

Destination innovation and superstar spillover effects on tourism: The entrepreneurial CR7 Museum and *Ballon d'Or 2013* winner **Cristiano Ronaldo**

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Resumo | Esta pesquisa, de cariz qualitativa, envolveu 16 entrevistas e contribui para a investigação sobre inovação no turismo, concluindo que o jogador de futebol Português Cristiano Ronaldo, o vencedor da Bola de Ouro 2013, é um produto inovador topo de gama responsável por um impacto positivo significativo na imagem e reputação do seu país (Portugal) e local de nascimento (a ilha da Madeira) e na atividade turística destes destinos. O novo conceito SuperTourINNOV (*Superstar Tourism Innovation*) apresentado é uma força de desenvolvimento e de criação de emprego, ao registar-se que o inovador Museu CR7, de Cristiano Ronaldo, está a dar passos significativos para ser uma importante atração de turistas na ilha da Madeira. Os entrevistados, entre os quais se incluem operadores de primeira linha de agências de viagens, turistas no Museu CR7 e funcionários-chave do Museu CR7, realçam a importância da inovação no destino – dependente, em parte e neste caso, das vitórias de Cristiano Ronaldo e do conceito SuperTourINNOV – que se poderá revelar, no entanto, tão incerto quanto a inovação continuada em empresas como a Nokia e a BlackBerry – outrora líderes nas suas áreas.

Palavras-chave | Bola de Ouro, Cristiano Ronaldo, Madeira, Portugal, Turistas.

Abstract | This qualitative research effort involved 16 interviews and contributes to the research on innovation in tourism. The author concludes that Portuguese footballer Cristiano Ronaldo, winner of the *Ballon d'Or 2013*, is an innovative top-of-the-range product responsible for a significant positive impact on the image and reputation of his country (Portugal) and birthplace (Madeira Island) and also on the tourism in these locations. The new concept of SuperTourINNOV (*Superstar Tourism Innovation*) is presented as a force for development and job creation, as the innovative Cristiano Ronaldo (CR7) Museum takes significant steps to becoming an important tourist attraction on Madeira Island. The interviewees, including frontline travel agency operators, visitors to the CR7 Museum, and CR7 Museum employees, emphasize the importance of destination innovation – depending, partly, in this case, on Ronaldo's victories and on SuperTourINNOV – which can prove, however, to be as uncertain as continued innovation at companies such as Nokia and BlackBerry – which used to be market leaders.

Keywords | *Ballon d'Or*, Cristiano Ronaldo, Madeira, Portugal, Tourists.

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1. Introduction

Tourism is defined by the World Tourism Organization (UNWTO) (1992, cited in Middleton, Fyall, Morgan & Ranchhod, 2009, p. 3) as follows: "Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." Furthermore, "tourism as a phenomenon is constantly pushing its frontier forward, expanding its importance and involving more people globally" (Costa & Buhalis, 2006, p. 1). Indeed, tourism has been identified as being the biggest industry in the world (Costa & Buhalis, 2006; Middleton et al., 2009) and international tourists in particular assume added importance as they tend to contribute more to the economy of their destinations than do domestic tourists (Middleton et al., 2009). As concerns employment, the tourist sector is an important source of jobs, as "the global tourism industry directly provides around 3% of global employment" (Ladkin, 2013, p. 116).

According to Statistics Portugal (2013), tourism arrivals worldwide grew 4% in 2012, meaning an additional 39 million international tourists. More than half (51.6%) of the international tourists came to Europe (up 3.4% over the previous year), with 74.9% of these having come to European Union (EU) countries, though Asia and The Pacific, as well as Africa, showed very interesting growth rates at 7% and 6.4% respectively.

As concerns Europe, according to the UNWTO (2013), as cited by Statistics Portugal (2013), 65.1 million international tourists travelled to Northern Europe, 166.5 million tourists travelled to Western Europe, 111.6 million tourists travelled to Central and Eastern Europe, and 191.2 million tourists travelled to Southern Europe and the Mediterranean (Europe's most visited market segment).

