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PhD Thesis

The application of managerial innovation in protected areas. Intercontinental comparative study

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DOCTORAL THESIS

THE APPLICATION OF MANAGERIAL INNOVATION IN PROTECTED AREAS.

INTERCONTINENTAL COMPARATIVE

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INTERNATIONAL PHD SCHOOL OF THE UNIVERSITY OF SANTIAGO DE COMPOSTELA

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En **Córdoba, 29 de abril de 2022**

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The application of managerial innovation in protected areas. Intercontinental comparative study

Abstract

Due to the current situation of environmental policies we know that the protected areas are essential living spaces and present are of supreme importance in our present time. Their role in balancing ecosystems and the environment is very important, yet, today, in the 21st century, we are talking more about protected areas. The governance of these territories needs to be evaluated and controlled, and why not benefit from. Innovation in management is viewed as an advancement of management strategies, which is in itself of real value to businesses that will change the old routines and continue with innovation techniques that respect, and achieve better results in terms of employee well-being.

Applying certain concepts that are related to the company at first could be very important if we give them a new way of being. In other words, these techniques that helped a large amount of international companies around the world, could be beneficial if we let the protected areas benefit from them in collaboration with their team and assisting the human being inside these territories in order to be committed, cooperative, risk-taken, initiative-taken… and not just management techniques and forgetting the "human" who is the key element that works so hard in these forgotten and marginalized areas.

The primary goal of Protected Areas in the twenty-first century is to make a significant contribution to the protection of the components of Biodiversity at a global level, managing in the best way the majority of threats and pressures and ensuring a good conservation. A favorable conservation helps to guarantee the environmental integrity of the natural area itself at all times.

Talking about ecotourism, it has a number of negative consequences, including
Chemical and physical strain on the environment: Most hotels dump their waste in the lack of a competent sewage treatment facility to the institution, resulting in degradation of the coast's water quality and oil leaks from ships.
Over-consumption of natural resources, loss of wetlands in the coastal plain, deforestation and loss of plant species that prevent over-exploitation of marine resources: fish, corals, and shells are all concerns.

"Ecotourism is a sustainable kind of natural resource-based tourism that focuses on experiencing and learning about environment and is ethically managed to be low-impact, non-consumptive, and locally focused" (control, benefits and scale). It is most commonly found in natural environments and should help to preserve them Fennell (2003).

Protected areas are essential as living spaces which role is maintaining the balance between the ecosystems and the environment. The governance of these territories needs to be evaluated and controlled to enhance it. Innovation in management is viewed as an advancement of management strategies: Change the old routines, replace with new innovative techniques to better results in terms of employee well-being. At the 2008 World Conservation Congress in

Barcelona, organized by IUCN: “A protected area is a clearly defined geographical territory that has been consecrated, acknowledged, and administered via any effective legal or other methods with the goal of long-term protection of nature, ecosystem services, and cultural values.” (IUCN, 2008).
The main question of this academic thesis is: Do the protected areas apply to the managerial innovation techniques?
The main objective of this Ph.D. thesis is to explain the relationship between the managerial innovation techniques application and protected areas through an example, describing the internal management system that applies in protected areas. Does the manager apply the old management style more, (give orders, orient, direct, have the last word….) or does he/she try to put employees within management, taking their opinions into account, and developing them as important human capital?

The method used in this study is the ‘semi structured-interview” which belongs to the distinctive data collection methods used in qualitative research (Eskola & Suoranta, 2003). In my study, it is important to develop the vision of the management inside of the protected areas.
The managerial innovation is perceived as an evolution of the - management techniques:
- finish with the old management modes
- respecting the well-being of the employees
- and reaching a better performance of the company
Management is an indispensable technique for any organization. When we talk about managerial innovation in protected areas, we refer to the set of techniques that allow staff to become autonomous, and favor a scale of comfort and well-being, for better creativity alone or with a team.
Concerning the old way of management, and inside of the protected areas that we interviewed, we could notice that more than the half, 56.3%, is participatory management. At the second level, we find that 25% of the quarter is taken over by the delegated management, and direct management is present in these interview responses at 12.5%.
“Managerial innovation is a set of practices, ideas, and/or programs relating to the management and running of an organization. It’s an association of information and means corresponding to the modification of old and existing concepts by new, better ones for stronger management and direction of an organization. It is a mosaic of processes and concepts implementing new decisions in management” (Selkani, 2022).
The contribution of my investigation is: mixing and matching between the managerial innovations with the protected areas.
In this research, we will go in-depth via multiples case studies of 16 protected areas managers that responded positively to this request by completing the interview from 3/4 different continents around the world. 3 of these 16 interviews were answered by managers, not of an exact protected area, but of an entire region.
The one from Australia was completed by Queensland Parks and Wildlife Service - Planner.
In Sweden, the interview was filled by the manager of the entire province of Norrbotten. There are 7 national parks and 430 nature reserves in Norrbotten County.
With Portugal, replied in the same way, the manager represented the position of communication Responsible at the Institute for the Conservation of Nature and Forests but did not specify the region she occupied in terms of management, which is around 743,100 hectares and whose date of creation were in 2008.
In Africa, the countries that answered the interview guide were :

Gabon with Lopé National Park ; Kenya with Maasai Mara Game Reserve; in Madagascar with Bemanevika Protected Area; Mount Ntringui National Park; Shisiwani National Park; Zombitse-Vohibasia National Park; in Mozambique with Gorongosa National Park.
In America, the countries that answered the interview guide were:
In Alaska with Wrangell-St. Elias National Park and Preserve, in Haiti with Three Bays Protected Area in Peru, with Huascarán National Park, In USA with Great Basin National Park.
In Australia with Queensland Parks, Forests, and the Great Barrier Reef. In Europe, in Sweden with Norrbotten is the northernmost part of the county, in Portugal : National Protected Areas Network (RNAP), in Croatia with Medvednica Nature Park, in Poland with Ojców National Park
The interview guide was in three parts: The First part is called 'About management': The manager is asked about his gender and his age in an interval and then about his experience in the management position and the number of people to manage. Here, the questions treat the management style, stress and motivation of the team and try to detect a tiny idea about managerial innovation.
The Second part was named 'Looking at managerial innovation': The questions in the second part deal with the managerial innovation a bit more in depth. After giving nine techniques of the managerial innovation and explaining each one apart and giving example to it, here the manager should choose the managerial innovation techniques that speak to him the most, the one that is mostly used with the work team and then the technique used in each special situation: Solve problems, Establish the management plan, Pre-planning, Evaluation of data and identification of values…
Management is an indispensable technique for any organization. When we talk about managerial innovation in protected areas, we refer to the set of techniques that allow staff to become autonomous, and favor a scale of comfort and well-being, for better creativity alone or with a team.
The third part is called: Managerial innovation in the organization
At this level and after showing and explaining three big companies that use the managerial innovation and its objectives, the manager is asked about the example that speaks to him the most and if he does agree to use the managerial innovation techniques and his opinion with the performance growth. Yet, the questions refereeing to the protected area begin with the name, the type: marine or land, size and year of establishment.
The questions follow if protected area meets the IUCN definition, management category according to the IUCN.
Then, the questions concerning the international conventions are asked: Convention on Biological Diversity, Nagoya Protocol, World Heritage, Convention on International Trade in Endangered Species, Convention on the Conservation of Migratory Species, Ramsar and Wetlands Convention, if the country where the protected area is located is a member of the convention or not and the year of registration in the convention in the positive case.
The essential functions of the protected areas scaled from 1 to 5 according to its importance: Recreation and nature discovery, Public awareness of conservation issues, Scientific research area for better understanding of the animal and floral world, Conservation of cultural values and spiritual, Places of education.
A question concerning the "World Heritage" label and the respective actions to obtain this label, another one is asked referring to the "Green List" label and the planning to apply for it.

About the Red list, a question is asked to know if there are any species in the protected area that are on the IUCN Red List and, in the affirmative case, name some of them.
Concerning the activities running in the protected area, such as the ecotourism: the number of eco-tourists to the protected area per year and the different activities are done by the eco-tourist: Scenic nature tourism, Eco-tourism expeditions, Walking and camping, Trekking in the jungle, Bird watching, Wildlife viewing…
Then, a question is asked about the threats that stop and prevent the normal operation of the protected area: Biodiversity decline, Tourist access, Extraction (hunting, mining, logging, fishing), Climate change, Invasive species, Overexploitation, Inappropriate management, Conflict with neighboring or associated communities, Loss of knowledge / cultural change…
A penultimate question that asks the manager about the main pressures on biological diversity in his protected area: Over-exploitation and unsustainable use, Excessive intake of nutrients and other forms of pollution, Habitat loss and degradation, Invasive alien species, Climate change.
The last question is about the actions that the manager and his team take for the protection of biodiversity in an open question. The goal of the research we conducted was to determine whether or not protected areas used management approaches. This hypothesis was not statistically validated, given the statistics, which did not allow us to validate this study hypothesis, but this does not imply it is a definitive no. Protected areas, on the other hand, use managerial innovation strategies in very particular instances, as evidenced by the descriptive statistics of this study.
It was also discovered that several protected areas use these strategies/ techniques without knowing their name or classification in the management world.
Based on our findings, we may conclude that protected zones do not successfully employ managerial innovation strategies. This means that the protected areas do not use all of the managerial innovation techniques that we proposed during the guide interview, but rather a subset of them: design thinking, co-design, learning networks, tutoring, peer coaching, and mentoring, focus groups and co-development, participatory workshops, disruptive experience, and immersion.

The main question of this academic thesis is: Do protected areas apply to managerial innovation techniques?
Is the manager's management style more traditional (give orders, orient, direct, have the final word...), or does he/she aim to integrate people into management, taking their viewpoints into consideration, and developing them as valuable human capital?
In this research, we will go in-depth via multiple case studies of 16 protected area managers that responded positively to this request by completing the interview from 3 to 4 different continents around the world.
Statistically speaking, this hypothesis was not confirmed, but this does not mean that it is a radical no. Protected areas apply managerial innovation techniques in very specific cases.
Concerning the previous management method, and among the protected areas that we examined, we discovered that more than half, 56.3 percent, is participatory management. At the second level, we discover that delegated management takes over 25% of the quarter, with direct management accounting for 12.5 percent of the interview replies.
Statistically speaking, this hypothesis was not confirmed, but this does not mean that it is a radical No. Protected areas apply managerial innovation techniques in very specific cases.
When asked about the application of managerial innovation techniques within protected areas

would improve performance and results. The most repeated words were: change, innovation, leadership, teamwork, decision making, new, management, innovation, results, adaptation, behavior ...
When we talk about managerial innovation in protected areas, we are talking about a collection of strategies that allow workers to become more independent and favor a scale of comfort and well-being, allowing them to be more creative on their own or in groups.
Our study's goal was to see if protected areas used management practices.
Protected areas use managerial innovation strategies in very specific situations, as the descriptive statistics of this study reveal. Nowadays, it seems that management is no longer a luxury but a priority that should be constantly changed and modified, given the instability of our current society.
Managerial innovation has therefore come as a technique to make management modes more flexible for the well-being of the team and collaborators and a better performance of the organization as a whole. We could say finally, that managerial innovation is not just for companies but for all the institutions that remark the advantages of these techniques and the newness of those methods to better work and obtain an improved performance.
According to the statistics, we can state that: The percentage of 93.3 per cent answered 'Yes' confirming that management innovation methods lead to better performance in terms of results. The most repeated words are: change, people, teamwork, decision-making, staff, management, innovation, results, creativity, imagination, solutions ...
Here, we could say that almost half, 46.2 per cent, come from category N ° 2: National parks that meet the IUCN definition, 23.1 per cent from category N ° 5: V: Protected Landscape or Seascape, 15.4 % from the last and sixth categories: VI: Protected area with sustainable use of natural resources.
According to the study we carried out, our objective was to find out whether protected areas were applying managerial techniques.
It also turned out that there are protected areas that apply these techniques without knowing their name or designation in the management world.
Based on our findings, we may conclude that protected areas and zones do not successfully employ management innovation strategies. This means that the protected areas do not use all of the managerial innovation techniques that we proposed during the guide interview, but rather a division of them: design thinking, co-design, learning networks, tutoring, peer coaching, and mentoring, focus groups and co-development, participatory workshops, disruptive experience, and immersion.
Concerning the old way of management, and inside of the protected areas that we interviewed, we could notice that more than the half, 56.3%, is participatory management. At the second level, we find that 25% of the quarter is taken over by the delegated management, and direct management is present in these interview responses at 12.5%.

Broadly speaking, the managerial innovation is then those techniques that help the members of the same organization to be at the same atmosphere. To benefit from it, the manager should be conscious to give to the workforce the right to error, the possibility to take initiative and take the risk. This way, there are more opportunities for experimentation between all the members and co-creation. The results are to find a certain well-being inside of the workplace taking into account mood of the moment, personal and private life balance... The managerial innovation techniques help to project into the future decide about the future having a common

vision, and above all to pay attention to weak signals: change of work assignments, taking time off about concrete actions to improve the worker's situation.

The management of protected areas is a fairly precise subject because it aims to strengthen biodiversity conservation and nature protection through techniques such as METT, RAPPAM, TNC plus other methods. With this vision, we understand and believe that it is the technique that the man makes and not the other way around. On the other hand, and according to several studies, we have been able to demonstrate that if man is in a favorable and pleasant situation, the results are better and are improving day by day.
Managerial innovation has therefore come as a technique to make management modes more flexible for the well-being of the team and collaborators and a better performance of the organization as a whole.
Here are some ideas that I propose for a better application of the technique of managerial innovation within protected areas:
Involving the other person in the decision making, which means applying the Adult/Adult relationship between the manager and the co-workers.
Giving autonomy to the team: establishing an environment of confidence, where listening, understanding and non-judgment skill is valued and respected.
Choose the technique that will help the team going forward with the objective pre determined: Hackathon, World café, Learning network, Participative workshop.
Modifying and changing the mode already employed to be more engaged, trust-worthy and creative between the team members.
Repeating the same method if needed without being badly-reviewed.
Concerning the ecotourism, it's very essential to minimize the negative impacts on nature and culture that can harm a destination, which can be done by these following ways:
Educate travelers about the importance of conservation.
Highlight the use of environmental and social studies, in addition to long-term monitoring programs, to assess and minimize impacts.
Our study's goal was to see if protected areas used management practices. Protected areas use managerial innovation strategies in very specific situations, as the descriptive statistics of this study reveal. Given the insecurity of our modern society, it appears that management is no longer a luxury but a necessity that must be continually adjusted and modified.

Key words: management; direction; innovation; managerial innovation, protected areas, IUCN

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La aplicación de la gestión innovadora de las áreas protegidas. Estudio comparativo intercontinental

Resumen

Debido a la situación actual de las políticas medioambientales sabemos que las áreas protegidas son espacios vitales esenciales y presentes son de suprema importancia en nuestra época. Su papel en el equilibrio de los ecosistemas y el medio ambiente es muy importante, pero hoy, en el siglo XXI, hablamos más de áreas protegidas. La gobernanza de estos territorios debe ser evaluada y controlada, y por qué no beneficiarse de ella. La innovación en la gestión se ve como un avance de las estrategias de gestión, lo cual es en sí mismo un valor real para las empresas que cambiarán las viejas rutinas y continuarán con las técnicas de innovación que respetan, y logran mejores resultados en términos de bienestar de los empleados.

La aplicación de ciertos conceptos que se relacionan con la empresa en un principio podría ser muy importante si les damos una nueva forma de ser. Es decir, estas técnicas que ayudaron a una gran cantidad de empresas internacionales en todo el mundo, podrían ser beneficiosas si dejamos que las áreas protegidas se beneficien de ellas en colaboración con su equipo y asistiendo al ser humano dentro de estos territorios para que se comprometa, coopere, arriesgue, tome iniciativas... y no sólo las técnicas de gestión y se olvide al "humano" que es el elemento clave que tanto trabaja en estas áreas olvidadas y marginadas.

El objetivo primordial de las Áreas Protegidas en el siglo XXI es contribuir significativamente a la protección de los componentes de la Biodiversidad a nivel global, gestionando de la mejor manera la mayoría de las amenazas y presiones y asegurando una buena conservación. Una conservación favorable ayuda a garantizar la integridad ambiental del propio espacio natural en todo momento.

Hablando de ecoturismo, éste tiene una serie de consecuencias negativas, entre las que se encuentran
Carga química y física sobre el medio ambiente: La mayoría de los hoteles vierten sus residuos en la falta de una instalación de tratamiento de aguas residuales competente a la institución, lo que resulta en la degradación de la calidad del agua de la costa y las fugas de petróleo de los barcos.
El consumo excesivo de recursos naturales, la pérdida de humedales en la llanura costera, la deforestación y la pérdida de especies vegetales que evitan la sobreexplotación de los recursos marinos: peces, corales y conchas son motivo de preocupación.

"El ecoturismo es un tipo de turismo sostenible basado en los recursos naturales que se centra en experimentar y aprender sobre el medio ambiente y se gestiona éticamente para que tenga

un bajo impacto, no sea consumista y se centre en lo local" (control, beneficios y escala). Se encuentra sobre todo en entornos naturales y debería ayudar a preservarlos Fennell (2003).

Las áreas protegidas son esenciales como espacios vivos cuya función es mantener el equilibrio entre los ecosistemas y el medio ambiente. La gobernanza de estos territorios debe ser evaluada y controlada para mejorarla. La innovación en la gestión se considera un avance en las estrategias de gestión: Cambiar las viejas rutinas, sustituirlas por nuevas técnicas innovadoras para obtener mejores resultados en términos de bienestar de los empleados. En el Congreso Mundial de la Naturaleza de 2008 en Barcelona, organizado por la UICN: "Un área protegida es un territorio geográfico claramente definido que ha sido consagrado, reconocido y administrado a través de cualquier método legal efectivo o de otro tipo con el objetivo de proteger a largo plazo la naturaleza, los servicios de los ecosistemas y los valores culturales". (UICN, 2008).
La pregunta principal de esta tesis académica es: ¿Se aplican las áreas protegidas a las técnicas de innovación en la gestión?
El objetivo principal de esta tesis doctoral es explicar la relación entre la aplicación de las técnicas de innovación empresarial y las áreas protegidas a través de un ejemplo, describiendo el sistema de gestión interna que se aplica en las áreas protegidas. ¿Aplica el gestor más el viejo estilo de gestión, (dar órdenes, orientar, dirigir, tener la última palabra....) o trata de situar a los empleados dentro de la gestión, teniendo en cuenta sus opiniones, y desarrollándolos como capital humano importante?

El método utilizado en este estudio es la "entrevista semiestructurada", que pertenece a los métodos distintivos de recogida de datos utilizados en la investigación cualitativa (Eskola y Suoranta, 2003). En mi estudio, es importante desarrollar la visión de la gestión dentro de las áreas protegidas.
La innovación en la gestión se percibe como una evolución de las - técnicas de gestión:
- acabar con los antiguos modos de gestión
- respetar el bienestar de los empleados
- y alcanzar un mejor rendimiento de la empresa

La gestión es una técnica indispensable para cualquier organización. Cuando hablamos de innovación de gestión en las áreas protegidas, nos referimos al conjunto de técnicas que permiten que el personal sea autónomo, y favorecen una escala de confort y bienestar, para una mejor creatividad en solitario o en equipo.
Con respecto a la antigua forma de gestión, y dentro de las áreas protegidas que entrevistamos, pudimos observar que más de la mitad, el 56,3%, es la gestión participativa. En el segundo nivel, encontramos que el 25% de la cuarta parte es asumida por la gestión delegada, y la gestión directa está presente en las respuestas de estas entrevistas en un 12,5%.
"La innovación directiva es un conjunto de prácticas, ideas y/o programas relacionados con la gestión y el funcionamiento de una organización. Es una asociación de información y medios que corresponde a la modificación de conceptos antiguos y existentes por otros nuevos y mejores para una gestión y dirección más fuertes de una organización. Es un mosaico de procesos y conceptos que implementan nuevas decisiones en la gestión" (Selkani, 2022).
La contribución de mi investigación es: mezclar y combinar las innovaciones de gestión con las áreas protegidas.
En esta investigación, profundizaremos a través de múltiples estudios de caso de 16 gestores de áreas protegidas que respondieron positivamente a esta solicitud completando la entrevista

desde 3/4 continentes diferentes alrededor del mundo. 3 de estas 16 entrevistas fueron contestadas por gestores, no de un área protegida concreta, sino de toda una región.
La de Australia fue completada por Queensland Parks and Wildlife Service - Planner.
En Suecia, la entrevista la cumplimentó el gestor de toda la provincia de Norrbotten. En el condado de Norrbotten hay 7 parques nacionales y 430 reservas naturales.
En el caso de Portugal, que respondió de la misma manera, la gestora representaba el cargo de responsable de comunicación del Instituto de Conservación de la Naturaleza y los Bosques, pero no especificó la región que ocupaba en términos de gestión, que es de unas 743.100 hectáreas y cuya fecha de creación fue en 2008.
En África, los países que respondieron a la guía de entrevistas fueron :
Gabón con el Parque Nacional de Lopé; Kenia con la Reserva de Caza de Maasai Mara; en Madagascar con el Área Protegida de Bemanevika; el Parque Nacional del Monte Ntringui; el Parque Nacional de Shisiwani; el Parque Nacional de Zombitse-Vohibasia; en Mozambique con el Parque Nacional de Gorongosa.
En América, los países que respondieron a la guía de entrevistas fueron:
En Alaska con Wrangell-St. Elias National Park and Preserve, en Haití con Three Bays Protected Area en Perú, con Huascarán National Park, En USA con Great Basin National Park.
En Australia con los Parques y Bosques de Queensland y la Gran Barrera de Coral. En Europa, en Suecia con Norrbotten es la parte más septentrional del país, en Portugal : Red Nacional de Áreas Protegidas (RNAP), en Croacia con el Parque Natural de Medvednica, en Polonia con el Parque Nacional de Ojców

La guía de la entrevista constaba de tres partes: La primera parte se llama "Sobre la gestión": Se pregunta al directivo por su sexo y su edad en un intervalo y, a continuación, por su experiencia en el puesto directivo y el número de personas que dirige. Aquí, las preguntas tratan el estilo de gestión, el estrés y la motivación del equipo e intentan detectar una pequeña idea sobre la innovación en la gestión.
La segunda parte se denominó "Observación de la innovación directiva": Las preguntas de la segunda parte abordan la innovación directiva un poco más a fondo. Después de dar nueve técnicas de la innovación directiva y de explicar cada una de ellas por separado y dar un ejemplo, aquí el directivo debe elegir las técnicas de innovación directiva que más le hablan, la que más se utiliza con el equipo de trabajo y luego la técnica utilizada en cada situación especial: Resolver problemas, Establecer el plan de gestión, Planificación previa, Evaluación de datos e identificación de valores...
La gestión es una técnica indispensable para cualquier organización. Cuando hablamos de innovación directiva en los espacios protegidos, nos referimos al conjunto de técnicas que permiten al personal ser autónomo, y favorecen una escala de confort y bienestar, para una mejor creatividad en solitario o en equipo.
La tercera parte se denomina La innovación directiva en la organización
En este nivel y tras mostrar y explicar tres grandes empresas que utilizan la innovación directiva y sus objetivos, se pregunta al directivo por el ejemplo que más le convence y si está de acuerdo en utilizar las técnicas de innovación directiva y su opinión con el crecimiento del rendimiento. Sin embargo, las preguntas relativas al área protegida comienzan con el nombre, el tipo: marino o terrestre, el tamaño y el año de creación.

Siguen las preguntas sobre si el área protegida responde a la definición de la UICN, categoría de gestión según la UICN.
A continuación, se formulan las preguntas relativas a los convenios internacionales: Convenio sobre la Diversidad Biológica, Protocolo de Nagoya, Patrimonio Mundial, Convención sobre el Comercio Internacional de Especies Amenazadas, Convención sobre la Conservación de las Especies Migratorias, Convención de Ramsar y de los Humedales, si el país donde se encuentra el área protegida es miembro de la convención o no y el año de inscripción en la convención en el caso positivo.
Las funciones esenciales de las áreas protegidas escaladas de 1 a 5 según su importancia: Recreación y descubrimiento de la naturaleza, Concienciación pública sobre temas de conservación, Área de investigación científica para un mejor conocimiento del mundo animal y floral, Conservación de valores culturales y espirituales, Lugares de educación.
Una pregunta relativa a la etiqueta "Patrimonio de la Humanidad" y las respectivas acciones para obtener esta etiqueta, otra se formula en referencia a la etiqueta "Lista Verde" y la planificación para solicitarla. Sobre la lista roja, se hace una pregunta para saber si hay alguna especie en el área protegida que esté en la lista roja de la UICN y, en caso afirmativo, nombrar alguna de ellas.
En cuanto a las actividades que se realizan en el área protegida, como el ecoturismo: el número de ecoturistas que llegan al área protegida al año y las diferentes actividades que realiza el ecoturista: Turismo de naturaleza escénica, expediciones de ecoturismo, senderismo y acampada, senderismo en la selva, observación de aves, observación de la fauna...
A continuación, se pregunta por las amenazas que frenan e impiden el normal funcionamiento del área protegida: Disminución de la biodiversidad, Acceso de turistas, Extracción (caza, minería, tala, pesca), Cambio climático, Especies invasoras, Sobreexplotación, Gestión inadecuada, Conflicto con comunidades vecinas o asociadas, Pérdida de conocimientos / cambio cultural...
Una penúltima pregunta que interroga al gestor sobre las principales presiones sobre la diversidad biológica en su área protegida: Sobreexplotación y uso insostenible, Ingesta excesiva de nutrientes y otras formas de contaminación, Pérdida y degradación del hábitat, Especies exóticas invasoras, Cambio climático.

La última pregunta se refiere a las acciones que el gestor y su equipo realizan para la protección de la biodiversidad en una pregunta abierta. El objetivo de la investigación que realizamos era determinar si las áreas protegidas utilizaban o no enfoques de gestión. Esta hipótesis no fue validada estadísticamente, dado que las estadísticas no nos permitieron validar esta hipótesis de estudio, pero esto no implica que sea un no definitivo. Por otra parte, las áreas protegidas utilizan estrategias de innovación en la gestión en casos muy particulares, como lo demuestran las estadísticas descriptivas de este estudio.
También se descubrió que varias áreas protegidas utilizan estas estrategias/técnicas sin conocer su nombre ni su clasificación en el mundo de la gestión.
Basándonos en nuestros resultados, podemos concluir que las zonas protegidas no emplean con éxito estrategias de innovación en la gestión. Esto significa que las zonas protegidas no utilizan todas las técnicas de innovación gerencial que propusimos durante la entrevista guía, sino más bien un subconjunto de ellas: el pensamiento de diseño, el codiseño, las redes de aprendizaje, la tutoría, el coaching entre pares y el mentoring, los grupos focales y el codesarrollo, los talleres participativos, la experiencia disruptiva y la inmersión.

La pregunta principal de esta tesis académica es: ¿Se aplican las áreas protegidas a las técnicas de innovación de los directivos?
¿El estilo de gestión del directivo es más tradicional (dar órdenes, orientar, dirigir, tener la última palabra...), o pretende integrar a las personas en la gestión, teniendo en cuenta sus puntos de vista y desarrollándolas como un valioso capital humano?
En esta investigación, profundizaremos a través de múltiples estudios de caso de 16 gestores de áreas protegidas que respondieron positivamente a esta pregunta completando la entrevista de 3 a 4 continentes diferentes de todo el mundo.
Desde el punto de vista estadístico, esta hipótesis no se ha confirmado, pero esto no significa que sea un no radical. Los espacios protegidos aplican técnicas de innovación de gestión en casos muy concretos.
En cuanto al método de gestión anterior, y entre las áreas protegidas que examinamos, descubrimos que más de la mitad, el 56,3%, es la gestión participativa. En el segundo nivel, descubrimos que la gestión delegada se lleva más del 25% del trimestre, y que la gestión directa representa el 12,5% de las respuestas a las entrevistas.
Estadísticamente, esta hipótesis no se ha confirmado, pero esto no significa que sea un no radical. Los espacios protegidos aplican técnicas de innovación directiva en casos muy concretos. Cuando se preguntó por la aplicación de técnicas de innovación en la gestión dentro de las áreas protegidas mejoraría el rendimiento y los resultados. Las palabras más repetidas fueron: cambio, innovación, liderazgo, trabajo en equipo, toma de decisiones, nuevo, gestión, innovación, resultados, adaptación, comportamiento...
Cuando hablamos de innovación en la gestión de las áreas protegidas, nos referimos a un conjunto de estrategias que permiten a los trabajadores ser más independientes y favorecer una escala de confort y bienestar, permitiéndoles ser más creativos por sí mismos o en grupo.
El objetivo de nuestro estudio era comprobar si las áreas protegidas utilizaban prácticas de gestión
Las áreas protegidas utilizan estrategias de innovación en la gestión en situaciones muy concretas, como revelan las estadísticas descriptivas de este estudio. Hoy en día, parece que la gestión ha dejado de ser un lujo para convertirse en una prioridad que debe cambiar y modificarse constantemente, dada la inestabilidad de nuestra sociedad actual.

