

# Instructions for Authors

## Producing a printer's copy of your manuscript with word style sheets

### Word-file

This leaflet explains the use of the annexed word-file. It serves as a file template for your manuscript and contains the style sheets you need for formatting your text.

All settings in this file e.g. margins, font size, and line spacing are adjusted such as the later print of your manuscript can be used as a printer's copy for the publisher after having been scaled down.

The following pages will deliver an insight of a typical structure of a book. Step by step the formatting and layout of the different articles (table of contents, preface, index etc.) with the style sheets will be explained. You will also receive useful tips concerning typography and specific problems with word.

### Using Macros

The file may be used from Win 95 and Word 2000 upwards. Please save the file and use it as a template for your manuscript.

For a better overview and an easy handling the style sheets have been arranged in a menu and shortcuts for the two most important style sheets have already been prepared. Macros control the execution of the operations. As macros may contain viruses, you will – provided that your computer has been set accordingly – receive a warning note. (For your information: This file has been prepared in-house the publisher's company and has been checked for viruses. The use of this file is at your own risk though.)

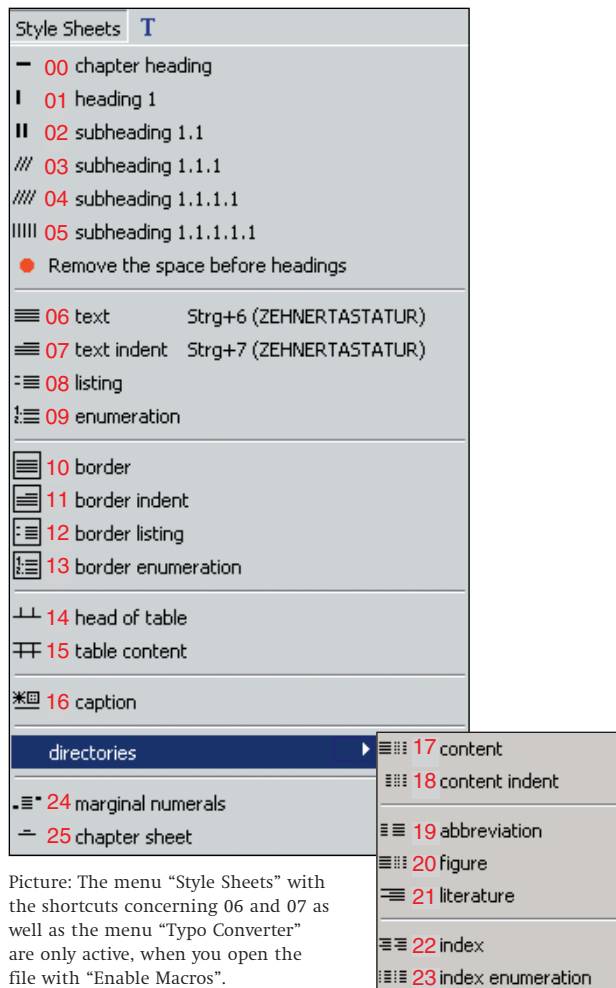
Open the file with "Enable Macros" to activate the new menu "Style Sheet" (see picture). (In case the macros do not work, the security settings are on a high level.) If you open the file with "Disable Macros" you get to the style sheet only through the usual list of style sheets in the word menu.

### Word Style Sheets

The word style sheets are numbered from 00 to 25.

These numbers are assigned to the correspondent formatted articles on the following exemplifying pages. For formatting the same articles in your manuscript, please always use the style sheet with the correspondent number and note further instructions for formatting.

The page examples will give you an idea on how your text is supposed to look like after formatting.



### Typo Converter

When opening the file with "Enable Macros" a second menu (T) – the so-called typo converter – appears. It contains an extensive menu with Find-Replace-functions. (see page 3).

