

Stefania Cerutti  
Elisa Piva *Editors*

---

# INNOVATIVE ORGANISATIONS AND GLOBAL MANAGEMENT: ISSUES AND POLICIES

Book of Abstracts of the  
GLOBAL MANAGEMENT PERSPECTIVES  
International Annual Conference 2015  
in Novara, Italy,  
October 21-24, 2015

ARS.UNI.VCO

ISBN 978-88-98357-05-5

Stefania Cerutti - Elisa Piva  
*Editors*

Department of Business and Economic Studies,  
Università del Piemonte Orientale, Italy

# INNOVATIVE ORGANISATIONS AND GLOBAL MANAGEMENT: ISSUES AND POLICIES

Book of Abstracts of the Global Management Perspectives  
International Annual Conference 2015 in Novara, Italy,  
October 21-24, 2015



Associazione per lo Sviluppo della Cultura, degli Studi  
Universitari e della Ricerca nel Verbano Cusio Ossola

ISBN 978-88-98357-05-5  
November 2015, Domodossola (Italy)



**GLOBAL MANAGEMENT PERSPECTIVES**  
International Annual Conference 2015

**INNOVATIVE ORGANISATIONS AND GLOBAL MANAGEMENT:  
ISSUES AND POLICIES**

*Conference Programme*

**Università del Piemonte Orientale**  
Novara, Italy  
21-24 October 2015



**WEDNESDAY, October 21ST 2015**

**Università del Piemonte Orientale**

**Department of Business and Economic Studies**

Via Ettore Perrone 18, 28100 Novara, Italy



**16.00-18.00 Conference Registration**

<b>18.00-19.00</b>	<b>Opening Ceremony:</b>	
	Welcome by	<i>Stefania Cerutti and Razaq Raj</i>
	Welcome Speech	<i>Paolo Pomati</i>
	Dean of Department of Economics and Business Studies	<i>Eliana Baici</i>
	Introduction to GLOBAL MANAGEMENT PERSPECTIVES	<i>Kevin Griffin</i>
	Mayor of the City of Novara	<i>Andrea Ballarè</i>

**19.00-20.00 Welcome Cocktail**

**20.30 Management Meeting**

*GMP Scientific Committee*

**THURSDAY, October 22ND 2015**

**Università del Piemonte Orientale, Novara**

<b>SESSION 1- Managing Innovation in Global Management</b>		
<b>Chair: Roberta Bampton</b>		
10.00 -11.00	Rebecca Pera <i>Università del Piemonte Orientale, Italy</i> Nicoletta Occhiocupo, Jackie Clarke <i>Oxford Brookes University, UK</i>	Motives and resources for value co-creation in a multi-stakeholder ecosystem: A managerial perspective
	Saeed Saleh Aljneibi <i>Leeds Beckett University, UK</i>	Effectiveness of Strategic Evaluation's Tools on the Continuity of Internal Operations: A phenomenological study of the MOI in UAE
	Roberto Candiotta, Silvia Gandini <i>Università del Piemonte Orientale, Italy</i>	A Management Model for Lake Basins: the Case of Orta Lake
<i>Coffee Break</i>		
<b>SESSION 2 - Entrepreneurship and Creativity for Businesses in a Global Economy</b>		
<b>Chair: Vincent Zammit</b>		
11.30 -12.30	Maria Emilia Garbelli <i>Università degli Studi di Milano Bicocca, Italy</i>	Evaluating the sustainable value proposition of an Italian SMEs virtual network through its value creation stage
	Martin Samy <i>Leeds Beckett University, UK</i>	Corporate Social Responsibility. Theoretical underpinnings and integrated thinking
	Chiara Morelli, Lucrezia Songini, Paola Vola <i>Università del Piemonte Orientale, Italy</i>	Balancing entrepreneurial orientation and managerialization in family SMEs: Evidences from Eastern Piedmont
<i>Lunch</i>		
<b>SESSION 3 - HR Practices and Organizational Performance while Innovating</b>		
<b>Chair: Roberto Candiotta</b>		
14.00 -15.00	Karim Wahba, Niki Kyriakidou, Stefanos Nachmia <i>Emirates College of Technology, UAE</i>	Supervisor's Support Behaviours and Transfer of Training
	Paolo Rizzi, Antonio Dallara <i>Università Cattolica del Sacro Cuore, Italy</i>	The firms performance in the crisis and the role of innovation and incentives: the Southern Italy case
15.00-16.00	<b>ROUND TABLE DEBATE on Challenges and Opportunities Beyond the Global Crisis: Economics, Tourism and Territorial Development</b> Chair: Roberto Candiotta, Stefania Cerutti, Martin Samy, Vincent Zammit	
<i>Coffee Break</i>		

18:00	<b>NOVARA WALKING TOUR</b>
18.30	<b>GUIDED TOUR OF CUPOLA OF SAN GAUDENZIO</b>
20.00	<b><i>DINNER: PIZZA &amp; PANORAMA</i></b> <i>Cupola San Gaudenzio, Novara</i>

**FRIDAY, October 23RD 2015**

**Università del Piemonte Orientale, Novara**

	<b>SESSION 4 - Strategic Policies for Public and Private Organizations</b>	
	<b>Chair: Martin Samy</b>	
10.00 -11.00	Roberto Candiotta, Silvia Gandini <i>Università del Piemonte Orientale, Italy</i>	A Living Lab Development for the Management of Lake Basins
	Mohamed Al Jeaidi <i>Leeds Beckett University, UK</i>	Addressing The Needs Of Mega-Event Management Through An Innovative Reference Model: The Case Of Abu Dhabi Events
<i>Coffee Break</i>		
11.30-12.30	<b>KEYNOTE SPEECH Culture, Tourism and Local Progress in the Globalist Era</b> Francesco Adamo <i>Università del Piemonte Orientale, Italy</i>	
<i>Lunch</i>		
	<b>SESSION 5 - Perspectives and Challenges for Local Tourism Development</b>	
	<b>Chair: Stefania Cerutti</b>	
14.00-15.30	Vincent Zammit <i>Institute of Tourism Studies, Malta</i>	Bringing Alive Heritage Sites
	Adebowale-Yemi Ogunleye <i>Leeds Beckett University, UK</i>	Investigating The Spillover Effects Of Megacity Projects. Case Study: Agritourism; Badagry Nigeria
	Vreny Enongene, Kevin Griffin <i>Dublin Institute of Technology, Ireland</i>	Managing the Visitor Experience at Sacred Sites through Innovative Product and Service Development Strategies: the case of Ireland's Glendalough Monastic Settlement
	Razaq Raj <i>Leeds Beckett University, UK</i>	Political Challenges Created by Policy Makers: Community Pride and Culture Identity for Regeneration
<i>Coffee Break</i>		
16.00 - 16.30	<b>Closing Session/Panel Discussion/Next Year's Conference</b> Stefania Cerutti, Kevin Griffin, Razaq Raj	

17:00	<b>TRANSFER Novara - Lake Orta</b>
18:00	Accommodation at "Casa dei Padri"
20.00	<b>GALA DINNER</b>
	<i>Ristorante Antico Agnello, Villa Nigra Miasino (NO)</i>

**SATURDAY, October 24TH 2015**

**Casa dei Padri, Armeno, Lake Orta**

<b>SPECIAL PANEL ON CULTURAL TOURISM</b> <i>Cultural Tourism: Global and Local Perspectives</i>		
09.30-10.30	<b>KEYNOTE SPEECHES</b> <b>Chair: Stefania Cerutti</b>	
	<b>Razaq Raj</b> <i>Leeds Beckett University, UK</i>	Cultural Tourism versus Intercultural Dialogue
	<b>Kevin Griffin</b> <i>Dublin Institute of Technology, Ireland</i>	Religious Tourism and Pilgrimage - the Neglected Product
10.30-11.10	<b>SESSION 6 - Tourism, Culture and Religion: from Tradition to Innovation</b> <b>Chair: Razaq Raj</b>	
	Milena Ivanovic <i>University of Johannesburg, South Africa</i>	Deconstructing the authenticity of transmodern cultural tourism experience
	Stefania Cerutti, Elisa Piva <i>Università del Piemonte Orientale, Italy</i>	Branding a Tourist Destination through Events and Cultural festivals: the perspective of the Stresa Festival visitors
<i>Coffee Break</i>		
11.30-12.30	Ilaria Dioli <i>Università Cattolica del Sacro Cuore, Italy</i>	Giuseppe Verdi_Genius loci: a cultural project to discover the Maestro's inner and outer landscapes through a multisensory journey
	Silvia de Ascaniis <i>Università della Svizzera Italiana, Switzerland</i>	The role of ICT in the pilgrimage and religious tourism experience
	Vreny Enongene, Kevin Griffin <i>Dublin Institute of Technology, Ireland</i>	Religious Tourism Product Bundling an Innovative Approach to Destination Marketing and Visitor Experience Management: The case of Early Christian Sites in the East of Ireland
12.30-12.45	<b>Closing Remarks</b>	
<i>Lunch</i>		

14.00	<b>EXCURSION FOR PARTICIPANTS</b> Orta San Giulio and the Sacred Mount of Orta
18.00	<b>TRANSFER Lake Orta - Vercelli</b>
20.30	<b>66th Viotti International Piano Competition</b> <i>Vercelli, Civic Theatre</i>
00:00	<b>TRANSFER Vercelli - Novara</b>

