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 **GOVERNANCE OF GLOCAL TOURISM**   
  
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SUMMARY  
The underlying theme of this paper is to reconcile two aspects of tourism, globalization and local identity, which equally fundamental processes within society in the early twenty-first century. Globalization, on the one hand seems to unite all and flatten everything, but on the other hand, develops an infinite range of possible paths of individual tourism or for different groups. The sense of local, reproduces and defeats from within globalization. The tourist of the stage of globalization poses a direct relationship with the places visited, with the land and its historical memory, its culture and its environment , showing therefore a question of authenticity, uniqueness, spontaneity products sometimes not born for tourism and not find them again in another part of the world (local aspect).  
Today tourism is a phenomenon involving a range of social actors, operating in and around the local resources that can create reports based on: the delicate balance between visitors, local communities and the environment; awareness of critical environmental and cultural differences between places; strong dependence of tourism activities on the quality of local resources. In addition, the development of tourism must ensure the overall integrity of the ecosystem in which is located and still has to be entered in a drawing for overall socio-economic development locally, consistent with the more general choices of development at a global scale, ensuring the full involvement of stakeholders, so that everyone can express their potential for development. These aspects can incorporate the term " glocal tourism ".  
In this context, the tourism product has become systemic product and local system of tourism (SLOT, Italian acronym: Sistema Locale di Offerta Turistica) ), it is a winning strategy for the development of a destination, which will make the time that it is not only a tourist attraction , but that also offers services, facilities and infrastructure that will enable the tourist an unforgettable positive experience.  
  
Key words: Global tourism, local tourism, glocal tourism

**1. A new phase of tourism in the early twenty-first century**  
Tourist flows between the end of the twentieth century and early twenty-first, you can frame in a new phase of tourism called global tourism, which marks the transition from long holiday, simple, single issue of a complex holiday for the manner and time, needs met. The global tourist flows are increasing, although , compared to the past, for limited periods of time . In fact, today we are witnessing a seasonal adjustment of tourist flows and the repetitiveness of the trend of tourism consumption occasions ( most holiday periods throughout the year), multiplying the opportunities for recreation in short stays ( a few days, weekends).  
Closely related are the variable of the motivation on ( or pulses) that are the basis of the displacement and that of the places of destination. The tourist sees globalization as a holiday not only relaxation and recreation; the holiday is experienced as life experience and a personal enrichment under a cultural and environmental aspect, rather than mere destinations or products, decreasing the so-called " vacation - adventure." In particular , it is noted that the sites of global tourism are mainly parks, nature reserves, which attract more and more visitors, as they fulfill the need of quiet and natural environment, the rural and mountain areas that arouse curiosity and attention to traditions and opportunities for learning and relatedness, places of culture and well-being. You choose, distant destinations from classic, un-crowded and " ask " also known destinations and experience within the country of origin. Finally, it is noted that the tourist poses a direct relationship with the places visited, with the land and its historical memory, its culture and its environment, and then a question of authenticity, uniqueness, spontaneity of products sometimes not born for tourism and not found in any other part of the world ( local aspect).  
The global tourist destinations are destinations around the world, but with evolution and segmentation of the tourism market that favored the birth of two directions: on the one hand a question " structured evolved " with strong connotations of emotion, fashion, socializing, but in response to a dimension of life more desirable compared to the daily question that predominantly asks metropolitan destinations, worldly places, maritime, tourism cities, cruise tourism and resort mountain tourism, etc. . and on the other a traveler in search of a greater degree of freedom, which is actively involved in the definition of the holiday / trip that is driven by a multiplicity of interests , tourism , i.e, specialized and alternative that addresses its application to those types that provide a genuine contact with the local ( rural tourism, environmental, cultural, religious , gastronomic, ....) in the framework of an economic, social and environmental sustainability.  
The needs of tourists, then, are complex and multidimensional; trying to satisfy them with the differentiation , customization and specialization of the tourist offer , which requires the integration and participation of all actors involved in the " tourism industry " , from the exploitation of resources and local identities and in full respect of places and communities visited.  
The profound changes taking place in the field of tourism detect the passage to a new phase of development. The " mass tourism " , characterized by standardization, concentration and large numbers, is gradually giving way to a "tourism experience " based on knowledge, interaction, discussion and exploration. The new forms of tourism are a clear symptom in which the traveler is looking for a direct contact with the culture, identity and lifestyle of the place. These new forms are: eco-tourism, wine tourism, cultural, rural and even religious and characterized more and more to be a comparison and enrichment of their own identity through authentic interaction with the territory and the local reality. In this perspective, tourism is expected to have even more than in the past the role of an agent of development, not only economic but also social and cultural.  
In tourism globalization "place" , which has become an expression of the choices put in place by a plurality of actors "local" who find new opportunities for autonomous choice and action , within the framework of territorial de- hierarchical relations. The same processes stimulate research and the construction of the interstitial space and time , such as privileged areas for the research of subjective identity, as part of a broad " public" of consumers and stakeholders, internal and external to the same place. These interpret more and more territory and its resources "local" as an inexhaustible range of possibilities available to them in order to escape the absorption exercised by the various subsystems that fragment the social relations and vie for control of the subjects.  
 Battilani remembers that in the global tourism "There are more goals to make a difference then , but the experiences that you can experience: everyone can reach exotic countries, even the most remote , but not everyone can have lunch at a certain restaurant, to stay at a certain hotel, attend a particular show, use the reserved services etc. . is therefore the way in which you visit and you live a certain location to mark the difference between the various walks of life: it is the so-called tourism - theater in which the traveler is at the center of a performance and choises the character to interpret .... " (P. Battilani , 2001).  
In the globalization of tourism the main factor of complexity is the traveler, the tourist himself. His desire to see, his eyes on the places and his memory, which correspond to three "times" of the trip , accumulate as many layers , producing kaleidoscopic images . The ability of a tourist attraction, so it is not to be considered as a permanent character of a place, but rather as an acquisition socio- cultural in constant motion. All changes are of a socio – cultural character and accumulate between them. Italy , prime destination for travelers since the sixteenth century, the Grand Tour , the romantic journey, spa, winter stays in the South, mountaineering, winter tourism , beach tourism , is no longer the main tourist destination and Italians are very worried.