La innovación gerencial ha llegado por lo tanto como una técnica para flexibilizar los modos de gestión para el bienestar del equipo y de los colaboradores y un mejor rendimiento de la organización en su conjunto. Podríamos decir, por último, que la innovación empresarial no es sólo para las empresas, sino para todas las instituciones que destacan las ventajas de estas técnicas y la novedad de estos métodos para trabajar mejor y obtener un mayor rendimiento.
Según las estadísticas, podemos afirmar que: El 93,3% respondió "Sí" confirmando que los métodos de innovación en la gestión conducen a un mejor rendimiento en términos de resultados. Las palabras más repetidas son: cambio, personas, trabajo en equipo, toma de decisiones, personal, gestión, innovación, resultados, creatividad, imaginación, soluciones...
Aquí, podríamos decir que casi la mitad, el 46,2%, provienen de la categoría N ° 2: Parques nacionales que cumplen con la definición de la UICN, el 23,1% de la categoría N ° 5: V: Paisaje protegido o paisaje marino, el 15,4% de la última y sexta categorías: VI: Área protegida con uso sostenible de los recursos naturales.
Según el estudio realizado, nuestro objetivo era averiguar si las áreas protegidas aplicaban técnicas de gestión.

También resultó que hay áreas protegidas que aplican estas técnicas sin conocer su nombre o designación en el mundo de la gestión.
Basándonos en nuestros resultados, podemos concluir que las áreas y zonas protegidas no emplean con éxito estrategias de innovación en la gestión. Esto significa que las áreas protegidas no utilizan todas las técnicas de innovación en la gestión que propusimos durante la entrevista guía, sino más bien una división de las mismas: pensamiento de diseño, codiseño, redes de aprendizaje, tutoría, coaching entre pares y mentoring, grupos de discusión y codesarrollo, talleres participativos, experiencia disruptiva e inmersión.
En cuanto a la antigua forma de gestión, y dentro de las áreas protegidas que entrevistamos, pudimos observar que más de la mitad, el 56,3%, es la gestión participativa. En el segundo nivel, encontramos que el 25% de la cuarta parte es asumida por la gestión delegada, y la gestión directa está presente en las respuestas de estas entrevistas en un 12,5%.

A grandes rasgos, la innovación empresarial es entonces aquellas técnicas que ayudan a los miembros de la misma organización a estar en el mismo ambiente. Para beneficiarse de ella, el directivo debe ser consciente de dar a los trabajadores el derecho al error, la posibilidad de tomar la iniciativa y asumir el riesgo. De esta manera, hay más oportunidades para la experimentación entre todos los miembros y la co-creación. Los resultados son encontrar un cierto bienestar dentro del lugar de trabajo teniendo en cuenta el estado de ánimo del momento, el equilibrio de la vida personal y privada... Las técnicas de innovación empresarial ayudan a proyectar en el futuro decidir sobre el futuro teniendo una visión común, y sobre todo a prestar atención a las señales débiles: cambio de tareas, tomar tiempo libre sobre acciones concretas para mejorar la situación del trabajador.

La gestión de las áreas protegidas es un tema bastante preciso porque pretende reforzar la conservación de la biodiversidad y la protección de la naturaleza mediante técnicas como el METT, el RAPPAM, el TNC y otros métodos. Con esta visión, entendemos y creemos que es la técnica la que hace el hombre y no al revés. Por otro lado, y según varios estudios, hemos podido demostrar que si el hombre se encuentra en una situación favorable y agradable, los resultados son mejores y van mejorando día a día.
La innovación directiva ha llegado, pues, como una técnica para flexibilizar los modos de gestión para el bienestar del equipo y de los colaboradores y un mejor rendimiento de la organización en su conjunto.
He aquí algunas ideas que propongo para una mejor aplicación de la técnica de la innovación directiva en los ámbitos protegidos:
Implicar al otro en la toma de decisiones, lo que significa aplicar la relación Adulto/Adulto entre el directivo y los colaboradores.
Dar autonomía al equipo: establecer un ambiente de confianza, en el que se valore y respete la capacidad de escuchar, comprender y no juzgar.
Elegir la técnica que ayudará al equipo a avanzar con el objetivo preestablecido: Hackathon, World café, Red de aprendizaje, Taller participativo.
Modificar y cambiar el modo ya empleado para que sea más comprometido, digno de confianza y creativo entre los miembros del equipo.
Repitiendo el mismo método si es necesario sin ser mal revisado.
En lo que respecta al ecoturismo, es muy importante minimizar los impactos negativos sobre la naturaleza y la cultura que pueden perjudicar a un destino, lo que se puede hacer de las siguientes maneras
Educar a los viajeros sobre la importancia de la conservación.

Destacar el uso de estudios ambientales y sociales, además de programas de seguimiento a largo plazo, para evaluar y minimizar los impactos.
El objetivo de nuestro estudio era comprobar si las áreas protegidas utilizaban prácticas de gestión. Las áreas protegidas utilizan estrategias de innovación en la gestión en situaciones muy concretas, como revelan las estadísticas descriptivas de este estudio. Dada la inseguridad de nuestra sociedad moderna, parece que la gestión ha dejado de ser un lujo para convertirse en una necesidad que debe ajustarse y modificarse continuamente.

Palabras clave: gestión; dirección; innovación; innovación en la gestión, áreas protegidas, UICN

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IKRAME SELKANI

A aplicación de xestión innovadora de espazos protexidos.

Estudo Comparativo Intercontinental

Resumo

Debido á situación actual das políticas ambientais sabemos que os espazos protexidos son espazos habituais esenciais e que a actualidade teñen unha importancia suprema no noso tempo presente. O seu papel no equilibrio dos ecosistemas e do medio ambiente é moi importante, aínda que hoxe, no século XXI, estamos a falar máis de áreas protexidas. Hai que avaliar e controlar a gobernanza destes territorios, e por que non beneficiarse. A innovación na xestión é vista como un avance das estratexias de xestión, que en si mesmo ten un valor real para as empresas que cambiarán as vellas rutinas e continuarán con técnicas de innovación que respecten, e acadarán mellores resultados en termos de benestar dos empregados.

Aplicar determinados conceptos relacionados coa empresa nun principio podería ser moi importante se lles damos unha nova forma de ser. Noutras palabras, estas técnicas que axudaron a unha gran cantidade de empresas internacionais de todo o mundo, poderían ser beneficiosas se deixamos que os espazos protexidos se beneficien delas en colaboración co seu equipo e asistindo ao ser humano dentro destes territorios para que estea comprometido, cooperativo. , risco, iniciativa... e non só técnicas de xestión e esquecemento do "humano" que é o elemento clave que tanto traballa nestes ámbitos esquecidos e marxinados.

O obxectivo primordial das Áreas Protexidas no século XXI é facer unha contribución significativa á protección dos compoñentes da Biodiversidade a nivel global, xestionando da mellor maneira a maioría das ameazas e presións e garantindo unha boa conservación. Unha conservación favorable contribúe a garantir en todo momento a integridade ambiental do propio espazo natural.

Falando de ecoturismo, ten unha serie de consecuencias negativas, entre elas
Presións químicas e físicas sobre o medio ambiente: a maioría dos hoteis botan os seus residuos ante a falta dunha depuradora competente na institución, o que provoca a degradación da calidade das augas do litoral e as fugas de petróleo dos barcos.
O consumo excesivo de recursos naturais, a perda de zonas húmidas na chaira costeira, a deforestación e a perda de especies vexetais que impiden a sobreexplotación dos recursos mariños: peixes, corais e cunchas son preocupacións.

"O ecoturismo é un tipo de turismo sostible baseado en recursos naturais que se centra en experimentar e aprender sobre o medio ambiente e xestionado éticamente para que sexa de baixo impacto, non consuma e se enfoca localmente" (control, beneficios e escala). Atópase máis habitualmente en ambientes naturais e debería axudar a preservalos Fennell (2003).

As áreas protexidas son esenciais como espazos habitables que teñen como función manter o equilibrio entre os ecosistemas e o medio ambiente. A gobernanza destes territorios debe ser avaliada e controlada para mellorala. A innovación na xestión é vista como un avance das estratexias de xestión: cambiar as vellas rutinas, substituír con novas técnicas innovadoras para obter mellores resultados en termos de benestar dos empregados. No Congreso Mundial

da Conservación de 2008 en Barcelona, organizado pola UICN: “Unha área protexida é un territorio xeográfico claramente definido que foi consagrado, recoñecido e administrado mediante calquera método legal eficaz ou doutro tipo co obxectivo de protección a longo prazo da natureza. servizos ecosistémicos e valores culturais”. (UICN, 2008).

A pregunta principal desta tese académica é: Aplícanse os espazos protexidos ás técnicas de innovación de xestión?
O obxectivo principal deste doutoramento. A tese consiste en explicar a relación entre a aplicación das técnicas de innovación de xestión e os espazos protexidos mediante un exemplo, describindo o sistema de xestión interno que se aplica aos espazos protexidos. O director aplica máis o antigo estilo de xestión (dar ordes, orientar, dirixir, ter a última palabra...) ou tenta situar aos empregados na dirección, tendo en conta as súas opinións e desenvolvéndoos como un importante capital humano? ?

O método empregado neste estudo é a "entrevista semiestructurada" que pertence aos métodos distintivos de recollida de datos empregados na investigación cualitativa (Eskola e Suoranta, 2003). No meu estudo, é importante desenvolver a visión da xestión dentro dos espazos protexidos.
A innovación directiva percíbese como unha evolución das técnicas de xestión:
- rematar cos modos de xestión antigos
- Respectar o benestar dos traballadores
- e acadar un mellor rendemento da empresa

A xestión é unha técnica indispensable para calquera organización. Cando falamos de innovación directiva en espazos protexidos, referímonos ao conxunto de técnicas que permiten autónomo ao persoal, e favorecen unha escala de confort e benestar, para unha mellor creatividade só ou en equipo.
No que respecta á antiga forma de xestión, e dentro dos espazos protexidos que entrevistamos, puidemos constatar que máis da metade, o 56,3%, é de xestión participativa. No segundo nivel, atopamos que o 25% do trimestre corre a cargo da xestión delegada, e a xestión directa está presente nestas respostas de entrevista nun 12,5%.
“A innovación directiva é un conxunto de prácticas, ideas e/ou programas relacionados coa xestión e funcionamento dunha organización. É unha asociación de información e medios correspondentes á modificación de conceptos antigos e existentes por outros novos e mellores para unha xestión e dirección máis fortes dunha organización. É un mosaico de procesos e conceptos que implementan novas decisións na xestión” (Selkani, 2022).
A contribución da miña investigación é: mesturar e combinar as innovacións de xestión coas áreas protexidas.
Nesta investigación afondaremos a través de múltiples casos prácticos de 16 xestores de áreas protexidas que responderon positivamente a esta solicitude completando a entrevista de 3/4 continentes diferentes de todo o mundo. 3 destas 16 entrevistas foron contestadas por xestores, non dunha área protexida exacta, senón de toda unha comarca.

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O de Australia completouno Queensland Parks and Wildlife Service - Planner.
En Suecia, a entrevista foi cuberta polo xerente de toda a provincia de Norrbotten. Hai 7 parques nacionais e 430 reservas naturais no condado de Norrbotten.

Con Portugal, respondeu do mesmo xeito, a xerente representou o cargo de Responsable de comunicación do Instituto para a Conservación da Natureza e dos Bosques pero non precisou a rexión que ocupaba en canto á xestión, que ronda as 743.100 hectáreas e cuxa data de creación. foron en 2008.
En África, os países que responderon á guía de entrevista foron:
Gabón co Parque Nacional de Lopé ; Kenia coa reserva de caza Maasai Mara; en Madagascar coa Área Protexida de Bemanevika; Parque Nacional do Monte Ntringui; Parque Nacional Shisiwani; Parque Nacional Zombitse-Vohibasia; en Mozambique co Parque Nacional Gorongosa.
En América, os países que responderon á guía de entrevista foron:
En Alaska con Wrangell-St. Parque Nacional e Reserva Elias, en Haití con Área Protexida das Tres Baías no Perú, co Parque Nacional Huascarán, en Estados Unidos co Parque Nacional Great Basin.
En Australia con Queensland Parks, Bosques e a Gran Barreira de Coral. En Europa, en Suecia con Norrbotten é a parte máis setentrional do condado, en Portugal : National Protected Areas Network (RNAP), en Croacia co Parque Natural Medvednica, en Polonia co Parque Nacional Ojców
A guía de entrevista constaba de tres partes: A primeira parte chámase "Sobre a dirección": pregúntase ao xestor sobre o seu sexo e a súa idade nun intervalo e despois sobre a súa experiencia no posto de dirección e o número de persoas a xestionar. Aquí, as preguntas tratan o estilo de xestión, o estrés e a motivación do equipo e tentan detectar unha pequena idea sobre a innovación directiva.
A segunda parte chamouse "Ollando a innovación directiva": as preguntas da segunda parte tratan un pouco máis en profundidade a innovación directiva. Despois de dar nove técnicas da innovación directiva e de explicar cada unha delas e darlle exemplo, aquí o director debe escoller as técnicas de innovación directiva que máis lle falen, a que se utiliza maioritariamente co equipo de traballo e despois a técnica empregada. en cada situación especial: Resolver problemas, Establecer o plan de xestión, Planificación previa, Avaliación de datos e identificación de valores...
A xestión é unha técnica indispensable para calquera organización. Cando falamos de innovación directiva en espazos protexidos, referímonos ao conxunto de técnicas que permiten autónomo ao persoal, e favorecen unha escala de confort e benestar, para unha mellor creatividade só ou en equipo.

A terceira parte chámase: Innovación directiva na organización
Neste nivel e despois de mostrar e explicar tres grandes empresas que empregan a innovación directiva e os seus obxectivos, pregúntaselle ao directivo o exemplo que máis lle fala e se acepta utilizar as técnicas de innovación directiva e a súa opinión coa actuación. crecemento. Porén, as preguntas que se refiren ao espazo protexido comezan polo nome, o tipo: mariña ou terrestre, tamaño e ano de creación.
Seguen as preguntas se a área protexida cumpre coa definición da UICN, categoría de xestión segundo a UICN.
A continuación, realízanse as preguntas relativas aos convenios internacionais: Convención sobre a Diversidade Biolóxica, Protocolo de Nagoya, Patrimonio Mundial, Convención sobre o Comercio Internacional de Especies Ameazadas, Convención sobre a Conservación de Especies Migratorias, Convención de Ramsar e Humidais, se é o país onde se atopa o espazo protexido. está situado é membro da convención ou non e o ano de inscrición na convención no caso positivo.

As funcións esenciais das áreas protexidas escalaron do 1 ao 5 segundo a súa importancia: Recreo e descubrimento da natureza, Sensibilización pública sobre cuestións de conservación, Área de investigación científica para o mellor coñecemento do mundo animal e floral, Conservación dos valores culturais e espirituais, Lugares de educación.
Unha pregunta sobre o selo "Patrimonio da Humanidade" e as respectivas actuacións para a obtención deste selo, faise outra referida á etiqueta "Lista Verde" e a planificación para solicitala. Sobre a Lista Vermella realízase unha pregunta para saber se existe no espazo protexido algunha especie que estea na Lista Vermella da UICN e, en caso afirmativo, nomear algunhas delas.
En canto ás actividades que se desenvolven no espazo protexido, como o ecoturismo: o número de ecoturistas ao espazo protexido ao ano e as diferentes actividades que realiza o ecoturismo: Turismo paisaxístico de natureza, Expedicións de ecoturismo, Paseos e acampada. , Sendeirismo na selva, Observación de aves, Observación de vida salvaxe...
A continuación, faise unha pregunta sobre as ameazas que frean e impiden o normal funcionamento do espazo protexido: Deterioro da biodiversidade, Acceso turístico, Extracción (caza, minería, tala, pesca), Cambio climático, Especies invasoras, Sobreexplotación, Xestión inadecuada, Conflito. con comunidades veciñas ou asociadas, Perda de coñecemento/cambio cultural...
Unha penúltima pregunta que pregunta ao xestor polas principais presións sobre a diversidade biolóxica no seu espazo protexido: Sobreexplotación e uso insostible, Inxestión excesiva de nutrientes e outras formas de contaminación, Perda e degradación do hábitat, Especies exóticas invasoras, Cambio climático.

A última pregunta é sobre as accións que o xerente e o seu equipo realizan para a protección da biodiversidade nunha pregunta aberta. O obxectivo da investigación que realizamos foi determinar se as áreas protexidas utilizaban ou non enfoques de xestión. Esta hipótese non foi validada estatisticamente, dadas as estatísticas, o que non permitiu validar esta hipótese de estudo, pero isto non implica que sexa un non definitivo. As áreas protexidas, pola súa banda, utilizan estratexias de innovación xerencial en casos moi particulares, como demostran as estatísticas descritivas deste estudo.
Tamén se descubriu que varias áreas protexidas utilizan estas estratexias/técnicas sen coñecer o seu nome ou clasificación no mundo da xestión.
En base aos nosos descubrimentos, podemos concluír que as zonas protexidas non empregan con éxito estratexias de innovación administrativa. Isto significa que os espazos protexidos non utilizan todas as técnicas de innovación de xestión que propuxemos durante a entrevista guía, senón un subconxunto delas: design thinking, co-deseño, redes de aprendizaxe, titoría, coaching entre iguais e mentoring, grupos focales. e co-desenvolvemento, obradoiros participativos, experiencia disruptiva e inmersión.

A pregunta principal desta tese académica é: ¿Aplícanse as áreas protexidas ás técnicas de innovación de xestión?
É máis tradicional o estilo de xestión do directivo (dar ordes, orientar, dirixir, ter a última palabra...), ou pretende integrar á xente na dirección, tendo en conta os seus puntos de vista e desenvolvéndoas como valioso capital humano?

Nesta investigación afondaremos a través de múltiples casos prácticos de 16 xestores de áreas protexidas que responderon positivamente a esta solicitude completando a entrevista de 3 a 4 continentes diferentes de todo o mundo.
Estadísticamente falando, esta hipótese non foi confirmada, pero iso non quere dicir que sexa un non radical. Os espazos protexidos aplican técnicas de innovación de xestión en casos moi concretos.
Respecto ao método de xestión anterior, e entre os espazos protexidos que analizamos, descubrimos que máis da metade, o 56,3 por cento, é de xestión participativa. No segundo nivel, descubrimos que a xestión delegada ocupa o 25% do trimestre, sendo a xestión directa o 12,5% das respostas das entrevistas.
Estadísticamente falando, esta hipótese non foi confirmada, pero iso non quere dicir que sexa un Non radical Os espazos protexidos aplican técnicas de innovación xerencial en casos moi concretos. Cando se lle pregunte sobre a aplicación de técnicas de innovación de xestión dentro das áreas protexidas melloraría o rendemento e os resultados. As palabras máis repetidas foron: cambio, innovación, liderado, traballo en equipo, toma de decisións, novo, xestión, innovación, resultados, adaptación, comportamento...
Cando falamos de innovación xerencial en espazos protexidos, fálase dun conxunto de estratexias que permiten aos traballadores ser máis autónomos e favorecer unha escala de confort e benestar, que lles permite ser máis creativos por si mesmos ou en grupo.
O obxectivo do noso estudo era ver se as áreas protexidas utilizaban prácticas de xestión.
Os espazos protexidos utilizan estratexias de innovación de xestión en situacións moi concretas, tal e como revelan as estatísticas descritivas deste estudo. Hoxe en día parece que a xestión xa non é un luxo senón unha prioridade que debe ser cambiada e modificada constantemente, ante a inestabilidade da nosa sociedade actual.
Por iso, a innovación directiva chegou como unha técnica para flexibilizar os modos de xestión para o benestar do equipo e dos colaboradores e un mellor rendemento do conxunto da organización. Poderiamos dicir, finalmente, que a innovación directiva non é só para as empresas senón para todas as institucións que remarcan as vantaxes destas técnicas e a novidade deses métodos para traballar mellor e obter un rendemento mellor.
Segundo as estatísticas, podemos afirmar que: A porcentaxe do 93,3 por cento respondeu "Si" confirmando que os métodos de innovación na xestión conducen a un mellor rendemento en termos de resultados. As palabras máis repetidas son: cambio, persoas, traballo en equipo, toma de decisións, persoal, xestión, innovación, resultados, creatividade, imaxinación, solucións...
Aquí, poderiamos dicir que case a metade, o 46,2 por cento, proceden da categoría N° 2: Parques nacionais que cumpren a definición da UICN, o 23,1 por cento da categoría N° 5: V: Paisaxe ou paisaxe protexida, o 15,4 % da última e sextas categorías: VI: Área protexida con uso sostible dos recursos naturais.
Segundo o estudo que realizamos, o noso obxectivo era coñecer se os espazos protexidos estaban aplicando técnicas de xestión.
Tamén resultou que hai espazos protexidos que aplican estas técnicas sen coñecer o seu nome ou denominación no mundo da xestión.
Segundo os nosos descubrimentos, podemos concluír que as áreas e zonas protexidas non empregan con éxito estratexias de innovación na xestión. Isto significa que os espazos protexidos non utilizan todas as técnicas de innovación xerencial que propuxemos durante a entrevista guía, senón unha división delas: design thinking, co-deseño, redes de aprendizaxe, titoría, coaching entre iguais e mentoring, grupos focales. e co-desenvolvemento, obradoiros participativos, experiencia disruptiva e inmersión.

No que respecta á antiga forma de xestión, e dentro dos espazos protexidos que entrevistamos, puidemos constatar que máis da metade, o 56,3%, é de xestión participativa. No segundo nivel, atopamos que o 25% do trimestre corre a cargo da xestión delegada, e a xestión directa está presente nestas respostas de entrevista nun 12,5%.

En liñas xerais, a innovación directiva son entón aquelas técnicas que axudan aos membros dunha mesma organización a estar no mesmo ambiente. Para beneficiarse del, o xestor debe ser consciente de darlle ao persoal o dereito ao erro, a posibilidade de tomar iniciativa e asumir o risco. Deste xeito, hai máis oportunidades de experimentación entre todos os membros e de co-creación. O resultado é atopar un certo benestar dentro do lugar de traballo tendo en conta o estado de ánimo do momento, a conciliación da vida persoal e privada... As técnicas de innovación directiva axudan a proxectar cara ao futuro decidir sobre o futuro cunha visión común, e sobre todo prestar atención aos sinais débiles: cambio de asignacións de traballo, descanso sobre accións concretas para mellorar a situación do traballador.

A xestión de espazos protexidos é un tema bastante preciso porque pretende reforzar a conservación da biodiversidade e a protección da natureza mediante técnicas como METT, RAPPAM, TNC ademais doutros métodos. Con esta visión entendemos e cremos que é a técnica que fai o home e non ao revés. Por outra banda, e segundo varios estudos, puidemos demostrar que se o home se atopa nunha situación favorable e agradable, os resultados son mellores e van mellorando día a día.

Por iso, a innovación directiva chegou como unha técnica para flexibilizar os modos de xestión para o benestar do equipo e dos colaboradores e un mellor rendemento do conxunto da organización.
Velaquí algunhas ideas que propoño para unha mellor aplicación da técnica da innovación xerencial dentro dos espazos protexidos:
Implicar á outra persoa na toma de decisións, o que supón aplicar a relación Adulto/Adulto entre o responsable e os compañeiros de traballo.
Dotar de autonomía ao equipo: establecer un ambiente de confianza, onde se valore e respecte a capacidade de escoita, comprensión e non xuízo.
Escolle a técnica que axude ao equipo a avanzar co obxectivo predeterminado: Hackathon, World café, Rede de aprendizaxe, Taller participativo.
Modificando e cambiando o modo xa empregado para ser máis comprometido, confiable e creativo entre os membros do equipo.
Repetir o mesmo método se é necesario sen ser revisado mal.
No que respecta ao ecoturismo, é moi esencial minimizar os impactos negativos sobre a natureza e a cultura que poden prexudicar un destino, o que se pode facer polas seguintes formas:
Educar aos viaxeiros sobre a importancia da conservación.
Destacar o uso de estudos ambientais e sociais, ademais de programas de vixilancia a longo prazo, para avaliar e minimizar os impactos.
O obxectivo do noso estudo era ver se as áreas protexidas utilizaban prácticas de xestión. Os espazos protexidos utilizan estratexias de innovación de xestión en situacións moi concretas, tal e como revelan as estatísticas descritivas deste estudo. Dada a inseguridade da nosa

sociedade moderna, parece que a xestión xa non é un luxo senón unha necesidade que debe ser continuamente axustada e modificada.

Palabras clave: xestión; dirección; innovación; innovación administrativa, áreas protegidas, UICN

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1. INTRODUCTION

The environmental policies of the last decades have made environmental protection a central element in solving global and regional problems, marked by loss of biodiversity and the effects of climate change environmental protection.

New models emerging in different countries and at international projects include both, strengthening conservation objectives and redefining the use of natural resources according to the principle of sustainable use, as well as the improvement and establishment of more effective models of governance and management of protected areas from an adaptive perspective.

Integrated in the area of the running and the direction domain, it is also necessary to evaluate and to put in new management models, which in many cases are focused on effective experiences in protected area.

In this academic study, I would like to combine and join two concepts that have not yet been studied simultaneously, which make the value of my PhD thesis: managerial innovation and protected areas.

I'd like to discuss protected areas management from the inside, which is, with those who work in protected areas and the management methods they employ.

I'd like to introduce the concept of "managerial innovation," which comprises the formation of organizational structures to further organizational goals in management practice and area (Birkinshaw et al. 2008). The managerial innovation proved its success within the organizations and companies.

1.1. IMPORTANCE OF THE PROTECTED AREAS:

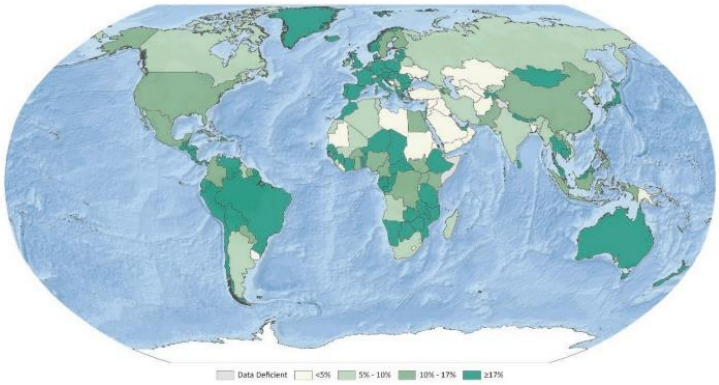
A Natural Protected Areas (NPA) is an outcome and a consequence as a territory composed of multiple cultural values, spacious landscapes, balanced ecosystem/ habitat for people, fauna and flora, a land that was totally and unspoiled and preserved as an environment. In this sense, the protected areas are very multiple and diverse in all over the world, and there were created to preserve, protect and conserve the main untouchable lands and even with a less intervention of the Man in these spaces.

