Change management of destinations: a new model based on the concept of stakeholder networks and participation

IGU Pre-Conference Symposium
Transforming and Managing Destinations: Tourism and Leisure in a Time of Global Change and Risks

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Governance aspects in destination development

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Theoretical framework

Agenda
- Theoretical framework
- Methodical approach
- Results
- Conclusion
Research questions

- How do change management processes of destinations as networks of cooperating, collaborating and independent stakeholders differ from those of companies?
- Does the heterogeneous structure of collaborating companies, with its public and private actors, as well as the regional size of destinations represent a special difficulty in the process of change?
- Which are the requirements regarding leadership and communication for successfully coping with the heterogeneous network structures?

Research method

- is based on the so-called grounded theory (Glaser & Strauss, 1967 resp. Strauss & Corbin, 1996)
- Glaser and Strauss’s approach is widely used within the framework of the case study methodology (Eisenhardt, 1989),
- the following documents and statistics have been collected and analyzed:
  - (1) 29 semi-structured personal interviews with experts of the destination on different levels;
  - (2) annual reports, tourism concepts;
  - (3) arrival and overnight stay statistics;
  - (4) press reports of regional magazines and newspapers

Results and Contribution

- The object of research is a regional destination, in which a structural and transformative process of change in organizational and task structure is already finished including all stages of change (Ackermann, 1997)
- For the case study, the German destination of Sauerland has been chosen
- The aim of the normative approach was to develop two models:
  a) one model, which describes ex-post the process of change in the destination of Sauerland and
  b) to develop on the basis of the strengths and weaknesses as well as problems one abstract and theoretical model which shows how the process could have been proceeded
- The main contribution of the paper is to support a better understanding of the transformation(al) processes of tourism destinations, while considering the regional and structural nature of tourism destinations

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Character of change (combination of approaches)

Process stages (implementation of stages and measures)

Planning → Preparing → Changing → Establishing → Evaluating

Governance instruments (pressure and incentive)

Personnel and focus group dialogue, trainings, workshops, informational meetings, newsletter, use of social media etc.

Instruments

Use of instruments as a function of process phase and group of stakeholder

Stakeholder Participation (selected private and public stakeholders)

Steering committee

Change agent

External experts

DMO

Local change agents

Initiation and coordination

Stakeholder participation: decentralized approach: Senior and local change agents

Streeting committee

Senior change agent or change team

Operative change management

Strategic change management

Implementation and participation

Source: Own figure

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Source: Own figure
Conclusion, limitations and further research

- Based on a single case study, a new theoretical model of change management of regional, community based destinations is presented.


- Results limited to
  - regional destinations of the community type and
  - based on a single case study of special societal characteristics

- Further research:
  - Similar approach in another regional destination (increase validity)
  - Importance of destination governance and its dimensions: power, knowledge, informal relations etc.

Thank you for your attention

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