**2. Global and local aspects of tourism  
 -- Glocal tourism --**

The changes taking place in the tourism market, accelerating in recent years, the increasing globalization of markets and the evolution of demand towards more personalized and articulate needs , they have imposed on the tour operators and local public entities to develop new skills and abilities which are fundamental elements in order to obtain a competitive advantage.  
In a context with a so high - intensity competitive , it is necessary to leverage on differentiating factors of each local area through the mobilization of all stakeholders, public and private in nature, which, for various reasons, affect on the tourism area. If in the past it was possible to be competitive despite an offer dispersed and individualized, focusing on a positional advantage conferred by resources, with a view to " advantageous position " determined by them, in the new context based on what has been observed previously, to be successful it is essential to use a combination of the product in a logic of integration at the level of the target ( Antonioli, 1999).  
The development of the tourism industry, especially in the last decade, has amply demonstrated the need for a systemic approach to the problem, not just for its collective character and its strong territorial aspect, but also for the many benefits that can be derived from economies of scale and positive externalities that affect both the individual companies concerned the territories and communities involved, as a result of significant local impacts that characterize this sector.  
Being the tourism product particularly complex, both because of the heterogeneity of services, and for the responsibility of each of them that is due to different subjects, in order to support the competitiveness of a destination must not only act in a territorial logic of involvement and to set up the network of actors and resources, but also to adopt management tools integrated these realities to coordinate the decisions to exploit the complementarity between natural resources and services and to encourage the establishment of strong cooperative relationships between public and private stakeholders in the area. The second tourist destination, by Antonioli, Mottironi, Viganò (2005), requires that the destination management to focus on four key aspects. They relate to:  
1) the fact that the success of a destination is exclusively determined by the degree of appreciation expressed by the question that is market-oriented;  
2) the main sources of competitive advantage of a tourist destination that are expressed by differentiation needs expressed by tourists an attention not to price factors (e.g, quality and consumer protection area) that are to be understood today as a major source of an advantage competitive of the tourism destination;  
3 ) to enhance the specificity requirements of local authorities and all components of the operators of the destination, in order to optimize the use of resources and managing impacts arising from tourism in the area;   
4) on the involvement of the public entity and the entities that need to protect and manage the natural and cultural heritage and of who has responsibility for legislation and funding for development.  
In summary, the good " tourism " regarded as an integral and central part of a territorial system becomes more efficient, financially independent, the more it is able to adopt a systemic organization and management .  
The emerging tourism market bears within itself the conditions for a total competition between all areas, all resources, all modes of practice guide. It is manifested at the macro-regional, with globalization and the so-called micro- territorial level , to the ties that weave between the spaces and relations between subsystems coexisting in the region: daily life and extraordinary experience, production and consumption, labor and fun. Earlier globalization tended to become autonomous and institutionalized around its own codes, apart from specific places, cultures, traditions and sensitivities, and the local community repository of cultural and environmental resources of a given territory, which are the result of a specific evolution, but in tourism has been detected the emergence of a tourist who helpfully has found a place in a more complex image of the area, more susceptible to subjective interpretations and different access paths and continuously renewed (A. Savelli, 2004).  
Today, the tourism product requires a new generation based on different ways of territorial supply and aimed at meeting special interests that are best suited for. In fact , they are soaring demands of the knowledge space, awareness of the environment, the comparison of cultures, the approach with different traditions, which give rise to new types of tourism such as ecotourism, cultural, nature, wine and food tourism, etc. In turn, globalization, through a direct connection in real time and at any place on the globe with any other, requires that its nodes are constituted by territorial local tourism systems represented by the local tourism offer (SLOT ) in the new world scenario and in the specificity of localism. The structural changes in tourism demand, have led to a segmentation driven more by strong differences between a segment and another, between one season and the next, with overlap between tourists and residents require users of the leisure tourism offer managed by a number of companies organized territorially into a SLOT in the prospect of becoming a tourism district in time (DT ) (Anselmi, 2004).  
It is formulating a new paradigm that is " to make system", " to make network", in the tourism sector to respond adequately to the demands of the global tourist and take their rightful place in the international scenario of destinations.  
If you want to refer to the Italian tourism operators it should be noted that if for many years and, in some cases, even today, the Italian operators have experienced annuity on the beauty that nature and previous generations have given us and allowed to conquer and to have held leadership positions as markets showed growth dynamics of regular or predictable, with a slow development of applied technologies, and a lack of demand for personalized services, and competition concentrated in a few markets. Today the rate of change is 360 degrees and the previous operating system is in crisis and have begun to emerge gradually so-called SLOT, better organized, with a strong identity, more flexible in interpreting the new scenarios that are emerging on the demand side of tourisms. SLOTs are organisms that create a strong link with the territory ( to act local, think global), which shall take effective and innovative marketing strategies and communication, which must convince the public and private actors (companies) to abandon self-referential logic for yourself in a strategic organization and management activity, to do " real " system and to introduce elements of creativity and innovation to increase their competitiveness. The single operator (public or private, profit or non-profit ) must be aware that it is increasingly difficult to acquire and enhance their ability to compete on their own, both in quantity and in quality, and in the presence of an application that claims with increasing force, personalization, creativity, responsibility, authenticity, quality/price ratio, infrastructure, environmental sustainability, and so on.  
The basic elements of the new paradigm are essentially two.  
1 ) To create a large number of interactions and a strong collaboration between all actors that can contribute to the process of construction, communication and sales of tourism products.  
2) The use of the collective experiences and knowledge locally and quickly gained to realize the business opportunities that present themselves on a global level.  
Determination is necessary to proceed to the construction of a network system in which the interest moves from simple and casual collaboration and/or economic transaction to a broader partnership to competition system or territory.  
Making system means considering the tourism offer in a global way, integrated and above all with a new organizational capacity.  
In the " system " the individuals retain their managerial autonomy but must make a network of connections and relationships that allow them to act as if they were a single undertaking.  
The system is not a mere aggregation of informal businesses and individuals. Every single actor (sub-system ) pursues its corporate culture, its goals, knowing true with all or a part of the system components to achieve common strategic objectives.  
Every single actor of the tourism system must therefore possess simultaneously two characteristics: inside it must be unique and original, clearly differentiated from all other entities that are part of the system; it must make emerging above all, the specificity and properties of the system of which it is a party and which distinguish it from other competing systems. Each company in the tourism sector in fact belongs to a " local system " and, simultaneously, to a " business system " more complex, detailed and comprehensive.  
 In SLOT all parties have a role in defining the identity of the system and the characteristics of the supply irrespective of their size, industry affiliation ( hotel, catering, conference, etc.), being profit or non-profit ( just think of the role of the Pro Loco), from their history. Every single actor takes his identity as an element of uniqueness and at the same time his membership in the local system which , in turn, is competing with a larger system (the international tourism market), probably acceptance of (temporary) restrictions individual autonomy become more acceptable because they are useful to the overall aims of SLOT.  
In the system the individual subsystems delegate certain powers and functions to the "leader" of the system, which should help the individual to be able to make the most of their decision-making autonomy and their desire to be successful entrepreneurs.  
A system means to concentrate on a subject, co-managed by different partner, all those activities that the individual does not consider strategic but which are necessary to compete and to give an organic response to the demand for tourist services. The individual partners will therefore focus more and more on activities that differentiate it from the others for expertise/experience specific and exclusive.

