

ECCSSA – 40th Annual Conference

***In search of a new strategy for
tourism development:
The case of Cordoba, Argentina***

B. Eugenia Perona

Universidad Empresarial Siglo 21

eugenia.perona@gmail.com

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***What do we mean
by a 'new vision'?***

Relative to context

Developed / developing countries

In theory vs. in practice

Case study

Tourism industry in Cordoba, Argentina

Main ***objectives*** are to show:

- a- Tourism is still at an early stage of development;
local agents barely aware of this fact
- b- A new perspective/approach is needed;
public & private actors differ in their 'visions'

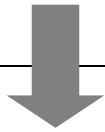
Stage 1- extractive

Use of resources: simple exploitation, grab what is available

Human being: superiority by force

Sustainability notion: none

Related disciplines: none



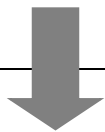
Stage 2- productive

Use of resources: more effective, creativity & technology

Human being: superiority by intelligence

Sustainability notion: economic efficiency

Related disciplines: Business, Econ -- Tourism Management



Stage 3- protective

Use of resources: creativity & technology + care & protection

Human being: superiority by wisdom

Sustainability notion: social, environmental, economic (triple)

Related disciplines: Ecol/ Fem/ Inst Econ -- Hopeful Tourism

Stage 1- extractive

Stage 2- productive

Stage 3- protective

Transition 1 → 2: needs entrepreneurial skills, planning & coordination capabilities

Transition 2 → 3: needs holistic creativity & empathy, transcending mere business expertise

Consistent with triple sustainability
Tourism not necessarily destructive and evil; positive aspects also considered

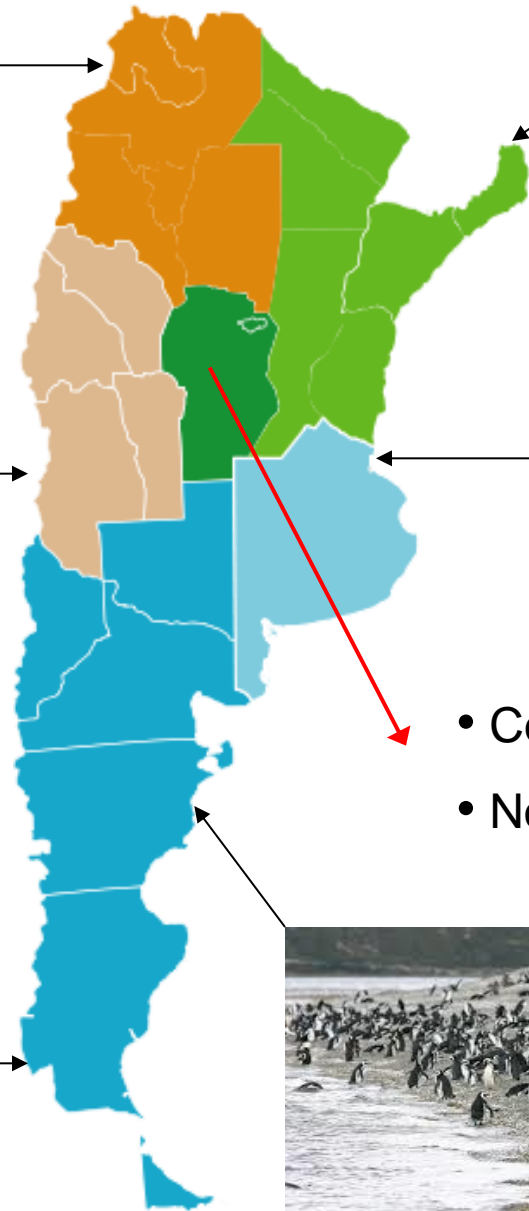
Two claims

- **S3 > S2 and S2 > S1**
- Cordoba tourism industry is largely stuck in S1, with few steps towards S2