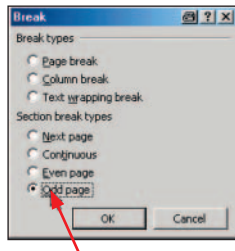
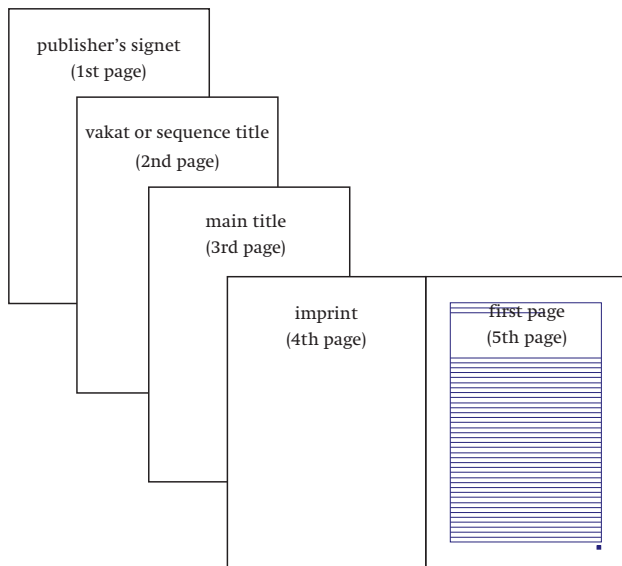
The typo converter is not available when opening the file with "Disable Macros".

### Instructions for samples and figures

Please send us a sample of your file (preferably a word-file, can be uncorrected) at an early stage. In case the text will be provided with figures, please attach representative samples of figures which are intended to be embodied in the example.

---

## First Page

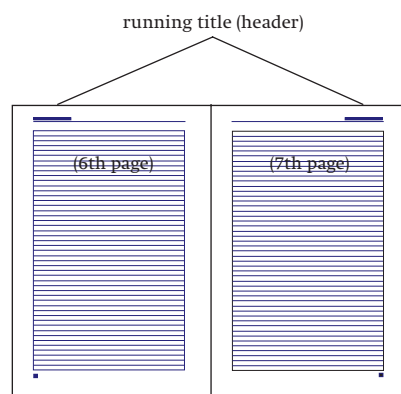


The first four pages are the so-called prelims. They are prepared by the publisher. Therefore the first page you begin with will always be page five. The page numbers are already positioned accordingly in the annexed file.

Insert your text in sections by inserting chapter after chapter in the style sheet! The first article (fifth page) has already been prepared. You will receive more articles when using *Insert/Break/Odd Page*, because the first page of a new article always has to be a right hand page, that means an odd numbered page.

---

## Running Title (Header)



If you want to create a new article for each chapter as described on the left, you may work on the running titles in each chapter separately.

Double click the dummy text of the left or right running title of an article. The menu "Header and Footer" automatically opens together with the running title.

**Important:** Before you overwrite the dummy text with your own running title, please deactivate the button "Same as Previous" (see arrow) from the second article onwards.

### Do not separate parts that belong together!

In order not to separate parts that need to stay together e.g. 30 m, § 5, sect. 3, 30 Euro through imposition or a justified text, use a so-called non-breaking space (*Ctrl + Alt + Space*) instead of a normal space.

### Use of the correct quotation marks!

Please always use “these” double or ‘these’ single quotation marks.

The use of the correct quotation marks can be achieved when you check this option in the menu *Tools/AutoCorrection/AutoFormat* as you type.

If the text has already been created, you can correct wrong characters in using the Find/Replace-function in word ( “ Alt+0147 / ” =Alt+0148).

### Do not mix the short - and the long -!

There are short and long bars. The short one is only used as a hyphen. The long one is used as a n-dash, a minus (-7°C) and from-to-bar (1990-2000). Use the Alt+0150 or Ctrl+- (the minus-sign in the keypad).