## GMP2015 Management Committee

Stefania Cerutti	Università del Piemonte Orientale, Italy
Elisa Piva	Università del Piemonte Orientale, Italy
Razaq Raj	Leeds Beckett University, UK
Kevin Griffin	Dublin Institute of Technology
Vincent Zammit	Institute of Tourism Studies, Malta

## GMP2015 Scientific Committee

Roberta Bampton	Leeds Beckett University, UK
Aurelian Bondrea	Spiru Haret University, Romania
Dino Bozonelos	California State University, USA
Stefania Cerutti	Università del Piemonte Orientale, Italy
Roberto Candiotta	Università del Piemonte Orientale, Italy
Kevin Griffin	Dublin Institute of Technology
Yasin Bilim	Necmettin Erbakan University, Turkey
Niki Kyriakidou	Leeds Beckett University, UK
Elisa Piva	Università del Piemonte Orientale, Italy
Razaq Raj	Leeds Beckett University, UK
Paolo Rizzi	Università Cattolica del Sacro Cuore di Piacenza, Italy
Martin Samy	Leeds Beckett University, UK
Nitish Singh	St. Louis University, USA
Vincent Zammit	Institute of Tourism Studies, Malta



## CONTENTS

### Part I Managing Innovation in Global Management

<b>Motives and Resources for Value Co-creation in a Multi-stakeholder Ecosystem: A Managerial Perspective</b> . . . . .	12
Rebecca Pera, Nicoletta Occhiocupo, Jackie Clarke	
<b>Effectiveness of Strategic Evaluation's Tools on the Continuity of Internal Operations: A Phenomenological Study of the MOI in UAE</b> . . . . .	13
Saeed Saleh Aljneibi	
<b>A Management Model for Lake Basins: the Case of Orta Lake</b> . . . . .	14
Roberto Candiotta, Silvia Gandini	

### Part II Entrepreneurship and Creativity for Businesses in a Global Economy

<b>Evaluating the Sustainable Value Proposition of an Italian SMEs Virtual Network through its Value Creation Stage</b> . . . . .	16
Maria Emilia Garbelli	
<b>Corporate Social Responsibility. Theoretical Underpinnings and Integrated Thinking</b> . . . . .	17
Martin Samy	
<b>Balancing Entrepreneurial Orientation and Managerialization in Family SMEs: Evidences from Eastern Piedmont</b> . . . . .	18
Chiara Morelli, Lucrezia Songini, Paola Vola	

### Part III HR Practices, Organizational Performance and Strategic Policies while Innovating

<b>Supervisor's Support Behaviours and Transfer of Training</b> . . . . .	20
Karim Wahba, Niki Kyriakidou, Stefanos Nachmia	
<b>The Firms Performance in the Crisis and the Role of Innovation and Incentives: the Southern Italy Case</b> . . . . .	21
Paolo Rizzi, Antonio Dallara	
<b>A Living Lab Development for the Management of Lake Basins</b> . . . . .	22
Roberto Candiotta, Silvia Gandini	
<b>Addressing The Needs Of Mega-Event Management Through An Innovative Reference Model: The Case Of Abu Dhabi Events</b> . . . . .	23
Mohamed Al Jaaidi	

**Part IV Perspectives and Challenges for Local Tourism Development**


<b>Bringing Alive Heritage Sites</b> . . . . .	25
Vincent Zammit	
<b>Investigating The Spillover Effects Of Megacity Projects. Case Study: Agritourism; Badagry Nigeria.</b> . . . . .	26
Adebowale-Yemi Ogunleye	
<b>Managing the Visitor Experience at Sacred Sites through Innovative Product and Service Development Strategies: the case of Ireland's Glendalough Monastic Settlement</b> . . . . .	27
Vreny Enongene, Kevin Griffin	
<b>Political Challenges Created by Policy Makers: Community Pride and Culture Identity for Regeneration</b> . . . . .	28
Razaq Raj	

**Part V Tourism, Culture and Religion: from Tradition to Innovation**

<b>Deconstructing the Authenticity of Transmodern Cultural Tourism Experience</b> . . . . .	30
Milena Ivanovic	
<b>Branding a Tourist Destination through Events and Cultural festivals: the Perspective of the Stresa Festival Visitors</b> . . . . .	31
Stefania Cerutti, Elisa Piva	
<b>Giuseppe Verdi_Genius loci: a Cultural Project to Discover the Maestro's Inner and Outer Landscapes through a Multisensory Journey</b> . . . . .	32
Ilaria Dioli	
<b>The Role of ICT in the Pilgrimage and Religious Tourism Experience</b> . . . . .	33
Silvia de Ascaniis	
<b>Religious Tourism Product Bundling an Innovative Approach to Destination Marketing and Visitor Experience Management: The case of Early Christian Sites in the East of Ireland</b> . . . . .	34
Vreny Enongene, Kevin Griffin	

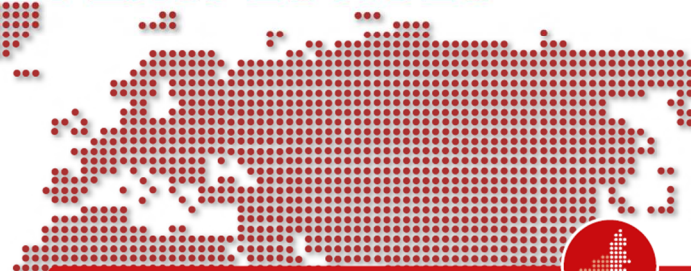
**PART I**

**Managing Innovation in Global Management**





*International  
Annual Conference*

# **GLOBAL MANAGEMENT PERSPECTIVES**



## **INNOVATIVE ORGANISATIONS AND GLOBAL MANAGEMENT: ISSUES AND POLICIES**



**Novara, Italy. 21<sup>st</sup> – 24<sup>th</sup> October 2015**  
[www.gmperspectives.com](http://www.gmperspectives.com)

## Motives and resources for value co-creation in a multi-stakeholder ecosystem: A managerial perspective

Rebecca Pera, *Università del Piemonte Orientale, Italy* (Corresponding Author)  
[rebecca.pera@uniupo.it](mailto:rebecca.pera@uniupo.it)

Nicoletta Occhiocupo, Jackie Clarke, *Oxford Brookes University, UK*

This paper explores the motives and resources for value co-creation within a multi-stakeholder ecosystem using a case study research design. The study's context is the Universal Exposition 2015, an ecosystem of very different actors, bonded together by the sole Expo2015 brand identity. This research analyses value co-creation from managerial lenses, presenting an innovative multi-stakeholder perspective. Findings show that key motives to participate in value co-creation are reputation enhancement, experimentation, and relationship building. Moreover, fundamental enablers of multi-stakeholder value co-creation are trust, inclusiveness, and openness. Through innovative resource integration practices and individual leadership characteristics, a polyphonic multi-stakeholder ecosystem identity, built upon diverse and conflicting identities, emerges. The paper offers managerial implications with specific suggestions for harnessing value co-creation between and among stakeholders in multi-stakeholder ecosystems through shared purpose definition, gatekeeper identification and infrastructure design.

**Keywords:** value co-creation, multi-stakeholder ecosystem, stakeholder motives, stakeholder identity

### References

- Achrol, R. S., & Kotler, P. (2012). Frontiers of the marketing paradigm in the third millennium. *Journal of the Academy of Marketing Science*, 40, 35–52.
- Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: A social construction approach. *Journal of the Academy of Marketing Science*, 39(2), 327–339.
- Frow, P., McColl-Kennedy, J. R., Hilton, T., Davidson, A., Payne, A., & Brozovic, D. (2014). Value propositions: A service ecosystems perspective. *Marketing Theory*, 14(3), 327–351.
- Gyrd-Jones, R.I. & Kornum, N. (2013). Managing the co-created brand: value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, 66(9), 1484–1493.
- Gummesson, E. (2002). Practical value of adequate marketing management theory. *European Journal of Marketing*, 36, 325–349.
- Hult, G. T. M., Mena, J. A., Ferrell, O. C., & Ferrell, L. (2011). Stakeholder marketing: A definition and conceptual framework. *AMS Review*, 1, 44–65.
- Merz, M. A., He, Y., & Vargo, S. L. (2009). The evolving brand logic: a service-dominant logic perspective. *Journal of the Academy of Marketing Science*, 37(3), 328–344.
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83–96.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17.
- Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1–10.

## **Effectiveness of Strategic Evaluation's Tools on the Continuity of Internal Operations: A phenomenological study of the MOI in UAE**

Saeed Saleh Aljneibi, *Leeds Beckett University, UK* (Corresponding Author)

[s.aljneibi3376@student.leedsbeckett.ac.uk](mailto:s.aljneibi3376@student.leedsbeckett.ac.uk)

David Pollard, Alaa Soliman, *Leeds Beckett University, UK*

The emphasis of this paper is the adaptation of strategic evaluation tools in the ministry of interior in the UAE based of various theories such as the activity theory and strategy as a practice theory (Stenfors & Tanner, 2007). Of recent, strategic plans have been of concern in most organizations as they help organizations and institutions operate at optimal levels and continue with operations externally and internally (Bisbe, & Barrubés, 2012). A wide range of different tools are used by modern organisations in order to help them in the formation of their strategy, the most common of which are Porter's Five Forces, Scenario Analysis, Balanced Scorecard and SWOT Analysis. Strategic evaluation tools have received great consideration across most organisations more so multinationals that seek to have uninterrupted operations using their strategic plan as a benchmark (Bensoussan et al., 2013). Studies done recently indicate an increased need for strategic evaluation tools to measure progress and in most instances the level of competition Jeffrey et al., (2015).

