

Open tourism: Structuring opening movements in the tourism industry using the contribution-utilization-matrix

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Objectives | There has been a global paradigm shift in the management of the economy and business practices, due to the tremendous impact of Information and Communication Technologies (ICTs) and the Internet in particular (Reichwald & Piller, 2009). However, there has not been much written about relationship of Open Innovation with the tourism industry, one of the biggest industries in many countries (Menzel, 2011; Gula, 2013). The tourism industry is often an amorphous one, where corporate boundaries are frequently redrawn and renegotiated in order to accommodate external changes. Innovation processes lie at the heart of this industry, as well as branding, communication and the provision of services. This conceptual work tries to structure “open-tourism” movements, in order to analyse them better for a strategic implementation.

Open tourism and the Contribution-Utilization-Matrix | Open tourism refers to the different manifestations of “Opening Movements”, such as open innovation, crowdsourcing and co-creation in the tourism industry. The Contribution-Utilization-Matrix allows us to comprehensively study these different manifestations and offers us a system of classification within a singular framework. The term “contribution-utilization-matrix” derives from the connection between the “Level of Contribution” and the “Level of Utilization”. It is meant to be an all-encompassing model, which allows one to classify all Open Tourism occurrences within a single framework (Egger, Gula & Walcher, 2016). We have defined the following categories within the Contribution-Utilization-Matrix:

1. Private Information Search | Within the online community, users freely exchange information by communicating their experiences and ideas. This represents a valuable treasure cove of information

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for companies to analyze and to search for innovative input, which can be utilized privately. In the field of tourism, numerous communities exist that provide abundant information virtually free of charge, which can be seen as a major challenge for the existing tourism industry.

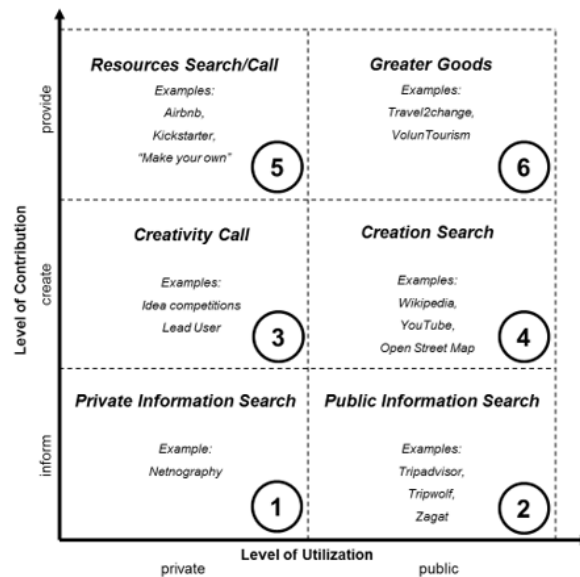
2. Public Information Search | In this case, users enthusiastically post evaluations, comments and recommendations on destinations and touristic products via social media networks or sites like Tripadvisor or Zagat. As a result of greater transparency and people becoming more informed and critical, the tourism industry faces many new challenges and often has to undertake certain measures such as Social Media Monitoring.

3. Creativity Call | Like Netnography, the methods in this field can be predominantly linked to Open Innovation principles. Companies inviting individuals to make creative contributions for detailed problems (at an ideas competition for example) are addressed here as well as the identification of innovative customers (lead users) with developing creative ideas in a following workshop. The company utilizes these results exclusively.

4. Creation Search | Here, users offer their contributions on online platforms at virtually no charge. Several of these contributions are creative and complex in nature, and take the form of evaluations, recommendations and comments, which can be seen in field 2 "Public Information Search". Professional companies run the infrastructure for this peer-to-peer exchange. Wikipedia, Youtube or Open Street Map, are some of the most popular examples.

5. Resources Search/Call | In this case, users offer various physical resources to other users, which is a central tenet of the share economy (Botsman & Rogers, 2011). Accommodations, vehicles, equipment and capital (cf. Crowdfunding) constitute exchange resources. Contributing one's mental and physical resources to support a provider's value creation (e.g. make-wine, plant-trees, harvest-apples etc.), are also included as exchange resources.

6. Greater Good | An increasing number of individuals has been travelling to developed countries and volunteer tourism (also known as "VolunTourism") is on the rise. This form of tourism is driven by a humanitarian impulse to improve the social, economic or ecological situation in a particular place. These volunteer tourists provide their personal time and engage in manual work to support the greater public good.



Source: Egger et al. 2016, p. 12

Figure 1 | Contribution-Utilization-Matrix

Current examples of open tourism | In April 2016, the Swedish Tourist Association launched "The Swedish Number" campaign. During this campaign, callers were able to talk to a random Swede somewhere in Sweden. Throughout the 79 days of the campaign, 198.663 calls were made in total. Callers from the US comprised of the single largest majority (33%), followed by the UK (7%) and the remaining percentage of callers came from 186 other countries. These Swedish "ambassadors" whose job was to interact with foreign callers, had to register to get connected to the Swedish Number via an application (Swedish Tourist Association, 2016).

When taking into account the Contribution-Utilisation-Matrix, one would classify the Swedish Number campaign as a search or call for resources. The local volunteers who became Swedish "ambassadors" offered their time and knowledge in a private setting.

Inspired By Iceland launched the first "human research engine" campaign called "Ask Gudmundur" in April 2015. The name of this campaign was inspired by the names which are the most popular male and female names in Iceland (Hind, 2015a). According to Promote Iceland, more than 1.000 questions were posed during the campaign and its official video was viewed more than 2,4 million times (Connelly, 2015).

The campaign was a resounding success and this led to the creation of more initiatives by Inspired By Iceland, such as "Gudmundurs Hangouts", "Real-Time Emonjis" and "Gudmundur mobile", when one of the Gudmundurs was answering questions about Iceland on the streets of London, Paris and Berlin (Hind, 2015b).

The "Ask Gudmundur" campaign would be classified as a "greater good" under the Contribution-Utilisation Matrix. In this scenario, representatives provided their time and knowledge in order to answer the questions, which were answered publicly via Facebook, Twitter and YouTube.

Conclusions | The tourism industry is witnessing an increasing number of occurrences of Open Innovation, Crowdsourcing and Co-Creation. Much of the research devoted to tourism focuses on the analysis of

Opening Movements, the radical changes and revolutions ushered in by the Digital Age and the difficulties and challenges that traditional service companies face as a result. The Contribution-Utilization-Matrix attempts to provide a framework to accommodate these different appearances. Moreover, the idea is to analyse and cluster existing tools in order to find out the most suitable one for involving the online or offline community.

The authors reiterate the call for all industry practitioners, researchers from the INVTUR International Conference, to comment, expand on and further develop the matrix. Much heartfelt gratitude is expressed in advance, for these suggestions and feedback.

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