

# 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*

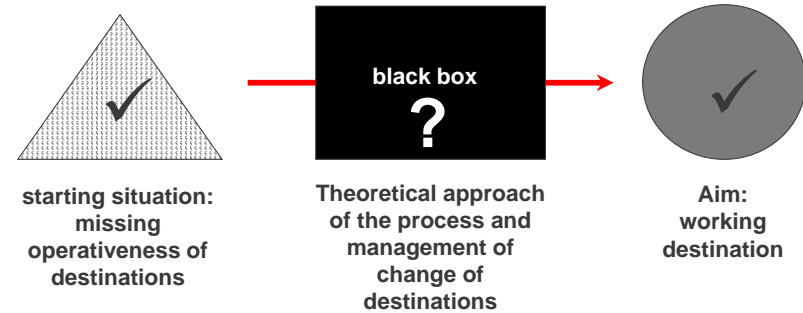
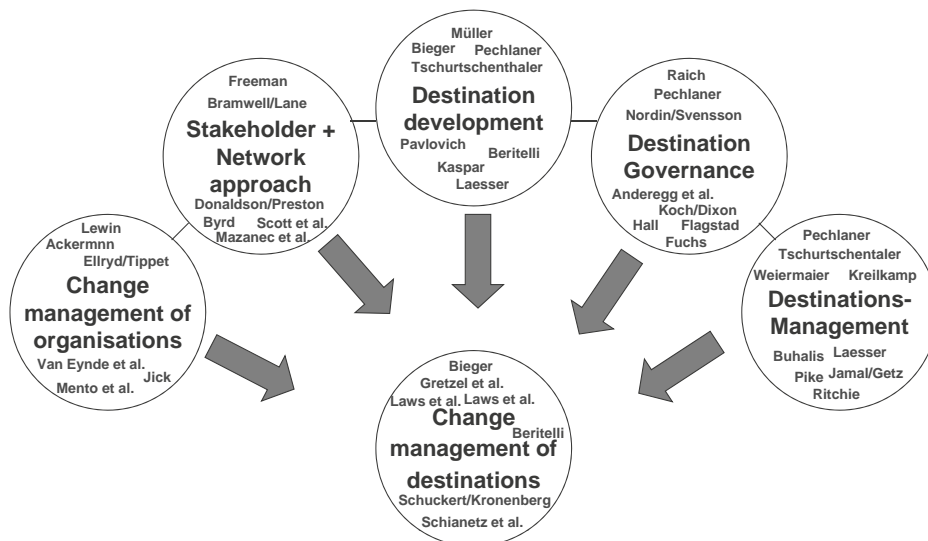
Friday 24th August 2012, Session III  
 Governance aspects in destination development

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## Agenda

- Theoretical framework
- Methodical approach
- Results
- Conclusion

## Theoretical framework





## 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?

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## 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

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## 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