This paper will critically assess the effectiveness of the different strategic tools which are used by the Ministry of Interior (MOI) in the United Arab Emirates, at helping them to achieve their strategic objectives. Similar studies by Stenfors & Tanner (2007), Alzaman & Chikhalsouk (2013) have investigated the impact of strategic evaluation tools in various organizations in Finland and Middle East respectively. Furthermore, adaptation of these strategic tools by the ministry of interior will help motivate other institutions under the United Arab Emirates government to adopt these tools. Strategic evaluation tools are instrumental in sustainability of operations therefore is very important for the ministry of interior which is tasked with a lot of core tasks in the UAE. With unpredictable operating environments it's imperative to adopt these tools so as to better understand all the surrounding factors that may hinder the organization in one way or another.

**Keywords:** Strategic evaluation tools, continuity operations, strategy as a practice

### **References**

- Alzaman, C. & Chikhalsouk, M., 2013. 'Comprehensive strategy analysis for a leading firm in the UAE precision tooling industry', *Journal of Business and Financial Affairs*, 2:1.
- Bensoussan, B. E., & Fleisher, C. S. 2013. *Analysis Without Paralysis: 12 Tools to Make Better Strategic Decisions*. Pearson Education.
- Bisbe, J. & Barrubés, J., 2012. 'The balanced scorecard as a management tool for assessing and monitoring strategy implementation in health care organisations', *Rev Esp Cardiol*, 65: 919-27.
- Jeffrey H. Dyer, Godfrey, Jensen, Bryce 2015 *Strategic management: Concepts and tools for creating real world strategy*, Wiley and sons, USA
- Stenfors, S. & Tanner, L., 2007. "Evaluating strategy tools through activity lens", *Management Science*, Helsinki School of Economics Working Papers W419.

## A Management Model for Lake Basins: the case of Orta Lake

Roberto Candiotti, Silvia Gandini, *Università del Piemonte Orientale, Italy*

[roberto.candiotti@uniupo.it](mailto:roberto.candiotti@uniupo.it)

[silvia.gandini@uniupo.it](mailto:silvia.gandini@uniupo.it)

The resource values of a lake and its basin may be degraded by a number of causes triggered by the previously-noted resource development activities. In general, a lake basin can be characterized as a complex combination of different problems. From a management perspective, and because the problems can build up and become noticed slowly, institutions involved in the lake basin management need to be prepared to engage in sustained actions, with long term funding commitments, and a precautionary approach. Most of the problems need to be anticipated as far in advance as possible through monitoring, development of indicators and analytical studies, while carrying out scientific explorations. Moreover, since many lake resources, as well as problems, are shared throughout the basin, an adaptive management is necessary, using wide-ranging policy instruments. In the light of previous considerations, the research question has been based on how a common and integrated approach could be developed to address the above said numerous issues in a lake basin management. Basing on the Integrated Lake Basin Management (ILBM) guidelines<sup>1</sup>, and through the activities of PITAGORA<sup>2</sup> project, the area of Orta Lake has been analysed, in order to understand what are the essential components of a good management systems, and to define some opportunities trends for the improvement of resources sustainability. The analysis regarded the actual strengths and weaknesses, from a territorial and environmental point of view, to identify how: 1) institutions could better manage the lake and its basin for the benefit of resource users; 2) policies to govern people's use of lake resources should be improved; 3) a major involvement of stakeholders could support an integrated vision; 4) technological improvements could create innovation for the future; 5) knowledge about the traditional and scientific nature should be considered valuable; 6) sustainable finances could be found to support all of the above said aspects. The results shown how success depends heavily on stakeholders involvement, and on the effectiveness of technological intervention. A management model has been developed to support a systemic approach, based on the belief that a long-term commitment is essential, and continuous monitoring of critical success factors should not be overlooked, leading to an interpretation of lake basin management as a continuing and cyclic process, rather than as a one-time project.

**Keywords:** lake basin management, PITAGORA project, integrated vision, stakeholders involvement, resources sustainability

### References

How Can We Stop Degradation of the World's Lakes Environments? Integrated Lake Basin Management (ILBM): Towards Prevention and Sustainable Use of Lake Ecosystems, International Lake Environment Committee Foundation - ILEC, 2007

Managing Lakes and their Basins for Sustainable Use: a Report of Lake Basin Manager and Stakeholder, ILEC, 2005

P. MOORE, Coming to Terms with Governance – Definition, Components, Principles, in proceedings of Regional Nation Working Group Meeting: IUCN Mekong Water Dialogues Project, Kunming, China, 2010

---

<sup>1</sup> ILBM is a conceptual framework for assisting lake basin managers and stakeholders in achieving sustainable management of lakes and their basins (<http://www.ilec.or.jp/en/>).

<sup>2</sup> Piattaforma Interoperabile Tecnologica per l'Acquisizione, la Gestione e l'Organizzazione dei dati Ambientali. The project has been sponsored through Fondo Europeo di Sviluppo Regionale (P.O.R. 2007– 2013).

**PART II**

**Entrepreneurship and Creativity for Businesses in a Global Economy**

## Evaluating the sustainable value proposition of an Italian SMEs virtual network through its value creation stage

Maria Emilia Garbelli, *Università degli Studi di Milano Bicocca, Italy*  
[mariaemilia.garbelli@unimib.it](mailto:mariaemilia.garbelli@unimib.it)

In order to give the customers the most suitable solutions to their needs, companies engage in strategic alliances and adopt flexible management solutions: additionally, product differentiation for the creation of a sustainable value proposition seems to be a key concept for competitive businesses and networks. The pool of strategic alliances into which a company enters with different partners can lead to the creation of different competitive aggregations (such as networks, clusters, districts), defined as collection of businesses with similar and complementary needs and compatible information systems, but with different aims and cultural values – so that they can collaborate without merging. Those businesses are linked each other by dynamic cooperative relations, affecting the network organisation and structure. Indeed, the high recourse to cooperative aggregations is usually referred to understand the competitive attitude of global companies, but there is a lack of evidence on small and medium enterprises (hereafter, SME). Collaborating with other companies can help SMEs find ways to achieve several benefits unaffordable individually: for instance, to market their products effectively, and to provide satisfactory support services. Of course, collaboration satisfying all the partners involved, should lead to a win-win-win situation for all parties concerned, through the creation of a new, unique and sustainable value proposition. Such a value proposition can be firstly defined as “an implicit promise a company makes to its customers to deliver a particular combination of values” (Martinez, 2003). Each proposition searches for a unique value that can be delivered to a chosen market. Yet, value networking seems to be a strategic business solution to get the best from the innovation capabilities of the partners involved; also, the number of difficulties of moving internationally, one of the major challenge for SMEs going abroad, can be faced through aggregation: by overcoming the lack of experience of the management team in the initial phase, entering new markets, creating a network of dealers/customers. Starting from those considerations, in this paper we intend to describe the formation of a new value innovation network, at its beginning focused on commercial activities and emerging from a SMEs aggregation, by adopting the classification of Blankenburg-Holm et al. (1999).

**Keywords:** SMEs, innovation, sustainability, value proposition, network

### References

- Bititci, U. S., Martinez, V., Albores, P., & Parung, J. (2004). Creating and managing value in collaborative networks. *International Journal of Physical Distribution & Logistics Management*, 34(3/4), 251-268.
- Blankenburg Holm, D., Eriksson, K., & Johanson, J., (1999). Value Creation through Mutual Commitment to Business Network Relationships, *The Strategic Management Journal*, No. 20, pp. 467-486.
- Chesbrough, H. W. (2003). The era of open innovation. *MIT Sloan Management Review*, 44, 35e41.
- Konsti-Laakso S., Pihkala T., Kraus S., (2012). Facilitating SME innovation capability through business networking, *Creativity and Innovation*, 21, 1, Wiley Online Library.
- Minarelli F., Raggi M., Viaggi D., (2013). Network for innovation as a way to enhance competitiveness: an overview of Italian food SMEs entering networks, AIEAA conference ‘Between Crisis and Development: which Role for the Bio-Economy’, 6-7 June 2013, Parma Italy.
- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard business review*, 89(1/2), 62-77.