Regarding protected areas and their multiplicity is a recent phenomenon. From 1910 to the present day, we have 200,000 distributed all over the world.

According to the Web site of protected planet, the total number of protected area records in the February 2018 release of the World Database on Protected Areas (WDPA) is 238,563.

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Figure 1 : Protected areas around the world



Source: www.protectedplant.org - 2020

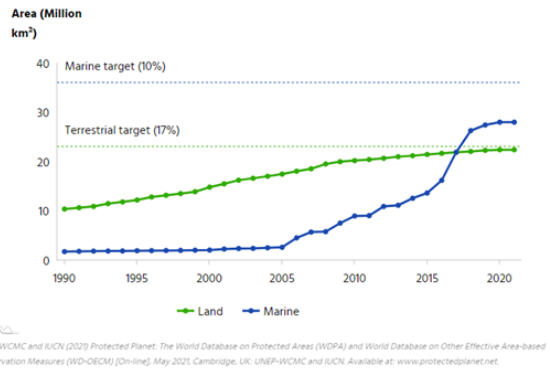
There are more than 15% of the territories across the planet benefiting from formal protection, which are called "Protected Areas". We notice from the world map that protected areas are in green and marine areas in blue.

Throughout history, in 1940, the Western Hemisphere called on contracting parties to build protected areas, the framework of which was national parks in the United States, through the Washington Convention on Nature Protection and Wildlife Preservation.

Beginning in 1965, the United States (and Canada) organized a hugely significant yearly short course on parks for young conservation leaders from across the world. Furthermore, the U.S. International Office of the National Park Service has assisted numerous countries in the establishment of national parks (Phillips, 2002).

As far as protected areas and their multiplicity are concerned, this is a recent phenomenon. Therefore, the very first national Park in the world were located in the USA, and from this experience, other countries joined the race of following the same practice and experiment.

Figure 2 : Protected areas through the years



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UNEP-WCMC and IUCN (2021) Protected Planet: The World Database on Protected Areas (WDPA) and World Database on Other Effective Area-based Conservation Measures (WD-OECM) [On-line], May 2021, Cambridge, UK: UNEP-WCMC and IUCN. Available at: www.protectedplanet.net.

Source: Protected Planet Report 2020. UNEP- WCMC 2020. www.protectedplanet.org

Concerning the appellation of the protected areas, years ago, the name and designation of the

protected areas was very different from a country to another, and they have been called by many different names.

1.1.1. The role of protected areas

Thanks to the added values and to the location, the NPA's are very essential for nature and its balance. Protected areas are now recognized as a fundamental tool for conserving biological diversity. Protected areas conserve sometimes threatened species, special ecosystems or rare environments, with the aim of protecting these areas as naturally as possible without major modifications (Western and Pearl, 1989).

The functions of protected areas are conservation, education, recreation and nature discovery, and public awareness of conservation issues. They also represent a space for scientific research for a better understanding of the animal and floral world. Protected areas provide goods: products from the forest (honey, medicinal plants, etc.). They are of great importance with regard to climate change, as they are elements of mitigation of this global phenomenon and open-air laboratories of the variations and evolution of nature.

Protected areas are sites of conversation of cultural or spiritual values: such as the conservation of an archaeological site within a protected area.

Protected areas as a topic are highly intriguing, but according to Panizza (2003) and Piacente (2003), it is critical to investigate associated factors: nature, history, philosophy, or culture must all be taken into consideration in the study. At the same time, these aspects constitute cultural, economic, tourist, educational, and environmental resources that must be evaluated in a variety of ways.

Under certain conditions, culture and nature can be real pillars for the protection of nature: example of Madagascar, where some populations recognize the 'Himera', the 'Sifaka'as their ancestor and therefore require a real protection of this animal (Gardner et al, 2013);

These territories represent committed spaces for the future. The ability to set aside certain resources and wealth for future generations and to meet their needs in due course is a function of sustainable development for the well-being of future generations as well as current generations.

At the global level, protected areas are very essential. They help to conserve biodiversity (Newmark et al. 2017; Pollock et al., 2017). In other words, we could say that a protected area is a territory with certain characteristic attributes of definition recognition and management, and whose primary objective is the conservation of nature (Pimm et al. 2018; Elsen et al., 2018). The protected areas are vital in maintaining species (Gray et al., 2016).

Protected areas preserve biological richness and ecological processes that are necessary for life. They allow for the dynamic development of wild species via natural selection in an environment free of human pressures and perturbations (Myers et al., 2000).

The impacts of climate change are giving them a fresh start as instruments for climate adaptation (Ocampo-Penuela et al. 2016). In this way, they have a threefold role to complete: supporting species in adapting to climate change systems and extreme weather events by providing shelter and migration routes; defending populations from extreme weather events and building resilience to floods, droughts, and other climate-related disasters; working to

help economies in adapting to climate change by lowering costs associated with adverse effects.

Protected areas are among the most effective instruments for preventing species extinction and mitigating the effects of human-caused threats (Zhang, 2017). They can help protect biodiversity if properly designed and managed: conserving sets of natural habitats large enough to withstand large-scale disturbance and long-term change; representing a high level of in conservation of landscapes and protected area networks; preserving and maintaining viable species populations (Sarker et al., 2019).

Protected lands could provide natural ecosystems like fresh water, carbon storage, and soil stability, as well as sacred sites for some religions and critical population pools for use in medicine, agriculture, and forestry (D'Aloia et al., 2019).

In the face of climate change, the functions of protected areas in improving local people's ability to adapt to climate change are becoming increasingly important (Simms, 2006).

1.1.2. Tourism in protected area

As can be seen, the first component is an advocate of the notion of "ecotourism," stressing protection of the environment and assessing how the tourism phenomena may impact the ecosystem. As a result, Hetzer (1965) was among the first to forecast this segment of tourism, outlining four important features of it: lowest possible affect environment; respect for the host culture; enhanced benefits to local people; and increased tourist happiness. Ecotourism Society (1991) defines the ecotourism as: “travel in charge respecting natural regions and maintaining the environment and improving local people's living conditions".

Ecotourism as a phenomenon was at first a simple exercise in analysis, discovery and admiration of the natural environment where man has dominated and become the real subject of this theme. Ecotourism has known a widespread practice and a closer activity realized inside the environment which lead to its own degradation because of the non adequate behavior.

Later on, with (Allcock et all, 1994), the definition of ecotourism became: “a sort of nature tourism that includes "learning the environment" (including a cultural component) that takes place in order to be sustainable and environmentally friendly (with a clear relation to the local community and long-term conservation)".

According to Orams (1995), people who want to describe / explain ecotourism should focus on illustrating the human degree of responsibility (implication) (higher / lower) for the surrounding nature and the impact of its activities, while also being aware of the serious ideological paradigm from above. This technique divides tourism into two categories: active and passive (with greater or lesser involvement).

According to Jonathan Tardif (2003): the term was used in an article by Romeril in 1985, and even earlier by the Mexican ecologist Ceballos-Lascurain, in Spanish. Canada's National Forest Service has also used the term for promoting ecotours in 1973. The author Hertzer also used it to explain the relationship between tourists and nature in 1965. (Leroux, 2010). That said, it is that in 1976 the term was used in the sense closest to the contemporary idea that we have, by Budowski, who traced the relationship between nature and activities tourism for mutual benefit. (Brandon , 1996)

Ecotourism is a concept that owes its emergence to the movement environmental science beginning in 1970 (Honey, 1999 and Weaver, 1998). Indeed, during this period, the general public had begun to take an interest in the environment and travel oriented towards nature and the outdoors. At the same time, tourists were getting tired of mass tourism, which was the only option available. These conditions demonstrated to tourism professionals that the place

of ecotourism as an alternative was very much in evidence. To this is added the desire of tourists to protect and conserve nature and the environment, and to participate in the well-being of the local population, a condition without which ecotourism is not possible could not have come into being. (Chaboud, 2003).

Since then, the principle of ecotourism has continued to be put forward, especially by the international institutions responsible for biodiversity conservation such as WWF (World Wildlife Fund), or the IUCN (International Union for Conservation of Nature and Natural Resources). But also by the various international organizations of promotion of tourism such as WTO (World Tourism Organization) and the Society for Ecotourism (Leroux., 2010).

The first definitions of the term 'ecotourism' can be found in the nature conservation books and practical guides for the development of ecotourism. The first definition we would cite in our literature review is the Ceballos-Lascurain one: "ecotourism is a quiet and non-contaminating journey of the spaces whose objective is to study and contemplate the landscapes, animals and wild plants, that are being can find in these spaces" (Orams, 1995). This definition shows so well the ultimate goal of ecotourism, which aims to discover territories and spaces natural resources, while preserving biodiversity and enhancing its value. It is therefore a question of visiting well-defined places but with a constraint of non-disruption of the existing.

It first made its Appearance in an article by Romeril in 1985. (Blamey, 2001). However, the Mexican environmentalist Ceballos-Lascurain used the Spanish term 'ecoturismo' earlier (Fennell, 2001). Still, it is Budowski, in a 1976 paper, who is widely regarded as the father of the notion of ecotourism (Blamey, 2001; Orams, 2001; Honey, 1999).

According to the World Ecotourism Summit, ecotourism is a type of sustainable tourism in which "ecotourism major source to the conservation of natural assets" (2002). It is a way of advancement for both the local community and the protected areas involved (Drumm and Moore, 2002).

The previous definition reflects the great debate on the ecological sustainability of ecotourism. In other words, it evokes the dilemma between tourist activity that takes place in sites that are normally not very anthropized, and which have as a consequencea potential for environmental disturbance at these sites (Weaver, 1998). To be successful, it requires active management on the part of the host destination, which is committed to establishing and maintaining the territories, marketing the destination in the most appropriate way for the local population, and allocating the revenue to finance community development, research and management of the so-called virgin and natural territories (Chaboud, Meral , and Andrianambinina, 2004).

Shorter but summarizes everything that was said by the authors. "Ecotourism is a responsible form of travel in natural areas that contributes to the protection of the environment, the environment and the well-being of local people" (Ross, and Wall, 1999).

Although it may have begun as a simple exercise in analyzing, discovering, and admiring the natural environment in which man was dominated, it has since progressed into a rapprochement, now that the human race has achieved some degree of independence from the environment, in order to "renaturalize" and bring man closer to the natural environment. This degeneration is something we see every day.

Having defined ecotourism, it is now essential to identify the different types of ecotourism, objectives to achieve. These objectives were established by the United Nations Program for the Development of Education for Sustainable Development (UNDP), for the environment and the world environment organization. (Gössling, 1999).

These objectives are of the order of twelve, namely: Economic viability, prosperity in the local level, quality of employment, social equity, satisfaction of tourist customers, local control, the well-being of local people, cultural richness, integrity physical environment, biological diversity, rational use of resources, and finally the environmental purity.

Tourism has long been an important sector, accounting for the second largest sector of activity and producing significant income. Ecotourism is one of the fastest expanding segments of the tourism business globally (Eagles, 1995). Ecotourism has increased faster than normal tourism (Lindberg et al., 1998). As a result, ecotourism has emerged as an appealing investment opportunity. The promise of ecotourism is that the financial gains from the influx of foreign tourists may be utilized to fund the establishment and operation of national parks, therefore preserving the natural riches that ecotourists gladly pay to experience.

Tourism in protected areas can have a favorable impact: providing funding for protected area communities, raising visitor and public awareness and maintaining the landscape (Kepe, 2001).

It can also have negative impacts: in terms of pollution, degradation...

It can also have cultural and social impacts between communities and populations.

There are important differences in tourism between protected areas: East African countries receive more than 100,000 visitors per year who come to see important wildlife, other protected areas receive only a small number of tourists.

The experiences encountered in the protected areas testify to different types of tourism, according to their impacts, the financial spin-offs that these activities can generate, we can count five categories:

Table 1 : Types of tourism, advantages and inconvenients

Categories	Advantages	Inconvenient
High to very high end tourism	Tourism wanted Can generate funds for the state	Mixed environmental impact Populations sometimes excluded Few jobs Profits abroad
Medium and low-end tourism	Financially interesting for the HA	High impact on the environment Mixed socio-economic impact

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Ecological and/or responsible and solidarity tourism	Multiple, direct, immediate jobs Low impact on the level Impact on neighboring villages Direct and indirect benefits	Earnings may fluctuate Need for a strong technical partner
Community Tourism or ecotourism	Direct employment, but in small numbers, Little impact on the environment Direct and immediate benefits for the population	Small number of jobs Need to train and accompany communities Difficult marketing
Scientific tourism	Can be very profitable Direct benefits to the PA	Poorly developed Requires investment

Source: Protected Areas Management in Africa, Papacohttps://courseware.mooc-conservation.org/courses/course-v1:PAPACO+protected-areas+2020_T1/course/

The activity of tourism inside protected areas is an alternative tourism centered on natural exploration. It is usually done in small groups or on an individual basis, and it emphasizes observation, interpretation, education, and research of natural habitats. One goes out not just to investigate a region's sceneries, animals, and plants, but also its population. Ecotourism is commonly defined as "environmentally friendly tourism", or the simultaneous growth of tourism and ecological to provide conserved areas.

According to the World Conservation Union (WCU) (1996), ecotourism is "Visiting relatively intact natural environments ... has little negative impact ... involving a socio-economic involvement of the local population that is both active and beneficial". Ecotourism seeks to educate both visitors and locals about the need of environmental preservation. Ecotourism trips are distinguished by the restriction of ecological borrowing, environmental education, the well-being of the local community, and support for biodiversity protection projects. Nevertheless, ecotourism can be practiced in many different environments (in the mountains, in the countryside, in the forests along the coast, etc.). For example, it can consist of visits to protected natural areas such as national parks, regional nature parks, biosphere reserves.... Accommodation structures integrated into the environment and the territory allow the reception of the visitor.

Table 2 : Ecotourism definitions

Ziolkowski (1990)
"Low-impact tourism concentrates on enjoying the local culture and all that it has to offer in its simplest form."
Figgis (1992)
"Travel to distant or natural locations with the goal of improving awareness and beauty of the natural environment and cultural heritage while avoiding damage or degradation to the ecosystem and the experience of others."
Blamey (1995)
"The primary intention is studying, admiring, or appreciating the view, wild flora and animals, as well as existing cultural manifestations found in the area, this is what ecotourism journey is about. It's where an individual travels to a natural area that is more than 40 kilometers from home."
Lindberg and McKercher (1997)
"Ecotourism is a type of tourism and pleasure that is both natural and sustainable." "Sustainability concepts invariably include social, philosophical, political, and protection of the environment."
Embratur (1999)
"The segment of tourism activity which makes use of natural and cultural heritage in a sustainable way, promotes its conservation and seeking to establish an environmental conscience through the understanding of nature, and promoting the well-being of the involved population."
Fennell (2003)
"Ecotourism is a sustainable kind of natural resource-based tourism that focuses on experiencing and learning about environment and is ethically managed to be low-impact, non-consumptive, and locally focused" (control, benefits and scale). It is most commonly found in natural environments and should help to preserve them."
Cobbinah (2015)
"Ecotourism ideals that are obvious and extensively supported include environmental conservation and education, cultural preservation, experience, and economic rewards."

Source: Chandel and Mishra, 2016

The goals of tourism are to maintain biodiversity, travel and delve into natural heritage while respecting it, and benefit from auxiliary activities that produce economic advantages while protecting these natural places and spaces.

1.1.3. Ecotourist profile

The key to balanced ecotourism is the effective management of protected tourist sites and national parks to maintain their true values, and especially that tourism businesses help to protect local and natural resources for a better outcome and satisfaction for tourists and to maintain their value.

Future generations can experience destinations unaffected by human intervention. Many university programs use this term as a working definition of eco-tourism. It usually deals with living parts of the natural environment. It focuses on socially responsible travel, personal development and sustainable environments (Holden, 2016).

The international ecotourism society developed the following profile for the ecotourism market in 1998 based on a survey of travelers from the United States (Wood et al., 2001). To have a better profile, certain elements are taken into account, which we cite as follows:

Age: Between the ages of 35 and 54, albeit this fluctuates depending on the activity.

Gender: half women and half males, with noticeable disparities depending on the activity.

Education: 82 percent have a bachelor's degree or above. Interest in ecotourism is moving, affecting an increasing number of people with a lesser level of education.

Group Composition: The majority (60%) of experienced ecotourists prefer to travel as a pair; just 15% prefer to travel with their families, and 13% prefer to travel alone.

Trip duration: The majority of experienced ecotourists choose journeys lasting 8 to 14 days.

Expenses: Experienced ecotourists were ready to spend more than non-experienced tourists: The majority (26%) were ready to pay between $1,000 and $1,500 each trip.

The following are significant aspects of the journey: Landscapes are the most common replies given by seasoned ecotourists. Excursions, walks, and observation of animal life Ecotourists' major objectives for their next trip are to appreciate sceneries and nature, to try new things, and to learn about new places.

Another study developed the ecotourism in Switzerland. For the first time, an attempt was also made in Switzerland to quantify the value of the landscape for the tourism. The benefits that Swiss tourism derives from its landscapes and its natural resources are not only of great importance to the Swiss economy, but also to the environment.

That corresponds to an added value of CHF 2.5 billion per year, according to Newsletter 14/2002 of CIPRA's AlpMedia Net service.

By drawing up a outline of the ecotourist visiting the Alps based on various studies[1], one can could establish the following profile he or she:

- would be between 30 and 60 years old, with high level of education and a regular income,
- would come from an urban suburb or a big city, and seek relaxation rather than action on his vacation,
- would especially like to discover (if possible new) landscapes, and spend a pleasant holiday away from the tourist centers', with no necessarily save money but without spending much either,
- would spend a beneficial summer holiday - either relaxing at the sea (sun, sand, sea) or by choosing a more active holiday in the mountains (hiking),
- would prefer relatively small stations to very well-known and popular areas, and occasionally allow a (short) stay in a higher class hotel.

Significantly more than half of the respondents (64%) expect their agency to travel precise information on the ecological aspects of their stay. Approximately 71% of them even state that they would prefer a tour operator that has shown an interest in ecology. In addition, these travelers have high requirements with regard to health and safety standards.

[1] Lifestyle analysis 1999, Tourist survey in Austria 2000, statistics Austrian 2001, traveler survey as part of the various studies on the potential for 2001/2002

In the future location of their ecotourism stay and expect to be able to carry out hikes and excursions independently, with good information. Generally speaking, the travelers interested in ecotourism expect benefit from an advantageous offer at least in terms of price-quality ratio, service to be able to taste typical cuisine using local products and to be able to be hosted in small hotels run by the local population.

My definition for ecotourism would be : “Travelling worldwide using less harmful transport, experiencing new adventures and local culture, avoiding damage to the environment: flora, and wildlife. Appreciating nature without harming protected areas through a responsible travel and getting involved by the local culture, enjoying the journey in a sustainable zone, making the conservation and the preservation of the environment as the aim targets as an ecotourist, this is what we understand by ecotourism” (Selkani, 2022).

1.2. ROLE OF THE PROTECTED AREA MANAGER IN ECOTOURISM

Incentives for the development of sustainable ecotourism: here we are looking for community or ecological tourism to be developed as an alternative activity inside the protected areas (Moore & Weiler, 2009).

Prevention and accompaniment of tourism development: anticipating and reducing risks and impacts, here we develop an impact study, a study of carrying capacity to make sure that the protected area can accommodate a sufficient number of tourists to ensure part of its functioning (Novelli & Scarth, 2007).

Ecotourism is a sort of tourism that develops awareness of management mechanisms in protected areas, tries to utilize and preserve natural and cultural resources without hurting them, and helps to the financial well-being of the people who live in and around that region. The ethics that constitute the foundation of the economic, social, and political systems govern the interaction between humans and nature, how humans behave, and how humans view nature (Masum et al., 2013).

In environmental management applications, carrying capacity in relation to ecotourism is an essential instrument. When managed, it increases information about natural and cultural landscapes and aids in the development of protective-based perspectives and behaviors (Beaumont, 2001).

Supplementary, ecotourism fosters local engagement, enhances protection, and aids in visitor education. While ecotourism provides economic possibilities for the local population to learn about the natural history and culture of the environment, it may also be described as unique journeys to natural regions that do not compromise the ecosystem's integrity (Fennel, 2015). Protected areas become increasingly congested as visitor numbers rise, resulting in increased environmental and social consequences that might jeopardize protected area assets (Aciksoz et al., 2016).

Carrying capacity as a tool that supports the particular impacts for sustainability evaluations of tourist activities, and it may be used to control the maximum visitation to a given place in any ecosystem (Abernethy, 2001). According to Iskakov and Medeu (2007), environmental carrying capacity refers to the environmental effect of tourist activities.

In other terms, carrying capacity highest amount of people who may visit a tourist location [here, a protected region] at the same time without destroying the physical, economic, and socio-cultural environment and producing an unacceptable drop in the level of visitor pleasure.

To put it another way, the visitor carrying capacity or visitor capacity may have been exceeded. Carrying capacity is an important term in park and protected area management since it allows for the estimation of optimal amusement usage and the management of

sustainable tourism. In fact, the carrying capacity concept has been used numerous occasions to determine the maximum number of visitors to a location (Whittaker et al., 2010).

There are measurement results from Rosgiproles Institute studies, for example, where allowable recreational loads were determined in the following limits: zone of quiet rest – up to 5 tourists per ha; zone of entertainment – up to 20 travelers per ha; zone of active leisure centre – from 20 to 100 visitors per ha (Aktymbayeva et al., 2020).

1.3. PROTECTED AREAS MANAGEMENT

1.3.1. Old management categories: IUCN with 9 management categories

Several different terms are used to designate protected areas at the national level, and numerous international protected area systems have been formed under global conventions (e.g., World Heritage sites) and regional treaties (e.g., Natura 2000 sites in Europe). Protected areas were formed one after the other throughout the twentieth century; each country developed its own approach to their management, with no consistent criteria or name at first.

In 1933, the International Conference for the Protection of Fauna and Flora in London attempted to clarify language for the first time. This categorizes protected places into four types: national parks, stringent nature reserves, fauna and flora reserves, and reserves with hunting and collecting limitations. In 1942, the Western Hemisphere Convention on Natural Protection and Wildlife Preservation established four new designations: national park, national reserve, natural monument, and strict wilderness reserve (Holdgate, 1999).

The IUCN's newly formed Commission on National Parks and Protected Areas (CNPPA), now the World Commission on Protected Areas (WCPA), prepared a World List of National Parks and Equivalent Reserves for the First World Conference on National Parks in Seattle in 1962, with a nomenclature paper by C. Frank Brockman (1962). In 1966, the IUCN published a second edition of what would become a regular publication, now known as the UN List of Protected Areas, with a basic classification system: national parks, scientific reserves, and natural monuments.

The IUCN was tasked by the 1972 Second World Parks Conference to "define the different objectives for which protected areas are set aside; to provide adequate standards and terminology for such places" (Elliott, 1974).

This was the setting for the CNPPA's decision to develop a protected area categorization system. A categorization system should, according to an IUCN working group report (IUCN, 1978), indicate how national parks can be supplemented by other types of protected areas; assist nations in developing management categories to reflect their needs; assist IUCN in grouping and interpreting data on protected areas; eliminate ambiguities and discrepancies; and ensure that "regardless of nomenclature used by nations... a conservation area can be recognized and categorized by it. There were ten categories available, all of which were regarded essential and were established largely by management objectives.

Ten categories were offered, defined mostly by management objectives, and all were deemed essential, with no one being fundamentally more valuable than another:

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Table 3 : Ten IUCN Categories

Group A: Categories for which CNPPA will take special responsibility

I	Scientifc reserve
II	National park
III	Natural monument/national landmark
IV	Nature conservation reserve
V	Protected landscape

Group B: Other categories of importance to IUCN, but not exclusively in the scope of CNPPA

VI	Resource reserve
VII	Anthropological reserve
VIII	Multiple-use management area

Group C: Categories that are part of international programmes

IX	Biosphere reserve
X	World Heritage site (natural)

Source: Dudley,2008

1.3.2. Definition of protected areas

Today, there are around 238,500 protected areas in the globe. They have become increasingly diverse in terms of categories. In 1930, experts agreed on the terminologies used to designate all the protected areas that existed at that time. Later on, a definition has emerged and has continued to make progress towards improving these territories.

A starting point is a definition of protected areaadopted this in 1994: as a land or sea territory committed to biodiversity conservation and protection. These areas are related to social, cultural and natural resources and managed through legal effective means (CBD, 1992).

At the 2008 World Conservation Congress in Barcelona, organized by IUCN: “A protected area is a clearly defined geographical territory that has been consecrated, acknowledged, and administered via any effective legal or other methods with the goal of long-term protection of nature, ecosystem services, and cultural values.” (IUCN, 2008).

In other words, the protected area is an area that we can delineate on the map: we know where it starts and where it ends. It is a human construction that includes several actors, and even territories, but it should be recognized at some level: local, national and/or international, a private site, an international or local NGO protected area can be recognized by a traditional authority: as community areas or sacred sites. It is a managed territory, that is to say that Man intervenes in these territories for the good functioning of these areas except for sacred sites that are forbidden to access.

We consider protected areas: to demand appropriate strategies (dedication, designation, regulation) for the purposes of biodiversity conservation (i.e., protection and maintenance); to demand management forwarded through legal or other effective means; and, implicitly, to demand some kind of management authority be in place to assure conservation (Phillips, 2003).

1.3.3. New Management of protected areas according to IUCN :

The Management Categories is a tool to assist in the planning of protected areas. They relate to the objective of land management. One should refer to the objective of the protected area to know its management category.

The examination of protected-area management is still in its early stages. Several solutions have been presented during the last 20 years, but few have been accepted by management authorities (Zeng, and Gerritsen, 2015). The framework guides managers in developing locally suitable assessment systems while also assisting in the harmonization of assessment methodologies throughout the world (Hocking, et al., 2004).

1.3.3.1. Protected area management categories[2]:

Category Ia – Strict Nature Reserve: Protected area managed mainly for science.
Category Ib – Wilderness Area: Protected area managed mainly for wildness protection.
Category II – National Park: Protected area managed mainly for ecosystem protection and recreation.
Category III – Natural Monument or Feature: Protected area managed mainly for conservation of specific natural features.
Category IV – Habitat/Species Management Area: Protected area managed mainly for conservation through management intervention.
Category V – Protected Landscape/Seascape: Protected area managed mainly for landscape/seascape conservation and recreation.
Category VI – Managed resource protected Area: Protected area managed mainly for the sustainable use of natural ecosystems.
These management categories correspond globally to a progressive progression from territories that we would like to conserve in their most natural state possible (Categories 1 to 3) to territories where human intervention is more and more visible (Categories 4, 5 and 6).
According to the World Commission on Protected Areas (WCPA),each category is managed differently and so does its objective.

1.3.3.2. First category: Strict Nature Reserve.

Protected areas that decline from the first category, entitled: Strict Nature Reserve, are those areas where human intervention is strictly limited, and modification of the environment. It is a place where the protection of the most natural whole is one of the priorities of the site in question.

The goal is to protect remarkable regional, national, or global ecosystems, species, and/or geodiversity characteristics: these distinguishing traits will have been generated mostly by non-human factors and will be damaged by any but minor human interference.

Without enduring human habitation, that are protected for the purpose of preserving their natural state (Casson et al,2007).

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1.3.3.3. Second category: Wilderness Area (e.g. National Park)

Here, in this protected area "national park", it is about the protection of natural resources through patrols and anti-poaching actions, however, scientific research in collaboration with

[2] https://www.iucn.org/theme/protected-areas/about/protected-area-categories

universities, tourism, and environmental education for awareness of young people and visits to the area, are actions allowed in these areas of second category management.
The goal is to preserve natural biodiversity as well as the underlying biological structure and environmental processes, as well as to encourage education and enjoyment.

1.3.3.4. Third category: Natural Monument or Feature (e.g. natural monument)

In the third category, these are the territories that will protectnatural monuments: a particular topographical feature, a mountain, a cave, an underwater cave, a small island. There are very few of these in Africa.

The goal here is to safeguard certain remarkable natural features, as well as the accompanying biodiversity and ecosystems.

