

Channeling Creativity into Competitiveness through Value Chain Analysis in Tourism

Arun Bhatia

Assistant Professor,
Department of Tourism and Travel
Central University of Himachal Pradesh,
Dist. Kangra, Himachal Pradesh -176215
arunbhatiauhp@gmail.com

Abstract

Tourism has proved to be a greatest indicator for source of inspiration for millions of people around the world. Tourism in its multidimensional approach has acted as a main catalyst in bringing a change in the outlook of the people and helped them in achieving their goals of life. Tourism being a multi faceted industry attracts talents from all sub sections of the society. The need of the hour is to develop indigenous ideas in tourism through value chain analysis in tourism. The idea behind the paper is to look into the various dimensions of tourism and create a different environment for growth and development of the nation. The focus of the paper lies in providing more insight into creativity in tourism. The model looks into the creation of Creative Cooperative Tourism model helping in capacity building.

Key words: - Creativity, Creative Tourism, Cooperative, Capacity Building.

CREATIVITY: -Creativity has a multidimensional approach and it is used in the different dimensions. It can range from economic creativity (Entrepreneurship), Technology driven creativity (creation of online models of tourism) or last but not the least cultural creativity (Creativity in showing heritage, culture of the place). Creativity in tourism can lead to creation of creative economies using a tourism model, creative villages, creative environment, creative policy, and creative tourism academics and last but not the least creative tourism experience. Understanding the concept of creativity in tourism is the analytical review of value chain analysis in tourism creating creative nations for tourism.

The dictionary meaning of creativity is “**Relating to or involving the use of the imagination or original ideas to create something.**”

Creativity in all individuals and in all activities and processes is the indicator of positive growth of the economy. The creative work of one sector in tourism and taking the idea to the next level by the next sub level of the tourism and making a conglomerate to achieve new dimensions in tourism can be called as creative tourism and understanding the dimensions of creating this environment is the study of value chain analysis of tourism. In tourism the creativity at the production level is less as most of the products are not differentiated but the idea of creativity can originate from the consumers of tourism products more creative. Creativity is the centre stage for innovation. Dooley and O’Sullivan, (2009, p.7) argue that “creativity entails a level of originality and novelty that is essential for innovation. The above thought argues rightly that being creative is the first direction towards being innovative and both the terms cannot be used interchangeably. Creative minds with creative thoughts with a

right mind set can find the ways of being innovative and sell the ideas in the market and lead to generation of economic wealth. Knowledge management of creative ideas can help in the development of the organisation in the form of intellectual. The creative intellectual in the tourism sector needs to be combined together to form an attractive tourist destination.

Channelling creativity in modern cities to create creative cultural economies:

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The first dimension of creativity in tourism leads to the idea generation of creative cities. Landry (1995) in book "The creative city " for the first time conceptualized the idea of creative city. A city is called to be creative city where the aesthetic sense of the citizens is brought in front to give city a new life with different sections of the society working in cohesive manner to attain the goals of being creative in one self. Architects, engineers, urban planners, anthropologist, sociologist, environmentalist and all sections of the society living in the area can be a catalyst in bringing a change and making a destination a creative city. A creative city needs the mobilisation of local residents as producers of creative products for the tourists. A creative city needs a positive mental setup of the residents with the inclusion of competitive spirit to make their cities as one of the best in the world. An idea of being creative is updating and creating of co - knowledge and co- designs with formation of groups of multi variety expertise in their own field. The development and generation provides a futuristic approach in the usage of indigenous resource in the form of art, culture and heritage of the place. A creative city is a centre stage for the formation of creative tourism industry and removing a fact of tourism as just a phenomenon (Anne- Mette Hjalager, 2009). A better public private partnership is best used to push the creative nature of tourism. Innovation along with creativity helps in the value chain analysis of the tourism sector. Creativity in tourism can help in creation of process innovation, product innovation and experience innovation. A better business processes help in creation of experience economies in the tourism field. The environment in creative tourism attracts the tourists to the destination using the creative technology. Creativity in tourism looks for not managing the destination for a season, but making it year around destination for tourists. Creative cities help to change 4 P's of tourism in the form of involvement of tourists in the tourism purchase decision making process.