The tasks of SLOTs can be summarized as follows:  
• to identify a system of shared values ​​and conduct periodic audits;  
• to encourage the development of a vision system;  
• to define the strategic lines of SLOT;  
• to develop and coordinate the organizational structure;  
• the individuals need to know to properly handle the role of enterprise and system;  
• to encourage maximum participation in the decision-making process;  
• to ensure a standard of quality with common rules, constraints;  
• to maintain a dynamic balance between the partners of SLOT and between them and the organization 's governance system;  
• to perceive, evaluate and seize new business opportunities;  
• to facilitate listening to our customers and their relationship with the system;  
• to evaluate the results, both ongoing and ex post.  
The most significant characteristics of the partner who must possess in order for a system of shared values ​​may represent the crucial glue for the competitiveness and survival of a SLOT are;  
• corporate culture, that is, the desire to take risks;  
• ability to work in teams, creativity and desire to innovate and continuing education;  
• focus on the customer and on the tourist satisfaction;  
• ethics in business and communication ;  
• network culture and spirit of cooperation ;  
• centrality of human resources and their exploitation ;  
• availability to strong changes of scenery, to assume the leadership of the system in a timely manner ;  
• training and refresher courses ;  
• good network of contacts to be made available to the system ..  
A SLOT is therefore an integrated network of individuals and organized - partners ( companies, institutions, organizations, individuals .... ) expressing willingness and ability to cooperate with each other autonomously for future common results . The existence of a system of shared values ​​increases the chances of success for all individual participants as part of the vision that face alone a hyper-competitive market can result in a defeat that generates losses for everyone, not just for some.  
Given the importance of a SLOT is appropriate to proceed with a deepening level of doctrine and operational.

3. Local tourism product systems (SLOT)

The process which sees demand growing in its articulation and the globalisation of competition means that companies working in the tourism sector on a local level must offer both an integrated product and composite services if they are not to find themselves marginalised in the medium term.