1.3.3.5. Fourth category: Habitat/Species Management Area (e.g. habitat/species management area)

More common in Africa, here the focus is on protecting particular species or habitats in environments that require regular and active intervention to maintain these species or habitats, both of which meet the main objective of this management category.

Here, we are dealing with areas with considerable human intervention to maintain these species or habitats.

Maintain, conserve and restore species and habitats is the objective of this category.

1.3.3.6. Fifth category: Protected Landscape/Seascape

They are territories where the interaction between man and nature produces specific or even cultural characteristics of its own. These protected areas are surrounded by village territories that ensure their connectivity.

A protected area with significant ecological, biological, cultural, and scenic values, where the interaction between people and nature has produced an area of distinctive character, and where preserving the integrity of this interaction is critical to protecting and maintaining the area, the associated nature, and other values.

The goal here is to safeguard valuable landscapes and seascapes, as well as associated natural and other assets that have been developed as a result of interactions with traditional management approaches.

The European Landscape Convention, the world's first international convention exclusively regulating landscape, was opened for signing for Council of Europe member states in Florence, Italy (Jones et al., 2007).

This Convention's goals are to enhance landscape conservation, management, and planning, as well as to organize European cooperation on landscape concerns (Council, 2000).

The landscape serves an important public interest role in the cultural, biological, ecological, and sociocultural factors, and it is a resource that benefits economic activity and whose protection, management, and planning may help create jobs (Déjeant-Pons, 2006).

The landscape helps also to the establishment of local cultures and... is a fundamental contribution to human well-being and the consolidation of European identity; is a vital aspect of people's quality of life everywhere (Jones, 2007).

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1.3.3.7. Sixth category: Managed resource protected area

These protected areas preserve ecosystems and natural habitats while promoting the sustainable management and development of the natural resources within them. Protected areas in this category are large territories that have a natural condition but an area is subject to

moderate and rational use of natural resources in a controlled and monitored manner such as fishing and hunting.

Here, the purpose is to protect natural ecosystems and use natural resources sustainably, where conservation and sustainable use can be mutually beneficial.

Table 4 : Protected area versus distinctiveness

Category Ia	Category Ia areas are totally protected areas designated to maintain biodiversity and perhaps geological/geomorphological traits, with human access, usage, and impacts rigorously regulated and constrained to guarantee conservation values are safeguarded. These protected areas may be excellent resources for academic monitoring and assessment.
Category Ib	While not normally exposed to mass tourism, category Ib protected places may be available to a limited number of persons equipped for self-sufficient travel, such as on foot or by boat, which is not necessarily the case in Ia.
Category II	Protected areas in Category II are massive natural or near-natural areas set aside to safeguard large-scale ecological systems as well as the accompany of species and ecosystems unique to the area, and to serve as the foundation for environmental friendly and culturally compatible spiritual, scientific, educational, leisure, and visitor possibilities.
Category III	Category III protected areas are intended to protect an unique natural monument, which can be a landform, seamount, undersea cavern, geological structure like a cave, or even a living feature like an ancient grove. They are frequently small protected areas with high visitor value.
Category IV	Category IV: The purpose of protected areas is to conserve particular creatures or habitats, and management reflects this priority. Although it is not a requirement of the category, many category IV protected areas will require continuous, active interventions to suit the needs of certain species or to conserve ecosystems.
Category V	Category V A protected area where the interaction of people and nature over time has tends to result in a distinct character with major ecological, biological, cultural, and scenic value: and where maintaining the integrity of this interaction is essential in protecting and sustaining the area and its associated nature conservation and other values.

Source: adapted from Dudley,2008

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Until this level, we have seen the management categories introduced and practiced by the IUCN into the protected areas but what about the “human”, the “person” who works inside of these areas? My contribution for this PhD thesis is this one: to figure out the type of management practiced inside of the protected areas, and find out if the managerial innovation

as a new practice is feasible by suitable by protected areas practitioners. The “human” is central as the territories the flora and the fauna.

Talking about managerial innovation is using notions related to the firm, This might be very crucial if we offer them a new way of being. In other words, these techniques, which have aided a large number of international companies around the world, could be interesting if we allowed protected areas to practice them with their teams, assisting human beings within these territories to be more characterized by: commitment, cooperation, risk-taking, initiative-taking, projecting oneself into the future with the team.

Protected areas as a territory should not be reduce in importance simply for archaeological, climatological, endangered species investigations, and so on.

Because of how it operates within a firm, the likelihood that the technique management innovation works in these areas is extremely high, given that managerial innovation is more than just a new method or a technical, technological, or technology innovation. Otherwise, it is a strategy that takes into consideration the human individual, the "employee," who is the essential component of the organization, and the opinion expressed is critical to the firm's proper functioning and progress.

Protected areas are living spaces, and their function in balancing ecosystems and the environment is critical in our day.

Today, in the twenty-first century, we're talking about protected areas more. When we talk about it nowadays, it's only to count the species of flora and wildlife... the "human" who is the fundamental element that works so hard in these forgotten and disadvantaged locations is completely marginalized.

Many examples of managerial innovation techniques demonstrated the methodology used to balance and make employees and appreciate their journey within the company, with more group workshops where the level of creativity and innovation is very high and be able to take advantage of the well-being and comfort.

1.4. GREEN BELT AND PROTECTED AREAS

The need for green belts conservation to be a pillar of urban-region planning is as pressing now as it was in the 1930s. Farmland preservation, leisure, and local habitat conservation continue to play important roles. With rising challenges for climate change mitigation, compact urban design and carbon-sequestering lands are necessary (Taylor, 2019).

Green space in the green belt serves functions that may become more important in the near future, particularly in international contexts where lands are needed for flood protection and other forms of disaster mitigation, not to mention other global 'infrastructure' roles represented by the IUCN (Amati et al., 2010).

The Greenbelt served several purposes, including slowing population growth and industrialization; preventing contiguous metropolitan sprawl from merging cities (Bae, 1998), preventing expansion due to security and risk associated with development, and developing an environmental protection area by reserving regional open spaces such as national and regional parks (Chaphekar et al., 2021).

Green Belts have several advantages, such as being a type of urban forest that can help the earth's survival. The Green Belt can clear dust, chemical that have merged in the air, as well as carbon dioxide or CO2, trees and other flora that will preserve the quality of the air by absorbing particles; also, the Green Belt may be utilized as a heat absorber in metropolitan areas (Shannigrahi, et al., 2003).

The lack of a Green Belt in an urban region that has experienced air pollution will have a significant impact on the quality of human life, particularly in the community whose house is directly near to the primary sources of pollution, such as industries and roadways.

Green belts have long been a key issue in rural planning, and they are at the center of our obsession with urban and rural distinctions, particularly surrounding cities and towns experiencing rapid expansion. Green belts may have been founded on an oversimplified vision of life and landscapes both inside and outside the city, and they surely risk maintaining urban–rural environmental imaginaries.

A Green Belt is required to address all air pollution issues in metropolitan areas. The Green Belt is the physical division between urban and rural regions, manifested in the form of free zones or green open structures or spaces that surround outlying metropolitan centers. (Basri, 2009).

1.5. THE ATTRIBUTES OF THESE CATEGORIES:

These areas varies in terms of name, scale, spatial context, governance forms, management goals, and management techniques, resulting in substantial variation in protected areas both within and throughout countries. Attempts to apply a descriptive framework to this broad range of practices extend back to 1933 (Phillips, 2004), concluding in the International Union for Conservation of Nature's Guidelines for Protected Area Management Categories (IUCN, 1994).

The IUCN category system, which was adjusted and updated in 2008 (Dudley, 2008), is now accepted as a central strategy for the description, definition, and comparison of the world's protected areas by governments (Dillon, 2004) and conservation organizations, and its use is supported and inspired by the Convention on Biological Diversity's Programme of Work on Protected Areas (SCBD, 2004). The methodology divides protected areas into six major groups depending on their principal management purpose (Dudley, 2008a; Dudley et al., 2010). Category V, one of the six management categories under the IUCN system, has received the most attention and controversy (Locke & Dearden, 2005; Martino, 2005, Mallar, 2005).

The formation of the World Commission on Protected Areas Category V Task Force, as well as the release of a variety of reports aimed at clarifying and promoting the approach, are evidence of this discussion. Category V, unlike the other six, focuses on locations where there has been a historical contact between humans and environment (Phillips, 2002), and where this interaction has formed the landscape features that are the objectives of the conservation intervention. The approach's major goal is to "reserve and perpetuate significant landscapes/seascapes, as well as the accompanying nature conservation and other standards established through interactions with traditional management practices".

In contrast to the preceding categories, where management concentrates on preserving what is considered to be natural, the category V method "places people at the heart of the operation—and really requires them to be there" (Phillips, 2002). This topic is expanded upon in the IUCN criteria (Dudley, 2008). 'A balanced link between humans and nature that has endured over time and yet retains integrity' is one of the distinguishing characteristics mentioned for category V. The primary management principle of the method (Phillips, 2002) is to "maintain the harmonious interplay of people and nature."

Protected area management and administration are becoming more diverse and adaptable to national and local demands. IUCN has recognized six management options since 1994, ranging from places where human access is prohibited or severely limited to cultural landscapes or seascapes that incorporate permanent human groups and support sustainable resource use (Dudley, 2008). Although less restrictive categories have been criticized (e.g. Locke & Deardon, 2005), prompting some significant responses (e.g. Mallarach et al., 2008; Ferraro et al., 2013), all categories are now widely accepted as playing an important role within the conservation landscape and are increasingly applied.

Existing protected area managers are also experimenting with new ways. As a result, some formerly limited places are making stronger attempts to boost benefits without jeopardizing conservation needs. While less stringent management approaches are common in areas with considerable human populations, this is not always the case: for example, communities may urge severe protection to conserve precious natural sites (Bhagwat & Rutte, 2006).

In this academic work, I would like to debate protected areas management, however from inside, which means with people who work inside the protected areas and the management mode they entertain.

In the first hand, I would like to bring the concept of “Managerial innovation” which incorporate the creation in the management practice and field, organizing structures to further the organizational goals (Birkinshaw et al. 2008). Inside the companies and the enterprises, the managerial innovation revealed its success.

And in the other hand, I would appreciate to incorporate the concept of “protected area”. From the very beginning, management has always been that function which was held in the hands of a single person of economic, social and political power and that categorically refused to share with others.

History has been the main witness to this for a long time now. We call this person "chief", "boss", "director"..., and from there, the terminology has evolved, developed overtime, until arriving at the term "manager", hence the main verb derived of this key person, namely "management".

In the military models, management was already present where knowledge and information was held by the hierarchy, source of authority. Here we refer to directive management. We would have to wait until the 1980s and 1990s to reach the dominance of persuasive management, where the technical and technological evolutions made it impossible for the manager to have all the knowledge. It was, therefore, necessary to explain the method to the employees and to control them regularly. Later on, the persuasive model was introduced to establish relationships with more trust and delegations

During the 21st century, at the very beginning of the 2000s, participative management was born, in the face of emergence of communication tools and the acceleration of the rise incompetence of all employees, whatever their hierarchical level was.

The delegating and collaborative style consists of releasing energies and leaving a large part of autonomy to the employees: where everyone has an important competence and therefore a great deal of autonomy and collaboration is always important. Today, many companies call upon this type of management.

As management developed, it was not until the 1990s, when we were talking more about "Administrative Innovation" and/or "Organizational Innovation", referring to new ways of recruiting staff, allocating resources, defining tasks, managing or developing staff (Evan, 1966).

Lastly, Mol and Birkinshaw (2008) define four criteria for the identification of managerial innovation. Managerial innovation: modifies the work of managers in such a way as to represent a significant advance in the state of knowledge at a given time, is implemented and operationally deployed, and aims.

Afterward, there was a renewal of managerial innovation in the 2000s under the impetus of Hamel (2007), Mol and Birkinshaw (2006), within the Managerial Innovation Lab of the London Business School to practice managerial innovation as we know it today, which is the will to improve together and to give everyone the desire to participate in the development of their company, in other words, it is to promote collective intelligence and to get out of the established hierarchical codes.

The objectives of innovation revolve around well-being at work, group cohesion and having more freedom of expression and involving everyone to work together and go further.

Hamel(2007), in the earliest of the 21st century, recognized that innovation was the keyword for the R&D and Marketing departments only, which was representing the 8% of the workforce, getting the 92% stuck in the forgotten area, forgetting its importance. Later on, just 11% of the new, innovative ideas, proposed to the managers by the collaborators were really treated, giving a valid barrier to the company and the management model operational.

In the last years, and according to the said of (Boyer, 2016), the very large importance of the model of managerial innovation was shown as it is more competitive and ease the autonomy to the employees and the work team. However, the difficulty to practice this field is emerging as a border which does not allow the operation is fluent to establish a link for better performance with no strings attached.

Innovations are considered as such when they are new to the state of the art and not just because organizations adopt them (Rogers, 1995; Zbaracki, 1998).

Finally, the authors specify the intentionality of managerial innovations, which aim to prolong and extend the organization's objectives.

This work is part of an "evolutionary" perspective (Zbaracki, 1998) in which perceived changes in the organization lead to variations in practices, and thus to the creation of new practices, some of which will be selected by organizations and then tested and retained.

Within the extensive literature on innovation, some authors have focused on a specific form of innovation: managerial innovation. This has been analyzed from different perspectives: the process of adoption by organizations (Gill and Whittle, 1992), the process of diffusion (Huzcynski, 1993), the socio-economic conditions for the emergence of innovation (Chandler, 1972). This literature tends to consider managerial innovation as a monolith in its conception, adoption, and application (Wolfe, 1994).

Managerial innovation is, many times, is the absentelement of the innovation puzzle, Mol and Birkinshaw (2006). In its common sense, innovation is linked to technology. It involves the introduction of an innovative product or an innovative production process. In contrast to this vision, several authors propose to center theinterest on innovations that are not technological. This is how the concepts of "administrative innovation" (Evan, 1966), “organizational innovation" (Daft, 1978) or, more recently, "managerial innovation" (Birkinshaw and Mol, 2006) have been developed.

The term "managerial innovation" was first used by Kimberly (1981). The introduction of this term was motivated by a desire to gain recognition for innovations that are not of a

technological nature, which have been neglected till today So far, companies, managers, public authorities, economic and management researchers, etc., have focused most of their attention on technological innovation. They paid very little attention to other forms of innovation, such as managerial innovation.

Managerial innovation must be a collective process that involves the greatest number of people and must not be reserved for elite, as has been the case until now. It will be all the more relevant and effective if it is the subject of exchanges and sharing between the different players in the company, whatever their status and their professions.

Innovation as such is a field that has grown considerably through its many typologies: technological innovation, IT, software, processes, products and services. On the other hand, management as a managing mode has remained stagnant in Lewin unless one speaks to Fayol, Taylor or Mintzberg.

- The SNCF is bridging the gap between its various managers thanks to a kind of online platform called the "managerial community", which enables its executives to submit to and find solutions together to specific problems, with everyone's contact details accessible.
- Dell allows its customers and employees to note on a dedicated platform the defects noticed on the IT products sold by the brand.
- Air France operates according to the principle of not punishing errors as long as they are admitted, which allows total confidence and access to all the information necessary to ensure that the error does not recur.

These examples of the managerial innovation techniques witness the methodology used to balance and make the employees and the staff love and appreciate their journey inside of the company, with more group workshop where the level of creativity and innovation is very high and be able to take advantage of the well-being and comfort.

Protected areas are living spaces and are of paramount importance in our time just as their role in balancing ecosystems and the environment.

Today, in the 21st century, we're talking more about protected areas. Nowadays, if we're talking about it, it's just to count the species of flora and fauna... That is good in itself, but we should also try, as a manager, to look at the subject and try to apply a new method to better achieve the biodiversity objectives and the employee's wellbeing

In order to move forward and develop, protected areas as a territory should not be marginalized solely for archaeological, climatological, endangered species studies , etc.

Apply certain concepts that are related to the company at first and could be very important if we give them a new way of being. In other words, these techniques that helped a large amount of international companies around the world, could be interesting if we let the protected areas to practice them with their team, helping the human being inside these territories to be more characterized by: commitment, cooperation, risk-taking, initiative-taking, projecting oneself into the future with the team and thanks to the team… and not just technical management techniques for the places and forgetting the "human" who is the key element that works so hard in these forgotten and marginalized areas.

Until the last work, the management that has been studied in protected areas was accentuated through techniques that assist the conservation of biodiversity as the main target, the management of natural resources, the study of endangered animals, the climate...,if not other techniques such as: *RAPPAM*: Rapid Assessment and Prioritization of Protected Area Management; *METT*: Management Effectiveness Tracking Tool; 'Enhancing our Heritage',… where the objectives are around protecting the existing natural and landscape assets; managing the visitors for a better journey; establishing for a protected scenic and conserved spectacular wildlife….

Through these examples and the application of managerial innovation by these international companies, we are studying the possibility of protected areas to apply these managerial innovations.

In this thesis, we would like to apply the managerial innovation and its different techniques inside the protected areas and National Protected Area's in order to see if the managerial innovation presents more solutions and different perspectives at the moment at facing the same problem.

Consequently, the main question in our academic work is the following one:

Do the protected areas apply the managerial innovation techniques?

Secondary questions are also very important to better understand the thesis:

- Are protected areas today making more use of normal old-fashioned management or are they turning to management innovation techniques instead?
- Is there a relationship between protected areas and the application of managerial innovation?
- If so, how are protected areas using managerial innovation?
- What methods of managerial innovation are being used by protected areas?

Central objective: The central objective of this academic work is to: Explain the relationship between the managerial innovation techniques application and protected areas through an example; that is to say, describe the internal management system that applies in protected areas.In other words, does the manager apply the old management style more, (give orders, orient, direct, have the last word….) or he tries to put employees within management, taking their opinions into account, and develop them as important human capital.

Secondary objectives:

- Figure out if the protected areas apply the managerial innovations;
- Discover the managerial innovations techniques applied within protected areas;
- Explore protected areas through their management categories and through their typologies: (Marine, or land);
- Describe the managerial innovations that protected areas put into practice at each stage. Example: (For data collection, for pre-planning, To establish the management plan, Solve a problem, Work in teams.);
- Know whether protected areas as a geographical environment are ready or not to venture out with a new management method, in this case: managerial innovation.

To answer the research question, we will break down the content into five chapters as follows: In the first chapter, we will see the crossed path between the old management to the new management. After this, in the follow chapter, we will figure out the meaning of the managerial innovation with its different technique for well-being and comfort for the employees. Next, it will be an opportunity to discover closely the protected areas, its history, and types, and all the relative information concerning the biodiversity, the ecosystem, and more details related to this topic. Later on, we will be facing the methodology of investigation

that will take place to answer the main question of our research, which is **"Do the protected areas apply the managerial innovation techniques?"**In the last chapter, we will be taking place as a witness of all the results of the present research discovering all the respective elements likely to invalidate or confirm the central hypothesis of this research.

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2. METHODOLOGY OF RESEARCH

2.1. CONTENT REVIEW

In this thesis, we would like to apply managerial innovation and its different techniques inside the protected areas and NPA's in order to see if the managerial innovation presents more solutions and different perspectives at the moment at facing the same problem.

So the fundamental question in our academic work is the following one:

Do protected areas apply managerial innovation techniques?

In order to answer the research question, we will begin discovering in the third chapter more about the management, the classical way of running an organization; we will review the traditional managerial modes, respective fundamentals, styles and goals.

At this point, the management is a special area where the development was and still activated, and constantly in change. The variation between the old management to the new management was a real advancement in the model, the principles and the target.

The management mode knew a very immense development throughout the years. The progress was adjusted because of the time obligation and the generation movement.

Next, we will reach the managerial innovation techniques in the fourth chapter. Managerial innovation is the implementation of practices and processes, new management structures, which differ significantly from the standards usually used" (Birkinshaw and Mol, 2006). These techniques showed the limits of the classic management mode: managerial innovation is perceived as an evolution of management techniques, which is of real importance to companies that would end with the old modes and start with innovative techniques that respect employed well-being and achieve better performance.

Later on, to learn further about protected areas, their history and forms, as well as all relevant information about habitats, ecosystems, and other specifics related to this subject.

In the last chapter, we will take place as a witness of all the results of the present research, discovering all the respective elements likely to invalidate or confirm the central question of this research.

2.2. RESEARCH METHODOLOGY

The qualitative survey gathers relevant data. We are searching for an answer to a question according to the assumptions, collecting and understanding data collected during the survey (Jansen, 2010).

The qualitative study is a study that brings together a few participants, but which allows us to go in-depth into the individual backgrounds of each respondent. This allows us to ask new questions, explore and discover new avenues of research.

It helps to understand the diversities within a group defined by different parameters (Smith et al., 2018)

The three dimensions of data analysis in qualitative research can be divided into three typologies:

- ✓ Description: describing the responses collected.

✓ Analysis: explain how it works; explain the methodology, in order to show the mechanisms of analysis.

✓ Interpretation: we make sense of what happened, what we can learn from it.

2.3. QUALITATIVE CASE STUDY

In the qualitative methodology, we find two types of studies: single case studies and multiple case studies.

A single case study could significantly contribute to theoretical progress if the details of the investigation are seen as tools to refine the interpretation of the real fact (Mariotto et al., 2014).A single case study can indeed lend itself to generalization to other cases, if by "generalization" we assume extending the results of a study to another single case–rather than an entire class of cases.

The distinction between a single case study with a multiple case study is that in the previous the researcher analyzes multiple cases in order to describe the similarities and connections between the cases (Baxter & Jack, 2008; Stake, 1995).

A single case study is the better alternative if the researcher only studies one item (for example, a participant from a specific group) or a single group (for example, a group of people) (Yin, 2003). When a single case study is used, the researcher can beat old theoretical relationships and explore new ones, participating in a more thorough study.

A multiple-case study is considered and provides more comprehensive and credible evidence than a single case study. Besides that, observations from the several studies are considered being more able to be generalized than findings from a case specifically (Yin 2003).

Other results show that the data collected by a multiple case study is strong and consistent and the writer may justify whether the results from the findings are important (Gustafsson, 2004).

This analysis was carried out using the methodology of qualitative testing. In this study, my data is realized to achieve a qualitative research. The method used in this study is the 'semi structured-interview" which belongs to the distinctive data collection methods used in qualitative research (Eskola & Suoranta, 2003).

In my study, there are some characteristics of qualitative research that I consider particularly fundamental. For this research, it was important to develop the vision of the management inside of the protected areas.

For this reason, I undertook my time in the analysis between two specific topics that normally are not mixed, the management and the variable of innovation inside of the managing way in the protected areas, which is not a common theme, since that these places are used for biodiversity, climate change, fauna and flora studies, but not how the management and the direction is realized.

This is the contribution of my investigation: mixing and matching between the managerial innovations with the protected areas.

I choose the multiple case studies because it has all the benefits of a single case design in collecting real-world contexts, but by applying the techniques on multiple cases, the significance of the findings is improved (Galloway & Sheridan, 1993).

Therefore, my research is very typical and applicable for qualitative research that includes a field where daily tasks are never similar.

The aim of research is then to learn and understand the everyday working life regarding the management, direction and execution by asking and giving a chance to these people to share their experiences in the runing inside of this area.

My research does not stay at the level of management, it goes till the signed international conventions: Ramsar Convention on Wetlands, Species Conservation and the Red List, Convention on International Trade in Endangered Species of Fauna and Flora CITES, Convention on the Conservation of Migratory Species of Wild Animals, Convention on Biological Diversity, World Heritage, Green List, Ecotourism, and the threats that interfere in the good processing of the protected areas.

2.4. SEMI-STRUCTURED INTERVIEWS

This type of interviews, called 'semi-structured' involve from a side: closed, sealed answers and from the other side: open and exposed answers inviting the participants to share by their own words their opinions, rather than an answering style 'yes or no.' (Krueger, 1998; Morgan, 1996; Merton and Kendall, 1990; Greenbaum, 1993).

Qualitative research is especially helpful when it provides us with someone's perceptions of a situation that permits us to understand his or her behavior (Krathwohl, 1998).

When talking about the results, we find a special focus on the people's perceptions. In addition, qualitative research relates their observations to the social world (van Manen, 1977). Here, the data collected through open-ended questions and interviews shows how things are or explain them (Gall, Borg, and Gall, 1996).

According to Muchinsky (2003), the qualitative research is a category of research methods in which the investigator takes an active role in interacting with the participants he/she wishes to study.

Dunn (2010) notes that using a semi-structured interviews help to find answers to these questions that directly relate to the central research matter. Moreover, as Dunn says, a semi-structured interview's structure and questions are typically focused on the background details and issues that researcher has already found important to the research subject.

I can divide interview questions into different topics related to the subject chosen for the interview. So, considering the flexibility and general convenience of the method for my analysis, semi-structured interview has been chosen as the main research tool for this report.

My semi-structured questionnaire alternative is the open conversation-like that has been possible through the questions and queries.

2.5. DATA COLLECTION AND RESEARCH LIMITATIONS

I carried the data collection in 2020; I got the data presented through semi-directive individual interviews sent by email to the manager of the protected areas likely to be interested in the study, according to the website of iucn.org and protectedplanet.net.

I should note that numerous e-mails were sent requesting collaboration and inviting protected area managers to respond to the semi-structured interview.

In this research, we will go in-depth via multiples case studies of 16 protected areas managers that responded positively to this request by completing the interview from 3/4 different continents around the world.

Three of these 16 interviews were answered by managers, not of an exact protected area, but of an entire region.

The one from Australia was completed by Queensland Parks and Wildlife Service - Planner.

Queensland is the second-largest state in Australia. It contains 472 separate protected areas with a total area of 69388 km² (26791 square miles) (4.02% of the state's area). Of these, 223 are national parks, which is the largest number in any Australian state or territory, a total of 65871 km² (25433 square miles) (3.81% of the state's area).

In Sweden, the maintenance was filled by the manager of the entire province of Norrbotten, which is a historic province in northern Sweden with an area of 98911 km². There are 7 national parks and 430 nature reserves in Norrbotten County.

With Portugal, replied in the same way, the manager in question represented the position of responsibility of communication of the Institute for the Conservation of Nature and Forests but did not specify the region she occupied in terms of management, which is around 743100 hectares and whose date of creation were in 2008.

In French Guiana, one manager's responses were discarded as inappropriate: To question 7, an unexpected answer was: "And you? "To questions 8, 9 and 10, the answer was: "I'm not interested at all", For question 11, the answer was: "Every Monday morning, we have a "café du Parc". Around a coffee and cupcakes, in the lobby of the National Park Headquarters, we recall the highlights of the past week (management and all those who wish to attend) and announce what will happen in the coming week. We also introduce the newcomers. Duration ½ hour. A brief report is established and distributed to all. »

For question 18, the answer was: "IUCN is not my benchmark"; for question 21, all the functions of the protected area are of little importance to this person, i.e. 1/5 on the Likert scale, for question 23, the answer was: "I don't know. IUCN is not my benchmark". For question 27, the answer was: "3 to 5000 difficult to estimate".3

To several emails I received responses such as "I have other priority commitments. Your form is not a priority", or a non-response after this: "We are working on it, we will send you as soon as we do"; "We shall have a look at your question and answer you later on", "I have already sent your questionnaire to the Director of the PNI as the first person in charge of the management of the National Park, he will answer you this week".

A multiple case study methodology is adopted because it permitted for the gathering of comparative data, which is more likely to result invalid, generalizable theory than single cases (Eisenhardt and Graebner, 2007; Yin, 1994). For this reason, we did a multiple study case, because it’s known it has more detailed and credible data than a single case study,with the help of a semi-structured interview that requires closed answers and open answers in the participants' own words, rather than an answering style 'yes or no.' (Krueger, 1998; Morgan, 1996; Merton and Kendall, 1990; Greenbaum, 1993).

The survey can be consulted in the Appendix.

The survey is organized into thirty questions and composed of three principal sections:

The first one is called: About management

The manager is asked about his gender and his age in an interval and then about his experience in the management position and the number of people to manage.

Here, the questions treat the management style, stress and motivation of the team and try to detect a tiny idea about managerial innovation.