## Corporate Social Responsibility. Theoretical Underpinnings and Integrated Thinking

Martin Samy, *Leeds Beckett University, UK* [m.a.samy@leedsbeckett.ac.uk](mailto:m.a.samy@leedsbeckett.ac.uk)

The increasing demand of stakeholders' interests in social performance is giving impetus for companies to undertake social responsibility reporting in their operations in order to fulfil the demands and to gain public support. Some organisations have already responded either by publishing a separate report regarding their social activities or by providing such information in their annual report or website. However, in some developing countries, there is limited or very 'weak' CSR legislation and governmental policies and coupled with no expectations to follow international CSR guidelines, corporations in these countries tend not to provide CSR reports. In the relationship between CSR and financial performance of corporations in developed economies, a study of 20 selected UK public corporations was undertaken. The authors attempted to prove that strategically investing in CSR will maximize profits while satisfying the demands from multiple stakeholders. In taking a quantitative analysis and exploratory approach by applying the measurement of the Global Reporting Initiative (GRI), the analysis took a further step in examining the trends of earnings per share (EPS) and Price Earnings (PE) ratio of the selected companies. The findings revealed that out of the 20 selected companies, only four achieved all six guidelines as per the GRI. In regression analysis of the variables CSR and EPS / PE, a very weak (causal) but positive relationship was evident. In the past, most CSR researchers have relied on stakeholder theory (SHT) as the basis for explaining corporate social and environmental disclosures. However, recent evidence from extant studies shows that legitimacy theory (LT) is gaining wider acceptability amongst scholars in their quest to explain the motivations behind corporate social and environmental disclosures. In an attempt to gain, maintain or repair organizational legitimacy, corporations have adopted different strategies in order to achieve this objective. Furthermore, maintaining organizational legitimacy means that a firm is conducting its activities in a proper and appropriate manner that is congruent with the standards expected by stakeholders, including the public, in its operating environment. It could be argued esp. in developing economies that the government should play a key role in CSR practices and reporting. Therefore, in a strategic sense, CSR investments are not just another business cost but are essential for a firm's continued survival in the ever increasingly competitive business world of today. In the last decade there is a push to identify value creation based on the concept of Capitals which ultimately requires corporations to measure through the use of KPI's and other indices. This mindset of integrated thinking is the ultimate aim of Integrated Reporting so that stakeholders are able to get a holistic picture of the corporation. The six Capitals, namely Financial, Manufacturing, Human, Intellectual, Social & Relationship and Natural are crucial for decision making but it creates a layer of complexity and subjectivity in the measurements. The challenge for researchers for the next decade is the identification and acceptance of benchmarks so that our society can make informed decisions on the corporations and its impact to our daily lives. Therefore the understanding of CSR, Stakeholder and Legitimacy Theories and Integrated Reporting are crucial as there is an escalation of concern by both society and corporations in the modern world.

**Keywords:** Legitimacy Theory, Stakeholder Theory, Integrated Reporting, CSR, GRI.

### References

- Itotenaan, H.O. Samy, M., Bampton, R. (2015) Examining The Public Policy Perspective of CSR Implementation In Sub-Saharan Africa. *Social Responsibility Journal*, Volume 11, No.3.
- Robertson, F., Samy, M. (2015) UK FTSE 100 Limitations of Sustainability Reporting Practices and Senior Management Perceptions of Sustainability and Integrated Reporting. *Sustainability Accounting, Management and Policy Journal*, Volume 6, No.2.
- Varenova, D., Samy, M. Combs, A. (2013) Corporate Social Responsibility and Profitability: Trade-off Or Synergy, Perceptions of Executives Of FTSE All-Share Companies. *Sustainability Accounting, Management and Policy Journal*, Volume 4, No. 2.
- Samy, M., Odemilhin, G., Bampton, R. (2010) Corporate Social Responsibility: Strategy For Sustainable Business Success- An Analysis of 20 Selected British Companies. *Corporate Governance, The International Journal of Business in Society*, Volume 10, No.2.

## Balancing entrepreneurial orientation and managerialization in family SMEs: Evidences from Eastern Piedmont

Lucrezia Songini, Paola Vola, Chiara Morelli, *Università del Piemonte Orientale, Italy*

[lucrezia.songini@uniupo.it](mailto:lucrezia.songini@uniupo.it)

[paola.vola@uniupo.it](mailto:paola.vola@uniupo.it)

[chiara.morelli@uniupo.it](mailto:chiara.morelli@uniupo.it)

In Italy, small and especially medium-sized firms (SMEs) contribute significantly to the competitiveness of the country economy. It is noteworthy that within SMEs family-owned enterprises are the predominant form of organization (Donckels and Fröhlich 1991; Corbetta and Montemerlo 1999). In the last ten years, they have generated higher financial, competitive, and growth performance, with respect to large enterprises. However, such enterprises are characterized by weaknesses, which come to light especially during company growth. In fact, failure rates increase significantly when medium sized firms become large enterprises (Unioncamere-2014). The capacity to integrate entrepreneurial spirit and with managerialization of the organizational structure and mechanisms as well as professionalization of people involved in the company is critical for the long term survival and development of family businesses (Sciascia, Mazzola 2008). This issue becomes relevant when firms grow and/or have to manage generational transition: in this cases complexity increases (firm's growth, involvement of new family members, etc.) so the balance between entrepreneurship orientation and managerialization becomes crucial to family firm's continuity and longevity. The paper deals with managerialization of family SMEs related to the diffusion of formal managerial mechanisms (strategic planning – SP – and managerial control systems – MCSs ) and human resource management systems (HRMSs). More specifically, this study analyzes the impact of strategic planning (SP), management control systems (MCSs) and human resource management systems (HRMSs ) on financial and organizational performance of North West Italian SMEs, taking into consideration the drivers of diffusion and implementation of SP, MSCs and HRMSs, such as company's dimension and governance model (family and non-family firms). Empirical studies pointed out a lower diffusion of strategic planning (SP), and management control systems (MCSs) in family firms than in non-family owned businesses. Different theoretical streams have dealt with such issues, such as, the stewardship theory, the agency theory, the organizational control theory, the company growth theory, and the contingency theory, highlighting divergent results. The research design of this study relies on a combination of qualitative and quantitative methods (Lee, 1999; Tashakkori and Teddlie, 1998). The sample is derived by the financial database AIDA and is made up of 854 companies (over 2 million Euros of revenues) located in the North West of Italy (Piedmont); we propose a semi-structured questionnaire regarding SP and MCSs (budgeting, reporting, management and cost accounting, incentives and evaluation systems) with a response rate of 14%. The structure of the paper is articulated as follows. Firstly, main theories on the managerialization of family SMEs and its impacts on firm's performance are outlined. Secondly, research model and hypotheses are presented. Thirdly, research method is described. Then, preliminary results of the analysis of a sample of Italian companies are outlines. Finally, conclusions are presented.

**Keyword:** SMES, family firms, entrepreneurship, managerialization, professionalization.

### References

- Corbetta, G., and D. Montemerlo (1999). "Ownership, Governance and Management Issues in Small and Medium Sized Family Businesses: A Comparison of Italy and the United States," *Family Business Review*, 12, 361-374.
- Donckels, R., and E. Fröhlich (1991). "Are Family Businesses Really Different? European Experiences from Stratos," *Family Business Review*, 4, 149-160.
- Sciascia, S., and P. Mazzola (2008). "Family Involvement in Ownership and Management: Exploring Nonlinear Effects on Performance," *Family Business Review*, 21 (4), 331-345.

**PART III**

**HR Practices, Organizational Performance  
and Strategic Policies while Innovating**

## Supervisor's Support Behaviours and Transfer of Training

Karim Wahba, *Emirates College of Technology, UAE* (Corresponding Author)

[k.wahba7892@student.leedsbeckett.ac.uk](mailto:k.wahba7892@student.leedsbeckett.ac.uk)

Niki Kyriakidou, Stefanos Nachmia, *Leeds Beckett University, UK*

Supervisor support refers to “the extent to which supervisors behave in a way that optimizes employees’ use on the job of the knowledge, skills and attitudes gained in training”. Hence, this study is intended to deeply explore the supervisor support behaviours impact on training transfer in the banking sector, the behaviours that trainees found it supportive or unsupportive in training transfer before, during and after training, using United Arab Emirates as a lens.

The scope of this paper is to provide a literature review on updated research conducted in the area of supervisors’ support behavior and the transfer of training. A first contribution of this review is to fill a gap in the theory by focusing on the particulars understudied role of the supervisor support and its effect on training transfer before, during and after the training. Key research in the area demonstrated that there is no evidence that training support and development has a positive impact on employees’ job performance unless the newly gained knowledge, skills and attitudes (KSAs) from training are being transferred to the work context (Baldwin & Ford, 1988). Also, transfer of training is essential when evaluating training programmes’ effectiveness (Velada *et al*, 2007). Furthermore, Hua *et al.* (2011) mentioned that supervisor support is an essential work environment factor affecting transfer, but a matter of fact it is under-recognized. Not only that, still there is a major inconsistency in findings across studies with regard to the relationship between supervisors’ support role in training programs and training transfer.

Literature reveals different influences of supervisor support on transfer: some researchers have found significant relationship while others found insignificant relationship. In addition, due to shortage of studies that directly intended to understand the role of supervisor support at various times in the training process. Hence the literature lacks an organizing framework to understand the supervisor’s behaviours that are supportive to transfer. Consequently, this paper will suggest a framework to identify the supervisor’s behaviours that are supportive for trainees to transfer the newly learned KSAs throughout the overall training process before, during and after the attendance of training.