A destination is a place that is capable of persuading potential tourists to undertake a journey in order to visit it. For this, entrepreneurial and organisational aspects are indispensable if local tourist activities are to develop systematically. There is a highly innovative strategy compared to the traditional way of operating and managing companies working in the tourism sector and its connected fields. The general relationship between receptive structures, tour operators and integration up-hill and down dale is of a contractual nature and for this reason there is risk that a destination will not develop effectively, Apart from an area’s resources and the competitive capacity of each individual local company, levels of competitiveness also depends on the strategic orientation and management of the system as a whole, which is to say the local operators’ capacity to interact and integrate with each other: it is at this point that we are dealing with the creation of a local tourism product system (SLOT).

For Rispoli and Tamma, SLOTs are capable of shaping “a group of activities and attractions which, thanks to being situated in a specific space (site, location, area), are capable of offering an articulated and integrated tourism product: in other words a specific and distinctive system for tourist hospitality that potentialities local resources and culture” (Rispoli M., Tamma M., 1995, Giappichelli, pag. 41).

The fundamental aspects of a SLOT can be summarised as follows:

* System: it consists of a group of activities that are not only integrated amongst themselves but also with the territory.
* Place: the territorial level around which the hospitality system is organised, with particular characteristics deriving from the culture and other factors of attraction.
* Tourism product: the system must offer a range of tourist products including goods, services, and attractions of a social, cultural, economic, and naturalistic nature that can satisfy the “global demands” of visiting tourists.

The structure of SLOTs is based on two fundamental aspects: 1) the identification and convergence of different objectives towards one common aim that is shared by those involved, and on planning strategies that can develop the product; 2) the solid professionalism and sense of responsibility of the companies involved (Manente, Furlan, Scaramuzzi, 1998).

SLOTs represent a projectual methodology that is necessary for integrating and coordinating the efforts of public and private organisations towards a systematic development of the tourism product.

SLOTs concern all interventions of a public and/or private nature that aim to convert the place into a “destination” or to improve it. They may concentrate on specific areas (areas of large cities) or on more than one place.

In SLOTs there is a need to analyse the “tourist system” in order to ensure that the different activities of the various operators working in the sector complement each other naturally and are correlated.

One other crucial aspect is the identification of a person to guide the operation and the relative institutional structure.

SLOTs represent a strategic coalition in which the cooperation between autonomous companies makes the systems’ activities far superior to the operative possibilities of the individual companies working alone. They aim to improve competitive advantages and to create a sustainable value for all those taking part. Operators working independently do not experience the benefits deriving from collaboration and the sharing of resources and new skills.

SLOTs are integrated networks, a complex relational fabric which needs someone with planning and coordination abilities to oversee the optimal functioning of the system.

The systematic and coordinated management of a tourist product allows local companies to benefit from advantages constituted by the economies of aim[[1]](#footnote-1), training[[2]](#footnote-2) and transaction. Obviously, inter-company relations may involve a series of risks ( adverse selection and moral hazard). These risks may be dispelled as soon as the sources of the competitive advantage begin to depend on the resources of the destination and on the ability and competence of the local companies to promote an articulated product based on the quality of tourist services offered and on the potentialisation and promotion of local resources.

SLOTa are not created and do not develop from a spontaneous union of private companies, but on the initiative of public and private subjects involved in the local product: public bodies (local bodies) and all other types of operators that have relations with tourism companies. Public subjects aim at creating wide-ranging economic-social benefits, while privates desire profit, in a vision that involves skills and resources that are useful for creating a long-lasting competitive offer.

In general, the essential presupposition for the success of a SLOT is trust between the partners and the convergence of different objectives towards one single common aim - the development of the local product. The focus of analysis is the tourism system, which is the result of the natural complementary nature and correlation of the activities of the various participants.

Close interaction and ever-greater coordination between the participants both improves the performance of local companies offering tourist products and allows public bodies to achieve results of a social nature.

In SLOTs the participants must have a strong conviction that the companies will achieve a level of performance that would be impossible if following normal market rules (A. Palmer,1997).

In the system the operators must share resources, and develop new skills and abilities (economies of scale, aims and training).

SLOT are networks of companies in which the unit of analysis is the interdependent group of companies concentrated in a specific area (Becattini G., 1991) with one or more strategic leaders.

The strategic leader(s)[[3]](#footnote-3) may be an individual company (public, private or mixed) or a coalition of strategically different subjects working together on initiatives aimed at developing the product of the place in question.

The role of SLOTs is to promote the development of desire in clients as well as conditions that can strengthen the dialogue between the destination’s product / image, local companies and the expectations of tourists (U. Morelli,1995). The aim of SLOTs is to identify a destination’s sources of sustainable competitive advantage over the competition. This depends on resources outside the companies and those of the destination, as well as the skills of local companies in promoting an articulated product based on the quality of the destination’s tourism services.

In the context of SLOTs, the sources of a location’s sustainable competitive advantage depend on the destination’s own resources that are outside the companies and on the skills of the local companies which, together, must identify strategic activities. These strategic activities are constituted by resources which, in principal, can be divided into tangible and intangible and by skills, amongst which it is necessary to have ones that complement each other.