The second part is called: Looking at managerial innovation

The questions in the second part deal with the managerial innovation a bit more in depth.

[3]To have an idea about the question, see the Appendix 1

After giving nine techniques of the managerial innovation and explaining each one apart and giving example to it, here the manager should choose the managerial innovation techniques that speak to him the most, the one that is most used with the work team and then the technique used in each special situation: Solve problems, Establish the management plan, Pre-planning, Evaluation of data and identification of values…

The third part is called: Managerial innovation in the organization

At this level and after showing and explaining three big companies that use the managerial innovation and its objectives, the manager is asked about the example that speaks to him the most and if he does agree to use the managerial innovation techniques and his opinion with the performance growth.

Yet, the questions refereeing to the protected area begin with the name, the type: marine or land, size and year of establishment.

The questions follow if protected area meets the IUCN definition, management category according to the IUCN.

Then, the questions concerning the international conventions are asked: Convention on Biological Diversity, Nagoya Protocol, World Heritage, Convention on International Trade in Endangered Species, Convention on the Conservation of Migratory Species, Ramsar and Wetlands Convention, if the country where the protected area is located is a member of the convention or not and the year of registration in the convention in the positive case.

The essential functions of the protected areas scaled from 1 to 5 according to its importance: Recreation and nature discovery, Public awareness of conservation issues, Scientific research area for better understanding of the animal and floral world, Conservation of cultural values and spiritual, Places of education.

A question concerning the "World Heritage" label and the respective actions to obtain this label, another one is asked referring to the "Green List" label and the planning to apply for it.

About the Red list, a question is asked to know if there are any species in the protected area that are on the IUCN Red List and, in the affirmative case, name some of them.

Concerning the activities running in the protected area, such as the ecotourism: the number of eco-tourists to the protected area per year and the different activities are done by the eco-tourist: Scenic nature tourism, Eco-tourism expeditions, Walking and camping, Trekking in the jungle, Bird watching, Wildlife viewing…

Then, a question is asked about the threats that stop and prevent the normal operation of the protected area: Biodiversity decline, Tourist access, Extraction (hunting, mining, logging, fishing), Climate change, Invasive species, Overexploitation, Inappropriate management, Conflict with neighboring or associated communities, Loss of knowledge / cultural change…

A penultimate question that asks the manager about the main pressures on biological diversity in his protected area: Over-exploitation and unsustainable use, Excessive intake of nutrients and other forms of pollution, Habitat loss and degradation, Invasive alien species, Climate change.

The last question is about the actions that the manager and his team take for the protection of biodiversity in an open question.

2.6. PRESENTATION OF THE PROTECTED AREA

2.6.1. Africa

2.6.1.1. Gabon

Lopé National Park[4]

Lopé National Park, located right in the center of Gabon, was the first protected area. The land covers an area of 4910 km² and is mostly rainforest. Here, we could find some of the mammal species, included forest elephant, western lowland gorilla, chimpanzee, mandrill, buffalo forest, leopard... Bird species include rosy bee-eater, crowned hawk-eagle, Dja River Warbler…(Gugala et al., 2016; Yumoto, et al., 1995; Roca, et al., 2001).

The park is under constant threat from hunting and ivory poaching as well as commercial logging. However, a training center has been set up to train young African conservationists and a good educational program which operates in the surrounding villages for further education on wildlife issues.

Created in 2002, it was the first protected area in Gabon when the Lopé-Okanda Wildlife Reserve was established in 1946. In 2007, UNESCO added the Lopé-Okanda landscape to the World Heritage List. Thanks to its unique archeological and natural landscape, Lopé and its surrounding areas –the Lopé-Okanda Ecosystem and Relict Cultural Landscape–were recognized as a UNESCO World Heritage Site.

The species in this protected area, that are on the IUCN Red List, are among others: gorillas, panthers, elephants, giant pangolin, mandrils.

Lopé is one of the oldest archeological sites in Africa and the remains of numerous prehistoric villages are still visible on the savannah hilltops. Lopé is also home to 412 of the 700 bird species recorded in the country, including seven hornbill species, three forest kingfishers, and vulnerable gray-necked picatharts.

2.6.1.2. Kenya

Maasai Mara Game Reserve[5]

Located in the southwest of Kenya, covering an area of 1,510 km², the Masai Mara National Reserve is a land of breathtaking views, abundant wildlife and endless plains. The Masai Mara National Reserve is one of the most popular tourist destinations in Kenya-Africa. The reserve is in the Great Rift Valley, mainly open grassland (Lamprey, & Reid, 2004; Thompson, et al., 2009).

Masai Mara National Reserve was established in 1961 as a wildlife sanctuary covering a small area of only 1,510 km².In the same year, the Masai Mara National Reserve Kenya was extended to the East to cover around 1,821 km².It's at this point that it was converted into a game reserve under the new management of the local community of Narok County Council.

The quintessential Masai Mara safari has many attractions, as the reserve is home to an excellent concentration of game throughout the year, including over two million wild beasts, zebras and other antelopes that make up the famous Great Migration. & Beyond owns 2 lodges in the Masai Mara, the KichwaTembo Tent Camp and the Bateleur Camp. Some 95

[4] https://www.zambezi.com/locations/lope-national-park/
[5] https://www.maasaimara.com/

species of mammals, amphibians and reptiles, and more than 400 species of birds have been recorded in the reserve.

The reserve is a paradise for photographers and naturalists, with abundant elephants, buffalos, giraffes, lions and cheetahs alongside migratory wild beasts and zebra. Leopards are frequently encountered, endangered black rhino hides in dense thickets, and large rafts of hippo and huge crocodiles are found in the Mara River. The park is also home to more than 450 bird species.

The species in this protected area that are on the IUCN Red List were from others: Zebra and Hirola Antelope.

2.6.1.3. Madagascar

2.6.1.3.1. Bemanevika Protected Area

The Bemanevika Protected Area (NAP) was created in 2005. The protected area of Bemanevika, with a surface area of 356.06 km², is the only place in Madagascar with four major habitats:

- forest ecosystem,
- lake ecosystem,
- wetland ecosystem and
- savannah ecosystem.

According to Rabearivony et al., (2010**),** Bemanevika Protected Area has as objectives:

- promote sustainable management of renewable natural forest and wetland resources,
- resolve conflicts of use that lead to environmental degradation and resource depletion,
- improve natural resource management by giving more responsibility to local communities following management transfers,
- preserve endemic species, natural habitats and ecological functions inseparable from the harmonious development of the region,
- promote research and monitoring activities, environmental education, ecotourism to ensure the effectiveness of the management adopted.

The establishment of the NAP Bemanevika contributes to the ratification of certain international conventions by Madagascar. These are, among others, the Rio Convention 1992 on the Convention on Biological Diversity and the Algiers Convention 1968 or African Convention on Conservation of Nature and Natural Resources and the 1971 Ramsar Convention or Convention on Wetlands of International Importance especially as waterfowl habitat.

The species in your protected area that are on the IUCN Red List, the answer was presenting as examples: Aythya innotata, *Anas melleri*, *Tachybaptuspelzelnii*, Ardeola idea, Eutriorchis astur.

2.6.1.3.2. Mount Ntringui National Park[6]

Mount Ntringui National Park is a natural park of international importance of 11,700 hectares located in the center of the island of Anjouan or Ndzuwani, created in 2010, with 79.14 km².

It is one of the three natural sites of the Union of Comoros. It includes the Mount Ntringui Central Massif, a remnant of the island's last natural forest areas, and Lake

[6]Parcs Nationaux des Comores Plan d'Aménagement et De Gestion du Parc National Mont Ntringui 2017-2021

Dzialandzé, a wetland important for birds. In 2006, the park became a RAMSAR site under the Ramsar Convention.

The Mount Ntringui Park, on the island of Anjouan, deserves to be among the sites to visit. Covering an area of over 3.8 hectares, it has a rich biodiversity as it is home to other endemic and endangered species, as well as a great wealth of orchids, mosses, lichens, selaginella and tree ferns and heathers.

Concerning the species in your protected area that are on the IUCN Red List, the answer was: Pteropuslivingstonii.

Mount Ntringui (Massif of Mt Ntringui). Ramsar site, IBA, Alliance for Zero Extinction (AZE), WWF Global 200, CI Hotspot.

National Protected Area (this designation and the IUCN category may change during project implementation, in light of new legislation slated to be enacted with project support.

The island of Ndzuwani is an extremely steep triangular ensemble. Its surface area is 424 km^2.

The population density is 827 inhab/km^2 in average (2017) with peaks well above 1.000 inhab/km^2 in the region of the Nioumakele. Mount Ntringui is 1.595 m high.

2.6.1.3.3. Shisiwani National Park[7]

Ntringui National Park and Shisiwani National Park are grouped and managed within the Comoros Protected Areas System, created in 2010.

- 15 upgrades in 2017 and 1st quarter 2018
- 01 successful turtle
- 20 recorded cases of poaching

It's a marine protected area, with 64,97 km². Concerning the species in your protected area that are on the IUCN Red List: Turtles, Dygong and the coral reefs.

2.6.1.3.4. Zombitse-Vohibasia National Park[8]

Zombitse-Vohibasia National Park was founded in 1997 and is located in southwestern Madagascar, 147 kilometers northeast of Toliara (Tuléar) in the Atsimo-Andrefana district. It covers 36,308 ha and is divided into three plots: the Zombitse forest (16,845 ha), the IsokyVohimena sites (3,293 ha) and Vohibasia (16,170 ha).

The park is located at an elevation of 485m to 825m and has a dry tropical climate with an average temperature of 23 to 24°C. Rainfall ranges from 721 to 833 mm, with a dry season from April to December and a wet season from January to March.

This park, Madagascar's southernmost, has a tropical dry deciduous woodland. The Zombitse-Vohibasia National Park is well-known for its abundance of endangered bird species that are native to Madagascar. It also has 8 lemur species, some of which are critically endangered, such as the Phanerfurciferpallescens.

The Zombitse-Vohibasia National Park is a scientific field of distinction, with "exceptional biodiversity." The National Park is home to exotic biodiversity, including sixty bird species, 47 percent of which are endemic to Madagascar, 24 percent to the Malagasy region, and one local endemic species: Phylastrephusapperti, common lacertilians and vulnerable species. Ispidinamadagascariensis was recorded in the Zombitse forest.

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[7]Parcs Nationaux des Comores Plan d'Aménagement et De Gestion du Parc National Mont Ntringui 2017-2021

[8]https://www.parcs-madagascar.com/parcs/zombitse.php

The Zombitse-Vohibasia National Park is a premier science destination due to its biodiversity. When we consider the types of study that can be conducted there, it qualifies as a living laboratory[9].

The flowers of the Zombitse-Vohibasia Reserve are composed of two species of didieraceae that are native to this region; various species of baobabs such as dwarf baobabs and Grandidier baobabs; and the dominance of Euphorbiaceae, Fabaceae, and Apocynaceae.

2.6.1.4. Mozambique

Gorongosa National Park

According to Correia et al., (2017), Gorongosa National Park is in the heart of central Mozambique, Southeast Africa, at the south end of the Great African Rift Valley. The park covering over 4,000 km^2 covers the valley floor and portions of adjacent plateaus.

Hot and humid summers and cool and dry winters characterize the climate (Tinley, 1977). Extensive floods are a key driver of most ecosystem dynamics during the wet season, and the dry season is often marked by large fires of human and natural origin (Tinley 1977; Daskin et al., 2016).

Concerning the species in this a protected area that is on the IUCN Red List, the answer was: Elephant, Lion, Wild dog.

2.6.2. America

2.6.2.1. Alaska

Wrangell-St. Elias National Park and Preserve

According to Arp, & Simmons, (2012), The Park and Preservation is the largest area managed by the National Park Service with a surface area of 53,320.57 [10]km², which could encapsulate six Yellowstone National Park.

Wrangell-St. Elias National Park and Preserve was established by the Alaska National Lands Conservation Act in 1980.

The park is full of long, extremely cold winters and a short summer season.

However, the 1979 designation of the region as UNESCO World Heritage Site.

2.6.2.2. Haiti

Three Bays Protected Area

Kramer et al., (2016): Three Bays Protected Area is the second largest proclaimed marine protected area in Haiti, approximately 750 km², established by Presidential Decree in 2013 to protect its unique marine ecosystem of fringe and barrier coral reefs, mangrove forests, deep coastal waters and dry tropical forests.

2.6.2.3. Peru

Huascarán National Park[11]

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[9]https://www.madacamp.com/Zombitse_Vohibasia

[10] The number are cited by the American way: The radix character is another name for the decimal separator. Similarly, whereas the United Kingdom and the United States use a comma to divide groupings of thousands.

[11]https://www.sernanp.gob.pe/huascaran

Huascarán National Park is a national park comprising most of the mountain range known as Cordillera Blanca (the highest tropical mountain range in the world), which is part of the central Andes in the Ancash region.
With 3,400 km², operated by the Peruvian Network of Protected Natural Areas: SERNANP, it was designated a World Heritage Site by UNESCO in 1985.
Concerning the species in this protected area that are on the IUCN Red List, the answer was: Tremarctosornatus; Vulturgryphus; puya de raimondi…

2.6.2.4. USA

Great Basin National Park

Great Basin National Park is an American National Park in White Pine County, in the east of central Nevada, near Utah border.
Established in 1986, the park is named after the Great Basin, a dry and mountainous region between the Sierra Nevada, with a surface area of 312 km².

2.6.2. Australia[12]

The Queensland Parks and Wildlife Service is the Department of Environment and Science within the Government of Queensland to protect and maintain Queensland Parks, Forests, and the Great Barrier Reef for decades to come, managed areas include over 1.000 national parks, state forests, marine parks and other protected areas, and five world heritage sites.
QPWS handles the day-to-day maintenance of the five World Heritage Areas of Queensland, two of which are within the protected area estate. Such properties are excellent examples of the world's natural or cultural heritage and provide Queensland with important environmental, tourism and economic services.
Concerning the species in this protected area that are on the IUCN Red List, the answer was: Tremarctosornatus; Northern hairy nosed wombat, malandella stick-insect, dwarf swordfish, winged beak-abdomen stick insect, Fleays barred frog (Mixophyesfleayi, chinchilla white gum, *Agathis rob*usta subsp. *nesophila*, hedgehog seashorse, graceful shark, sharptooth lemon shark, Daintree river ringtail possum.

2.6.3. Europe

2.6.3.1. Sweden

Norrbotten is the northernmost part of the county, it is bordered by Västerbotten to the south - west and the Gulf of Bothnia to the south.
Norrbotten province covers only the eastern part of Norrbotten County. The northern part of Norrbotten lies within the Arctic Circle.
‘7 National Park and 430 Nature reserves in the county of Norrbotten’

2.6.3.2. Portugal

National Protected Areas Network (RNAP), in Portugal, we find 46 protected areas. Concerning the species in this protected area that is on the IUCN Red List, the answer was: Iberian Lynx, Iberian Wolf…

2.6.3.3. Croatia

Medvednica Nature Park is located in the western part of Medvednica was declared a nature park in 1981. There are eight separate forest reserves within the park.

[12] https://parks.des.qld.gov.au/

Medvednica Mountain, which rises north of Zagreb, with its highest peak, Sljeme, which is 1035 meters above sea level. The Nature Park is located in the western part of Medvednica, in an area of 179.4 km².
Flora of Medvednica is very vibrant, diverse and interesting. Also, 81% of the territory of the Park is protected by 12 separate forest communities, which are home to over 1.200 plant species.
Concerning the species in this protected area that are on the IUCN Red List, the answer was: Bombinavariegate, Lycaenadispar, Morimusfunereus, Myotisbechsteinii, Cordulegasterheros, Myotismyotis. Lutralutra, Osmodermaeremita.

2.6.3.4. Poland

Ojców National Park (Polish: Ojcowski Narodowy Park) is a national park in Kraków County, Less Polish Voivodeship in Southern Poland, established in 1956. It is named after the village of Ojców, where it also has its headquarters.
It is the smallest national park in Poland, with an original area of 14,40 km² and has since been extended to 21,46 km². The park is situated approximately 16 km (10 mi) north of Krakow, in the Jurassic Cracow-Częstochowa Upland.
Concerning the species in this protected area that are on the IUCN Red List, the answer was: Bats - Barbastellabarbastellus, Rhinolopushipposideros, Rhinolophus ferrumequinum, Lutralutra, Osmodermaeremita.

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3. FROM OLD MANAGEMENT TO NEW MANAGEMENT: A LITERATURE REVIEW

Management practices date back thousands of years, but the development of management as a knowledge discipline and as a field of knowledge is relatively recent.
Management as a practice has existed since the existence of mankind. The pyramids of Egypt area very striking example: projects of a phenomenal scale were already being implemented long before the modern era (Jolivet, (1998). The construction of a single one of its monuments occupied thousands of people for several decades: organized, planned activities, men who took care of the distribution of work, the coordination of tasks, the availability of stocks of stones to prevent any interruption of the construction site... This kind of responsibility was the responsibility of the managers, no matter what they called it at the time.
Speaking of these activities, there was a managerial process, and from this example, we understand the planning, the organization of tasks, the importance of the animation of men... In short, the managerial function existed long before the industrial revolution (Gally et al., 2017).
But it is only in the last few centuries, in the 20th century, that the manager began to constitute his own field of knowledge and to impose himself as a discipline in his own right.
Long before the development of management as a discipline, Adam Smith, in 1776, had advocated the division of labor as a means of increasing the productivity of the company, and the benefits that the company could retain from it (Smith, 1950).
Early definitions of management are the following:
"Management is whatever is necessary, to develop a business, large or small" (Torrès, 1999 ; Ries, 2012).
“Management is a process, consisting of planning, organizing, directing and controlling activities, by which a company seeks to achieve its objectives in a performance-oriented manner”. (Emery, 2005 ; Islami et al., 2018).
The management is a special area where the development was and still activated, and constantly in change. In other words, the variation between the old management to the new management was a real advancement in the model, the principles and the target.
The management mode knew a very immense development throughout the years. The progress was adjusted because of the time obligation and the generation movement.
In this part, we will figure out the old management modes, its fundamentals, its styles and objectives, before reaching the innovation in the management mode.
If we link this chapter to the thesis target, is simply to know the origin and the source of the management in the history and then to join it later with the protected areas management and then to answer the research question related to the innovation in the management area.

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3.1. THE CLASSIC SCHOOL OF MANAGEMENT

The classic school of management is composed of three streams:

- ✓ Scientific stream: represented by Taylor and Ford.

- ✓ Administrative stream: constituted by Fayol.
- ✓ Bureaucratic stream: which emphasizes Max Weber.

3.1.1. Scientific current: Taylor and Ford

3.1.1.1. Frederick Taylor (1856-1915)

Taylor was the inventor of the scientific organization of work. He proposes a formal differentiation of the tasks entrusted to managers and performers, but identifies and structures the different functions of the company. He introduces psycho-technical methods of selecting individuals (the right man in the right place) and explains the one best way to accomplish a task.

During the second half of the 19th century, the industrial revolution made it possible to establish a new technical system and the emergence of engineers. These two factors have played a role determining in the birth of Taylorism (Wright, 1993).

The traditional organization was characterized by two categories of actors: the foremen, who authority; the workers, who worked incomplete autonomy, their technical competence is still irreplaceable.

Taylorism corresponds to a profound change in the way of conceiving the organization of work with a view to increasing productivity, where the principles of Taylorism revolve are around four principles: decomposing work into tasks elementary, simple and repetitive; elimination of unnecessary time; specialization and individualization of workers; control and monitoring of workers: strict control of execution and encouragement of work through performance bonuses(Wagner-Tsukamoto, 2008).

Frederick Taylor is an American engineer and the father of scientific management theory, since he introduced a scientific methodology that can help to find the optimal way to achieve a task: The One Best Way.

Taylor recommends that each task be timed and that each task be to determine the minimum time required to complete this task. The work process is broken down into the following operations elementary. Unnecessary operations are deleted and, for each operation retained, the best method is selected. From the study of times and methods, the precise content of each activity is defined. Thus, each worker is assigned a specific task, to be carried out in a prescribed time and according to an imposed procedure (Pouget, 1998).

Taylor constantly revolted against the inefficiency of the workers, who always tend to laze and linger. To remedy this situation, he created the scientific study of movement, of employees at work, based on an analysis of time, an analysis of gestures, and an analysis of poses with the objective of discovering the least tiring and most productive gesture. In Taylor's view, this improvement in movement will allow employees to accomplish a precise, limited task and, above all, to achieve the best possible performance. Twenty years of research to determine the optimal way to perform each task.

Taylor is the inventor of the Scientific Labor Organization (S.L.O.) which has allowed the distinction between two types of division of labor(Brödner, 2007)

Horizontal division of labor: choosing the person best suited to the job and training them in the best way to perform the task in question, where there is a strict separation of work preparation and execution.

Vertical division of labor: the distinction between design and execution, by separating the tasks of the performer and the tasks of the manager, Taylor told these workers: 'You are not here to think'. For him, no fundamental conflict should exist between employer and employee. He advocated the introduction of pay for performance where we find decomposition by the methods office of any work into elementary operations with a time limit on performance.

Taylor developed four key principles of scientific management (Paton, 2013)1 - The first-class men: Each type of man is "first-class" for a certain kind of work. So, you have to look for the right kind of work for each individual.

2 - Recruitment and training of staff: It is up to the management to select, in order to a scientist, the worker, and then to train, instruct and perfect him. However, the training proposed by Taylor is limited to a strict acquisition, by the worker, of a mode the particular operation, without any explanation as to why this choice was made. Taylor is, therefore, advocating a close control of management overtraining.

3 - Control over the staff: Close control by management over the execution of the work is realized. The aim of monitoring is to eliminate any margin of uncertainty and to insert the worker into a network of constraints that leave him with no choice but to submit or resign.

4 - The role of the salary: The salary system is a secondary element. What is important is that the worker who works at the set rate can earn a higher wage. This supplement of salary is intended to make the worker accepts the change in working methods, the motivation by the salary: each task corresponds to execution time, the stopwatch then determines the worker's compensation.

The objectives of Taylorism were increasing productivity and thus achieving the development of the country's wealth, respecting time management to reduce costs to achieve better prices, and its advantages: lower costs, and improved production by tackling waste, the specialization of workers. Increase in the merit pay of employees.

3.1.1.1.1. Taylorian principles concerning the command-control management model

Individuals participate in group decisions. Communication takes place vertically as well as horizontally and information flows freely.

In constant development, we could find very special progress and evolution is explained by the obsolescence of the four Taylorian principles concerning the command-control management model (Autissier et al, 2018).

3.1.1.1.2. Principle of the predictability

As the principle’s name, the predictability means the status of knowledge and realizing what something is like, now, in the present, and to know in advance and anticipate when something will happen in the future.

According to this principle, the past explains the present and predicts the future, however with globalization and the extra financial phenomenon, the environment is insecure and the future uncertain. The manager, therefore, is no more the only responsible for the stable path, but the one that explains and finds a solution for the unstable and unusual movements of the markets and the company.

3.1.1.1.3. Principle of simple causation of motivation

The employee is motivated if the company permits him to satisfy his needs (Maslow, 1943). The behavior is the result of some elements combination: rational and affective (March, 1963; Bateson, 1972). The manager should not apply the same rule to everyone but have better to trait each case apart with a singular and unique manner.

3.1.1.1.4. Principle of the hierarchy of information circuits

The manager is the person that forwards the information to the subordinates, but now the manager is not the one that delivers the information but the one that gives sense to the information flow.

3.1.1.1.5. Principle of the slow economic cycles

Before, there were two cycles: production cycle, change cycle. In the XX century, the change cycle was very slow and took the time between three to five with the help of a stable production cycle but with the competition, the production cycle was not stable anymore because of the customer needs that vary too many times: the manager is not the one that produces changes every five years but the relay and the permanent producer of change.

3.1.1.2. Henri Ford (1863-1947)

Fordism, the organizational model that we owe to Henry Ford, is based on standardized mass production. Its objective was to transform a luxury well into a mass consumer good: the car.

Before, the car was a luxury product, reserved for the elite, at an expensive price, but Ford's objective was to allow its workers to buy this car, and to make it a mass consumer product accessible to everyone.

Fordism is the way to rationalize the process of organizing production by taking up Taylor's principles, the principles of the Scientific Organization of Work (Jessop, 2005).)

According to (Lemak, 2006) , this concept is linked to Taylorism in that Henry Ford develops and extends the principles of the Scientific Organization of Work that he applies in his automobile production. Very quickly, the whole industry (not only automotive) applies these principles of productivity. But the notion of Fordism goes further. At Ford, first of all, with employees who were relatively better-paid thanks to productivity gains (Raff, 1988).

Ford's main contributions are so many that we could cite some of them as the following:

The finalization of line work: where each of the workers had to do a specific and precise task in front of their workstations.

Mass production of standardized, undifferentiated products to achieve economies of scale, equivalent to today's low-cost, which makes it possible to buy products of acceptable quality at affordable prices.

Conversion of workers into potential customers: By allowing its workers to acquire the car they produced, Ford was able to convert its workers into potential customers.

Following the 1973-1979 oil shock, Fordism was outdated since mass production and economies of scale no longer corresponded to the market requirements of the 1980s.

This production model is implemented by means of several principles:

- divide the work by separating design from production, sequence the tasks and use an assembly line.

- Standardize parts and products, which has the advantage of producing in large series. So it's mass production.

- Increase the workers' pay (five dollars a day, compared to two or three for longer days before). This stimulates demand and thus increases consumption. The purpose of this increase is to avoid the resignation of workers, which has increased with the appearance of line work, which is reputed to be very hard (Lacey,1986).

It results in a combined increase in production, productivity and consumption. As a result, the cost of production is lowered.

This gives the manager better control over the work of the workers. Finally, the standardization of production encourages mass consumption.

3.1.2. Administrative current: Fayol

3.1.2.1. Henri Fayol (1841-1925)

According to Fayol, the manager tasks are to “"foresee", to "organize", in the strong sense of the term, to "constitute" the organization that is the company; to “command”, to allow the personnel to carry out their functions by “giving them orders”; it is also to “coordinate”, to “harmonize” the efforts and the work of each one as a whole; it is finally to “control”, to see to it that the established orders and rules are respected. These are the five administrative functions, it is understood that one should not confuse "to govern", which is to making the company operates properlyin the essential operations previously mentioned, and "to administer", which corresponds more specifically to the latter.

It is Fayol's responsibility to have insisted on the need for organizational leaders to acquire administrative training. Compared to Taylorism, his theory thus represents a step forward: it is not only a science of work, it deals with the human the organization, which no longer has as its sole purpose performance, but the best the overall functioning of the enterprise, and which, consequently, concerns leaders rather than performers. The aim is to rationalize such a whole. To this the end, it is essential to draw up "organization charts" that make it possible to grasp at a glance the entire organization, the departments, their structures and the chain of command. It is through the careful study of these charts, the forerunners of what is now called the organization chart, that all organizational defects will be discovered, or that the lack of unity in command, which Fayol considered the most serious fault, will be detected.

To sum up, the Fayol's objectiveisto contribute to the creation of a universal business management science applicable to all enterprises.

The management in the ’30s, by Henri Fayol, defined it as the following objectives:"Managing include analysis and planning, arranging, supervising, and control." (Fayol, 1930). Fayol defines management as a set of five operations:

- To foresight: planning and preparing for the future, "guess the future and prepare for it"; foreseeing is already acting.
- To organize: mobilizing resources to achieve the objectives set, in the first sense, to constitute the organization that is the company, to provide the company with everything that is useful for its operation.Organizing a business means providing it with everything that is useful for its operation: materials, tools, capital, personnel.

- To order: to manage people by giving orders, to give orders to the personnel to enable them to fulfill their functions, "to make the social body function"; making the best possible use of the agents that make up its unit, in the interests of the business.
- To coordinate: Organize elements in order to obtain a certain result, "to put harmony between all the acts of the company"; to bring harmony between all the acts of a company so as to facilitate its operation and success.
- To control: to verify that the set objectives have been achieved, to make sure that the established orders and rules are respected, to check that everything happens as planned, check whether everything is being done in accordance with the program adopted, the orders given, and the accepted principles.