**Keywords:** Supervisor support, Transfer of training, Work environment, UAE, Supervisor behaviours

### References

- Baldwin, T. and Ford, J. (1988). Transfer of Training: A review and directions for future research. *Personnel Psychology*, 41.
- Velada, R., Caetano, A., Michel J., Lyons, B. and Kavanagh, M. (2007) “The effects of training design, individual characteristics and work environment on transfer of training”, *International Journal of Training and Development* 11:4 ISSN 1360-3736
- Hua, N. K., Ahmad, R. & Ismail, A. (2011). “The Impact of the Supervisor’s Role in Training Programmes on the Transfer of Training: A Case Study in Four East Malaysian Local Governments”, *Research and Practice in Human Resource Management*, 19 (2), 24-42.

## The firms performance in the crisis and the role of innovation and incentives: the Southern Italy case

Paolo Rizzi, Antonio Dallara, *Università Cattolica del Sacro Cuore, Italy*

[paolo.rizzi@unicatt.it](mailto:paolo.rizzi@unicatt.it)

[antonio.dallara@unicatt.it](mailto:antonio.dallara@unicatt.it)

This paper aims to evaluate the dynamic performance of Southern Italian firms over the past decade to test the role of the innovation processes, the strategic business choices and the public subsidies. It is defined “virtuous” a firm that its economic performances (before and during the crisis) exceed the sectorial and territorial average values in terms of profitability, productivity and growth. Profitability is measured by ROI (return on investment); productivity is measured by value added per employee, growth is measured by changes in turnover. Sources of data are the balance sheets of Italian companies (contained in the data set AIDA by Bureau van Dijk). Some interesting evidences are obtained analyzing the pairwise relationships between the three variables that define the virtuosity, including a positive relationship between profitability and labor productivity. At regional level, there is a close link between the index of virtuosity and macro-variables describing the economic, social and environmental dimensions of the provinces in which they are located. In the Northern Italian provinces, the stronger economic and social dimensions (in terms of structure, performance and strategies), the higher firm’s average virtuosity is. A survey of 800 companies, that are representative of the production system of the four Convergence Regions (Campania, Puglia, Sicily, Calabria) in terms of size, sector, location, were built. By means of this survey the relations between virtuosity and structural characteristics and entrepreneurial strategies are deepened, in terms of: internal and external organization (human capital, location, relationship with the socio-economic local system, belonging to corporate groups and external networks); market strategies and investment; innovation strategies; use of public subsidies. Specifically the following evidence are identified: “virtuous” businesses in terms of profitability, productivity, sales growth and market share do not reveal significant differences in structural terms, by year of constitution or average size; the relative share of medium-large companies is still higher than the small ones; variables related to the internal organization, market strategies, investment and innovation reward virtuous businesses significantly; virtuous companies are more likely to reveal multi-regional location, group membership or networks, high internationalization level, significant investment and persistent over time, orientation to innovation. It was then conducted an econometric analysis to identify the determinants of firms’ virtuosity in the Convergence Regions. Two kinds of variables were used to measure the virtuosity: binary indices (or dummy variables) that divide businesses into virtuous and non-virtuous and continuous quantitative indices that assign to each firm a measure of its virtuosity on the basis of profitability, productivity and growth (of sales and/or of markets sizes). These analyses bring out some elements that can significantly influence the virtuosity and the performance of enterprises, in particular: level and growth of corporate investments; entrepreneurial quality; human capital employed in the company, measured by percentage of graduates; product innovations; the presence of business services of quality where the firm is located; the firm size; the technical/scientific system in the area of activity of the company. The effects of public subsidies are rather contradictory and not exhaustive.

**Keywords:** innovation, firms subsidies, firms performance

### References

- Benvenuti M., Casolaro L., Gennari E., Metrics of innovation: measuring the Italian gap, Occasional paper, Banca d’Italia, Number 168, June 2013.
- Bottazzi G., Dosi G., Jacoby N., Secchi A., Tamagni F. (2009), Corporate performances and market selection. Some comparative evidence, LEM Working Paper Series, 2009/13, Sant’Anna School of Advanced Studies, Pisa.
- Bronzini R. and E. Iachini (2014), Are Incentives for R&D Effective? Evidence from a Regression Discontinuity Approach, forthcoming in American Economic Journal: Economic Policy.
- Lotti F. et.al., Le iniziative regionali per favorire l’innovazione delle imprese, Banca d’Italia, 2013.

## A Living Lab Development for the Management of Lake Basins

Roberto Candiotta, Silvia Gandini, *Università del Piemonte Orientale, Italy*

[roberto.candiotta@uniupo.it](mailto:roberto.candiotta@uniupo.it)

[silvia.gandini@uniupo.it](mailto:silvia.gandini@uniupo.it)

The rapid expansion and popularity of the Internet has encouraged the development of new ways to work and interact within organizations: for instance, it has allowed the proliferation of virtual communities, fostering the social and exchange processes among individuals. In this context, the idea of a «living lab» as an «open ecosystem», where users participate in all phases of research and testing of new solutions based on the use of ICT (Information and Communication Technologies), could be useful to create innovation. The idea behind this model is the creation of open areas of design, testing and validation of innovative services, within which the user is given a share of all the different stages (from design to validation of the same model), in order to provide feedback for the refinement of services covered by the trial and for their subsequent commercialization. This approach has the main goal to realize the impact of ICT on the ground, moving from research laboratories to real life contexts, where citizens and users will be encouraged to cooperate with researchers, developers and designers, to improve the innovation process. In the light of previous consideration, research question has been based on the possibility to develop a living lab model based on the verification of specific area requirements, and a deeper knowledge of local actors. Starting from this perspective, an open living lab has been realized for the whole community of the lake basin of Orta, through the activities of PITAGORA<sup>3</sup> project. This last allowed to consolidate an innovative approach not only through the organization of several meetings, but also by building an open and continuous dialogue with all the stakeholders, supported by the use of the Internet and, in particular, of the social media. Thanks to several focus groups, that has been carried out on the territory, it has been possible to define specific usage scenarios and consequent requirements for the development of different applications (for mobile and smartwatch). Moreover, for the engagement of different stakeholders, several activities has been carried out to disseminate the results of the project and animate the living lab. Apart from the organization of the focus groups, a communication campaign has been planned and implemented, basing on the use of the main social media, such as Facebook and Instagram. This last aspect played an integral and strategic role. In fact, the methods of storytelling enabled by social networks was fundamental in order to show end users the progress of the project, presenting not only aims and objectives, but also technical aspects that characterize it. In a future perspective, realized activities could represent a starting point for a better local integration, to assure a major sustainability of resources and to improve the basin reputation, also in the international context.

**Keywords:** living lab, PITAGORA project, lake basin, Internet, social media

### References

CONCILIO G. - DE BONIS, L., *Smart Cities and planning in a Living Lab perspective*, in CAMPAGNA, M. ET AL. (eds.), *Planning Support Tools: Policy Analysis, Implementation and Evaluation*, Proceedings of the VII International Conference on Informatics and Urban and Regional Planning INPUT 2012, FrancoAngeli, Milano, 2012

MARSH J., *Living labs and territorial innovation*, in CUNNINGHAM P. & M. (eds.), *Collaboration and the knowledge economy: issues, applications, case studies*, IOS Press, Amsterdam, 2008

<http://www.openlivinglabs.eu/>

---

<sup>3</sup> Piattaforma Interoperabile Tecnologica per l'Acquisizione, la Gestione e l'Organizzazione dei dati Ambientali. The project has been sponsored through Fondo Europeo di Sviluppo Regionale (P.O.R. 2007– 2013).

## Addressing the Needs of Mega-event Management through an Innovative Reference Model: the Case of Abu Dhabi Events

Mohamed Al Jeaidi, *Leeds Beckett University, UK*  
[Mohammed.aljeaidi@gmail.com](mailto:Mohammed.aljeaidi@gmail.com)

The event management industry is essential for the economic wellbeing of any country (Anih, 2012). In the present era of globalization, event management lies at the foundation of the tourism industry and it supports itself through providing lucrative events that attract not only foreigners, but nationals as well (Damm, 2010). However, presently there are three gaps in event management which this study will attempt to fulfill: lack of process orientation, lack of standardized forms, and the lack of reference models (Getz, 2012). Collectively, this research gap demonstrates that the field of event management does not draw or borrow from other relevant fields such as process management and project management which can potentially provide a reference model of planning or organization that can be used to provide a framework for event management (Reid and Ritchie, 2011). This research demonstrates that innovation and creativity are key to the management of mega-events; it will show that event management can be bolstered through innovation in order to provide an innovative framework that targets at providing a model of event management, specifically tailored to the needs of mega-events (Thomas, Hermes and Loos, 2008). Consequently, this study will discuss the key factors that determine the success of event management in order to provide an innovative model of mega-event management that looks at the influence of stakeholders, government policy, social impact, and community involvement as elements contributing to the success of event management in Abu Dhabi.