Strategic resources are valuable, rare and not easily imitated or substituted (Barney J. 1991, 1996) (graph 1 shows the sources of strategic success in a SLOT)

*Graph 1* The sources of strategic success in a SLOT

Resources:

* Tangible
* Intangible

Specific and system competences

Strategic activities

=

Factors of tourist attraction (demand)

Sustainable competitive advantage

Consequently, the sources of a locality’s sustainable competitive advantage over the competition depend on:

1. the destination’s own resources;
2. the capacity and competence of the local companies to promote an articulated product based on the quality of tourist services and on the potentialisation of the local resources in the long-term.

These resources represent the strategic patrimony of SLOTs, while the skills indicate what the management is capable of doing.

In SLOTs, skills are closely linked to the capacity of the companies working in the sector to make the destination’s resources strategic by implementing organisational processes.

Strategic resources may be divided into tangible and intangible resources. It is not so easy to define the differences between intangible resources and skills.

To give an idea of the tangible and intangible resources of SLOTs, some refer to individual companies while others are produced by the synergies and inter-relations between local companies (graphs 2 and 3).

*Graph 2* The strategic resources of a SLOT: tangible resources



Within the logic of SLOTs the problem is not so much the optimal allocation of existing resources as the ability to generate their maximum strategic potential by using the resources available in the territory (environment/milieu) that may also be rather lacking.[[4]](#footnote-4) The simple presence of natural resources in a destination is not a sufficient condition for economic success. For example, Sicily, while having resources of an extremely high natural, cultural and artistic value, is not adequately developed touristically, in that there is a lack of endogenous components capable of contributing to the creation of an articulated and efficient territorial product.

In the logic of SLOTs, the environment /milieu is an endogenous component that participates in the creation of a complex and articulated territorial product. The expression “milieu” indicates not a group of natural and cultural conditions in a territory, but the complex of shared values and potentialities expressed by a territory to which the local network of subjects attributes the function of triggering local development.

A SLOT’s system of resources must be potentialised and developed through competences in a dynamic process of morphogenetic change (E. Rullani, 1994) that is characterised by sudden and evolutionary developments.

The main competences of companies in a local tourism product system can be divided as follows: *specific competences* (the different categories of company) and *system competences* (the role of the leader). Below in graph 4 is a presentation of these competences, along with a brief description of their characteristics.

*Graph 4*. Specific and system competences of companies in a SLOT

capacity to direct clients

ability

(skill)

professionalism

Planning and attraction capacity (competence of a destination)

relational capacity

and

(trust)

Organisational and orientation capacity

The characteristics of skills needed to evaluate the sustainable competitive advantage of a tourist destination are listed below.

1. Customer satisfaction: the level of satisfaction of tourists’ experiences compared to their expectations. May improve factors of client fidelity and attract new clients.
2. Knowledge, skill and information. Knowledge means the ability to carry out duties and specialised activities. It is important on a company level but may also be significant on a system level.

Information and communication are two fundamental competences: they must make it possible to transfer and increase shared knowledge and feed the chains of knowledge through good leadership.

Tourism companies are characterised by human resources (high touch) and by knowledge and information (knowledge Intensive), which have a strategic role.

1. Professionalism of the management and the personnel. This refers to the quality of staff in the performance of their roles at different levels.
2. Management flexibility and elasticity. The ability to resolve unforeseen problems with a certain elasticity both on an individual decision-making level and on a system level.
3. Relational capacities, in particular at a system level (inter-company). The fundamental element is trust, which glues relationships both within a company and externally.
4. Integration of a destination’s factors of attraction. This requires the ability to create cooperative relations, develop strong planning skills, the know-how to attract investment and an effective system of checking initiatives.

To summarise, the fundaments of SLOTs include aspects connected to the effectiveness and efficiency in the organisation of services and factors of attraction as well as to all that concerns the capacity of a destination as a whole to offer a “life experience” that is gratifying from a cultural, psychological and social point of view.

Significant experiences have been observed in North America and Australia. In some countries, such as England and Spain, SLOTs have been created where organisations have played the role of strategic leader.

To conclude, SLOTs have four main phases (planning, implementation, development and monitoring) and the essential conditions for its creation and development are:

1. the existence of the investments and most suitable sources of financing for the initiative to be consolidated or created and developed;
2. the capacity of the leader to guide businesses and entrepreneurship;
3. the specialised and specific skills of the leader;
4. the efficient support of public authorities;
5. inter-company and public/private cooperation;
6. entrepreneurship and management skills of private companies.

The coordinated management of a SLOT may contribute to the development of a destination and become the driving force for the economic and social development of the area in question. Tourism, being an activity with inter-sectorial characteristics, can act as a catalyst for a series of sectors both upstream and downstream and make an extremely useful contribution to the development of regional economies. In this context, the role of public bodies mustn’t be to curb the activities of local operators with rigid logical planning, but to suggest forms of supply in accordance with a strategic logic (autonomously) that is truly capable of creating demand.

**4. Industrial districts (IDs) and Tourist Districts (TDs)**

Tourist districts, as opposed to industrial districts (characterized by a homogeneous product created during different stages of the productive process), have a different configuration, connected to the type of product. Indeed, a tourism product is a group of services supplied to tourists moving from the area of their permanent residence to the destination. The characteristics of tourism products, as is well-known, are:

* the connection between the place of production and consumption;
* the contemporaneous nature of production and consumption;
* the presence of a productive chain that is strongly horizontal (even if there do exist vertical chains of production in tourism);
* the impossibility to keep stocks;
* the great importance of the territorial factor.