Typography is not only a question of aesthetics. It mainly helps to make a text more readable and more reader-friendly. Therefore it not only helps the reader to a comfortable and enjoyable reading of the text, but also to an understanding of the text that is correct regarding the content. Please make sure to follow the three typographical rules as specified above.

**Important:** Make sure that the automatic hyphenation is activated (*Tools/Language/Hyphenate*).

### Typo Converter

The Typo Converter is used for the automatic correction of abbreviations with non-breaking space as well as for the correction of wrong characters (quotation marks, n-dash).

**Important:** Please make sure you have saved your file before the conversion, so you can get back to the last version in case of a program crash.

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For a manual preparation please format the table of content as shown in the picture above.

If you have formatted the titles with the formatting style sheets for titles, you may prepare the table of content automatically. Therefore click *Insert/Index and Table of Contents/From Template* in the menu and check the wanted level. In Formats: From Formats must be specified.

Please insert a second tab before each page number in an automatically generated table of content, so the page numbers are listed among each other right-aligned. You may also make corrections of the content and of the typographical appearance: insertion of blank lines, elimination of ellipsis (...) and page numbers of chapter headings.

**Important:** Do not make any corrections in the automatically generated table of content until you have updated it, because otherwise all formatting will get lost.

## Table of Abbreviations

00 Table of Abbreviations	
19	Abs. → Absatz
	AGB Allgemeine Geschäftsbedingungen
	AIBD Association of International Bond Dealers
	AMR Anweisung der Deutschen Bundesbank über Mindestreserven
	Anm. Anmerkung
	Aufl. Auflage
	B.BI Betriebswirtschaftliche Blätter
	BAK Bundesaufsichtsamt für das Kreditwesen
	BaFin Bundesanstalt für Finanzdienstleistungsaufsicht
	BB Der Betriebsberater
	Begr Begründung
	BeschFG Gesetz über arbeitsrechtliche Vorschriften zur Beschäftigungsförderung
	BetrVG Betriebsverfassungsgesetz
	BGB Bürgerliches Gesetzbuch
	BGH Bundesgerichtshof
	BGHZ Entscheidungssammlung des BGH in Zivilsachen
	BT-Dr Bundestagsdrucksache
	CAPM Capital-Asset-Pricing-Modell
	c.p. ceteris paribus
	CPU Central Processing Unit
	CVaR Credit Value at Risk
	DB Der Betrieb
	DBW Die Betriebswirtschaft
	Diss. Dissertation
	EAD Exposure At Default, erwartete ausstehende Forderung gegenüber dem Kreditnehmer zum Ausfallzeitpunkt
	EVA Economic Value Added
	EDV Elektronische Datenverarbeitung
	EURIBOR European Interbank Offered Rate
	HBC Handbuch Bankcontrolling
	HGB Handelsgesetzbuch
	Hrsg. Herausgeber
	hrsg. herausgegeben
	HWB Handwörterbuch der Betriebswirtschaft
	HWPlan Handwörterbuch der Planung
	HWR Handwörterbuch des Rechnungswesens
	i.V.m. in Verbindung mit
	IdW Institut der Wirtschaftsprüfer in Deutschland e.V.
	IRB Internal Ratings Based Approach
	ISMA International Securities Markets Association
	Jg. Jahrgang
	KWG Kreditwesengesetz
	LGD Loss Given Default, erwarteter Verlust bei Ausfall

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For the table of abbreviations please use the specified formatting as well as the tab as shown in the picture above.

**Tip:** When the table of abbreviations is an extensive one, one would rather choose an alphabetical enumeration with blank lines.

## Table of Figures

00 Table of Figures	
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For a manual generation please format the table of figures as shown in the picture above.

When having captioned your figures, tables, equations etc. with *Insert/Caption* you may generate the table of figures automatically. To do this, go to the menu and click *Insert/Index and Table of Figures* and specify the wanted category.

In *Formats*: From *Template* must be checked. Repeat this when there are more categories.