**Keywords:** Mega-events, Event Management, Innovation, Reference Model, Policy.

### References

- Anih, A.S. (2012) 'BASIC STRATEGY IN CORPORATE EVENT MANAGEMENT: Guide for Nigerian Event Firms', *Centria University of Applied Sciences*, September, p. 2012.
- Damm, S. (2010) 'Best practices in Event Management', *UNITEC New Zealand*, April, pp. 1-110.
- Getz, D. (2012) 'Event studies: discourses and future directions', *Event Management*, vol. 16, no. 2, pp. 171-187.
- Reid, S. and Ritchie, B. (2011) 'Risk management: Event managers' attitudes, beliefs, and perceived constraints', *Event Management*, vol. 15, no. 4, pp. 329-341.
- Thomas, O., Hermes, B. and Loos, P. (2008) 'REFERENCE MODEL-BASED EVENT MANAGEMENT ', *International Journal of Event Management Research*, vol. 4, no. 1.

**PART IV**

**Perspectives and Challenges for Local Tourism Development**



## Bringing Alive Heritage Sites

Vincent Zammit, Centre for Cultural and Heritage Studies, Institute of Tourism Studies, Malta  
[vincent.zammit@gov.mt](mailto:vincent.zammit@gov.mt)  
[zammit.vincent@gmail.com](mailto:zammit.vincent@gmail.com)

The ever changing scenario of tourism is well documented. Travellers are more educated, better informed and well-travelled. This has led to the need to offer a better experience to all while visiting heritage sites. It has led to the need to be more creative at various sites in order to offer a better visiting experience to a wider spectrum of visitors.

Since the Tourism authorities in Malta have increased their support and marketing for more cultural tourist visiting the islands, this has led to an upgrading and rethinking of what is on offer in Malta. A number of public events started to be organised, with an ever changing spectrum of activities and innovations. Heritage sites and museums have been upgraded. The restoration of a number of sites has also helped in the better presentation of the information due to the use of modern technologies and media. The need to invest in new technologies has helped in reaching out to different audiences, thus promoting the museums and sites even better.

In this paper of mine I would be looking at a number of sites and museums in Malta and the use of modern technologies for interpretation purposes.

**Keywords:** Events, museum, interpretation

### References

- Bennett, T. (2011). Civic Seeing: Museums and the Organisation of Vision. In S. Macdonald, *A Companion to Museum Studies* (pp. 263-281). Chichester: Wiley-Blackwell.
- Edensor, T. (2012). Tourism and performance. In T. Jamal, & M. Robinson, *The Sage Handbook of Tourism Studies* (pp. 543-557). London: Sage Publications Ltd.
- Quinn, B. (2012). Festivals, Events and Tourism. In T. Jamal, & M. Robinson, *The Sage Handbook of Tourism Studies* (pp. 483-503). London: Sage Publications Ltd.
- Shelton, A. A. (2013). Museums and Museum Displays. In C. Tilley, W. Keane, S. Kuchler, M. Rowlands, & P. Spyer, *Handbook of Material Culture* (pp. 480-499). London: Sage Publications Ltd.

## Investigating the Spillover Effects of Megacity Projects. Case Study: Agritourism; Badagry; Nigeria

Adebowale-Yemi Ogunleye, *Leeds Beckett University, UK*  
[a.ogunleye9253@students.leedsbeckett.ac.uk](mailto:a.ogunleye9253@students.leedsbeckett.ac.uk)

The twentieth century has been a century of unprecedented population growth, economic development and environmental change from 1900 to 2000 and beyond. As a consequence of these mega-trends, cities and urban agglomerations are faced with a broad spectrum of challenges of various kind, which call for smart and sustainable responses in our urban century. This means that a shift in urban policy and urban governance is fundamental and necessary (Naess 2001; Tamagawa 2006; Slavin 2011). Coming back home however, poverty is so endemic in Nigerian cities. While available statistics put the national poverty level at 70% as at 2004(UNDP), a number of real indicators show that the current poverty level is actually higher than that. In view of these overwhelming problems, and in order to specifically tackle Lagos state, the Federal government came up with the Lagos Megacity Project So much have already been written concerning studies on urban sustainability and environmental management issues, targeted at Badagry, Lagos State and other upcoming Megacities in Africa. However, this study differs in context, though relative in line with urban sustainability study, it is devoted to evaluating the after effects –the cost and benefit implication of the Megacity Project spill over as a whole on the adjoining villages around and about the town-Badagry. This study is aimed primarily at investigating the spill over effects of megacity Project on the adjoining settlements and town called Badagry and not the Megacity itself. The study covers elements of urban sustainability with emphasis on agriculture and agro-allied business, and on the other hand, environmental management elements especially tourism, since the town is the primary food basket to the megacity, supplying mainly sea food and poultry products, and also being the tourism hub of the megacity. Therefore the need for the research to harmonise these two principal elements - sustainable agriculture and sustainable tourism as herein termed SUSTAINABLE AGRITOURISM - will form the focal point of this study. There are many studies of agritourism within the context of western developed nations, notably in Europe, North America, Australia and New Zealand, where such tourism is well established (Das and Rainey, 2010). However, the situation in developing countries has received much less attention (Henderson, 2009), although more rural areas and populations exist in those countries. Except for a few case studies conducted in several Asian countries (Ohe, 2008; Choo and Jamal, 2009; Gao et al., 2009), little light has been shed on agritourism in developing countries. Therefore, there is a need to understand the situation and issues of agritourism in such places the research method adopted is primarily qualitative case-study studies approach. Questionnaire are administered on household heads in each settlements that makes up the axis, starting from the Agbara/Igbesa to Greater Badagry. Field research was undertaken for a period of one year. Multiple research methods, including in-depth interviews, informal discussions, on-the-site observations, and secondary data review were employed. The author had to live with a local family during the field study, and spent substantial time in the village to observe local life and tourism events and to acquire insights into tourism issues through direct participation and observation. In-depth interviews were conducted with 50 government officials. The working language was mainly local dialect and translation was undertaken subsequently. A total of 210 interviews/Questionnaires were conducted with local households who own and manage agritourist businesses.

**Keywords:** Mega city projects, Environmental Degradation, Urban and Environmental Sustainability Development, Agritourism, Poverty Reduction and Socio-Economic Potentials

### References

- Choo, H. and Jamal, T. (2009) Tourism on Organic Farms in South Korea: A New Form of Ecotourism, *Journal of Sustainable Tourism*,  
 Das, B. and Rainey, D. (2010) Agritourism in the Arkansas Delta Byways: Assessing the Economic Impacts, *International Journal of Tourism Research*  
 Henderson, J. (2009) Agro-tourism in Unlikely Destinations: A Study of Singapore, *Managing Leisure*

## Managing the Visitor Experience at Sacred Sites through Innovative Product and Service Development Strategies: the case of Ireland's Glendalough Monastic Settlement

Vreny, N. Enongene, Kevin, A. Griffin, *Dublin Institute of Technology, Ireland*

[vreny.enongene1@mydit.ie](mailto:vreny.enongene1@mydit.ie)

[kevin.griffin@dit.ie](mailto:kevin.griffin@dit.ie)

Tourism to sacred sites is witnessing an exponential growth the world over. In conservative terms, at least 300 to 330 million people visit sacred heritages on an annual basis (UNWTO, 2014 & Tourism and More, 2014).

Theoretical and empirical analysis reveals that visitors to these sites have varying and differing motivations, needs and expectations when they visit these sites. Visitors have become sophisticated and so are their needs and wants, and even more so, visitors to sacred sites are increasingly demanding entertaining experiences and satisfaction from their spiritual renewal services (Ambrose & Ovesenik, 2011). However, such demands are often in contrast with the traditional norms and practices of these places (Shackley, 2001). This in turn poses operational challenges for sacred site managers in terms of catering to the needs and expectations of their increasingly demanding visitors. Such pressures necessitate sustainable innovative product and service development strategies aimed at enhancing the visitor experience, while taking into consideration the triple pillars of socio-economic, cultural and environmentally sustainable measures in the process.

To this end, findings generated from the study based on extensive desk research, surveys with visitors and participant observation techniques, reveal that substantial sustainable product and services development strategies aimed at enhancing both the on-site and off-site experience of the visitor, have been successfully implemented at sites. Such models attempt at providing visitors with memorable and satisfying experiences and in the instance of the current case study (Glendalough) services include: walking trails, cycling, angling, and heritage interpretation. Benefits not only impact on the livelihood of the host communities, they preserve and promote local culture and heritage. With particular attention given to maximising the potential positive impact of such developments on the environment and sacred resource upon which tourism relies, government policies are seen to be in line with sustainable tourism measures.

This study has implications for sustainable management of the visitor experience at sacred sites and economic development of regions in which these sacred resources are located.

**Keywords:** Product & Service, development strategies, sacred sites, Glendalough, visitor experience management

### References

- Ambrose, M & Ovsenik, R. (2011) *Tourist Origin and Spiritual Motives Management* Vol.16 (2), pp. 71-86.
- Shackley, M. (2001) *Managing Sacred Sites, Service Provision and Visitor Experience*: Continuum. London.
- UNWTO (2014) First UN International Congress on Tourism and Pilgrimage Explores the link between Tourism and Spiritual Routes <http://media.unwto.org/press-release/2014-09-16/first-unwto-international-congress-tourism-and-pilgrimages-explores-link-be>

## Political Challenges Created by Policy Makers for Notting Hill Carnival: Community Pride and Culture Identity for Regeneration

Razaq Raj, *Leeds Beckett University, UK*  
[r.raj@leedsbeckett.ac.uk](mailto:r.raj@leedsbeckett.ac.uk)

Helen Simpson, *C40 Cities Climate Leadership Group, London, UK*  
[helen.lillian.simpson@gmail.com](mailto:helen.lillian.simpson@gmail.com)

This paper explored whether political changes made by policy makers have helped develop Notting Hill Carnival; into a well organised event which makes a significant contribution to the economy, society and cultural wealth of London. A strategic review of NHC was conducted in 2004 and since then there has been very little research into whether the recommendations from the report have helped the continued development of the event; which was addressed by this study.