Channelling creativity in tourist experience: - Experience of products in tourism can be seen in a different way due to features of tourism products and the reasons underlying behind the consumption of these types of products. Mannel and IsoAhola (1987) in his work clearly identified push and pull factors for tourists and the main indicators for the consumption of tourism products. The work focussed on dimensions of consumption of tourism products, leaving behind of personal and interpersonal problems of their environment and to obtain compensating personal and interpersonal rewards. A combination of the both firstly, providers of tourism products becoming more creative. Secondly, tourists themselves become more creative demanding creative products which in last helps in providing one of the most unforgettable experiences from the trip. The word trip here has been used in the context of experience generated from the source to the destination and vice versa. A destination only gets recommended for future tourists with a better tourism experience in its consumption pattern. It is achieved with the removal of the gaps in the tourism industry. The main ones in the service industry with intangible nature of tourism products like the listening gap, the service design gap, the service delivery gap and the communication gap. Creativity at any one sub component of delivering a creative tourist product can be a great achiever in channelling creativity in overall tourist experiences. Today's modern tourist with better knowledge through multi variety of sources and involvement in consumption pattern has lead to the

creation of creative experience economies in tourism. The tourist has become more systematic and conscious in the approach of consumption of tourism products of his choice. Understanding the concept of experience economies in the service industry leaves an open space for the service provider (Private bodies and government bodies) to be creative in delivering a better and different tourism product. It helps to develop methods of his or her expertise and channel its energy in the right direction to provide an unforgettable experience to the tourist. In providing the same a need is to create a wonderful hardware, an effort which can be at both macro and micro level. Hardware means infrastructure which allows tourist to have a unique experience while travelling to a destination and software which is developing of experiences at the destination. This will create creative experience economies in the region. A creative experience economy is to be created at both the urban areas and the rural areas of the country making creative agglomeration of tourism infrastructure. The idea behind creative infrastructure for tourism comes from the concept given by economist Alfred Marshall of industry cluster. Industry clusters for tourism can be specifically identified tourism zones in urban and rural areas helping in improving competition and cooperation among economic units, specialized suppliers of tourism products, specialized financial institutions and other main bodies in the development of tourism in the region. Channelling creativity in tourist experience also talks about more spending of tourist at the destination with a variety of different tourism products which other destinations or suppliers of tourism products are not offering. **Gupta and Valij (2000)** bring out a viewpoint of creating a creative experienced tourist in the form of managed tourist. Creating a creative destination is the fruitful combination of challenges taken by a tourist in experiencing something different and the challenges taken by the other bodies becoming creative host with creative infrastructure, creative accommodation at the destination. It brings equilibrium in the demand and supply of tourism products. Adventure tourism is a good example in creative tourism with no limits to adventure as an activity and tourism as a concept. In channelling the creativity of the tourist experience in the adventure tourism domain is the foremost enthusiasm, effort and involvement by the individual in having out of box experience. Prestige motivation concept can be used in creating new form of creative tourism entities. This concept can further develop creative potential tourists and creative suppliers of tourism products like some suppliers and enthusiastic tourism lovers are accepting the idea of space tourism. In the last it could be said that creating a creative destination is the challenges taken by the tourist and the challenges to which a destination comes up to attract a quality tourist to a destination but it asks for a balance between both the parties. **(Scitovskys 1976)**.

Channelling creativity in Policy Formulation: -The success in tourism conceptualises with attracting the tourist to the destination and later giving tourist a wonderful experience. Now a day's creativity and innovation is not only a buzz word for the commercial organisations but in today's world it is also becoming main agenda item for the policy makers to showcase their talent in the development of the nation through out of box policy formulation. Tourism is mainstay for good number of countries around the world to achieve their economic goals. A large number of countries around the world are dependent on tourism for driving their economies. For the open economies it could be an inspiration source to develop tourism models from other established tourism activity which are already a benchmark of success in the other parts of the world. Tourism sector is the sector which requires more and more of management innovations as it deals more with the human element in all stages of consumption of tourism products later to the same it is a component industry putting all the blocks of tourism product together to have a final experience to the tourist which is quite difficult to manage. The good policy formulation is a driver for a new enterprise to conceptualize their innovative ideas into new and interesting business ventures.

The goals of creativity are achieved indirectly by the policy formulators with creation of a legal framework better supporting the industry. It can range from providing as seed capital to the artisans in the local villages to preserve their heritage in the form of art, culture and heritage, helping in better alliances and the next idea is to further designing of culture parks / industry clusters. Creation of culture parks / Industry clusters helps in the development of the nation but a legal framework allows in the control of these units in industry clusters. Creation of tourism creative cooperative tourism model / industry clusters with specific value chain analysis allows the specific area oriented associations to keep a watch on them. These associations can penalize all the bodies in the tourism industry cluster who do not follow the legal framework developed and designed by these associations. Example to the same is **Delhi Haat**. A concept formulated by the govt. of India which showcases handicrafts, artefacts designed developed by the local community of the different regions of the country. In channelling creativity the roles of NGO, s (Non Governmental Organisations) cannot be neglected which has proved to be great binder. **Anne- Mette Hjalager (2009)** the tourism creativity and innovation can be brought with a fine tuned balance between cooperation and competition among the various processes involved in tourism business the real goal of industry clusters. The business enterprises to improve on creativity with better innovation require creative leadership from top bottom approach or bottom up approach. The best example is radio. To listen to radio station of a choice on the FM. Firstly, one requires moving up the band from other choices of bands to the band of our choice in this case, FM and then tuning it to the right frequency giving you the right music of your choice.