**Important:** In an automatically generated table of figures please insert a second tab before each page number, so they are listed among each other right-aligned. You may also make corrections of the content and of the page appearance by using blanks and "bold" subheadings.

**Notice:** Please carry out the corrections in an automatically generated table of figures when it does not need actualisation anymore, otherwise all the formatting will get lost.

00 Preface and acknowledgements

06 This book on "Innovation and Product Development in Tourism" offers a wide range of reflections on this demanding and urging topic both from a macro and micro perspective. For most tourist destinations and tourism enterprises it remains an important strategic subject more than ever as innovation is seen as one of the key factors for the achievement of sustainable competitive advantage.

07 Consequently this book should be useful for tourism researchers, - experts, - lecturers, and - practitioners, but also for students of tourism management. The tourism and leisure industry has for a long time underperformed in the field of tourism and leisure innovation relative to other branches of economic activity and hence today faces an innovation gap notably vis-à-vis ever increasing expectations of its customers.

07 We are indebted to the following people and organisations for their contributions to this book:

08

- All authors of the subsequent articles for submitting interesting topics and their expertise in innovation and product development in tourism.
- Those authors who additionally presented their paper at the international research workshop on "Innovation and Product Development in Tourism" held in Innsbruck, Austria, on 25 January 2005.
- The Tyrolean Tourism Board and the Austrian National Bank (ÖNB, Innsbruck) who financially supported the idea of publishing this book.
- Dr. Joachim Schmidt, our publisher, who saw our vision immediately and supported our efforts enthusiastically.
- Karin Hausberger-Hagleitner who worked thoroughly on the manuscript.
- Acciones Integradas, a bilateral research programme between Spain and Austria which facilitated a continuous cooperation between the Center for Tourism and Service Economics of Innsbruck University and the Economics Faculty of the University of Valencia.

06 We are hopeful that this book will close the gap between scientific research and knowledge on innovation and the transformation of this knowledge into innovative products and services in tourism. For those will be imperatives for tourism enterprises to remain competitive in an ever increasing competitive and globalised world.

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Innsbruck/Valencia, September 2005

Bibiana Walder  
Klaus Weiermair  
Amparo Sancho Pérez

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For the foreword/preface please use the formatting style sheets as shown in the picture above.

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I.    ← ↵

Market forces for innovation and ← ↵  
product development in tourism

In case you use chapter sheets please use the formatting style sheets as shown in the picture above. Please impose double spaced headings with a manual line break (Shift+Return).

**Important:** The heading of the chapter sheet will not be considered when you have automatically generated table of contents. Therefore you need to complete the chapter heading in the table of content yourself. (The page number will be removed by the publisher in-house.)

## Text formatting

### 00 Sources and determinants of innovations – the role of market forces

06 Innovation is seen as one of the most important success factors of economic growth and competitive advantage. Therefore, companies have to be aware of the driving forces of innovation which influence product development in different ways and to various degrees. Customers and competition forces have become the main sources of innovations due to a change from a sellers' to a buyers' tourism market. This paper provides the theoretical background for the market being a driving force of innovation and explains various forms in which these market forces are involved in the innovation process.

**Keywords:** Sources and determinants of innovations, market forces, competition, customers.

### 01 **1** Innovation as a prerequisite for growth and development remove "indent at"

06 As shown by Schumpeter, the most important factor for economic growth is the process of creative destruction. This means that the structure of a company will be revolutionised by permanently destroying old products and structures and creating new ones. In his view, innovations become fundamental driving forces of economic change and growth. Schumpeter distinguishes various forms of innovations: 1) the creation of new products or services, 2) new production processes, 3) new markets, 4) new suppliers and 5) changed organisation or management systems (Schumpeter 1934).

07 Thus, innovation influences not only the production function, but also factor prices and as such the total cost curve. According to Schumpeter, change is the only constant in entrepreneurship (Schumpeter 1961). He argues that followers of innovators may appear late, yet finally destroy the competitive advantage of the innovator. As a result, a new round of developing new products will begin.