Of note is that North America received 105.9 million tourists in 2012, North-East Asia received 122.8 million tourists, South-East Asia received 84.6 million tourists, and Southern Asia received 14.1 million tourists (Statistics Portugal, 2013).

Significantly,

in Portugal, according to the Balance of Payment produced by *Banco de Portugal*¹, the item Travel had its revenue increased by 5.6% and the expenditure decreased by 0.9% in 2012. Therefore, the balance of this item showed a significant positive trend in this year. Revenue reached EUR 8 606 million while expenditure stood for EUR 2 946 million, which led to a EUR 5 660 million balance in 2012 in Travel item, against EUR 5 172 million in 2011 (+9.4%). (Statistics Portugal, 2013, p. 4).

The growing importance of tourism for Portugal has been recognised by various authors, as tourism contributes to the creation of wealth and to improved quality of life – by creating jobs, stimulating infrastructure development, and promoting innovation (Cunha, 2013). Portugal has a favourable climate and natural conditions which, coupled to its relatively low prices and hospitable population, make it a very attractive tourist destination (Cunha, 2013).

This article is concerned with the positive effect on tourism that certain people may have, namely superstars, defined as "an extremely famous and successful performer or sports player" (Oxford Dictionaries, 2014a). Sport and football (soccer) in particular is growing in popularity – "more countries belong to FIFA, football's governing body, than to the United Nations" (Kofi Annan, s.d., cited in Ghemawhat, 2007, p. 1) – and thus certain related events may have important spillover effects (economic and other).

2. Research question

What effects can the success of superstars have on the tourism and well-being of their home countries, namely in the case of Cristiano Ronaldo and the *Ballon d'Or 2013*?

¹ Central Bank of Portugal.

Footballer Cristiano Ronaldo won the *Ballon D'Or 2013*, in January 2014, FIFA thus naming him as the best football player in the World for 2013. What effects may this have on Portugal and on the island of Madeira, where Cristiano Ronaldo was born, in the short-, medium- and long-term?

Goodwill is defined as “friendly, helpful, or co-operative feelings or attitude” (Oxford Dictionaries, 2014b) but still further as “the established reputation of a business regarded as a quantifiable asset and calculated as part of its value when it is sold” (Oxford Dictionaries, 2014b). If one views countries as organizations then the value of a country may be seen to grow if its goodwill, or reputation, increases. According to Investopedia (2014), “Goodwill is difficult to price, but it does make a company more valuable. For example, a company like Coca-Cola (which has been around for decades, makes a wildly popular product based on a secret formula and is generally positively perceived by the public), would have a lot of goodwill.” So, we might ask further ‘how can the winning of the *Ballon d’Or* affect the winner’s country’s goodwill and thus the number of tourist arrivals in that country?’ Or, ‘how can the winning of the *Ballon d’Or* by Cristiano Ronaldo affect Portugal’s and Madeira’s goodwill and thus the number of tourist arrivals in Portugal and Madeira, over a period of time?’

3. Cristiano Ronaldo in the international press

The news of the result of the *Ballon d’Or 2013* came out in numerous publications, herein we mention some from the UK, the USA, Spain, and Russia.

Cristiano Ronaldo’s victory in the *Ballon d’Or 2013* has been attributed by the BBC to a remarkable 2013 season, where we witnessed an “era-defining triumph” (Brassell, 2014) when Ronaldo propelled Portugal to the World Cup by scoring four goals against Sweden, in the final qualifying play-off

events, in November 2013. Ronaldo scored 69 goals in 2013 (59 goals while playing for his club Real Madrid and ten goals while playing for Portugal), in 56 appearances, with eight ‘hat-tricks’ (three goals in a single game), including a hat-trick when playing against Sweden in the final World Cup play-off game, as mentioned above. Ronaldo out-shot all of his rivals in Europe’s top five leagues as concerns shots on target, in 2013. Ronaldo had a total of 160 shots on target, in 2013, when all competitors are considered (Brassell, 2014).