The director of the Decazville appointed by Fayol in 1892 managing a local mine has identified six functions of the company:

- ❖ Technical function: production
- ❖ Commercial: purchase, sales, exchanges
- ❖ Financial: research and capital management
- ❖ Security: protection of goods and people
- ❖ Accountants: balance sheet, inventory...
- ❖ Administration: management (the most important according to Fayol)
- ❖ The management function, according to Fayol, is the one that cannot be delegated

Fayol notes that administrative activities increase as one moves up the hierarchy (which both Fayol and Taylor see in a pyramidal way) and that they mainly concerned with the administration of men.

The organization consists of providing the company with the bodies necessary for its operation, defining its functions, responsibilities, and establishing procedures. This is how Fayol gives us some suggestions on our working method; there are 14 principles of Management mentioned by (Fayol, 1916).

For Fayol, the division of labor, hierarchy, and centralization, the unit of, are the two main principles of scientific management are the foundations of scientific management and have made it possible to define the model of the Classical School.

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Figure 3 : Henri Fayol's 14 Principles of Management



Source: Fayol, 1918

1. Division of Work: Here, the employer is a specialist, and that helps him to gain more experience and to improve qualifications, to be more productive.
2. Authority and Responsibility: The authority helps the manager to give orders to the workers and employers. And from the authority gives responsibility to the person who manage the structure, the company
3. Discipline: Discipline in the company, is what we understand by the regimen that should be respected by the employees: they must adhere to the reglementation.
4. Unity of Command: to be enrolled with the same objective, people should have the same vision, the identical type of activities, which makes it easier for the coordination inside of the company.
5. Unity of Direction: The role of the manager is to follow the progress of the programmed activities. The employers focus on the same objective, to facilitate the coordination and the direction by the manger later.
6. Subordination of Individual Interest: For a better performance of the company, the employees are ordered to respect the hierarchic system of the business concern.
7. Remuneration: Usually, we find two kind of payment: the "non-monetary" which means the power and the duty inside of the company, and the second type is the "monetary", understood by the cash and the financial compensation; salary.
8. The Degree of Centralization: The control in the organization is very important. That depends on the size of the company and the hierarchy to respect. The top management is the level where the concentration of the decision making is done, which means more centralization.
9. Scalar Chain: the graduated system inside the structure is very important, but should not be composed of too many levels. The communication is essential, and the hierarchy helps to maintain the unit of the organization.
10. Order: here, by the order, we mean the behavior with the employees and the co-workers.
11. Equity: to feel more confident, the equality is crucial. It's the main point to respect if we want a work place with less pressure and more efficiency. Manager looks after the process and treats fairly.

12. Stability of Tenure of Personnel: the staff should be held from the turnover and departure. Well managing the personnel is critical to minimize the insufficient development inside the structure.
13. Initiative: Here, the work force become more motivated to share their ideas, and that animate their engagement and add more value to the company.
14. Esprit de Corps: this means more contricution and addition to the company culture which encourages a trust and engagement atmosphere.

These principles are required formulas and tools to manage the company with more efficiency.

Henri Fayol is considered the father of the classical school of management.

The classical school is based on the following 4 main principles (Fayol, 1916):

- Hierarchical organization: The company must be hierarchical (cf.: the army). The authority is pyramidal. It can, however, be fragmented and delegated at the lower echelons, except for the last one (the workers) who must be only executors.
- The exception principle: subordinates take care of tasks routine. Only exceptional problems should be escalated up the hierarchy and be solved by her.
- Unicity of command: One leader must be in charge of only one (cf: The Army).
- The principle of specialization: The work is cut into gestures and very simple operations easily assimilated by a low-skilled workforce.

This reduces the learning time and the repeated execution of the same gestures.

Today, the manager is not only the control tower of that company, but he is also the real connection between people and contexts permitting production, management, innovation while assuring the employees' well-being.

The initial role of a simple controller has become more complex: the management of the task is composed of three sides: operational, economic and human.

3.1.3. Bureaucratic current: Max Weber

3.1.3.1. Max Weber (1864-1920)

Weber's doctrine revolves around the following: He developed a theory on authority structures to classify organizations. He wonders why individuals obey orders.

He distinguishes between power, which is the ability to force obedience, and authority, which is the ability to voluntarily enforce orders.

In a system of authority, subordinates accept orders because they are legitimate.

Max Weber contributed to the development of rules leading to the rationalization of companies and aimed at eliminating sources of inefficiency.

Max Weber is a great advocate of rational organization, an organization based on logic. He is convinced that the existence of the rules to be followed would benefit both the members of the organization and its clients, he confers that the function exercised that confers power, knowing that power is the right to be obeyed(Lutzker, 1982)

Weber distinguishes three pure types of the organization according to the way of legitimizing authority. In practice, an organization may be a combination of these three types:

- The charismatic organization based on the personal qualities of the leader. Together with the leader, the disciples form the essence of the organization. This type of organization is unstable because of its construction. It is based on the recognition of the charism of the leader, i.e. his gifts, his extraordinary qualities. In this case, the disappearance of the leader and the associated problem of succession can call into question the organization and its survival.
- The traditional organization: authority is based on precedents and customs. The leader has authority under the status he inherited. The extension of this authority is set by the custom. It is based on the belief in the sanctity of the traditions valid at all times and in the legitimacy of those who are called to exercise authority by these means. This legitimacy is undermined by its historical vision, which does not take into account changes in the environment.
- Bureaucratic organization. Weber's the most because the hierarchy is clearly defined, authority is clearly defined, and the institutional, it is covered by the company's articles of association, it is determined within the framework of the employment contract. Those responsible for service have specific functions; they do not give orders only to their direct subordinates. The validity of the legitimacy of this type of domination stems from its rational character; it is based on the belief in the legality of the regulations laid down and the right of those who are called upon to exercise domination by these means to give directives.

One of Max Weber's initial concerns were how many leaders exercised leadership functions not because of their professional abilities but simply because of their social situation or charisma, here the gift of being listened to by others.

Characterized by logic obeying the calculation, forecasting, evaluation and the drive for efficiency. It thus shows that the purest type of legal domination is domination by means of administrative direction bureaucratic guarantee of efficient use of resources organizational. Indeed, Mr. Weber argued that the existence of well-defined rules and procedures to be followed and adhered to would benefit both the members of an organization and its members, customers. For example, it contributed to the development of rules to eliminate sources of organizational inefficiency. In this regard, Weber proposes the application of the following principles (Watson, (2013):

1. Division of labor: position, tasks and responsibilities of each must be clearly defined.
2. Hierarchical structure: the relationship between a boss and his or her employees must be clearly defined must be explicitly defined and the subordinates must be explicitly precisely established limits to the authority of each person.
3. Selection of personnel: the selection of a new employee must be based on his or her training and technical knowledge, which we will have verified with tests.
4. Standardized rules and regulations: Rules and specific regulations must be enforced to ensure uniformity of work and standardization of acts performed.
5. Impersonal nature of relations: the relations between the different members of the organization must be impersonal. The application of rules and regulations is to avoid any personality clashes.
6. Advancement: employees must receive a salary at a rate of one percent per year. and advancement based on their competence and ability to perform seniority

By drawing a description of the company's activity based on relations of authority: Weber imagined a theoretical model of organization: Bureaucracy, which for him was an

extremely efficient, ideal, rational form of organization. And based on the principles of logic, order, and legitimate authority, justified by law and status (Weber, 2015)The application of bureaucratic principles enables the enormous amount of work to be carried out efficiently and quickly, which, according to Weber, is only possible if the staff complies with instructions and formal rules. This is why these principles are still very widespread in many organizations such as banks, insurance companies, hospitals, etc.

The application of bureaucratic principles is still very much in evidence, widespread, especially in organizations such as the military, the municipalities, hospitals, schools, universities, etc. If so many organizations today are using the principles is because their success is based largely on the fact that they have a part on the efficient and rapid realization of a huge amount of work, which is only possible if their employees follow certain rules and instructions.

Max Weber was a thinker on rationalization and bureaucracy.He proposes to challenge the traditional and charismatic organizational model, be based on explicit operating procedures. He is responsible for the concept of "legal-rational organization".

3.2. MANAGEMENT MODELS

The management model has been employed through years and decades:

At the very beginning, the management and the direction of the workshops and even a large number of people inside the factory was very different and unlike. At first, the economy was very manufacturing and industrial, the physical force were the initial element that permits the employees to have or have not the job opportunity. Over time proceed and the technologies advanced, we were facing the knowledge economy where the employee had less physical force but more certifications and qualifications, here, the brain was the main factor in parallel with the job tasks required. However, lately, the heart was replaced and substituted by the heart, which is actually the main ingredient that makes the difference, where the employees should have a certain passion before doing the job tasks, without deny the importance of diplomas and certification.

The most effective manager is the one who knows how to use styles adapted to different situations by function of its employees or team.

The management style represents the set of attitudes and behaviors that describes the way in which the company whose leader exercises power over a group. It is about how to command, how to exercise authority.

Several intellectuals are developing theories based on the importance of the individual within the company (Ramond, 2017).

Several theories have been developed to define styles of management: what differentiates them is the criterion that the authors used to describe the different styles of management, the cause and effect relationship between the style of the management and the behavior of individuals or the approach (empirical vs. scientific) used.

"We passed from an industrial economy where we went from employing because of hard physical work and chain work; we arrived in the knowledge of an economy where we offered

jobs to brains till reaching the human economy where we provide work for hearts" (Seidman, 2011).

According to Max Weber, the companies were organized through the model of armies with a hierarchy that gave orders to specific units in the function of their attribution: “the hierarchy was and will still be the power always presents in the companies and organizations” (Weber, 2009).

3.2.1. Collaborative model

Later on, the collaborative mode was activated, where the cooperation is the start point.

The collaborative model is not about repetitive activities and the formalization of operations but by the commitment and the participative postures shown by the employees. In this level, empathy and comprehension are the keywords (Le Saget,2006). It all begins with the thought ‘think global and act local’.

The collaborative model can contribute to a company's economic performance, with the founding precepts of trust, freedom of choice, cooperation and conviviality. It is a question of freeing the company from a hierarchical operation. This style of management encourages creativity, flexibility, a friendly working environment, authenticity, complementary profiles.

Table 5 : Traditional management vs collaborative management

	Traditional management	Collaborative management
Overriding interest	Short-term profit	Contribution to the world
Mobilization lever	Award	Sense, pleasure
Organization	Hierarchical partitioning	Flexible
Assignment	Know-how, choice of hierarchy	Aimer-faire, co-decision
Size of structures	Undetermined	Limited to 200
Working conditions	Negotiated at hiring	Continuously negotiated
Selection criteria	Past: skills, experience	Future: talents, potentials, passions
Circulation of information	By domain, profession	Accessible to all
Decision	Centralization	Decentralization of the "how”
Reporting	Hierarchical	Group
Evaluation	Through the hierarchy	By the group
Innovation	Dedicated functions (business lines, R&D)	Everyone (employees, customers, suppliers)
Compensation	Individual or group	Individual and collective

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Nature of the relationship	Obedience (Parent/child)	Confidence (Adult/Adult)
Living environment	Rules	Values, postures, principles
Role of the manager	Prescribe, control	To make people want to be involved, to make them feel responsible
Recognition	Individual effectiveness	Contribution to the group

Source: https://www.innovationmanageriale.com/agilite/les-4-piliers-du-management-collaboratif-les-4c/

According to (Boyer, 2012), collaborative management is based on pillars that allow to bypass the limits of traditional management and to integrate the values of the company and the teams. In this way, both parties are satisfied and therefore more motivated.In collaborative management, we talk about four important components:

Figure 4 : The collaborative management elements



Source: https://www.enjoyyourbusiness.fr/en/choosing-collaborative-management/

Exchange: Exchange means acting and working together to get more ideas and therefore a better result.

Innovations very rarely come from a single person but rather from a process of brainstorming the ideas. Co-creativity consists in letting each person come up with new ones and especially exchange to create the "good idea" of the moment.

Finally, collaboration, exchange helps the problem solving and innovation. Each person must be able to talk to his or her superior or colleague without having to go through an intermediary or encounter hierarchical barriers. In order to have a good, support is a must! The person must feel supported and reassured in order to develop professionally.

Decisions: In order to make decisions, the company must give freedom to its employees and make them want to commit themselves.

Employees must be free to organize themselves and make decisions, as they see fit in order to achieve their results. A good level of collaboration makes people want to get involved in an informed way.

Companies must learn to question their organization and constantly renew themselves. They will then be more flexible and therefore more responsive to the unexpected. It will also allow them to explore new practices in order to best satisfy their employees.

Trust: honesty and clearness in a relationship is the key to its longevity. At the company, it's the case too, being honest with each other, we can move forward and have a result more quickly with a more favorable qualification. Sincerity and transparency are a good process to build this trust.

In the management world, the employee must feel appreciated for his or her value and the contributions should be valorized. This appreciation can be expressed with recognition to a group or an association with a new project. The more the person sees that their efforts are recognized, the more confidence they will have in their manager.Teams must feel they are listened and been able to go to their manager in case of having any doubts or questions.

Conviviality: Conviviality refers to the pleasure of being together and sharing good times. In companies, conviviality is one of the primary motivations of an employee.

The first factor that plays on conviviality is the atmosphere. The work atmosphere (values, organization, relationships between employees) contributes strongly to the development of employees. This is also the case for the infrastructure and working conditions.

Enjoy working in the company is very important because a person who loves his work and his missions will invest more.

Celebrating certain events helps to strengthen bonds and solidify teams. It is just as important celebrating the success of projects as it is to organize parties to get to know each other.

3.2.2. Command-control model

The dehumanization and the bureaucratization of management systems, most of all the technology updates help to lose the autonomy and the responsibility of the manager. The managers, therefore, feel less productive where the system controls everything (Dupuy, 2015).

The old management model was the organization traditional working criticized by numerous publications, the command-control model was a hierarchical model where there are no participation imposed decisions, not enough responsive, growing according to the bureaucracy, low transparent.

In the command-control system, the working the process becomes different, this style of managing gives more freedom to the controlling and yet to the manager himself/herself:

In this system, other than senior management set the rules, no one could do it, we find more about centralizing decision making, by creating a strong distinction between (senior)

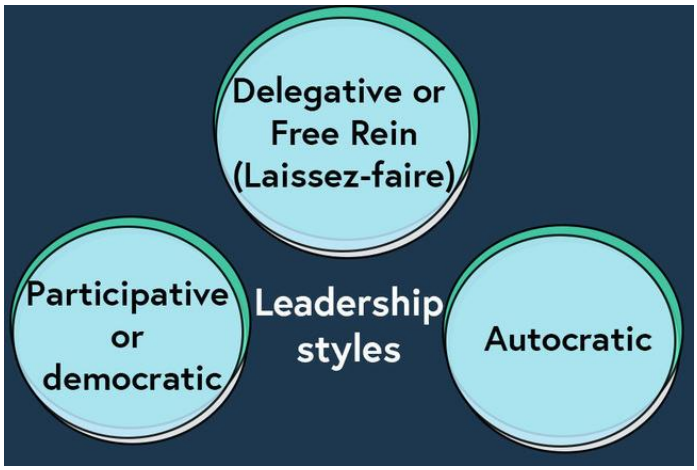
management and workers. There are some advantages if you do work with the top management because you have more of an increased salary, and flexibility.

The command-control management constitutes the hierarchical management which began at the end of the XIX century and the beginning of the XX century in the industry sector, where it lacks ones: low participation and low agility.

3.2.3. The three types of management by Lewin (1890, 1947)

There were three authors that came up with a classification in different styles about the management: Lewin, Lippit and Whit (1939).Mostly known and identified by the three styles of management behavior.

Figure 5 : The three types of management by (Lewin, 1939)



Source:https://www.futurelearn.com/courses/fundamentals-of-leadership-theory/0/steps/56180

According to the author, Kurt Lewin (1939), here are the following types:

The autocratic style: authoritarian, very directive. We find little dialogue and creativity, conducive to tensions and de-motivation.

At the moment of taking the decision, in the autocratic style, the manager does not consult with the others. In Lewin's experiments, he found that this caused the most level of discontent and dissatisfaction.

Here, the leader is not interested by the creativity in the decisions and does get associated with the team or group work.

The democratic or participative style: here, the manager animates, encourages, motivates and takes into account the opinion of his employees. Comparing it with the 'A with autocratic style', there is less production but better quality. The team then is working with no tension.

The manager suggests his collaborators to have more grou's work and activity. Here, the manager accepts the advice and suggestions from the colleagues. In the democratic style, the

manager involves the people in the decision-making; this style could produce more creative solutions about problem-solving.

It is about managing individuals as a group rather than each one separately. The idea is that the group members share the tasks and the leader relies on the leader to make decisions.It helps to feel committed and involved, which contributes to the quality of their work.

The "laissez-faire" (delegative) style: the manager gives great freedom to his employees.

The **delegative** style, known in French as 'laissez-faire' is to minimize the manager's involvement in decision-making and hence allowing people to make their own decisions, with freedom, although they may still be responsible for the outcome.

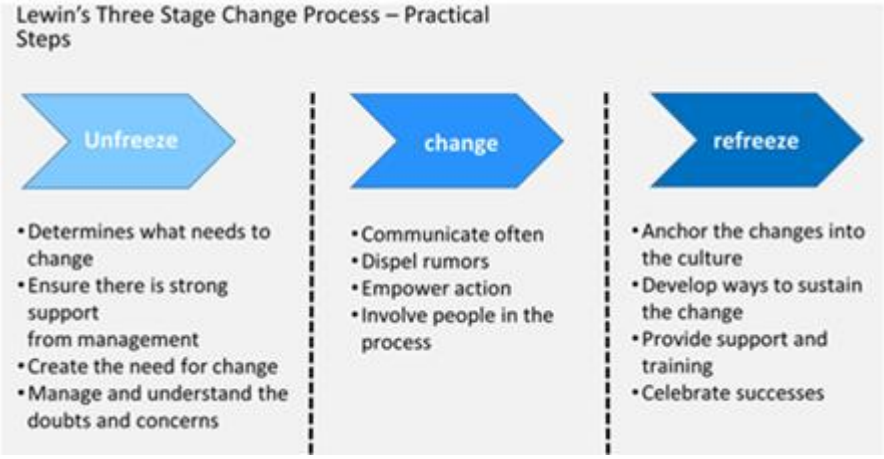
Concerning the delegative work, here, we talk about the staff is engaged and make their own decisions and where the central coordination is flexible.

Research shows that children in the group characterized by delegating leadership are the least productive in absolute terms. In particular, it is those who pose the most of questions to the leader and those least able to work independently. This management style may be effective when the group is composed of highly qualified members.

3.2.4. Management model: unfreeze, change, refreeze by Lewin (1890-1947)

The Lewin System for Change Management

Figure 6 : Model Unfreeze- Change- Refreeze



Source: Lewin, 1931

Understanding the Three Changes:In the current world, the change and transformation is very common. In the business universe, the organizations handle the same phenomenon where the variation is a must. Organizations that handle change thrive well, while those that don't survive may struggle.

The model is called Unfreeze – Change – Refreeze: it helps to understand the three-stage change cycle. Here, Lewin explained the changes in the organization using the analogy of changing the shape of an ice block (Lewin, 1951). Back in the 1940s, Kurt Lewin developed a model for understanding organizational change and still holds true today.

Understanding Lewin 's model for change

To begin every productive process of change, the company begin by understanding the reason of the change needs to take place. As Lewin put it, "Change can come first before, and people can be motivated by change before it really occurs" ". It is the unfreezing stage from which progress starts (Doyle, 2002).

Unfreezing

Change is a process that normally is hard stressful. When the company starts breaking down the "the routine of doing things", the aim is the creation of a new balance influenced by the manager. In people, the suggestion of new and strong reactions is necessary to change the old habits and practices, and that is exactly what needs the company to be done (Lewin, 1947; Burnes, 2004).

This first step of change means to prepare the organization to accept the need for a change: this implicates the current status before building a new way of operating.

The easier way to understand this is to figure out the failing points, which help to indicate that change is required.

Change

Stage of change is where people start to resolve their uncertainty and searching for new ways of doing things. People start acting in new ways which support the new direction.

The transition from unfreeze to change doesn't take place quickly: people take time to accept the new path and take part in the change. The Change Curve, a related change model, focuses on the specific issue of personal transitions in a changing environment and is useful for more detailed understanding of this aspect.

To accept the change, and to help make it successful, people need to understand how it will benefit them. Not everybody will fall in line just because the change is needed and the business will benefit. This is a growing mistake that should be avoided (Burnes, 1996, 2004; Dawson, 1994).

Communication and time and are the two keys to successful changes happening. People need time to understand the changes, as well as feel strongly connected with the organization throughout the transition period. When you handle the transition, it can take a lot of time and energy, and the best way is typically between the manager's hands.

Refreeze

The organization is ready when the changes are effectives and people begin to be flexible with.. The refreeze's external signs are a clear map of organization.

The refreeze stage often needs to help internalize or institutionalize the changes for people and the organization. This means ensuring that the improvements are used all the time and integrated into daily business. Employees feel relaxed and happy with the modern ways of operating, with a strong sense of security (Robbins and Barnwell, 1998; 2006).

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3.3. MANAGEMENT STYLES

Management styles represent the ways in which a manager tries to perform the function, by establishing relationships with subordinates and directing the activities of his team towards the achievement of objectives.

The manager's vision of the world, his system of values, beliefs and behavior are so important, because thanks to them the company will embrace a special future and from that the means mobilized in priority by this manager to obtain performances from his collaborators.

Here, we will figure out different styles of management according to different authors:

3.3.1. Blake (1918-2004) and Mouton (1930-1987)

Robert Blake and Jane Mouton, both PhDs in psychology and law and management theorists, worked together in the 60s and 70s at the University of Texas and formalized "the managerial grid" (Burke, 2017).

This managerial grid is a tool that allows us to quickly map and define management styles. It defines different behavioral models according to two criteria: concern for profitability and interest in the human factor.

The Blake and Mouton matrix makes it easy to identify the 5 main types of management.

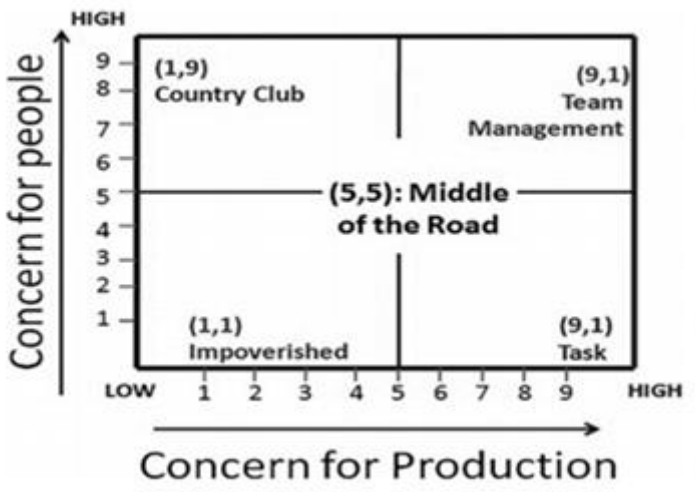
This managerial matrix is structured around 2 axes:

- The abscissa: which correspond to "management's interest in profitability" (turnover, results, production costs, the achievement of objectives, etc.).
- The ordinates: which correspond to "the manager's interest in people" (working conditions, well-being, team cohesion, needs, etc.).

With this in mind, Blake and Mouton divides their grid into 9 values for each axis. The result of this managerial grid, the highlighting of the 5 major management styles according to the manager's degree of concern for profitability, coupled with his degree of attachment to the human factor (Blake & Mouton, 1982).

Building on the researchers' work, Robert Blake and Jane Mouton proposed a visual representation of leadership types via a management table (grid) in 1960. The grid demonstrated two dimensions of leading behavior, concern for people on the y-axis and concern for output on the x-axis, where each dimension vary from inferior (1) to elevated (9), thereby creating 81 different places in which theis created (Blake & Mouton, 1962).

Figure 7 : Managerial leadership Grid



Source: Cai et al., 2019

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The five leadership styles (Blake & Mouton, 1964) which result are as the following:
Impoverished management (1, 1): here, managers with this strategy seem weak. In terms of both dimensions and practice minimal energy to get the job done by co-workers.

The manager is worried about employee satisfaction and job schedules, resulting in dis-harmony and disorganization within the company. The leaders are called ineffective in that their acts seek hardly to maintain employment and seniority.

He avoids all difficult situations such as conflict or confrontation for example and does not take a position on matters related to his responsibility. The "lax" manager is only very little concerned about the company's results or the well-being of its employees.

It can be said that his only motivation is to keep his job, which is his sole objective.
Task management: (9, 1): Also known as dictatorial or form of perishing. The leaders here are more worried about the development and are less worried about individuals.

The design is based upon McGregor's theory X. The interests of the workers are not being taken care of and are merely a means to an end. The leader understands that productivity will only result if work processes are well-coordinated and people removed whenever possible. Such a style will certainly improve the organization's performance in the short run, but high labor turnover is inevitable due to the strict policies and procedures.

In the "task-oriented" the manager is characterized by an authoritarian, even "dictatorial" style, using women and men as strategically placed pawns to achieve the set objectives. Control tools are then put in place. Results take precedence over the Human and employees must obey without question.
Middle-of-the-Road (5, 5): it is essentially a negotiating mode in which the manager attempts to keep a balance between business priorities and people's needs.

The leader does not reach the accomplishment limits resulting in average organizational efficiency. Neither employee nor industrial needs are fulfilled entirely here.

The "middle" manager, also known as political management, represents the perfect balance between taking into account the needs of all employees and the concern for profitability. It is the style of compromise, results above all, but not at any price, especially with regard to the development and well-being of the employees.

Country Club (1, 9): It is a type characterized by low mission and high people orientation where the manager is bewared to people's needs, thereby creating a pleasant and relaxed atmosphere for them. The leader believes that such employee care will find a way to self-motivation, which will leave employees working hard on their own. Low concentration on tasks, however, can impede development and trigger questionable results.

The employees are pampered and listened to; they are at the center of the manager's preoccupations. The latter develops real quality relationships with his team. Financial results come second.

Team Management (9, 9): Characterized by high people and concentrated activities, the mode is based on McGregor's Y theory and, according to Blake and Mouton, has been called the most powerful styling.

The leader feels confidence; engagement, trust, and appreciation are essential elements in building a team in an environment that will result in high employee satisfaction and performance automatically.

This is the managerial style that we advocate at FlexJob, it is about optimizing human resources in order to achieve objectives. Objectives are no longer fixed but shared. The "integrative" manager is an open-minded, attentive and often inspiring person. He promotes collective intelligence that is put at the service of the organization.

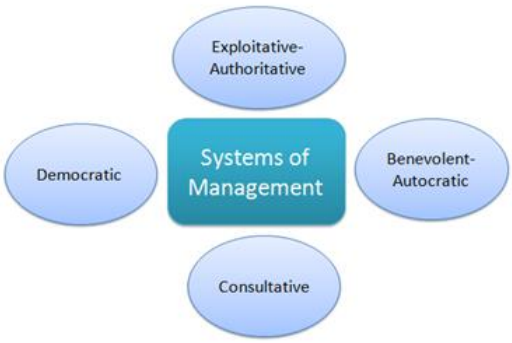
The Management Grid is helpful for managers to evaluate the types of leadership through a process known as a grid design. This is achieved by conducting a survey to define how they stand in relation to their performance and individual concerns. The curriculum aims ultimately to help leaders achieve the optimal state of 9, 9 (Blake & Mouton, 1964).

3.3.2. Renisis Likert (1903-1981)

According to another classification introduced by (Likert, 1961), an American psychologist famous for his scale,he classified 4 modes of management when making decision,(Likert, 1961).

The following figure explains the four styles of management used by Likert, 1961:

Figure 8 : Management's four systems



Source: Likert, 1961

The Exploitative, authoritative style: In this style, the management is more about punishment if the work is not done properly and rewards if it's well done.

