomke,
- Chesbrough, H. W. (2003). *Open Innovation: The new imperative for creating and profiting from technology*. Boston: Harvard, Business School Press
- Osterwalder, A., Pigneur, Y., (2010), Business Model Generation. Second Edition, Canada: Self Publication
- Porter, M. E., Hills, G, Pfitzer, M., Patscheke, S., Hawkins, E. (2011). *Measuring Shared Value. How to Unlock Value by Linking Social and Business Results*. FSG
- Porter, E. M., Kramer, M. R. (2011). *Creating Shared Value. How to reinvent capitalism – and unleash a wave of innovation and growth*. Harvard Business Review