The typicality of a tourist district’s characteristics can be noted at a level of relational networks, which are specific to the tourism sector:

* extra-economic networks, which are governed by the role of the local community and its institutions, and the importance of territorial components in the production of tourism (culture art, traditions, etc.);
* the network of actors regarding the tourism sector, including both productive activities (accommodation, transport, sports facilities, services, etc.) and territorial hierarchy (region, province, commune);
* the collective character of tourist consumption, which is associated with sensibility to environmental issues, mainly in tourist areas. This aspect may have positive external effects, such as purchases of typical products and the diffusion of information about the local area which is passed on by tourists on their return home, thus creating other effective and potential markets (in this case, the costs of transmitting information are sustained by tourists and the information is based on their emotional experiences). Products that can generate this type of external promotion include food (cheese, cured meats, olive oil and wine) and handicraft products etc. However, there may also be negative effects both in terms of production (deterioration of the environment caused by investments in tourism, conflict with other sectors) and consumption (congestion, price increases). These aspects need to be dealt with if tourism is to be sustainable.

In general, TDs may be characterised by the following elements: 1) the availability of hospitality with characteristics of accessibility for the district and an incidence of alternative hospitality; 2) the presence of a cultural and naturalistic patrimony made up of various attractions that can be adapted to satisfy both domestic and international demand; 3) the presence of a demand for tourism; 4) complementary receptive services; 5) family and company services; 6) the presence of destinations and available accommodation in the brochures of tour operators and travel agencies.

The elements of point 1) make it possible to calculate the potential capacity of hospitality and the adaptability of the territory to the segmentation of the demand. Those of point 2) are fundamental in determining the types of tourism suited to the area and the positioning of the area in the marketplace on the basis of sustainability. Point 3) regards the demand, which when analysed in qualitative and quantitative terms can determine the life cycle of the destination and the possible strategies for the product and for communication. Point 4) makes it possible to determine the level of development of the tourism product. Point 5) indicates the level of social and economic integration of the area in question and point 6) provides information regarding the level of communication achieved by the destination. In general, a tourist district may be represented graphically as follows:

*Graph 5 :* Tourist District

UNCONNECTED TERRITORIAL

PRODUCTION

JOINT DIFFERENTIATED TOURIST PRODUCT

PROVISION OF SERVICES OF A TERRITORIAL CHARACTER

SUSTAINABLE TOURISM

TOURISTS

DAYTRIPPERS

DEVELOPMENT OF EMPLOYMENT

STIMULATION OF ACTIVITIES CONNECTED TO THE TERRITORY

SAFEGUARDING OF THE NATURALISTIC AND CULTURAL PATROMONY

COMPETITIVE ADVANTAGE

ASSOCIATE PUBLIC STRUCTURES:

BODIES PRIVATE

BUSINESSES

SOURCE: Rapporto sul turismo in Sicilia, 2001 Mercury s.r.l. Firenze

To create TDs it is necessary to involve the Regions (these being responsible for tourism) and local institutions (which govern the territory).

A fundamental presupposition for the success of a tourist district is the coordination between the public bodies in charge of planning and private operators.

For tourists, destinations must offer an integrated and acceptable network model aimed at increasing the number of presences and extending the tourist season. The primary objective of TDs is to make a specific territory attractive for 6-8 continuous months (de-seasonalisation) and therefore to attract large numbers of Italian and foreign tourists.

A series of available data shows that to create one job in the tourist sector costs between 75,000 and 100,000 Euro. It is far cheaper to create employment in the manufacturing sector.

Tourist districts exist in different parts of Europe. The virtuosity of tourist districts lies in their ability to create an innovative, realistic and characteristic project that is, at the same time, of great breadth, long-lasting and selective.

By reading about and observing some realities, it becomes evident that one definition of a tourist district could be: a group of numerous independent small and medium-sized companies between which a spontaneous form of cooperation is born and developed and whose aim is to potentialise added social value.

TDs can also be seen as local systems specialized in tourism activities, similar to ID models. SLOTs, on the other hand, constitute the initial phase of a tourism development project anchored in a specific area. The fundamental elements of the project, as already mentioned, are the aspects linked to the quality of the territory’s hospitality, which derive from several principal sources: the organizational effectiveness and efficiency of services, the role of an Institution or lead company in the sector, the products’ factors of attractiveness, and the capacity of the destination itself to offer a suitably satisfying life experience from a cultural, psychological and social point of view.

There is a certain analogy to be made between IDs and TDs. IDs are large professional areas, in which the high concentration of companies acts as a catalyst for innovation. At the same time, the local community demonstrates a growing desire to conserve and potentialise its “milieu”. These elements are also present in many tourist contexts where the international image and visibility of a destination have been consolidated and where, in comparison to IDs, the territory is a resource *par excellence* in itself as well as a potential added value. Despite this, on a national level, SLOTS and TDs are rare, even exceptional. This is due to a lack of local systems with a strong identity and the fact that often the critical mass of an *economically efficient* SLOT is not achieved. What is more, many companies, and often the system itself, have no particular propulsion to innovate.