Ronaldo also symbolizes the best of family values, and being surrounded by his family at the *Ballon d’Or* prize-giving ceremony and his show of emotion when speaking of his family (The Times, 2014; The Voice of Russia, 2014) attests to just that. Thus, the best of values are espoused in the international arena by Ronaldo and this is good for Portugal’s goodwill and reputation. Youngsters worldwide look to Ronaldo as a role model and the association to Portugal’s national culture and environment is beneficial. Will this make travelling to Portugal all the more desirable in the short- and medium-term, in particular over the next 2-4 years?

Ronaldo was decorated, in Portugal, one week after becoming world football player of the year, with the medal of the Order of *Infante D. Henrique* – for being a symbol of Portugal all over the world and for “contributing to the international projection of the country” (*El País*, 2014) and for being “an example of tenacity for the new generations” (*El País*, 2014). What may the practical repercussions be for Portuguese international tourism arrivals?

The title ‘Cristiano Ronaldo: The Hardest-Working Man in Sports’ had already been written before this latest triumph by Ronaldo, as a heading in the Wall Street Journal (Robinson, 2012). “For the Portuguese striker, there truly is no time to rest. Competition follows competition. National team games fill the holes left by club games. And so it goes for nearly 12 months. The seasons just bleed into each other. In the last calendar year, he has racked up 6,030 minutes in 71 appearances for his club (Real

Madrid) and country, more than any other European player, excluding goalkeepers..." (Robinson, 2012).

4. The marketing of places

Tourists conjure up mental images of places – according to the mental constructions they have – which summarize the defining identities they possess, and have come into contact with, generally also held by some greater part of the population or industry segment (Azevedo, Magalhães & Pereira, 2011). The amount of worldwide resources is limited and, thus, places compete for the preference of tourists (Azevedo et al., 2011; Umbelino, Filipe, Amorim & Carranca, 2013).

The brand of places can be managed (Azevedo et al., 2011) – but it is also subject to uncontrollable externalities – be they positive or negative. Take for example tourism in the Middle East – which decreased in 2012. This could be linked to the difficulties and lack of stability experienced in the region, tourists seeing the area as being dangerous to visit. As concerns international tourists, "the Middle East was the only region to present a declining result in year-on-year terms (-5.4%)" (Statistics Portugal, 2013, p. 4). Alternately, if a country rears a global sports star, does that make it qualify as more desirable to visit?

"In general, buyer behaviour in leisure travel and tourism markets in all countries appears to be highly price-sensitive and many tour operators still act on the assumption that price is the key segmentation variable" (Middleton et al., 2009, p. 114). This may be all the more true in times of recession. As Portugal is seen to be relatively cheap, in relation to other similar offerings, in a global recession, such as the one which started in 2007, its popularity as a tourist destination should increase. All the more so due to the positive visibility it receives (or that its subjects receive) in the international press. Superstars should actually make their home countries more marketable,

all other variables being equal. If a number of favourable place characteristics come together at a given moment in time then tourist arrivals should increase in that region.

5. Innovation in tourism literature: The need for further research

A review of innovation research in tourism states that "over the past two decades, there has been increasing focus on the topic of innovation in tourism... [However,] there is still only limited systematic and comparable empirical evidence of the level of innovative activities and their impacts and wider implications for destinations and national economies. An agenda for future research is emerging, suggesting that there is a quest for both formal quantification and for qualitative studies of the foundations, processes, implications and policies of innovation in tourism" (Hjalager, 2010, p. 1).

This paper thus seeks to add to the literature on innovation in tourism, adopting a qualitative approach, innovation defined as "everything that differs from business as usual" (Hjalager, 2010, p. 2).