Ideas in the policy formulation with creativity and innovation's in India are running in the various areas of the country. HargoonkiKahani by Himachal Pradesh Development Corporation (HPTDC) is a main programme to promote the folk lore, customs, traditions and local cuisines of the region and giving rural tourism a new and innovative look. It boosted the home stay scheme of the government in the region also. Channelling the creativity of the people in the rural area is helping to improve on the value chain of the tourism structure. (<http://www.thenewshimachal.com/2011/09/hptdc-announces-new-packages-for-ambitious-har-gaon-ki-kahani-project/>)

Channelling creativity in Production: -Creative idea of mind helps individuals to produce something new, useful to the society and for them with giving him a unique position in the society, to be well acclaimed. Channelling creativity in tourism is like using the best use of his talent and capital. In tourism industry the core supplier of tourism products like hotels have to be less creative in its core product as most of them follow the norms either set by the industry or any association associated with the industry. Attractions play a pivotal role in the concept of channelling creativity in production. The few examples of innovative ideas in attractions is developed by USA in attractions like Theme parks, beginning with Disneyland in California, Waterfront redevelopment projects in Baltimore, Boston and San Francisco (**Honer, Swarbrooke 2009**). This work of creativity paved the ways for new form of development in the Middle East with construction of indoor ski Slopes, Abu Dhabi Ferrari World, The Palm. (**Hanigan John p 52**).The development of the creativity in production of tourism product looks for more of an idea, developed nurtured and watered by the idea generator. As new ideas produced are healthier and stay in business for a longer duration of time than an idea outsourced from some other places.

Case: - One of the new idea that generated in India is co branding of brand in the hotel Industry is by OYO Rooms. OYO Rooms started with one hotel one city in Gurgaon in 2013

but with no time it moved to now operating in 120 cities across the country. The biggest achievement in this case is the idea generation and production by 21 year old boy Ritesh Agarwal. The main concept of evolving the idea was to create a hotel brand within a hotel brand. OYO Rooms is becoming one of the fastest aggregator of budget hotel rooms in India. OYO Rooms with its pre purchase inventory is providing a facility to the tourist with Wi-Fi facility, clean linen, Breakfast, Flat Screen TV to mention here. The idea behind the same is not to provide all the facilities what a basic hotel provides the idea behind an innovative process in production of tourism services is to have a co brand within a brand. In the same a person entering a hotel gets all the advertisement and style of OYO rooms the same which is mentioned on the website of OYO Rooms. The idea helped to produce a quality product along with different awards to Ritesh Agrawal like Business World Young Entrepreneur Award and the TiE-Lumis Entrepreneurial Excellence Award. A bonus to the same was Theil Fellowship with a start up grant of \$1, 00,000. (https://en.wikipedia.org/wiki/OYO_Rooms).

Channelling creativity in Academics: -Tourism is the largest employer of the world. A good number of hospitality and tourism institutes are delivering education to supply the quality manpower. The biggest gap in the tourism education is the gap of delivering education and the skill development gap. The instructors of universities, colleges etc. are meeting their educational goals with traditional methods of industry is looking for a creative employees. In the same practice a real mind in challenging creativity to become successful entrepreneur is lost. Institutional Strengthening and public- private partnership is the one of the ways to improve. Understanding the requirement of the private sector and putting the same in education can be better in channelling creativity in the academics sector. The activity of academics is to produce manpower at all the levels from basic food craft institutes, hospitality colleges to universities giving specialised knowledge in Tourism. (**Ateljjevic and Doorne 2000**) brings out a point that lifestyle entrepreneurship is one of the ways to create creative activities as the idea generated at one's mind and than putting in practice and seeing is growing can be a great motivator for others also.

Conclusion: -The research paper is to bring out a fact on the usage of creativity of individuals, technology and government in channelling the energies with creation of tourism industry clusters / creative cooperative tourism model. The research in the area is to understand the role of various stakeholders in the tourism industry cluster and creative cooperative tourism model. The research showcases the ideas developed brings a change in the policy formulation, removal of barriers in the tourism creativity, focussing on the entrepreneurship in the tourism development.

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