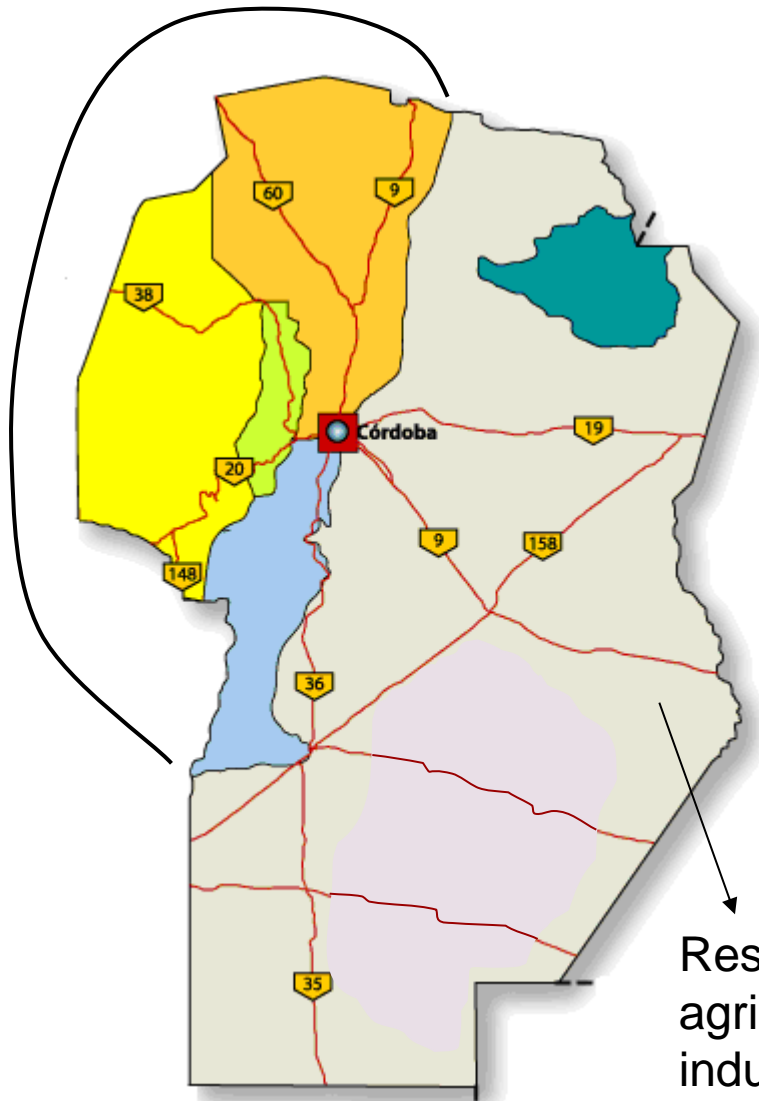
***New
vision?
For
whom?***

Cordoba: a few facts about tourism



- Cordoba: whole region in itself
- Not well known internationally

Colored: tourism
(North & West)



Rest:
agriculture,
industry
(East & South)

Beautiful landscapes / diversity:

Outdoors: adventure, rural, ecotourism, health

Sports: golf, fishing, climbing, hunting

Cultural: historical sites, festivals, religious, food, music, esoteric, indigenous