Other articles discuss how a destination's competitiveness will depend on its being able to generate competitive advantages (Gomezelj & Mihalic, 2008), which herein we see as possibly being linked to superstars like Cristiano Ronaldo and innovation in destinations such as the CR7 Museum (Cristiano Ronaldo Museum, inaugurated on the 15th of December 2013, and open to the public since the 17th of December 2013).

"Innovation and entrepreneurship provide essential value to the advancement and quality of the international tourism industry" (Carlisle, Kunc, Jones & Tiffin, 2013, p. 59) and the CR7 Museum is a good example of this, and of how "tourism innovation is an opportunity to differentiate the tourism product making it more competitive" (Carlisle et al., 2013, p. 59).

6. Methodology: The grounded theory method

The research project followed the Grounded Theory Method (GTM) for theory creation. Data collection and analysis were done simultaneously (Bryant & Charmaz, 2007), and theory was generated inductively, whereby “the researcher moves from data to theory” (Remenyi, 2013, p. 5). A more classic GTM approach was followed as an extensive review of the literature was done in later stages of the research (Bryant & Charmaz, 2007). Abduction was also used in so far as it being seen as “a special case of induction... which occurs when a researcher serendipitously has a flash of insight” (Remenyi, 2013, p. 7). The empirical field work continued until a point of saturation was reached, with the researcher (and author) realizing that no more novel data was being gathered.

The empirical research was performed in two phases: first in Northern Continental Portugal, involving four face-to-face interviews at four different travel agencies (in January 2014); and, secondly, on Madeira island, to where the author travelled for a few days, between the 7th of March and the 9th of March 2014 – and involving twelve face-to-face interviews at the Cristiano Ronaldo Museum (CR7 Museum) – interviewees were visitors to the museum (both tourists and locals) as well as employees of the CR7 Museum. In both cases the researcher presented himself at the outset, to the interviewees, as a university lecturer performing research about tourism and about the link between superstars and tourism in their home countries. The interview material gathered was validated with the interviewees, by e-mail, after the interviews were performed and prior to publication.

So, initially, four travel agencies – *Viagens Abreu*, *Viagens El Corte Inglés*, BTM Travel, and Club-Tour – were part of a purposive sample where variation was sought to “deepen understanding” (Petty, Thomson & Stew, 2012, p. 380). An interview script was used, developed within the scope of this research effort,

though leeway was given to respondents to speak of subjects related to the research question. The travel agency interviewees (all feminine) represent a combined total of seventy years of experience in the tourist industry. The travel agency interviewees’ ages ranged from 31 to 47 years old, at the time of the interviews. The reason for having chosen tourism intermediaries is that travel agent professionals are used to providing information, identifying consumer needs, keeping customer profiles, reviewing the travel experience, and monitoring satisfaction levels (Buhalis & Ujma, 2006) and thus are seen to be important sources of tourism knowledge. The positions that these interviewees occupied with their employers at the time of the interviews were those of frontline people, who come into direct contact with the customer. Frontline people are placed at the top of the organization chart, right after the customer, in modern customer-oriented companies (Kotler & Keller, 2012). Frontline tourist operators are seen to best know customers (tourists) due to coming into constant contact with them, thus the choice to interview them. Queries following the interviews were clarified by telephone by the researcher. Handwritten notes were taken after answers were given to the questions posed. The interviews were done in Portuguese and had a duration of between 15 and 42 minutes. The interview notes were transcribed in full (the transcribing of the interview material averaged approximately one hour per interview), to a laptop computer, immediately after the interviews took place. The use of the material gathered during the travel agency interviews was authorized for publication by senior managers in the companies involved (senior managers who are identified below, in the acknowledgements section of this article).

The second empirical research effort (an interview script – own construction – again guided the questions asked in a semi-structured interview format), at the CR7 Museum, was complemented by photograph taking, duly authorized by the museum managers (Cristiano Ronaldo family members). Authorization was also given to interview museum

visitors and tourists – a total of ten visitors were interviewed, as well as two key people of the CR7 Museum, for which the author is grateful. All interviews at the museum were audio recorded and had a duration of between five minutes to over twenty minutes long. Museum visitor interviewee ages ranged from 14 years old (a French boy) to 72 years old (a retired Danish accountant), thus giving an idea of Ronaldo’s reach.