Here the manager does not trust anyone, does not communicate at all. It is a stressful way of work and does not help to motivate and creativity.

It gives very precise explanations of what needs to be done, when and how to do it; best applied in cases where decision time is very limited or when the leader is more qualified than the group members (Baumrind, 1971; Kimmel & Weiner, 1985; Maccoby & Martin, 1983). Even the groups cannot participate in the decision-making process and power is totally centralized. At this level, this style has a very low concern for people and uses such methods as threats, fears and punishments methods to achieve the tasks. Communication is one-way and people are perfectly ignored.

The Benevolent style: Here, we are more facing another type of management based on rewards; the communication is similar to the 'Exploitive authoritative' which means One-way communication, but surely does not go up, the hierarchy is very present (Wood, 2008). Since we are at the level of operational management, the decision-making is very centralized by the manager, sometimes; there might be some exceptions to have some delegation at certain tasks (Likert and Likert, 1976).

Management exercises its authority with greater conviction than in system one, but it is basically a condescending faith and trust in subordinates focused on "the best-established master/boss". There is no chance for debate with management and this method is based on compensation and does not give rise to teamwork.

Consultative style: Here, the system of rewards and sanctions continues with some changes.

The style is based on appropriate rewards and the communication is better than the other styles, yet, two-way communication, but still very limited upwards communication. The fact of decision making is decentralized and comes from the up and does not go up easily; limited (Dolan, 2003).

The manager has some consults with his subordinates before any decision is taken. Teamwork is therefore encouraged, and staffs are more involved. This style of management aims to stimulate adherence to certain values and objectives. It is characteristic of modern companies.

The participative style: The difference between this style withthe others is immense.

This style is more based on group participation, the communication is very fluid and goes all the ways: two-way communication. The decision making is decentralized (Boswell and Wilhoit, 2004).

The manager has absolute confidence in the subordinates, very strong upward, downward and transversal communication, broad participation in decisions, reward system.

According to Likert, this is the most effective style because of the degree of motivation. However, it should be avoided in crisis situations (Hay and Stuenkel, 2005).

This style of management is a technique aimed at developing strong relationships of trust with employees.They are genuinely involved in the decision-making process.

3.3.3. Management By Objectives (MBO) by Peter Drucker (1909, 2005)

Management by objectives has been proposed by the management theorist according to Peter Drucker 'The Practice of Management' (1954).

It states that within an organization, management, and the employees agree on the objectives to be achieved by everyone, can understand what they need to achieve to do for that.

Management by objectives is located in the continuity of analysis on motivational factors at and delegation of work, which advocates the participation and delegation of power (Busch 1998; Cortner 2000; Lundqvist, 2004).

Setting goals makes the connection between the life of a person and the life of the community, the organization and performance of each of its members, regardless of their hierarchical level.

Drucker describes Management By Objectives as "a steering principle that gives free rein to the energy and the individual responsibility, which at the same time charts a course and efforts, which establishes teamwork and which harmonizes personal interests and common welfare" (Drucker, 1954).

Management by objectives consists in defining the final objective that one wants to achieve through one's work and on the basis of which the employee and his manager establish a plan of action to achieve it. When DFO applies to all employees of the company, the

alignment of individual efforts will contribute to the achievement of "higher" objectives (Brams, 2018).

According to some current authors, Drucker "invented" the concept from management. It considers that managers have a particular role in ensuring congruence of the objectives of the company with the environment in which it operates. In any case, it is interesting to note the idea of motivating individuals (Drucker, 1976).

The objectives of management by objectives are as follows, among others:

- A dynamization of the groups
- Mobilization of collective intelligence It gives importance to human behavior
- An intelligent organization
- Focuses on the objective (or outcome) without worrying about the activity
- To ensure the coherence of the strategy, through objectives cascading
- The sum of the partial objectives is supposed to allow to achieve the overall objective.

First of all, this type of management involves the employee in the development of his or her work. This is no longer the manager who defines tasks and then distributes them to his team, but the duo manager-employees who determine the objectives to be achieved and the various tasks that will make it possible to do so.

This mode of operation, therefore, allows the employee to become more involved but also to improve communication with your manager who becomes more of an ally than a client.

The team then becomes an actor and responsible for its work, which is the Management by objectives' goal, but also a key to individual motivation.

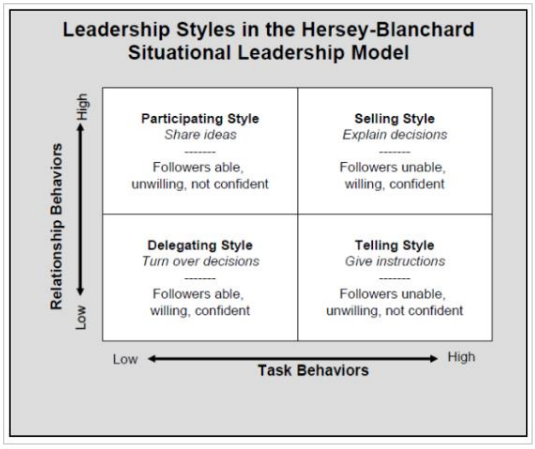
The benefits for the organization are in clarifying expectations, increasing the number of employees and improvement of individual and collective performance as well as improved communication between managers and employees.

For individuals, Management by objectives act as a lever of motivation, an opportunity for development personnel and encouraging action within the scope of its function.

3.3.4. Paul Hersey (1931-2012) and Ken Blanchard (1939-alive)

In this part, we will figure out the different types of management according to Hersey and Blanchard (1996) that is established between an executive and his collaborators.

Figure 9 : Hersey and Blanchard Situational Leadership Model



Source: Hersey and Blanchard, 1977

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Hersey and Blanchard (1977) match four major styles of management that are the following ones:

Telling:

It indicates to a high-task, low-relationship style where the leader gives more directions and supervises work closely.

This style is geared toward workers with low maturity.

The telling style is a type of management that is focused on results and strongly involves the manager (Hersey and Blanchard, 1996). Based on the authority of the manager, the autonomy of the employees is very limited. In order to encourage employees, the telling style uses a directive system based on sanctions and rewards. Sanctions keep employees in constant fear of losing their jobs and the rewards of keeping them competitive.

The manager's behavior of the telling style is very organizational and weakly relational. Its main mission is to structure and organize working relationships. Here, this style is characterized by reinforcing these aspects: direction, giving instructions, absence of explanation, no taking initiatives, not very person-centered, very monitoring and controlling, and organizing top-down communication (Hersey and Blanchard, 1996).

Selling:

The selling style is very similar to the telling style but differs somehow.

The selling style gives a certain expression to the employees, but here the manager does not seek to impose his vision on his subordinates, he rather behaves as a leader and encourages them to express their point of view. This relational side helps to create significant group cohesion which allows the manager to maintain a team spirit (Hersey, Blanchard, & Johnson, 1996).

The manager is more open to listening to his employees. The manager here tries to convince his collaborators and does not systematically seek to impose his opinions by the application of rules and procedures. In this style, we are facing discussions, deliberations, influencing collaborators more than imposing, giving many explanations and assistance when needed, encouraging the other by evaluating positive results exchanging and questioning a lot, without forgetting to be attentive and aware of the motivation and de-motivation indicators, and making sure that everyone understands what is expected (Cleland and Kerzner, 1986).

Participating:

Participating is very focused on relationships. With the participating style, subordinates participate in decision-making.

Here, the manager leaves great freedom of execution to his collaborators, allowing them to express their creativity (Hersey, Blanchard, & Johnson, 1996). Indeed, this style of management requires a strong commitment and a strong motivation on the part of the employees. The manager behaves more as a leader than as a supreme authority. He does not monitor but supervises, does not dictate but advice, communication is not done vertically but horizontally.

The manager in this style adopts some organizational behaviors and still very relational. His concern is to develop an atmosphere of conviviality and search for harmony; he promotes collaboration between his team in defining objectives and encourages initiative-taking (Price, 1993).

The participating mode enhances the development of each one at the company and his active participation, generating and taking positive ideas and suggestions. The team is more involved in decision making by listening, analyzing, and advising skills, seeking the general and specific interests to plans involving everyone (Harrison, 1981).

Delegating:

Delegating style is both results-oriented and does not mean great manager involvement.

In other words, this delegating style is a combination of the three other types of management. Here, the manager involves his subordinates in the decision-making of which he remains; however, he stills the master. Communication happens both vertically and horizontally. The delegating style leaves freedom and encourages initiative among employees; however, the objectives are closely monitored by the manager. The manager sets the results to be obtained and then gives the subordinates the choice in their means of execution. As with directive management, delegated management regularly assesses the performance of employees (Brandel, 2006).

The manager is therefore both a leader and an authoritarian leader as needed. The delegative style requires skills on the part of the collaborators since they will have to make decisions on their own (Hersey, Blanchard, & Johnson, 1996).

Here, the characteristics of this type of management have consolidated the expression the to confidence, accepting initiatives, indicating the missions and implementing the plans and methods by the collaborators, presenting support when the request is needed, share responsibility, monitoring and controlling the work of the employees, without forgetting the encouragement and giving information when requested (DiVincenzo, 2006).

All these different management styles are not applied in absolute terms. In each company, the manager could operate more about a style or about another. This difference has to do with the parameter of the team and employees' integration and autonomy.

In fact, there is no right or wrong style of management, contrary to what common language might suggest. There is a management style that should be adapted according to the situation or according to the individuals to whom it is addressed (Autissier, 2018).

3.3.5. Theories X and Y of Douglas McGregor (1906-1964)

3.3.5.1. Theory X or the authoritarian management

Theory X says that human beings hate work and will always try to avoid it; management will have to be tough and very directive to control the human beings in general because they don't like responsibility.

This type of management applies well to mass production and workers to achieve economies of scale, it will lead to authoritarian and tough management (McGregor, 1960).

Theory X assumes that human beings are lazy for most of them, that they don't like work and need both the carrot and the stick to get ahead, that they are fundamentally immature, that they need to be directed, and that they are unable to take responsibility. According to McGregor, "Man is an animal of desire - as quick as one of his needs is satisfied, another one appears instead. This process is endless. It lasts from birth to death. Man is continually striving […] to satisfy his needs".(McGregor, 1974). Given that a majority of modern companies - at the time... - provided well for both the physiological and safety needs of those being directed, McGregor emphasized the social, selfish and fulfillment needs of self as a motivating factor.

"Unless they have the opportunity to meet these high-level needs in the workplace, people will be dissatisfied, and their behavior will reflect that dissatisfaction", says McGregor.

McGregor continues: "The philosophy of management by direction and control (hard or soft)".He says that soft does not propose any motivating factors, simply because the satisfaction of human needs on which it is based has a relatively small effect on the behavior in our society today (Tausky, 1992). “Management and control do not sufficiently motivate those whose basic needs are social and selfish […]. As long as Theory X will influence leadership strategy, we will fail to discover - let alone use- the potentialities of the average individual”(McGregor, 1974).

This model corresponds to the Taylorian model. Men are specialized by trade and the women are specialized by profession. Tasks are standardized. However, the job security aspect promotes creativity of the employees. This model is applicable to the industrial or service sector. It is possible to identify it as the rational, productivity-oriented and efficient model in mass production and economies of scale. These are essentially single-product companies where the market is mature, in a stable environment. Therefore, if the coaching focuses on the satisfaction of physiological needs, the rewards distributed are unlikely to be effective and the only possible solution being then the threat of punishment.

Theory Y

Theory Y talks about people that take work for granted; motivation will make people move autonomously towards the company's goals and employee satisfaction is a key factor in ensuring commitment; people, including the average person, accept and seek responsibility; they are imaginative and creative (Staw and Epstein, 2000).

This type of management applies well to intellectual workers, managers and professionals. It will lead to participative and soft management.

Theory Y, on the contrary, postulates that individuals have, in reality, a psychological need to work, a desire for personal fulfillment and responsibility; in short, that the people being led are adults (McGregor, 1960). Theory Y is based on the following observation:

Management thinking has departed considerably starting with the traditional "hard" and "soft" approaches.

He, thus, formulates the six fundamental postulates of Theory Y:

1. The investment of physical and mental effort in work is as natural as play and rest. The average individual has no innate aversion to work. In certain controllable situations, work can be a source of enjoyment (and will be fulfilled) or a source of sanction (and will be avoided, if possible).
2. External control and the threat of sanction are not the only means of obtaining a goal-oriented effort. Man can direct and control himself when he works towards goals he feels responsible for.
3. Responsibility for certain goals exists in relation to the rewards of working for them associated with their realization. The most important of these awards, the satisfaction of the ego and the need for self-realization can be obtained directly by goal-oriented effort.
4. The average individual learns, under the right conditions, not only to accept but to looking for responsibility.

5. The relatively high resources of imagination, ingenuity and creativity for solving organizational problems are broadly and not narrowly defined but distributed among the population.

6. Under the conditions of modern industrial life, the intellectual potential of the average individual is only partially employed.

Such assumptions, McGregor points out, have particular implications for the direction "If employees are lazy or don't want to not show initiative or take responsibility if they are indifferent or intransigent, the fault lies with the methods of management". McGregor resumes, in other words, the old military adage: "There are no bad soldiers; there are only good soldiers, bad bosses" (McGregor, 1974).

Theory Y does not deny the need for authority, but it refuses to allow the authority to interfere in all areas, including "getting target commitments". Theory Y says that "people exercise self-direction and self-control in the achievement of the organizational objectives insofar as they are affected by these objectives. The policies and managerial practices materially affect this level of commitment» (Carter and Gattiker, 2010)

Simply put, McGregor believes that individuals can unleash much greater potential than corporate management could have imagined at the time. While Theory X even denies the existence of this potential, Theory Y challenges management to "innovate, to discover new ways of organizing and directing human effort, even though we recognize that perfect organization, such as a total vacuum is virtually out of reach".

3.3.6. William Ouchi's Theory Z (1943, alive)

3.3.6.1. Theory Z

This theory combines American and Japanese management procedures.

According to the author, it is appropriate to increase the loyalty of the employee to the company by offering a permanent job and taking care of his or her well-being (McGregor,1960).

In this way, it will be possible to promote stable employment, high productivity and high employee satisfaction and personal commitment, a key factor in the company's success.

The Z theory is often associated with the Japanese management style (the Z theory of organization is based on a synthesis of the respective characteristics of successful Japanese and North American firms).

Ouchi and Jaeger (1978) pitted a large U.S. firm (Type A) against its Japanese counterpart (Type J).

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Table 6 : Characteristics of an American and a Japanese firm

Type A (American)	Type J (Japanese)
Short-term employment	Lifetime employment
Individual decision making	Decision-making by consensus
Individual responsibility	Collective responsibility
Quick evaluation of promotions	Slow evaluation and promotion
Formal and explicit control	Informal and implicit control
Specialized Careers	Non-Specialized Careers
Concerns Divided	Holistic Concerns

Source: Ouchi et al., 1978

Ouchi chooses this name "the Z theory" to also refer to Mc's theory. Gregor, as a logical extension of the latter's thinking (Ouchi, 1981).

Theory Z combines the best of the Y theory and Japanese management, introducing a lot of freedom and a climate of trust with employees. Japanese management advocates that employees should be loyal and improve their teamwork and organization. In its work, quality control circles are described, and a particular crop called Z is exposed for a long time (Gellerman, 1963).

A typology of corporate cultures is drawn up. These various investigations were intended to clarify the organizational reasons why Japanese companies have shown themselves since the 1950s, the era of the Japanese economy managerial, more efficient than American companies (Nonaka and Sato,1983).

Theory Z offers more reliability based on the attitudes and responsibilities of employees, whereas in McGregor's theory, XY is essentially focused on management and on motivating the perspectives of managers and the organization (Nonaka, Johansson, 1985).

It was thus found that this success was the result of a different way of looking at the company and was due to the systematic consideration of different styles of collaboration. The various observations made within Japanese companies led to the conclusion that the proper functioning of the company depends on the organization's ability to understand all the information in a global manner, while demonstrating a high degree of flexibility.

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4. THE MANAGERIAL INNOVATION: TECHNIQUES AND APPLICATION

Given the multiple drawbacks and inconvenient of the classical school of management, such as bureaucracy, which requires a stable environment, and the rigidity of the system in relation to the environment, as well as the poverty of interpersonal relations-dehumanization-, and not forgetting the rejection of novelty and innovation, we can say on this occasion that a certain type of phenomenon occurs because of the excess of power, and obedience:

Authority is the ability to make people voluntarily observe orders, while power is the chance of forcing obedience.

"The employees are not tired of working, but of bad working" (Clot, 2008). This explains that these problems do not help to have effective work, and they do mechanically the tasks, which leads to boring and de-motivation.

That clearly explains that once the motivation decreases at work, the "bore-out" syndrome emerges, and therefore, the dissatisfaction comes as a result of work as well as for private life.

The "fed-up" model is where the work is very bureaucratic, the boredom or "bore-out" always emerges, and where the autonomy has no place.

The employees who are working under this system find themselves indented, set back, in mistrust, and non-productive. The "bore-out" syndrome could be defined as that non-intentioned process due to the emptiness gradually of any content at certain jobs (Barrion, 2017).

The "bore-out" and the "fed-up" syndrome could cause tiredness at work: In addition to "boredom" at work, the first symptoms of this problem are de-motivation, anxiety, isolation, guilt, and sadness that occur in the workplace. These symptoms can then spill over into the patient's private sphere, where they can also lead to permanent feelings of dissatisfaction, frustration, and loss of self-esteem. Depending on the extent of the latter, the patient may fall into depression, which may lead to suicide.

Another point that makes the organization very mechanical is the presence of all the technology, these ones replaced the human being, the human resources, the Man in the organization that seems to be so absent, with less productivity.

4.1. MANAGERIAL INNOVATION: LITERATURE REVIEW

As early as the 1960s, research such as that of Evan (1966), Evan and Black (1967), Downs and Morh (1976) focused on innovations that do not have a technological dimension. These authors introduce the terms "administrative innovations".

The term "organizational innovations" is used to describe these innovations. They propose the following definition: "Administrative innovation is an innovative idea that relates to the recruitment of personnel, the allocation of resources, the definition of tasks, the model of management or the development of personnel" (Evan, 1966).

We should clearly distinguish between different innovations (Kimberly and Evanisko, 1981; Damanpour, 1987). However, recent studies have analyzed management innovations in a more precise way (Sapprasert, 2010). For example, Bodas Freitas (2008) shows differences

in the diffusion of managerial and organizational innovations. We distinguish between the two in the following way: organizational innovations encompass responsibilities, accountability, command lines, and information flows. They focus on the divisional structure of functions, and, for example, change the number of hierarchical levels. Managerial innovations, on the other hand, affect the operations and procedures of the enterprise, such as the specifications of responsibilities, the content of commands and of information flows, and the way they are dealt with. They involve the speed and flexibility of production and the reliability of products and production processes.

Managerial innovation includes the invention and implementation of management practice, management process, management techniques, and organizational structures that are intended to further organizational goals (Birkinshaw et al. 2008). Literature on management innovations underlines the fact that they are very different in nature compared to technological and especially product innovations (Alänge et al. 1998).

This is because innovation in terms of management represents investments in knowledge, procedures, behavior, and relations, but less with artifacts. Managerial innovations are typically tacit and difficult to protect by patent (Teece, 1980). These characteristics allow a higher level of subjective interpretation by the potential user than with technological innovations, which increases the importance of social and political processes (Birkinshaw et al. 2008).

In the same period, researchers such as Mintzberg (1973) and Kimberly (1981) were the first to distinguish between managerial innovations and "other" innovations, including technical innovation.

Managerial innovations have a propensity to influence the firm's traditional decision-making process. They are seen as organizational means or strategies for managing uncertainty. Thus, for Kimberly, a managerial innovation is defined as "any program, product or technique that represents a significant departure from the state of management at the time it first appears and affects the nature, location, quality or quantity of information available in a decision-making process". (Kimberly, 1981).

In the 1980s, Damanpour (1984, 1987) was one of the first authors, following Evan (1966) and Kimberly (1981), to make a clear distinction between technological innovations, which refer to the technical sphere of the firm, and administrative innovations, which refer to the social sphere of the organization.

Damanpour proposes to make them the subject of a specific study and gives the following definition. "Administrative innovations are defined as innovations that have an impact on the social system of an organization. By social system we mean the relationships between individuals who interact senses on each other in order to accomplish a specific task or goal" (Damanpour, 1984). In the same vein: "managerial innovations are indirectly related to the basic production activities of the organization; they require changes in the organization and in the processes more directly related to its management" (Damanpour, 1984).

Also in the 1980s, Van de Ven (1986) proposed a definition of managerial innovation that would gain some notoriety. According to this author, "managerial innovation" is a new idea that can be either a combination of old ideas or a pattern that modifies the existing one.

The order of the present, i.e., a unique formula or approach that is perceived as new by the individuals concerned" (Van de Ven, 1986).

In a somewhat different conception, for Harrow and Willcocks (1990) or Rogers (1995), a managerial innovation is "an idea, practice or object perceived as new by individuals or organizations" (Rogers, 1995). This definition highlights the notion of perception of novelty

by the actor. It emphasizes that more than the intrinsic radicality of managerial innovation, it is the perception of the actors in the context that largely conditions the reception given to it.

In the 1990s, all of this research found an echo in France, at the École des Mines de Paris, under the impetus of authors such as David, Hatchuel, and Weil. These authors were particularly interested in the structure of managerial innovations (David, 1996). David thus distinguishes three interacting elements:

- Knowledge-based innovations: these innovations relate to the knowledge produced and correspond to what Hatchuel and Weil (1992) call "managerial techniques".
- Relationship-oriented innovations: they concern relations such as a new decentralized structure, the constitution of project teams, a network of trainers, etc...
- Mixed innovations: these are managerial innovations that relate simultaneously to the knowledge produced and the relations between actors.

In a more recent period, work on managerial innovation is experiencing a strong resurgence of interest. Managerial innovation is at the heart of a research program at the London Business School led by Hamel, Mol and Birkinshaw. These three authors have set up an Innovation Management Lab whose objective is to better understand managerial innovation.

In the first hand, we have technological innovations, are mainly much more tacit (Birkinshaw et al., 2008). In the other hand, managerial innovations are not patentable and their forms are not easy to identify. Therefore, they include a greater level of subjectivity in their definitions than technological innovations(Birkinshaw et al., 2008).

In order to better define the concept, Birkinshaw and Mol (2006) return to a definition close to that of Kimberly (1981): "Managerial innovation is the implementation of practices and processes, new management structures, which are significantly different from the standards usual"(Birkinshaw and Mol, 2006). Hamel (2006) gives a rather similar definition: "Managerial innovation can be defined as a significant departure from traditional management principles, processes and practices, or as a departure from the traditional forms of management that have been used in the past".

The goal is to improve the quality of current organizational practices that significantly change the way managerial work is done. Simply put, managerial innovation changes the way managers do what they do. (Birkinshaw and Mol, 2006).

4.1.1. Definition of managerial innovation

According to a survey conducted in December 2017 by BVA (French research and consulting firm specializing in behavioral sciences) for Audencia (Audencia Business School, a leading French business school), managerial innovation is perceived as:

- A means of improving economic performance (64%)
- A way to make employees work harder (61%)
- A caprice or whim of the leaders (55%)
- A way to promote well-being (40%)

Managerial innovation is a major transformation of collaborative practices and postures between (and for) managers and employees, to evolve from a "Parent/Child" (principle of unilateral hierarchical subordination) to an "Adult/Adult" (principle of co-responsibility) relationship.

The aim is to find the right balance between personal development and professional performance in order to create new values for the company, its employees, and its environment (Boyer, 2020).

Innovation as a concept itself matters in times of newness, but what matters the most is not the importance of the novelty but its impact on the company and its performance. This means that the innovation could involve meetings, the company's operations, and even the decision concerning the strategy and the company's future, proposed by the employees.

When we talk about 'Managerial innovation', we refer essentially to practices (rituals, systems, approaches, etc.) and postures (state of mind, ways of thinking, attitudes, etc.).

The main innovation concerns the collaboration between managers and employees, so:

- The novelty lies in the way of collaborating (how to do and be together).
- The innovation can concern an individual or a group.
- The managerial function remains, on the contrary, the concept of liberated enterprise, which agrees on the suppression of hierarchy and self-governance, cannot be qualified as managerial innovation.
- The innovations concern both managers and employees.
- Innovations are co-constructed by (and for) managers and employees in an interactive process (test& learn).
- The innovation allows evolving from a "parent/child" relationship (dependence, submission) to an "adult/adult" relationship (co-responsibility, autonomy).
- The new postures and practices must enable managers and employees to find the right balance between personal fulfillment (social dimension) and professional performance (economic dimension) and not one more than the other.

Nowadays, there are many companies that look for new management models in order to involve innovation, collaboration, commitment in a development dynamic.

"A managerial innovation is a new idea that can be either:

1. A recombination of old ideas, or
2. A representation that modifies the order of the present, or
3. A formula and unique approach perceived as new by the individuals concerned.

It contributes to increasing the stock of knowledge available to managers, which takes the form of improvements or additions made to all techniques, practices, and postures for a direct impact on the management mode" (Godowski, 2001).

"Innovative in management does not need the adoption of concepts coming out from Harvard, at the contrary, the management practices qualified as innovative come from companies, real conviction to leaders, the interchange between people bold experiments from all the models that you know till today that are qualified as ineffective" (Boyer, 2016).

Managerial innovation is a recommendation and transferring managerial activities.

The managerial mode is adapted from military and religious organizations where the main goal was the hierarchical obedience.In the company, the case is different; it's reproduced maintaining the hierarchical role where the director (boss) has the last word.

The managerial innovation gives real importance to the collaborative work and the well-being of the people in order to have a better performance.

The classical management was about the hierarchical process 'structure-functional', where we had structure, function, director. Then, the 'control/command' type: orders and control systems in order to realize the orders once again.

In summary of this period, Alcouffe (2004) proposes the following definition based on the work of Gilbert (1998): "a managerial innovation is a new combination of means, material and/or conceptual, already existing and/or new, in relation to the state of the art of management at the time it first appears and which allows the implementation of a

management technique that can be perceived as more or less new by the individual or any other unit analysis considering it".

Hamel (2007) defines managerial innovation as: “it is all that modifies the way in which the tasks or the traditional structures are managed in order to better achieve its objectives”.

In other words, managerial innovation is a set of micro-actions that helps to progress the practices and, therefore, the management principles. It could be defined as a set of big principles and little practices conducted by individuals who would challenge the standards norms.

Birkinshaw, Hamel, and Mol (2008) combine to provide a new definition of managerial innovation. Thus, for these three authors, "managerial innovation is the invention and implementation of a new management practice, process, structure or technique compared to what is known with the aim of better achieving the organization's goals" (Birkinshaw, Hamel and Mol, 2008).

Later on, these authors clarify their thinking. "Managerial innovation is the introduction of something new into an established organization that represents a particular organizational change. In its broadest sense, managerial innovation can be defined as a difference in the form, quality or state of managerial activities over time in an organization, where change is new or unprecedented compared to the past" (Birkinshaw, Hamel and Mol, 2008).

A key element in the definition of managerial innovation is introduced by Mol and Birkinshaw (2009). They consider that managerial innovation is motivated by a desire to improve the quality of the organization's performance.

Damanpour and Aravind (2012) take the same view by establishing a direct relationship between managerial innovation and performance. "Managerial innovation is a new organization, a new administrative system, new managerial practices, or new techniques that can create value for the organization adopting them" (Damanpour and Aravind, 2012).

"Managerial innovation is the introduction of new management practices for the company with the intention of increasing the company's performance" (Birkinshaw, 2009).