It is evident, however, that SLOTs are different to TDs in three main ways:

* the necessary presence of an Institution and a strategic leading company not only at the moment of the system’s creation but also during its overall ad hoc management (normally this role does not coincide with a local company working in the sector);
* the open character of the system, in that it must interact with companies from other areas and countries;
* a local tourism product system is not created by a spontaneous grouping of companies in a given territory but is rather the fruit of public or mixed initiatives.

SLOTs are related to a network of companies rather than to a district. It is a form of union of companies and a network of relations for which the unit of analysis is not an individual company but a group of companies concentrated in an area directed by a strategic leader (M. Rispoli- M. Tamma, 1995, pag. 89).

TDs, are even more linked to a territory and its characteristics than IDs. They are particularly conditioned by the surrounding environment and by the means of using the ecosystem.

TDs are functional areas with a concentration of companies, receptive capacities, environmental and cultural resources and infrastructure in a specific territory. They are poles of attraction for flows of tourists from different places for whom they are the central nuclei. They express the entirety of a territory’s resources, and are potentially capable of increasing employment, attractions, facilities and tourist services operating in the area.

The effectiveness of the district is closely connected to the network of relations between public and private organizations in the territory. This network needs to be articulated and consolidated so as to transform the area’s potential into a concrete reality..

The development of tourism on a territorial level, from its generic and peripheral state, is becoming more and more important and complex.

As has already been said, in the context of the field of tourism, there is a tendency to: a) create an image of a destination alongside its diverse and organised group of resources, rather than just promoting sea-side or mountain places. This requires the creation of a close synergy between the different operators but also the specific identity of the territory needs to be potentialised by ensuring that different resources become part of the network (with different segments complementing one another; b) activate better and more qualified services in reference to the needs of tourists at different times of the day; c) activate formalised networks of cooperation between the different participants so as to penetrate the marketplace and to make the products as flexible as possible so as to satisfy personalized holiday requests.

In the opinion of A., SLOTs and tourist districts are excellent strategic instruments for implementing innovative processes of endogenous and territorial development. The large qualitative change in demand in the next decade will centre on the search for new products, segmental solutions and organised local tourism system products. On one hand, different types of tourism offer globally competitive products while, on the other, there is a growth in the demand for tourist consumption and types of tourism that concentrate exclusively on the potential of the local offer.

**5 Conclusions**

Tourism in the twenty-first century shows very different characteristics than those of the past. On the demand side the tourism product is designed to meet the special interests and multidimensional of tourists, consisting of an increase in requests for knowledge of the space; the comparison between cultures, ecological awareness; the approach with the various traditions that lead to the birth of new types of tourism. The tourist of the XXI century is very curious and full of interest and desirous of direct knowledge of places, culture, traditions and so on. On the supply side, tourism has gone from spontaneous micro-economy, to macroeconomic industry, having to measure with the new market consisting, among other, with new products, new geographies and with the globalization of the economy, with a strong segmentation and flexibility. The tourism of the global phase is a transversal phenomenon that involves a plurality of social actors operating in the area and around the local resources that can create reports based on: delicate balances between visitors, local communities and environment; awareness of the environmental criticality and cultural differences between places; strong dependence of the tourism activities on the quality of local resources. Tourism development should ensure the overall integrity of the ecosystem in which it is located and still has to be entered in an overall drawing of local socio-economic development, consistent with the more general choices of development at a regional scale, ensuring the full involvement of stakeholders, so that everyone can express its own potential for development. In this overall framework , sustainability and environmental quality are key requirements for the development of the sector in the different local contexts and not just "accompanying measures ". The quality and the conservation of environmental resources, both natural and built, must be , therefore , a new constitutive elements of well-being not only a function of economic development, based on quantitative criteria.   
In other words, globalization, through a direct connection in real time and at every place on the globe with any other requires that its nodes are made ​​up of local and regional tourism activities. These considerations take on considerable importance when we come to tourism in the new global scenario and in the specificity of localisms. Today, the tourism product requires a new generation based on different ways of territorial offer and turned to meet special interests of tourists who are sharply rising, regarding requests for knowledge of space, awareness to respect environment, the comparison of cultures, approach with different traditions, which make to rise new types of tourism such as ecotourism, cultural tourism, nature, food and wine tourism, etc.  
The structural changes in tourism demand, characterized by a segmentation more and more driven by strong differences between a segment and another, between a season and the next, with overlap between tourists and residents users of the leisure, call for a local tourism offer system managed by a number of companies organized territorially into a "local tourism offer system " (SLOT, Italian acronym: sistema locale di offerta turistica ), in the prospect of becoming a tourist district in time (DT ), which must be a local system specialized in tourist activities in a dynamic environment.  
This contribution has focused its analysis on the need for a new approach to tourism than in the past. The needs of the tourists are complex and multidimensional that we try to satisfy them with differentiation, customization and specialization of the tourist offer, which requires the integration and participation of all actors involved in the tourism industry. In particular, we want to emphasize that the long-term competitiveness of tourism is played on the overall quality of supply, resulting from all tourist attractions, general services and tourism business. Tourism, into its nature, requires an active public action ( the public sphere ) that affects a range of actors and conditions of different types and private actions ( private or market ) that need to provide a product that must become systemic: SLOTs have the winning strategy for the development of a tourist destination sustainable, as might be the South of Italy and the rest of the country (Italy) that has considerable tourist potential, which, however, is deficient in systemic forms for the management of product and territory, allowing the integration of a concrete product and territory in such a way that the product become global, but retaining its own identity and tradition.  
In the new context, to achieve success, operators, local public enterprises, the host community and consumers must work together to create a reality of production in the logic of the value chain, network systems, to ensure to tourist not only attractions, but services, facilities and infrastructure allow him an unforgettable positive experience and a cultural​​, economic and social system of values, in compliance with the principles of economic, social, and environmental sustainable tourism.  
In this paper, in which an attempt was made to analyze the tourism in the phase of globalization, we have seen how the territory loses its outer boarders and its internal hierarchies and the subject tries to interpret an own reality for building itineraries and trying goals. The tourist’s destination is moved from the edges of a space-time system to which the subject belongs to the places with specific and autonomous meanings. Every place has the potential to become a tourist destination and, in a sort of global competition between local spaces, each of them tends to accentuate his characters bringing out his image, in the context of complex tourist regions able to offer endless choices and experiences, designing new tourist regions. All this can be achieved through SLOTs, that know how effectively to integrate product and territory in such a way that the global product is transformed in a local tradition, calling the new tourism " glocal tourism" .  
The global-local relationship leads to a redefinition of territorial emerge where four aspects, different but interrelated: the hyper-connection and its relationship with fragmentation ( Castells, 1997) , the homologation and differentiation , i.e. the de-territorialization and territorialization ( Raffestin 1984 , Storper 1997), the changing of places and levels of political action along with the change of territorial organization (Harvey, 1989).  
In summary, the glocal - tourism can be likened to a sort of massive planetary migration that acts as a catalyst of the dialectic between global and local whose governance is charged of the strong opportunity and need to preserve and strengthen the local identity in its broader connotation ( C. Trillo, 2003).