The growth of cultural tourism has been significant over the last decade, and increasing events and festivals are being used as a tool to promote tourism and boost the local economy. Contributing to the host community in different ways; cultural events provide economic stimulus, increase community pride and spirit and act as a catalyst for regeneration. A number of researchers have focused on the role of festivals and events within the realm of tourism, and exploitation of events by destination marketers (Getz, 2007; Hinds, 2008; Nurse, K., 2004) only limited empirical research on the. However, it is difficult to assess the extent of the economic, social and cultural impacts on the local community; and most studies do not go beyond assessing the direct economic impact in relation to employment and income generation for local businesses.

The research concluded that political changes have had very little impact on the development of the event. In particular respondents suggested that many of the issues that exist today are similar to the issues outlined in the strategic review in 2004. It was highlighted by all respondents that hardly any of the recommendations had been implemented. The results however, suggested that the role of policy makers is still considered important in supporting the event and ensuring it is delivered safely.

**Keywords:** Political, Carnival, policy makers, communities, tourism

### References

- Getz, D., 2005. *Event Management & Event Tourism*. 2nd Edition ed. New York: Cognizant Communication Corporation.
- Hinds, D., 2008. The West Indian Gazette: Claudia Jones and the black press in Britain. *Race Class*, 50(1), pp. 88-97.
- LDA, 2003. *The economic impact of Notting Hill Carnival*, London: London Development Agency.
- Moore, T., 2013. *Policing Notting Hill: Fifty Years of Turbulence*. Hampshire: Waterside press.
- Nurse, K., 2004. Globalization in Reverse. In: M. C. Riggio, ed. *Culture in Action - The Trinidad Experience*. London : Routledge, pp. 245 - 254.
- Plummer, R., 2011. Notting Hill Carnival spirit boosts London's economy. [Online] Available at: <http://www.bbc.co.uk/news/business-14572389> [Accessed 4 March 2014].

**PART V**

**Tourism, Culture and Religion: from Tradition to Innovation**



Armeno,  
Lake Orta  
24 October 2015

Special Panel  
*Cultural Tourism*



**CULTURAL TOURISM: GLOBAL AND LOCAL PERSPECTIVES**

## Deconstructing the Authenticity of Transmodern Cultural Tourism Experience

Milena Ivanovic, *University of Johannesburg, South Africa*  
[mivanovic@uj.ac.za](mailto:mivanovic@uj.ac.za)

Despite the fact that authenticity is amongst the most researched concepts in postmodern tourism discourse it still remains the most disputed one. Recent calls to declare the modernist theory of objective authenticity obsolete in the phenomenology of postmodern tourist experience and replace it with existential authenticity (Reisinger & Steiner, 2006) created a rift between modern and postmodern authenticity theories and led to a crisis of postmodern authenticity discourse. Against this backdrop the aim of this conceptual paper is to outline the noteworthy properties of transmodernism (Sandu & Ponea, 2010) in creating new, cohesive, authentic experiential reality as the way of knowing the world and being in the world germane to new transmodern cultural tourism. Remarkably, transmodernism is not only capable of transcending the two preceding and incompatible paradigms, modernism and postmodernism, and bridging the 'Great divide' between realist and relativist ontology and epistemology, but can also effectively synthesise the two antagonistic Cartesian levels of reality, real-material and relative-experiential into a new authentic tourist experience. Therefore, the specific aim of this article is to outline the constitutive elements of the new model of transformatory authentic experience (Gelter, 2010) in cultural tourism embedded in transmodern, authentic economy. The paper will begin by unpacking the circumstances of the current crisis of authenticity discourse while problematising the inaptness of postmodern ontology in realigning authenticity discourse with an emerging transmodern paradigm. The paper will proceed with a proposition of the new model of transformatory authentic experience initially conceptualised on the symbolic representation of three seminal authenticity theories (objective, constructive and existential), and conclude by identifying the two new fundamental types of transmodern authenticity in cultural tourism, the ontological and epistemological authenticity.

**Keywords:** Transmodernism, transformatory tourism experience, ontological authenticity, epistemological authenticity, authentic economy.

### References

- Gelter, H. (2010). Total experience management – a conceptual model for transformational experiences within tourism. Conference proceedings of The Nordic conference on experience 2008. Finland: Vaasa. p. 46-78.
- Reisinger, Y. & Steiner, C.J. (2006). Reconceptualizing object authenticity. *Annals of tourism research*, 33(1):65-86.
- Sandu, A. & Ponea, S. (2010). Constructionist-fractal analysis: a transmodern view of truth. *Economy transdisciplinarity cognition*, 13(2):45-52.

## **Branding a Tourist Destination through Events and Cultural festivals: the perspective of the “Stresa Festival” (Stresa, Italy) visitors**

Stefania Cerutti, Elisa Piva, *Università del Piemonte Orientale, Italy*

[stefania.cerutti@uniupo.it](mailto:stefania.cerutti@uniupo.it)

[elisa.piva@uniupo.it](mailto:elisa.piva@uniupo.it)

In recent years, cultural events have become a significant component within the strategies of destination branding of a place. Territories are increasingly using events and cultural festivals to enhance their image and boost tourism development. Indeed, many destinations worldwide have built events portfolios as a strategic initiative to attract visitors and to develop their own brand. A destination brand represents a dynamic interaction between the destination's core assets and the way in which potential visitors perceive them. Thus, the visitors perspective is considered as fundamental in triggering processes of destination branding. In the light of these considerations, the purpose of this study is to investigate how the visitors assess the impact of cultural events and festivals in enhancing the image of a tourist destination. To achieve this aim, the “Stresa Festival” (Stresa, Italy) has been selected as a case study. “Stresa Festival” is undoubtedly one of the best-known European classical music festivals that every year offers performances by internationally famous artists to its audience. Structured questionnaire has been used as methodology to carry out the research. Questionnaires have been handed out to resident and non-resident visitors to the Stresa Festival to extract the opinions and experience from the public on the image effects of this festival.

**Keywords:** destination branding, events and cultural festivals, visitors perception, city image.

### **References**

- Ali-Knight J, Robertson M, Fyall A and Ladkin A (2008) *International Perspectives of Festivals and Events: Paradigms of Analysis*. Oxford: Butterworth Heinemann.
- Blain C, Levy SE and Brent Ritchie JR (2005) Destination branding insights and practices from destination management organisation. *Journal of Travel Research*, 43(5), 328-338.
- Getz D (2008) Event tourism: Definition, evolution, and research. *Tourism Management*, 29, 403-428.
- Jago L, Chalip L, Brown G, Mules T, Ali S (2002) The Role of Events in Helping to Brand a Destination, in *International Event Research Conference: Events and Place Making, Proceedings*, Australian Centre for Event Management, Sydney, July 15-16, 111-143.
- Marzano G, Scott NR (2006) Consistency in Destination Branding: The Impact of Events, *Global Events Congress and Event Educators Forum*, Brisbane, Australia, 27–29 September, 196-205.

## Giuseppe Verdi\_Genius loci: a cultural project to discover the Maestro's inner and outer landscapes through a multisensory journey

Ilaria Dioli, *Università Cattolica del Sacro Cuore, Italy*

[ilaria.dioli@unicatt.it](mailto:ilaria.dioli@unicatt.it)