Learning: academic, business, language

Preferences: 2nd ideal destination

Volume: 1.5 million beds/ month

7 times Iguazu falls

11 times Calafate

3 times Mendoza

4 times Salta

0.7 times Bs Aires

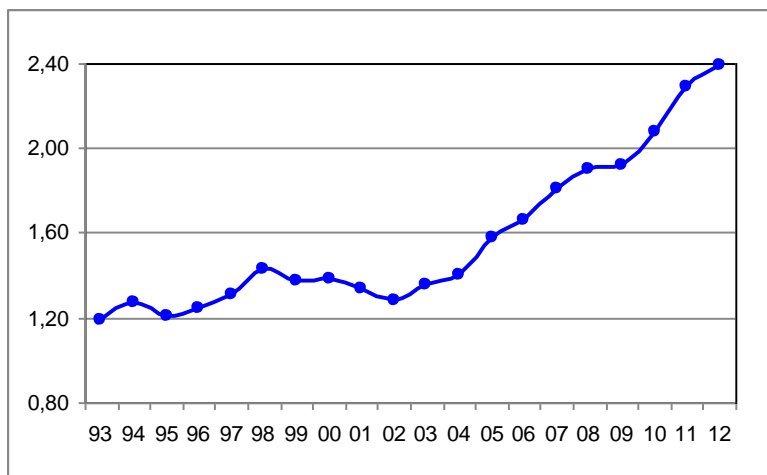
Production: 7% of Cordoba's GDP / 5th largest sector

Employment: 6% of regional employment

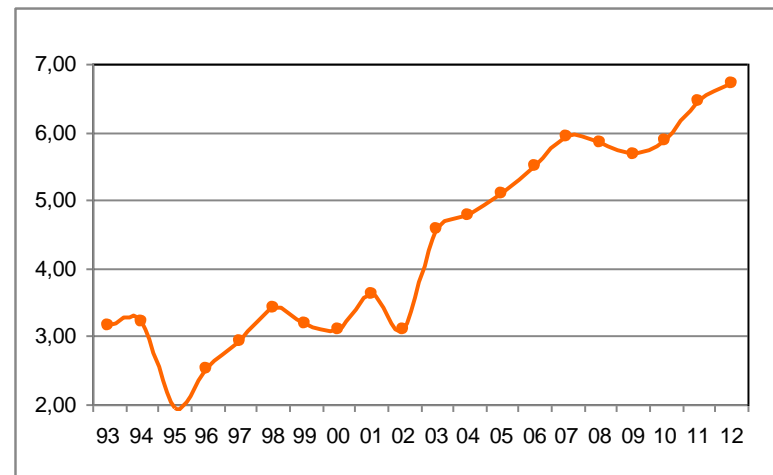
Attractions: 2nd-3rd place by number of attractions → 7% of all museums, scientific events, natural sites, folk music events

Growth:

GDP Travel & Tourism
(billions AR\$ 1993)



Number of visitors
(millions of persons)



Current situation of Cordoba's tourism sector

Transition: **Stage 1 (extractive) → Stage 2 (productive)**

Why not Stage 3? No triple sustainability

Social aspects

- Employment does not reflect increase in production
- Community participation in tourism planning is limited
- Rural-urban migrations

Environmental aspects

- Few, scattered studies
- No recycling or waste management policies
- Forest fires
- Unplanned development

Why not Stage 2 yet? Lack of entrepreneurship and organization

Limited creativity and innovation:

- expansion based on basic, unsophisticated ideas
- late adoption of technology, copying strategy (e.g. websites)
- difficult to access touristic destinations from Cordoba city (travel ag)

Insufficient planning:

- fiscal incentives only (lobbies), little investment in infrastructure
- municipalities → events, few regulations, no substantial policies
- no coordination between private & public sector (e.g. transportation)

Lack of long-term vision:

- no ideas to address seasonality → crucial for employment
- limited exploration of new markets, consumers, products

Why Stage 1 mainly? Underdeveloped, predatory system

**Facts that
prove it**

- development based on chaotic expansion
- conformism, little interest in new opportunities
- numerous inefficiencies/ projects with low survival rate
- insufficient knowledge (information & data)

Conclusion. System characterized by:

Many small agents → 'grab what you can' approach

Few big agents → promote *status quo* or lobby for interests

A handful of truly entrepreneurial public or private actors

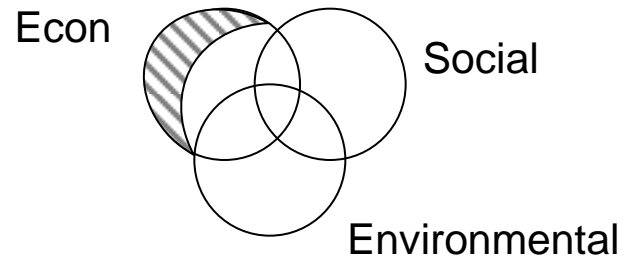
Government → fragmented policies, wishful thinking

S1 → S2

What are the 'new visions'?