07 The necessity of new and innovative products and services results from the product life cycle, which means that the life of a product will end at some point and has to be modified or replaced by a new one. The challenge that tourism companies must face nowadays is the fact that product life cycles have shortened continuously over the last decades (Weiermair/Walder 2004). New products have to be developed by taking trends towards new travel experiences, wants, needs, and changed

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For the formatting of your manuscript please use the formatting style sheets as shown in the picture as well as any other means of formatting like blank lines, tabs and indents if necessary.

### Headings

The formatting style sheets for headings do not contain an automatic numbering, since then the formatting style sheet would only be of limited use. Besides, automatism is generally problematic. That is to say, if your headings are numbered automatically, you need to make a manual numbering again.

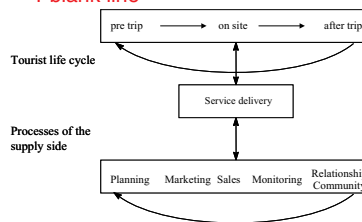
**Important:** We have already put an indent at the headings in the style sheets so you do not need to enter additional blank lines before the headings. In case there are two or more headings, the spacing must be removed by using *Text Position/Indent at Format/Paragraph/Indents* and *Spacing/Spacing before 0 pt*.

Hannes Werthner, Stefan Klein

### 01 **3** ICT enabled service innovation in tourism

06 In this section we are first taking the users' perspective; and we are sketching ideas for service innovation, additional or improved functionalities. Given the diversity of travelers and tourists, we are not able to address their specific needs segment-by-segment. We will rather reflect on the general situation of travelers and try to identify a few broader trends. The related underlying and emerging business scenario is based on flexible network structures and increasing consumer integration. Taking into consideration the mobility aspect of travelers, one can draw the following simplified figure of linking the respective tourist phases with companies' processes.

#### 1 blank line



16 Fig. 1: Tourist life cycle and companies' processes – both suppliers and intermediaries (Werthner 2003)

06 Obviously, processes cross company borders, leading to distributed b2b2c applications, supporting both the cooperation between companies as well as the mobile communication with consumers.


### 02 **3.1** The users' perspective

06 The various services and services properties will be described in relation to the different phases of a journey followed by a number of general issues. In this way we try to capture the underlying customer processes and reflect on the different environments within which technology is being used.


#### 03 3.1.1 Pre trip

06 Tourism services are experience goods, i.e. decision making takes place under uncertainty. Moreover, they typically consist of a high number of components or modules (transport, accommodation, entertainment, information, communication etc.), which need to be combined and synchronized in order to create a service and


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**Tip:** If you want to remove spaces before headings quickly, please use the button  in the menu Word Style Sheets (see page 1).

### Bullets and Numbering

For the bullets and numbering always use the specified style sheets (08, 09, 12 and 13). Never use the button  in the menu for formatting.

If you want to start another numbering with 1., you need to activate *Format/Bullets and Numbering/Numbered/Restart Numbering*.

**Important:** As the listings often contain only one to two lines, the text is left-aligned for all four formatting style sheets. In case the listings contain more lines, please use the center justification .

**Notice:** The rarely used style sheet 13 for numbering in frames does not contain an automatic numbering. The numbers have to be typed in manually.

On the nature of the innovative organization in tourism: Structure, process and results

KNOWLEDGE ENABLERS	KNOWLEDGE-CREATION STEPS				
	Sharing Tacit Knowledge	Creating a Concept	Justifying a Concept	Building a Prototype	Cross-Leveling Knowledge
Instill a Vision		√	√	√	√
Manage Conversations	√	√	√	√	√
Mobilize Activists		√	√	√	√
Create the Right Context	√	√	√	√	√
Globalize Local Knowledge					√

16 Fig. 10: Knowledge Enabling: The 5 x 5 Grid (Source: von Krogh et al. 2000)

06 Based on these theoretical foundations, a cluster can be defined as a network of enterprises which interact on a regional level and which are able to transfer explicit as well as tacit knowledge. Beyond that, they generate competencies and help strengthen the regional competitive capacity. Basically, clusters can operate either vertically, horizontally, or laterally (cp. Fig. 11).