Qualitative research involves “getting out of the ivory tower and going into the field” and in this case involved coming into contact with Cristiano’s sister, sister-in-law and cousin during the research effort at the CR7 Museum. This proved to be worthwhile – to see how Cristiano has a united family, as publicized by the media.

7. Empirical research results: Travel agency interviews

The *Ballon d’Or 2013* award, won by Cristiano Ronaldo, was seen to be very positive for the image and reputation of Portugal and Madeira, by all four travel agency interviewees. As concerns the influence of superstars on their country, interviewee Iola Sobreiro, of *Viagens Abreu*, who has 6 years of experience in tourism, stated that:

Yes, superstars can positively affect the image of their country. And they can affect it negatively, too. Everything that has visibility has the power to affect the perception or idea that people have. As concerns perception, take for example a hotel – if you arrive at a hotel which is not very good, mediocre even, you will leave with a bad perception of the country, we will tend to judge the country according to our experience, what we take away from that country will be affected, our image of that country, of the culture. We often take something small and translate it to the whole...

Table 1 has answers to question three of the interview by Manuela Tavares, who currently works

for BTM – *Viagens e Turismo, Lda.* (also known as BTM Travel) and has 27 years of experience in the tourist industry; and by Natália Azevedo, who has 15 years of experience and currently works for *Viagens El Corte Inglés*.

Table 1 | Selected answers to question three of the interviews.

In your opinion will the fact that Cristiano Ronaldo won the Ballon d’Or in 2013 bring more tourist arrivals to Portugal, international tourists?
Yes. It is going to make people curious... I do not think that people will come here specifically because of the award. But it might evoke a longing in them to want to come here. The Cristiano Ronaldo Museum on Madeira island – they might want to go there. It is a reference. When we admire someone it can be an influence in the choice of destination. It is like when someone likes movies and they want to go to Hollywood... It can have an influence. So the relationship is not so direct... The award really projects us, yes, without a doubt... For Portugal it is gratifying to have won. (Manuela Tavares).
Yes. The award will bring new customers here. To Madeira island especially (where Cristiano was born), because of the [Cristiano Ronaldo] Museum. Mainly Spanish tourists, because of Real Madrid [where Cristiano Ronaldo plays]... I think that the Cristiano Ronaldo Museum is very interesting, from what I have heard. All of the trophies are there. It is a proud moment for Portugal. (Natália Azevedo).

Source: Own construction.

As concerns the importance of superstars, interviewee Isabel Oliveira, of Club-Tour *Viagens & Turismo, S.A.*, with 22 years of experience in tourism, stated that “in Mexico, when I went there some time ago, when I said I was from Portugal they would go “Figo!” [former Portuguese *Ballon d’Or* winner]. I have been to various places and [Luís] Figo was always associated to Portugal.”

As concerns the question ‘How do you think the award will affect Portugal?’, Isabel Oliveira stated: Portugal will become more well-known through Cristiano Ronaldo’s name. Portugal has good beaches, good food, nice people. Portugal will be taken to the four corners of the world by Cristiano Ronaldo... Cristiano Ronaldo makes the name ‘Portugal’ be spoken of.

Manuela Tavares, when asked 'How do you think the award will affect Portugal?', stated further that:

Some return will result, I think. Even the attitude of the President of the Republic [of Portugal], which I have not analysed very well, ended up being worldwide news... Ronaldo was decorated very quickly... Football moves masses. We notice that if you have European or World Cup games, or when a good team comes to play against Porto [Porto Football Club – FCP], such as Manchester [United], that football can bring people in.

As an end-note it is relevant to mention that the controversy that the *Ballon d'Or 2013* generated contributed even further to the media effect around the winner: "I think that the controversy around the award and around what a senior official said about Ronaldo contributed to this award being so important." (Manuela Tavares).