Discovering the places where a great character was born and lived may be a successful way to get to know at once many cultural aspects: his own story and the history of the time, his way of living and personality, the cities that influenced his artistic composition and expression. That's what happened with Giuseppe Verdi. The Maestro's outer landscape (his birthplace and villa, lands and property, markets and shops he attended and cities where he lived) intertwines and reflects his inner landscape (tastes, values, passions, habits, thoughts and feelings). Investigating his personal and everyday life enables a tourist (an not just an opera lover, singer or musician) to have a deeper understanding not only of the artist concerned but also of the culture of that specific place. This is what makes a place unique and peculiar: it is called *genius loci*. This paper presents the case study of a cultural event conceived in 2013 in order to celebrate the 200th anniversary of the Maestro's birth. The project, which is still running, is called "Giuseppe Verdi\_Genius loci" and consists of a multimedia lecture and a dinner with a traditional menu based on original recipes as described by the Maestro in his letters addressed to his closest friends. The meal is a rare opportunity to experience the relationship between food and music and Verdi's deep love for food he shared with his intimate friends. The talk concerns mainly the Maestro's cooking and culinary habits, his passion for agriculture and products of his own properties and has been given during a thematic dinner based on Verdi's own recipes. The presentation is multimedia: it shows original photos of his personal life, anecdotes and letters that show his deep relationship with food and music as artistic expressions able to connect innovation and tradition. Just as he did in his operas. This international project was supported by Emilia – Romagna Region and hosted in some Italian Institutes of Culture, Embassies and Consulates all over the world. So far it has been staged in the following cities: Edinburgh; Chicago; Lyon; Singapore; Guangzhou; Hong Kong; Piacenza; Firenze; Tallinn; Montréal e Toronto. Giuseppe Verdi\_Genius loci brought along also two HD photo expositions (Giuseppe Verdi: builder, owner and wise host spread over 11 countries in the world and L'aure dolci del suolo natal. Note agrarie, alimentari e sentimentali in Giuseppe Verdi proprietario terriero, which is permanent at La Faggiola, Podenzano) with their catalogues, many publications and a book (Ti lascio a vado nei campi. Giuseppe Verdi agricoltore, ed. Diabasis). Through these lesser-known aspects of Giuseppe Verdi's private world, it is possible to enhance the experience of being his special guest and to get to know not only all places related to his life (both in Italy, where he lived and stayed: Busseto, Milan, Genoa, Montecatini Terme, Naples and abroad, where he worked and staged his operas: Paris, Saint Petersburg, London). Talking about Verdi means starting a multisensory journey through his music, his good taste for food, his care for friends, his attachment to his lands, his engagement to politics and love for life. This case study offers also a way to distinguish and brand a place, attract tourists and investors, create renewed forms of cultural experience, inspire travel motivations and enhance local economy on global scene, just as Giuseppe Verdi was a genius both deeply rooted in his own lands and belonging to the world.

**Keywords:** case study, cultural heritage tourism, events, place branding, arts and culture management, food

### References

- Battei A., *Buon appetito Maestro*, Battei, Parma, 2009
- Cavaliere R., *Gusto. L'intelligenza del palato*, Laterza Ed., Roma-Bari, 2011
- Grignaffini A., Mingardi G., Mingardi C., Rinaldi Cianti M., Rocchetta Valesi R. (a cura di), *Giuseppe Verdi: un goloso raffinato*, Tecnografica, Parma, 2001
- Montanari M., *I racconti della tavola*, Laterza Ed, Roma-Bari, 2014
- Montanari M., *Il cibo come cultura*, Laterza Ed, Roma-Bari, 2004
- Petrullo N., *Il gusto come esperienza*, Slow Food Editore, Bra, 2012
- Rescigno E., *Giuseppe Verdi. Lettere*, Einaudi, Torino, 2012



## The Role of ICT in the Pilgrimage and Religious Tourism Experience

Silvia De Ascaniis, *Università della Svizzera Italiana, Switzerland*

[silvia.de.ascaniis@usi.ch](mailto:silvia.de.ascaniis@usi.ch)

Information and Communication Technologies (ICTs) are increasingly moulding every aspect of people's life, from the way of working to the way of learning, from the interaction with public institutions to private relations (Cantoni & Danowski, 2015). The predominant role is nowadays played by social media websites, which allow users to directly publish contents and, on the other side, to enjoy genuine contents published by other users, this way becoming an important source of information besides being a means of social interaction. The field of tourism has been also deeply influenced by ICTs, to such an extent that a new word is used to indicate the plethora of both suppliers' and consumers' tourism activities mediated by the Internet: eTourism (Buhalis, 2003). In this presentation, the role of ICT in pilgrimage and religious tourism experiences is considered, taking insights from three yet almost unrelated areas of study: eReligion, eTourism and eLearning. The discussion starts from the analysis of the word "culture", with the aim of showing how its different original connotations constitute an interpretation key of the phenomenon under investigation. Along the centuries, the concept of culture has been defined by social scientists in many different ways (Wallerstein, 1990). Culture can be defined as learned, collective, and distinctive patterns of thinking, that structure the way a group of people think, feel, and behave in a specific social environment (Hofstede, Hofstede, & Minkov, 2010). Religious tourism is a cultural experience, where the "cultivation" of man, of the land and of God distinctly meet. In fact, the religious tourist is driven by the desire of visiting a representative place for a certain faith where to worship (cultivate) God. Besides and before being a religious experience, though, it is a tourism experience, which implies to travel away from home to another region (see the definition of tourism of the World Tourism Organization), thus encountering certain ways of cultivating" the land, that is art and architecture as well as agricultural and gastronomy traditions. Encountering a different culture, finally, constitutes an intense learning experience, happening in an informal almost unaware modality. In order to investigate the role and impact of ICT on pilgrimage and religious tourism experience, two approaches need to be combined: a sociological and communication approach, to identify the strategies to implement to research such ICTs-related experiences, and an engineering approach, to choose the ICTs tools to be designed, prototyped and tested to support and measure such experiences. Goal of the presentation is to build a map of the overlapping area among eTourism, eLearning and eReligion, and to provide suggestions for research and action, by combining the two approaches.

**Keywords:** eReligion, eTourism, eLearning, cultivation of God, cultivation of the land, cultivation of man

### References

- Buhalis, D. (2003). *eTourism: Information technology for strategic tourism management*. Pearson Education.
- Campbell, H. (2013). *Digital religion. Understanding religious practice in new media worlds*. London: Routledge.
- Cantoni, L. & Danowski, J. A. (2015). *Communication and Technology*. 5th volume of the *Handbook of Communication Science*, De Gruyter Mouton, Berlin.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and Organizations: Software of the Mind*. Revised and expanded 3rd Edition. New York: McGraw-Hill USA.
- Wallerstein, I. (1990). *Culture as the Ideological Battleground of the Modern World-System*. *Theory, Culture & Society*, 31-55.

## Religious Tourism Product Bundling an Innovative Approach to Destination Marketing and Visitor Experience Management: The case of Early Christian Sites in the East of Ireland

Vreny, N. Enongene, Kevin, A. Griffin, *Dublin Institute of Technology, Ireland*

[vreny.enongene1@mydit.ie](mailto:vreny.enongene1@mydit.ie)

[kevin.griffin@dit.ie](mailto:kevin.griffin@dit.ie)

Innovation has emerged as a re-occurring theme for the sustainability and competitiveness of the tourism and hospitality industry, and for faith-based tourism, the many and on-going changes within the demographics and purchasing behaviour of the religious market in the past 10-20 years (Leisure Travel Group, 2013) calls for innovative approaches to enhancing the visitor experience, and attracting visitors. As Manson suggests, either you 'innovate or die'. In so doing, Ireland is determined to foster an innovation culture for the sustainability of the tourism industry (Failte Ireland, 2009) based on the vision that the tourism industry is expected to continually play a very significant role in Ireland's future economic growth, while making use of religious sites. This innovative approach in utilising religious heritage as part of a destination marketing tool is evident in the development of the emerging Ancient East project, a new tourism product bundling initiative to include six early Christian sites in the East of Ireland as part of the trail. Therefore, to provide a comprehensive understanding of the role religious and pilgrimage tourism attractions play in marketing Ireland as a destination, a mixed methodological approach to data collection has been employed. Approaches include questionnaire surveys and desk research (government reports, media coverage, websites,) and expert conversations. To date, religious and pilgrimage heritage sites have been considered as fundamental gateways to success and economic recovery. They form an integral part of innovative destination marketing and visitor experience management strategies. Sacred sites are an invaluable tool in marketing Ireland as a destination internationally, and are a potential resource in enhancing the visitor experience, through the provision of personal experiences. It is also thought that such sites should be useful in attracting new market segments through online marketing and extensive use of media platforms. The study has implications for all religious tourism destinations where there is a need to understand the role these resources play in marketing and enhancing the visitor experience.

**Keywords:** Sacred sites, Ireland, Visitor experience management, Destination marketing, Innovation

### References

Leisure Travel Group (2013). How to innovate in Faith-based Tourism <http://leisuregrouptravel.com/how-to-innovate-in-faith-based-tourism/>

Mason, J. (1996). *Innovate or Die, A Personal Perspective on the Art of Innovation*. Michigan, Paradigm Press Ltd.

Failte Ireland (2009) Fostering an Innovation Culture in Irish Tourism: [http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/3\\_Research\\_Insights/3\\_General\\_SurveysReports/FosteringanInnovationCultureinIrishTourism-OnlineVersion\\_Publication\\_v1.pdf?ext=.pdf](http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/3_Research_Insights/3_General_SurveysReports/FosteringanInnovationCultureinIrishTourism-OnlineVersion_Publication_v1.pdf?ext=.pdf)

Associazione per lo Sviluppo della Cultura,  
degli Studi Universitari e della Ricerca  
nel Verbano Cusio Ossola

Via Antonio Rosmini, 24  
I - 28845 – Domodossola (VB) - ITALIA  
Codice Fiscale 92011990030 – P. IVA 01896750039



The book is printed only in a digital format.

**Free download at:**

**[www.univco.it](http://www.univco.it)**

**[www.gmperspectives.com](http://www.gmperspectives.com)**

All rights reserved.

The eBook is made available and publicly accessible via the Internet without any restrictions or payment by the user. The book may be reproduced without formal permission, which means that permission is automatically granted by citing authors and editor.

For information:

ARS.UNI.VCO Tel. (+39) 0324 482 548

Università del Piemonte Orientale Tel. (+39) 0321 375 460

November 2015, Domodossola (Italy)

ISBN 978-88-98357-05-5