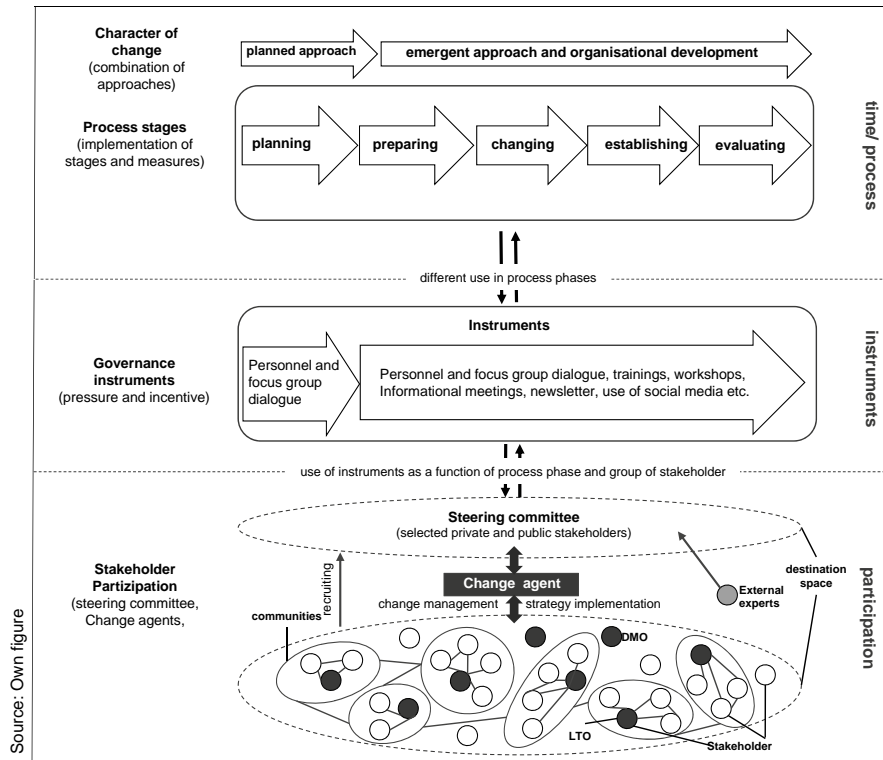
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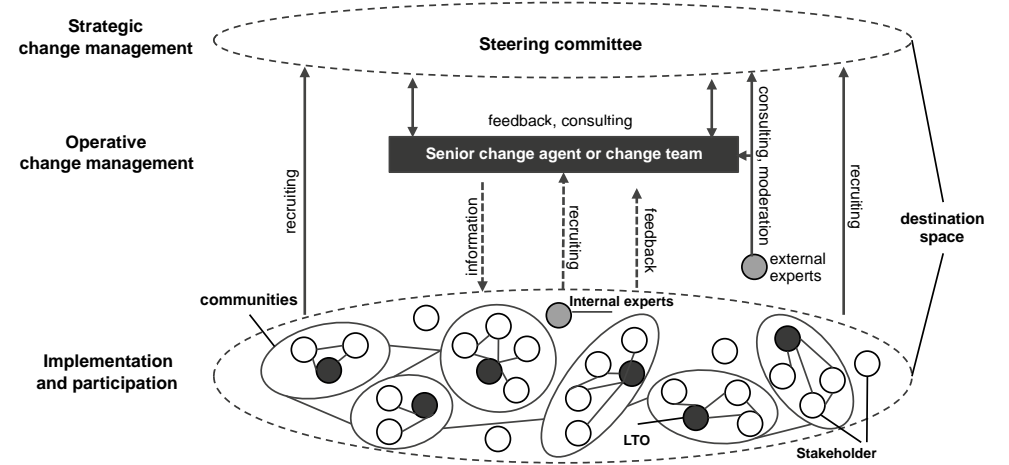
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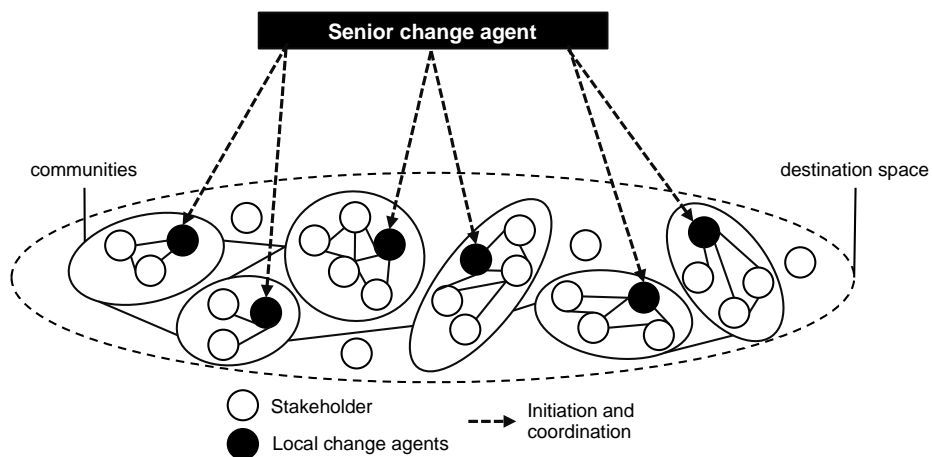


different dimensions of change

## Stakeholder participation: strategic and operative change management



## Stakeholder participation: decentralized approach: Senior and local change agents



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## 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
- For major limits or prejudices of the case study method and their counter arguments see Yin (2003: 10f.), Locke (2001: 111ff.) and Eisenhardt (1989: 547)
- 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.

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# Thank you for your attention

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