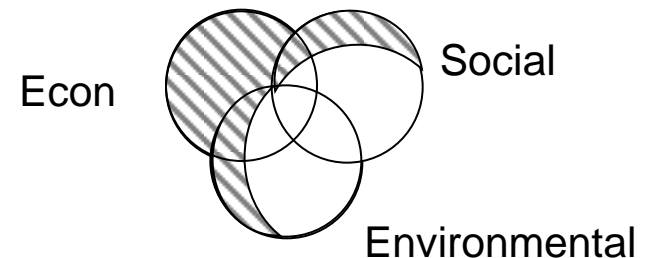
Default option: stay put

- i. A new vision is not needed
- ii. Supported by a majority



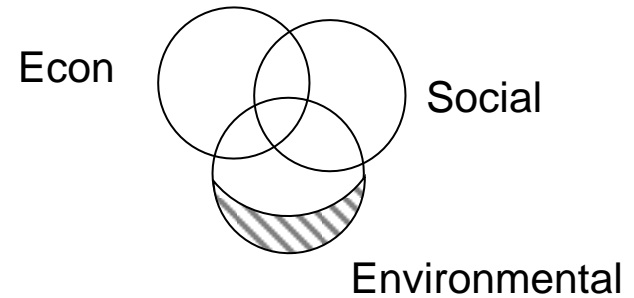
New Vision (1): entrepreneurial

- i. Fully embrace Stage 2 through entrepreneurship, planning and coordination (public and private)
- ii. Supported by a minority, most are resistant to change
- iii. Adverse macroeconomic conditions



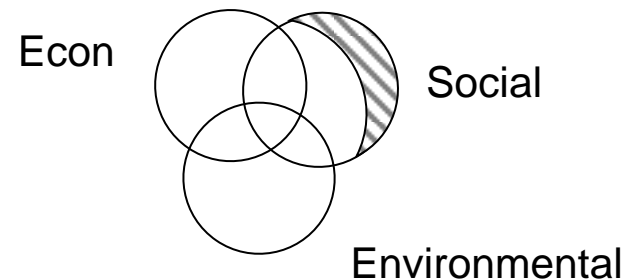
New Vision (2): eco fundamentalism

- i. Minimize or abolish tourism
- ii. Small minority, rejected by majority
- iii. All or nothing, self-defeating



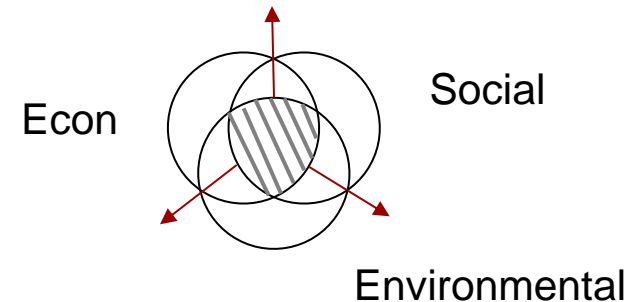
New Vision (3): social fundamentalism

- i. Tourism 'for the people' / rooted in populist ideologies
- ii. Small minority, rejected by majority
- iii. All or nothing, self-defeating



New Vision (4): triple sustainability

- i. Fully embrace Stage 3 through knowledge, planning and care for environment and communities
- ii. Minority, most are ignorant
- iii. Isolated activities, mainly rhetorical, little chance of success



What can we expect in the future?

Default	NV (1) <i>entrepreneurial</i>	NV (4) <i>triple sust.</i>	NV (3) <i>social fund.</i>	NV (2) <i>eco fundam.</i>
✓✓✓	✓✓	✓	✗	✗



education, awareness, operational concepts