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**ABSTRACT**

The basic theme of this paper is to reconcile two aspects of tourism, globalization and local identity, which equally fundamental processes in society in the early twenty-first century. Globalization, on the one hand, everything seems to connect and flatten everything, but on the other hand, develops an infinite range of possible paths for different groups or individual tourists. The sense of the local plays and defeats from within globalization. Tourist of globalization poses a direct relationship with the places visited, with the area and its historical memory, its culture and its environment, showing a demand for authenticity, uniqueness and spontaneity of products sometimes not born for tourism and do not find anywhere else in the world (local aspect). It is noted that tourism demand is a complex multi-dimensional and also a very pretentious tourist with its strategy of choice, "unpredictable" and "imponderable."   
 The needs of tourists, therefore, are complex and multidimensional and are catered for with the differentiation, customization and specialization of tourism offer, which requires the integration and participation of all actors involved in the "tourism industry", starting from exploitation of resources and local identities and in full respect of workplaces and communities visited.   
In this context, in particular, in this paper it is to highlight the advantageous of the role of tourism offer itself, as integration of different functions and the tourism product is required when it is able to combine two key terms: the characteristics of the territory and local entrepreneurial skills . The tourism product must become a product of systemic and local systems tourism (SLOT) is a winning strategy for the development of a destination that respects in the time a tourism that is not only attractive, but services, facilities and infrastructure that allow the tourist a positive and unforgettable experience.

Key words: Global Tourism; Local Tourism; Glocal Tourism AscoltaTrascrizione fonetica

Dizionario - [Visualizza dizionario dettagliato](http://www.google.it/dictionary?source=translation&hl=it&q=Il%20tema%20di%20fondo%20di%20questo%20contributo%20è%20quello%20di%20contemperare%20%20%20due%20aspetti%20del%20turismo,%20globalizzazione%20ed%20identità%20locale,%20quali%20processi%20egualmente%20fondamentali%20%20nell’ambito%20della%20%20società%20agli%20inizi%20del%20XXI%20secolo.%20Il%20turismo%20sta%20per%20trasformarsi%20da%20%20un%20mero%20rapporto%20tra%20aree%20di%20partenza%20ed%20aree%20di%20accoglienza,%20a%20una%20componente%20%20diffusa%20e%20reticolare%20della%20nostra%20società%20nella%20quale%20si%20è%20coinvolti%20%20sia%20come%20produttori%20che%20come%20consumatori%20di%20turismo;%20ogni%20luogo,%20ogni%20situazione,%20ogni%20angolo%20di%20territorio,%20di%20borgo%20e%20di%20città%20può%20essere%20scoperto%20%20come%20)

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1. Economies of aim are linked to shared services created by a shared structure and shared marketing activities. [↑](#footnote-ref-1)
2. Economies of training are the fruit of a process of mutual training. [↑](#footnote-ref-2)
3. 4 The particular characteristics of a leader must be: charisma (the capacity to behave transparently, admiration and trust) motivational inspiration (the capacity to give meaning to the work carried out and issue challenges), intellectual stimulation (being able to stimulate creativity). [↑](#footnote-ref-3)
4. 5 This concept is very important in the context of developing tourism in areas with insufficient natural or artistic resources (for example, Ricccione, Rimini) where, notwithstanding this lack, it has been possible to create factors of attractiveness that have in turn created a considerable and long-term demand from tourists. [↑](#footnote-ref-4)