As concerns the internal economic crisis in Portugal, Natália Azevedo stated that the number of international tourist arrivals to Portugal had not been affected: "No. They even come in greater numbers. It is cheaper to come here now, because of the crisis the prices have gone down." (Natália Azevedo). Manuela Tavares stated further, concerning Portugal's internal economic crisis, that "it even attracts people, the crisis. It depresses us. Being in the midst of a crisis. But we are a very cheap country. Prices are still low here. For countries which visit us there is always a reaction such as "eating so much for so little money." They talk about that.

Even with the global crisis tourists still come to Portugal and Madeira but they may spend less, exchanging a 5 star hotel for a 4 star hotel, for example, as Isabel Oliveira (Club-Tour) explained: "People stay in 4 star hotels instead of 5 star hotels... They still come, but spend less. Even the domestic tourists spend less.". Manuela Tavares (BTM Travel) added: "The crisis exists but people need this movement. Travel enriches us, we become richer. People do not stop travelling. They might come by car or by a low-cost air carrier... I'd say that in 2013 we didn't notice the crisis that we are in. What is good always sells."

8. Discussion: CR7 Museum interviews and visit

Over the few days that the author was in Madeira and at the CR7 Museum those closest to him described Cristiano's work ethic, humble attitude and dedication to his family as being real attributes of Cristiano's personality, which in turn give him the confidence to perform as he does at the highest level in his sport. Cristiano Ronaldo's impact on the younger generation is significant, judging by the number of school group-visits and young children visiting with their parents, observed also during the research effort. One interviewee stated that: "We came to the museum because of my son, but for myself too. My son Samuel is six years old and already plays football at a club. The most beautiful thing that can happen to a child that age is to be like Cristiano Ronaldo one day" (CR7 Museum visitor from France, Benoit Querido Losa). Teachers also spoke, during the interviews, of their wards and of about how they want the same hair styles and yearn to play football like Cristiano Ronaldo, a role model for many youths worldwide (Cristiano Ronaldo had over 75 million likes on his Facebook page at the time of writing).

Previous research has put forth models which seek to explain how tourist destinations are selected, and have included factors such as personal inputs (activities and special interests, for example), external inputs (such as previous experiences, the opinions of other people, and ongoing promotions), individual limitations (money and time, for example), with the active search for information also playing a role (Umbelino et al., 2013).

Previous research has also focused on how prominent people can positively affect the marketing of places, such as Brigitte Bardot and Pink Floyd in the case of *Saint Tropez* (Cavaco, 2013). We conclude from the interviews that Cristiano Ronaldo is seen to have a significant positive effect on his country's image and reputation, and thus on its tourism, in particular the CR7 Museum is an innovation which is already, after only two-and-a-half months in

operation, boosting tourism on the Madeira island. According to CR7 Museum employee Nuno Viveiros (also Cristiano Ronaldo's cousin and former football team-mate and Ronaldo's first playing captain – as junior footballers with *C.F. Andorinha* – and who lived with Ronaldo for four-and-a-half years in Manchester), children under 9 years of age do not pay to visit the CR7 Museum. This was the case of children visiting from *Externato São João*, Ronaldo's old school in Madeira, and accompanying-school teacher and interviewee Fábio Teixeira stated that Ronaldo gave a gift recently to his old school – an autographed shirt – Ronaldo being an important symbol of what children from Madeira may aspire to. Nuno Viveiros commented that a number of CR7 Museum visitors, for example from Poland and Russia (very keen Cristiano Ronaldo and Real Madrid fans, sporting Cristiano Ronaldo and Real Madrid tattoos...), have stated that they have come specifically to Madeira to visit the museum.