16 Fig. 11: Types of clusters (Source: Bieger/Scherer 2003, p. 20)

06 The running transfer mechanism inside a cluster can be differentiated by transfer channel (Bieger/Scherer 2003):

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- Suppliers: By developing innovative inputs, suppliers introduce innovations into the value chain and thus support problem-solving solutions.
- Customers: Demanding customers create an innovation pull.
- Information and knowledge markets: They allow the direct exchange of knowledge and concepts.

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**Captions**

The caption of figures, tables, equations etc. may be carried out through style sheet 16 or through *Insert/Caption* of the correspondent label, if you want to generate an automatical table of figures.

**Marginal Numerals**

Please always write marginal numerals indent at the correspondent article in an own line (no blank line) and format it according the style sheet.

**Important:** Insert the marginal numeral after having completely finished your work on the text, because otherwise all the following marginal numerals would have to be corrected, if there are articles with marginal numerals that had been added later.

**Tip:** You may prepare a directory of the marginal numerals by clicking *Insert/Index and Tables/Tables of Figures Options/Style* and *Style sheet 24 marginal numerals*.

On the nature of the innovative organization in tourism: Structure, process and results

16 Fig. 2: Types of innovations

1 blank line

06 An outstanding example of an innovative struggle and continual relaunching is Europa Park in Rust near Freiburg. Its managing director was honored with the Innovation Award 2004 of the German tourism industry. The Federal Association of the German Tourism Industry (BTW) states that the management of the Europa Park recognized the importance of accommodation facilities early on. The park now operates three hotels: Colosseo, El Andaluz, and Castillo Alcazar. When the 2700 bed, 4-star hotel Colosseo opened in June 2004, Europa Park Hotel Resort became the largest hotel resort in Germany. Approximately 800 events take place at the theme park each year. A popular location for many TV productions, Europa Park is a role model for the German tourism industry (BTW 2004).

07 In addition to the general implications of the dimensions of innovation and the product lifecycle, innovation management in tourism must take into account the unique nature of tourism. Three systematic dimensions of innovation management based on theories can be constituted: (1) service product, (2) attractions as nuclei, and (3) tourism products as networks.

1 blank line

Unique Nature	Theories	Consequences
Service product	Füglistaller	- Use pull innovation - Apply early screening - Use all dimensions of innovations
Attractions as nuclei	Bieger Hall Pine	- Experience and transformation design
Tourism products as networks	Innovation clusters Regional	- Openness of exchange - Enable clusters - Milieus

16 Tab. 1: Systematic elements of innovation management in tourism

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**Tables**

Under *Table/Insert/Table* a table is being inserted. Format it as shown in the picture. The construction of the border margins can be operated through *Format/Borders and Shading* in the menu.

**Patterns**

Because of typographical reasons please refrain from using patterns (grey raster fields).

Should you want to use patterns though, please make sure that the raster fields are not too bright and – if you use fonts – not too dark.

**Footnotes**

Word generates footnotes automatically when you click *Insert/Footnotes*. You do not need to assign a formatting style sheet.

**Important:** Before you insert the text in the footnote, set a tabulator first. The footnotes will be listed below each other, when there are more lines.

## Bibliography

Customer orientation through emotional marketing

**01 Bibliography**

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For preparing the bibliography please use the specified style sheet as shown in the picture above.

**Tip:** For a better differentiation you may highlight the contributors' names by writing them in italics as it is common in bibliographies.



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## Index

**00 Subject Index**

**22** *A insert accent character in "bold"*

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