Though difficult to quantify the effect of the *Ballon d'Or 2013* in advance, and so soon after the award has been given, a very significant positive result is expected, for tourism in Madeira in particular. Much like with a new product – Apple iPhone 5S or Samsung Galaxy Note 3 – tourist visits to the innovative CR7 Museum (sales) will vary over time (the concept of product life cycle). iPhones and other technological products have to add new functionality over time in order to remain popular, and this occurs with tourist attractions and motives too. Two novel 'Apps' (software applications) at the museum allow visitors to take seemingly real photographs with Ronaldo and/or with the *Ballon d'Or 2013*, photos posted afterwards on Facebook for free download. Perhaps more important is that Cristiano Ronaldo may have to keep on winning awards in order that the museum may continue to thrive. Cristiano Ronaldo can be seen as a product, confirmed as such by our research, indeed a product which has improved upon previous versions of *Ballon d'Or* winners, as a visiting computer programming consultant (at the CR7 Museum), André Morais,

commented: "Yes, Ronaldo in football terms is a product which has improved, he is always improving, always evolving, and I think he also uses technology to his advantage to do so... In relation to [previous *Ballon d'Or* winners] [Luís] Figo and Eusébio you can clearly notice the work being done which is an evolution". Let it be noted that Eusébio and Figo were also the best players of their time and great ambassadors for Portugal, indeed still are. They may be viewed as previous innovative product releases in the marketplace (much as an iPhone 1 differs from the later iPhone 3 or iPhone 5S).

Interviewee Fábio Teixeira stated further that "yes, [Cristiano Ronaldo] is a brand, he sells, and sells very well". Still further,

Cristiano Ronaldo is a very important figure for children, for adults too, but in this young phase they are delirious... he is seen as an idol, especially for the boys who like to play football... and to come here [CR7 Museum] is to see and almost touch his career prizes... it is a good initiative... I took a photo of each of our students by Ronaldo's statue with the *Ballon d'Or 2013*... he [Ronaldo] at the moment sells a lot and brings people here... as he is the best in the world there is no doubt that he is going to sell a lot! (Andreia Ascensão, interviewee and CR7 Museum visitor accompanying her students from Ronaldo's old school *Externato São João*).

As concerns destinations, the CR7 Museum, "an innovation, a new technology which exists here, in Portugal, and nowhere else" (Fábio Teixeira), is having a big impact, bringing international tourists to visit, but also locals too, curious to see that prime award on display – the *Ballon d'Or 2013*.

9. Innovation in tourism: Superstar tourism innovation

Superstar effects with economic spillovers to tourism, such as those resulting from the winning

of the *Ballon d'Or 2013*, may be seen as having the same effects as successful innovative technological products being launched. The Cristiano Ronaldo Museum, on the Madeira Island, which offers a concrete tourist experience, seemingly as close as possible to actually being with Cristiano Ronaldo, is an investment which has benefitted from the mediatic *Ballon d'Or 2013* award. The author thus envisions a new form of innovation, other than those four types advanced by the OECD and Eurostat (2005) – to marketing, organizational, process and product innovation one may add the concept of innovation in tourism resulting from superstar spillovers – or otherwise called Superstar Tourism Innovation or SuperTourINNOV. This concept also has a life cycle, much as other types of innovation. That is, it will have to benefit from new and continued victories in order to maintain its appeal to consumers. Just as the Apple iPhone will have to systematically introduce new functionality to maintain its market dominance, so will SuperTourINNOV need to be fuelled by conquests and mediatic victories. SuperTourINNOV, much like technological product innovation, for example, may be a strong force, leading to economic development and the creation of jobs, as the CR7 Museum takes important steps to becoming a star attraction on the Madeira island. An attraction which has had 15,000 visitors, in under three months, since opening, according to Nuno Mendes from the CR7 Museum.

10. Suggestions for future research

It would be interesting to see the effects of the *Ballon d'Or 2013* over time and, for example, a study in one year and in two years' time (longitudinal studies), addressing the same research question as this paper, would be relevant – studying in particular, also, how the innovative CR7 Museum is providing an outlet for many to feel closer to their idol.

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