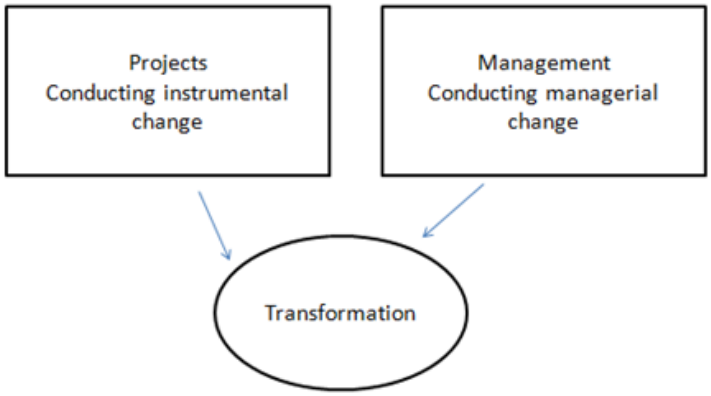
Hamel reinforces the normative character of managerial innovation by defining it as the main source of the firm's competitive advantage. "We have come to an obvious conclusion: major advances in management practice often lead to a significant change in the competitive situation and frequently confer lasting advantages on pioneering companies"(Hamel, 2007).

As an author of this thesis, I would propose my definition as per se: *“Managerial innovation is a set of practices, ideas, and/or programs relating to the management and running of an organization. It’s an association of information and means corresponding to the modification of old and existing concepts by new, better ones for stronger management and direction of an organization. It is a mosaic of processes and concepts implementing new decisions in management (Selkani, 2021).*

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4.1.2. The managerial innovation: a new technical change conduct

Figure 10 : Proceeding methods



Source: Adapted from Autissier and al., 2019

Conducting instrumental change for computing projects:
For a change, the common mode is realizing a project: a project has a special organization from beginning till the end passing by phases and specific budget and governance to support the projects conducting the change via 'Instrumental' way structured between 1980/1990 with consulting companies (Kanter, 1992).
For conducting instrumental change, we usually need two phases: scoping phase and the piloting phase.
Conducting managerial change: to make the manager not a relay but a co-builder of change.
It seems more important to make for the manager the relay of change than realizing 'projects' via the instrumental mode (Kotter, 1996).
The change conducting comprises training the manager and making them able to explain and deploy the change in the field.
Conducting managerial change was developed from the writing of Kotter: the manager is not a retransmitted but a real founder of change inventing new manners of collaboration and cooperation with techniques that advantage real innovation ideas.

4.1.3. The purpose of managerial innovation

Talking about the past innovations that each company tried to reach out was realizing the target is to meet company expectations (optimizing productivity, quality, and performance) or proceeding to the employee needs (work comfort, stress reduction, etc.), but rarely both at the same time.
Managerial innovation encompasses postures and practices that enable companies and their employees, all in order to "find the right balance between personal fulfillment and professional performance", whether on an individual or collective basis.

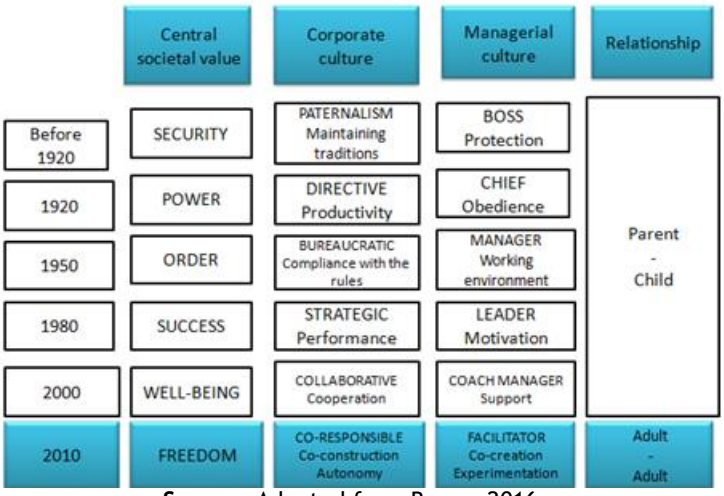
Figure 11 : The innovation goal



Source: Adapted from Boyer, 2016

In 2016, Boyer exposed in his article six qualified innovations as practical and put in the center the managerial innovation. Boyer calls this: around the world of managerial innovation practices which is summarized by six objectives: confidence, commitment, well-being, agility, collaboration, creativity (Boyer, 2016).

Figure 12 : The six management styles



Source: Adapted from Boyer, 2016

The fundamental difference between managerial innovation (co-responsible culture) and all other previous forms of management lies in the relationship's nature.

Whereas the paternalistic (boss), directive (leader), bureaucratic (manager), strategic (leader), and collaborative (manager coach) cultures are based on a parent (father or mother) / child relationship, the co-responsible culture that characterizes managerial innovation is based on an adult/adult relationship between leaders, managers, and employees. This is where management becomes innovative.

To simplify, here is a synthesis of the main differences between traditional management (paternalistic, directive, bureaucratic, strategic, collaborative culture) and managerial innovation (co-responsible culture):

Table 7 : Traditional management vs. managerial innovation

Domain	Traditional management	Managerial innovation (Culture Co-responsible)
Culture	Parent/Child	Adult/Adult
Management	Unilateral subordination Command & Control	Co-contruction Autonomy, Accountability
Organization	Function descriptions	Definition of roles
Relationship	According to status and functions	On an as-needed basis
Decision	According to delegation of power	According to the "value creation" field
Change	Hierarchy initiative	Team initiative
Innovation	On the basis of the strategy defined by management	Free, based on the ideas of the teams
Emotions	Non-expressions	open expression
Tension	Arbitration by the hierarchy	Managed between colleagues
Information	Controlled, top-down broadcasting	Transparent, ascending and descending diffusion
Recognition	On compliance with the rules	On contributions and the creation of new values for the company

Source: Adapted from Boyer, 2016

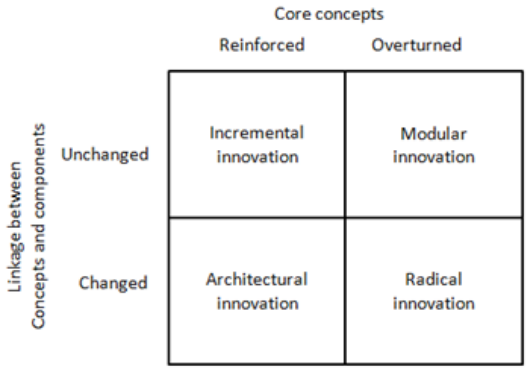
The co-responsible managerial culture allows not only to get out of the psychological games of the Parent (domination)/Child (submission) relationship but also to align the modes of collaboration with the emerging societal value of freedom. It is therefore not a fad or a new managerial whim, but an alignment of the company with its environment.

Very few organizations have well-established and specialized expertise in the company's area running. While product innovation is often specifically organized in R&D labs, this is not the case for management innovations. Because of their nature, managerial innovations are likely to generate uncertainty and ambiguity within the firm, with a higher impact than technological innovations. This leads to the need to establish legitimacy by validating the innovations independently from external sources, especially since the effects of management innovations are not as clear to employees or managers in the firm. So, the major difference between managerial innovations and technological innovations lies in the role of factors internal to the firm: the cultural, social, and political aspects of the organization (Alänge et al., 1998).

4.1.4. The types of innovation

Referring to authors, (Marín-García et al., 2011; Albors, 2002; Bateman & Rich, 2003; Dabhilkar & Bengtsson, 2007) proposed two other kinds of innovation: the incremental innovation and the radical innovation that are explained further:

Figure 13 : Type of innovations by Henderson



Source: Henderson and Clark, 1990

Incremental innovation is a set of changes and improvements done to the company's actual product and services methods and processes.

It is a systematic process planned and organized which causes various upgrades in the production and result in improvements in work practices (Hyland et al., 2007; Lok et al., 2005). Incremental innovation needs no large investments and both managers and employees in the companies are totally involved (García-Sabater & Marín-García, 2009; Terziovski & Sohal, 2000).

Radical Innovation relies on purchasing and getting something completely original and new. This novelty and uniqueness can deal with products, processes, technology… Radical innovation creates extreme changes in the relationship with the actual markets and the creation of new ones. It's about creating new industries and or absorbing or swallowing the existing ones which involve creating revolutionary technology (Ali, 1994; Ettlie, Bridges & O'Keefe, 1984; Lee & Na, 1994; Henderson, 1993; Stopford & Baden-Fuller, 1994; Leifer, 2000).

Architectural Innovation

Architectural innovation represents high importance for the skills and technology when applied within a different market (Freeman, 1987; Leifer, 2000; McDermott & O'Connor, 2002).

Modular Innovation

Because of the expenses, the novelty in the market, the new companies venture, usually when the products are inferior in cost and does not encounter the same effective quality as other services from the market, some companies use the disruptive innovation (Prybutok & Ramasesh, 2005; Readman & Bessant, 2007).

Modular innovation is introduced by the very small companies which introduce products/technologies with major providers in the market.

As time passes by, the companies are improving the services/products and could enter the market, but it's never the best time yet, the competition is always very rude because of the exigency of the market with competitors.

To sum up, we could say that the four different innovations mentioned here–Incremental, modular, architectural, and radical– help to show the various ways that companies can innovate.

The innovation was and still is a very important way of improving the field and therefore the result of the activity practicing. Afterward, the innovation is not just about the products and the services; the innovation is in a wider field. Here, we will figure out when the innovation applies to the management and strategy specialty.

Managerial innovation is not a consequence, but the origin of all the other innovations. According to (Hamel, 2007), there are four types of innovations:

Figure 14 : Four types of innovation



Source: Hamel, 2007

Managerial innovation is the one that comprises proposing new manners of people coordination and the good running of the organization also developing the desire, motivation, and dynamism.

Strategic innovation: this is not only a reference to the innovative products but referring to the sector to seek new business models.

Products/services innovation: it's developing processes on the new products/services responding to present needs. In this sense, Steve Jobs said: 'you cannot ask customers what they need and after giving it to them. At the moment that you'll have created, they'll need something else.

Processes innovation: the way of running and working at the organization.

4.1.5. Managerial innovation principles

The practice of innovation is a collaborative process and people with different skills need to meet regularly to improve team cohesion and release collective intelligence.

In order to do this, brainstorming sessions and, even hackathons, must be set up. It is as much about breaking down the silos between different departments as it is about being part of the innovation management approach.

The principles of managerial motivation help to question the old model and redistribute the power in the company, which creates resistance and blockages.

According to Hamel, 2008, the innovation principles by the Gore Company insisted on exercising these principles in this manner:

- Interconnect between people replaces the hierarchy.
- No boss, but many leaders.
- The tasks are not affected, just accepted.

- Tenacious: know how to listen to the collective.

According to another author (Arnaud, 2008), there are four important principles that should be applied to managerial innovation in order to have a better result in performance:

Giving Autonomy: here, the person must take initiative, make choices and participate in determining the means and objectives, in order to feel the responsible and true author of his task.

Autonomy for the employee allows the expression of the personality, experience, and freedom: personalize and renormalize the act respecting the context.

Organizing innovation and being creative is a real successful innovation in itself, planned and organized like any other function in the organization. Innovation management offers developed processes and repetitive methods: exploration, experimentation, and exploitation.

Developing skills: is essential for the employee the opportunity to express the talents and qualities to stimulate challenges, to assert and develop skills. The focus shifts from objects used by people to what they do; their behaviors, activities, needs, and motivations.

Recognition and listening: This principle consists in developing and propagating a state of mind favorable to innovation within the organization so that everyone is committed and encouraged in their daily innovation process. The person should feel recognized at his workplace. The employee must feel listened to and understood by his superior since each employee has his own singularity and uniqueness. This approach makes it possible to distinguish between what people do and what they actually do.

Respect for the individual's uniqueness and subjectivity: Taking into consideration, listening to, and respecting the individual with uniqueness and subjectivity.

The principles of managerial innovation are so many that could be summed up with: Understanding user experiences, thinking systemically, fostering the culture of innovation, and managing innovation are the guarantee of a successful innovation process.

The managerial innovation principles should then be comprehensive, involving the R&D department and other departments; the principle that innovation should seek new opportunities organizationally, systematically, continually; and the principle that innovation must involve every member of the organization. All of these principles embody a systematic and comprehensive way of thinking (Xu et al., 2007).

The managerial innovation principles are represented by eight approaches according to (Claire, 2009):

Figure 15 : Innovation management principles



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Source: Principles of innovation management according to ISO 56002 (source: communication document produced within WG1 - ISO TC 279).

According to (Claire, 2019), there are some important principles of managerial innovation:

- Aiming for value creation.
- Rely on forward-looking leaders.
- Constitute a choice, a strategic direction.
- Rely on a culture that fosters the coexistence of a spirit of creativity and operational excellence.
- Enable the exploitation of weak signals, trends revealing unmet needs.
- Being adaptable. It is considering that the system must not be fixed, it must remain flexible in order to consider situations (for example, types of projects) that may not have been considered when creating the innovation processes.
- Be considered through a systemic approach. It means to treat risks in a systematic way. With an innovation system, the aim is not to eliminate the risk, but to allow the system (and therefore the company) to continue when an incident occurs.

4.1.6. Examples of managerial innovation

Here, we will discover some innovative examples that the companies used to practice management.

The following table represents some of these companies that used managerial innovation as a technique for having better productivity or reducing defects or even increasing customer satisfaction.

Table 8 : Examples of managerial innovation

Modern R&D Laboratory	A new structure to manage technological innovations and facilitate process and product innovation
Multidimensional shape	A new organizational structure to manage products and multiple markets
Toyota Production System	A new method of production management that improves efficiency and reduces lead times
Total Quality Management	A new method to reduce quality defects and increase customer satisfaction
NASA hardware structure	A new structure allowing the launch of complex products such as the rockets of the Apollo program
Activity-Based Costing	A new technique to calculate costs in a more realistic way
Balanced Scorecard	A new method for integrating information of a different nature needed for the decision

Source: Adapted from Birkinshaw et al. (2008)

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Different companies and even international institutions changed the management model, in order to work differently and to be more open to a better transformation.The aim of applying managerial innovation has many targets:

For example, In Gore Company, it helps to:

- Delete the hierarchy: in order to facilitate the creative process, the collaborators should be careful about new ideas coming from the team.
- The new projects have to be studied by the collaborators to minimize the hierarchy.
- Save 10% to project off-topic to activate new ideas.

Table 9 : Recent managerial innovations

Company	Year	Innovation	Innovator
Analog Devices (USA)	1987	Balanced Scorecard	Art Schneiderman
Skandia (Sweden)	1991-1992	Skandia Navegator (intellectual capital measure)	Leif Edvinsson Bjorn Wolrathl
Parteners for change (UK)	1994-1996	Flexible employment: remuneration system for consultants	Tom Connolly Mark Smith
Oticon (Denmark)	1991	Spaghetti organization: structure without formal hierarchical relationship	Lars Kolind
Hewlett-Packard (USA)	1991	Global account management structure for the sales organization	Alan Nonnenberg
Wellington Insurance (Canada)	1988-1999	'Wellington Revolution' radical decentralization of activities	Murray Wallace
Lintton Interconnection (UK)	1991	Business cell structure for the manufacture and sale of products.	Georges Black
Shell (Netherlands)	1996	'Gamechanger': venture capital fund research model for R&D	Tim Warren Leo Roodhart
Sun (USA)	1995	Development of an ecosystem of software vendors	Georges Paolini
Motorola (USA)	1987	Six-Sigma' method of quality control	Bill Smith Mikel Harry
GlaxoSmithKline (UK)	2000	Centre of excellence for drug discovery	Tachi Yamada Allan Baxter

Source: Adapted from Birkinshaw et Mol (2006).

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In the definition chosen here, managerial innovation concerns all the company's functions, and the company. The company's functions all stem from ideas and creativities and are regularly transformed by managerial innovations (Jaouen and Le Roy, 2013).

4.1.7. The 6 pillars of managerial innovation

According to (Boyer, 2020), there are six pillars of managerial innovation.

To find the right balance between personal development and professional performance; and to create new values for the company, employees, customers, and environment should display the six pillars of managerial innovation, which are:

Trust

The establishment of trust is essential to start new management methods, especially when they are disruptive and challenge certainties, habits, practices, or attitudes.

Trust is a very important element in building authentic relationships where everyone is convinced of the sincerity and respect of the agreed commitments in order to:

- Avoid any feelings of betrayal or abandonment.
- Get a real and sincere commitment to the terms and conditions of collaboration agreed to by all parties.
- Manage with serenity and enthusiasm any uncertainties or difficulties encountered.

Responsibility

Empowering employees means a profound transformation of the processes of involvement, decision making, freedom of action, and valuing successes and mistakes. Intrapreneurship is not only a new state of mind but also a new way of working together that can be learned and appropriated regarding cultural and organizational specificities.

Considering each employee as an adult handles his or her choices, making him or her the author and actor of his or her own development and performance.

- To offer the possibility (to those who wish) of being a force for change at several levels (his job, his team, the company).
- Strengthen autonomy and encourage experimentation with new practices.
- Recognizing successes and learning from mistakes.

Pleasure

They have designed most management methods to optimize performance, rarely to develop personal fulfillment. And yet it is quite possible to reconcile both. But to do so requires a change in culture and certain managerial practices.

This is in order to co-create the conditions for professional fulfillment in such a way as to:

- Strengthen involvement and commitment in a sustainable way.
- To develop the pleasure that each employee feels in carrying out the missions entrusted to them.
- Boost the conviviality and good atmosphere that prevails at all levels of the company.

Collaboration

Faced with the complexity of today's world, the company must mobilize all the intelligence it has at its disposal, both internally and externally.

Conviviality, benevolence and mutual support, the sharing of ideas, and best practices are the essential conditions for the success of a collective project.

In order to reform modes of collaboration so that they can:

- Reinforce complementarily and the valorization of differences (personalities, professions...).
- Valuing "collective intelligence", free ideas.
- Developing cooperation across functional and hierarchical boundaries.

Agility

In order to become more reactive, or even proactive, the company will have to emancipate itself from the traditional hierarchical modes of operation to organize itself into interdependent autonomous cells, to move from a "client-supplier" approach to a "co-construction" approach, to progress in "short cycles" rather than in stages, to make its risk control more flexible and to learn from its trial and error.

Having as objectives to adapt its organization and operating methods to:

- Adapt constantly to the increasingly rapid and unpredictable changes in its environment.
- Reduce activity processing times (responsiveness).
- Anchor a "start-up" spirit that encourages boldness and innovation (proactivity).

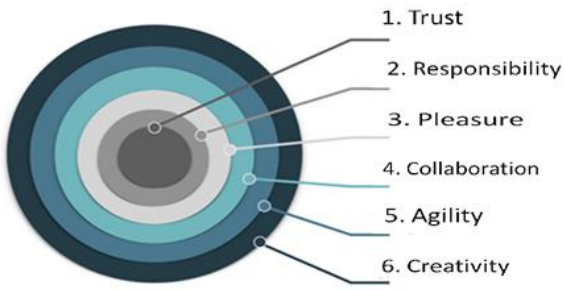
Creativity

The primacy of respect for the established order over experimentation with new ideas, lack of time and resources devoted to research and implementation of new ideas, and all that:

In order to promote and facilitate the emergence of new ideas, those are sources of new value creation to:

- Allow and encourage the expression and experimentation of new ideas.
- Implementing innovation processes and approaches.
- Differentiate yourself from your competitors through differentiating offers.

Figure 16 : Six pillars of managerial innovation



Source: Boyer, 2020

4.1.8. The components of managerial innovation

There are five components relative to the concept of managerial innovation. As key elements, we are talking about the major factor that constitutes this concept:

Small groups:

In a small group, we gather from proximity and better coordination.

The optimal size of a group is between 4 and 20 people (Bion and Anzieux, 1965).

These groups are more agile and the relation is directly creating a favorable environment for sharing and change.

Informal moments:

The exchange time in an organization is very hierarchically codified. The meeting, interviews, professional appointments are very formal and this way of exchanging does not help the innovation time to be shown.

The managerial innovation is created to help the innovation spontaneity and to link the peoples' connection more naturally. In this way, we need more about the collaborative dimension and cooperative modality to intense the sharing and quality time.

These informal moments keep the level of spontaneity and energy high for all the present participants. The sessions are short and last 1h30 maximum. A leader is necessary for the good proceeding of the exchange time, following the collaboration between all the participants and respecting the five major principles of the session: kindness, listening, anti-hierarchical, participation, non-controversial.

Figure 17 : Principles of collaborative sessions



Source: Adapted from Autissier and al., 2019

The innovation continues:

Managerial innovation plays fully its role when it is new because the principle of managerial innovation is creating the surprise. If we repeat many time the same technique, it becomes repetitive and loses its newness. They become references and management techniques recurrently.

Hackathon, for example, is a technique very compromising but was qualified by interest lost 'the participant play at 100% the first time, 50% the second and the third time is a constraint.

References:

The managerial innovations become with time real references techniques that the managers use when they want to practice a new method of innovation inside their organization. Sometimes, one or more of these techniques becomes 'the innovation of the moment, which all the organization wants to test and practice for real.

Inspiring moments:

A quality exchange is because of the production of quality and its utilization. These two concepts are linked to the participants' pleasure: sharing, discovery, more forward, to create the 'inspiring moment', when the participants are ready to combine between the working side and the animation mode; this cruse has three ways:

- In plenary: where the group attends the conference to sign the work instructions, vote's observations, ask questions and having conclusions.
- In small groups: from 3 to 7 people, where the work is done in a workshop fostering the co-development and direct exchange in discussion between the group.
- In binominal or individual: it is an activity about introspection and how to be better and to progress in the working day. It could be done individually or in a binominal way with certain actions to realize.

4.2. MANAGERIAL INNOVATION TECHNIQUES

The managerial innovation is perceived as an evolution of the management techniques, which makes up real importance towards the companies that would finish with the old modes and begin with the innovation techniques respecting the well-being of the employees and reaching better performance. These techniques showed the limits of the classical model of management.

Therefore, managerial innovation becomes the basis of its competitive advantage (Hamel, 2006; Mol and Birkinshaw, 2009). Managerial innovation refers to innovations in management systems, knowledge, and supporting activities; in this sense, managerial innovation becomes a new management doctrine for performance (Hamel, 2009).

Based on these definitions, we consider that managerial innovation is the adoption by an organization, of new management practices or methods for it, to improve its overall performance. Managerial innovation is a new management method practiced by an organization as the adoption of an existing management technique but new to the organization that adopts it.

Figure 18 : Managerial innovations Matrix

Delivery Development	Design thinking Co-design	Learning network	Incubator or Spin-Off
	Hackathon	Participative workshop	Micro platform or the autonomous team
	Tutoring, peer coaching and mentoring	The focus group and co-development	Disruptive experience and immersion
	Autonomy Development		

Source: Adapted from Autissier and al., 2019

4.2.1. Design thinking

Design Thinking is a regular style, representing a developed method. It has been practiced several times at Stanford.

The technique helps to teach individuals new strategies in order to solve problems. The procedure challenges are to mix empathy, originality, and reasonableness and especially to create successful solutions with an innovator's mindset.

Tim Brown, CEO of IDEO, one of the leading innovation consulting firms from Palo Alto, California, using Design Thinking, defines it as "a discipline that uses the designer's

sensibility and methods to match people's needs with what is technologically workable and what a viable business strategy can convert into customer value and market opportunity" (Brown, 2008).
Another definition stems from Kelley (2013). He defines Design Thinking as "a way of finding human needs and creating new solutions using the tools and mindsets of design practitioners".
A very practical tool mixing 21st-century skills and an innovator's mindset in the management workplace. This is what we call Design Thinking. It shows the direct connection between where inspiration and creativity are mixed to create original designs and find keys (Shamiyeh, 2010).

Figure 19 : Design thinking process



Source: Adapted from Stranford University, 2016

Design thinking, co-design: is a set of methods that allow you to solve a problem by applying an approach similar to that of the designer: Empathy, Definition, Ideation, Prototyping, and Test.

Design thinking is a problem "defining and solving" approach that deals with ill-structured situations where the problem is not articulated and is considered a hypothesis where action stimulates thoughts to inspire better hypotheses (Brown, 2009; Kelley & Littman, 2006; Liedtka & Ogilvie, 2011; Martin, 2009). Design thinking is a strategic capability that contributes to value creation based on a generic managerial competency (Glen, Suciu, & Baughn, 2014; Gruber, de Leon, George, & Thompson, 2015).

Design thinking can provide project management with new perspectives for addressing innovation challenges; by doing this, we highlight and address the following gap (Brown, 2008).

The central idea of design thinking is to build quickly aesthetic and pedagogical (designer) prototypes to test them with users (Johansson Sköldberg, Woodilla, & Çetinkaya, 2013; Liedtka, 2014; Seidel & Fixson, 2013).

These prototypes are the result of excellent observations of the users' employ on their problems. Design thinking applied to business strategy and business transformation involves the visualization of concepts and the actual delivery of new products and services (Cooperet al., 2009).

Design thinking is a "method for innovation and creating value" (Hassi, & Laakso, 2011). The objective of the Design thinking method is an innovation process based on the observation of uses and prototyping. It applies to product innovation but also to service innovation. This practice was born in the mid-2000s at Stanford University and in design companies such as Ideo. The world's leading experts on the concept are David Kelley, Tim Brown, and Bruce Nussbaum. Stanford created the "d.school" inspired by the ideas and concepts of design thinking (Brown, 2009; Brown, Katz, 2010; Marchal, 2013).

The concept of design thinking is now taking hold in management and is paving the way for design to address new problems in the organization (Cooper, et al, 2009).

4.2.2. Learning network

It is a hierarchical system where the roles are defined from the very beginning and implementing the positions to help strengthen a particular issue, with the participation of many people to develop collective intelligence (Van der Krogt, 1998).

Exchanging ideas, peer-to-peer approaches, etc., could be highly effective at sharing knowledge between the employees. The Learning network can help support the learning in collaboration. Sometimes, meeting the confrontation's vision of a problem to be solved or a planned change is a normal thing. The exchange and sharing of ideas are practiced in an anti-hierarchical way so that everyone can take part in developing collective intelligence.

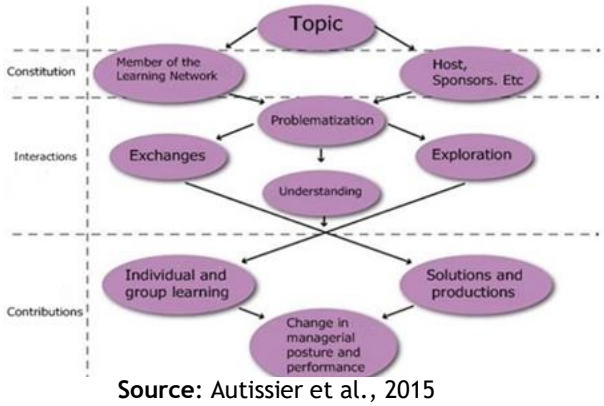
Learning networks are a modality for developing collective intelligence. On a subject, a group of people meets to understand and provide solutions. The duration is limited, and the exchange times are organized and animated. A learning network is a modality for solving collective problems, but also an opportunity to learn about collective functioning.

The point of the learning network is that the participants could debate from their exploration practices and problems in a problem-solving logic.

Thanks to the exchange of practices, the learning network is a device for explaining and developing solutions that allow its participants to better understand their way of acting, in a learning logic.

This system is framed by duration, frequency of exchanges, modalities of animation, and objectives, where the participants debate from their practices in the logic of exploration and resolution. The Learning Network is a device for explaining and developing solutions that allow its participants to better understand their way of acting, in the logic of learning.

Figure 20 : Learning network



Source: Autissier et al., 2015

4.2.3. Tutoring, peer coaching and mentoring

Schaufeli and Salanova (2007) suggest that coaching employees and helping them with planning their work, highlighting potential difficulties, and offering advice and emotional support helps to foster engagement. It also helps to instill confidence or self-efficacy among employees.

Coaching is an important source of support from one's supervisor, but social support from co-workers is also important for engagement. Kahn (1990) identified work interactions as important for psychological meaningfulness. In particular, individuals experienced

meaningfulness when they had rewarding interpersonal interactions with co-workers and clients.

Mentoring and coaching are processes that enable individuals and corporate clients to achieve their full potential, as mentor offers ongoing support and development opportunities to the mentee (Clutterbuck, 2004).

Coaching relates primarily to the learning performance improvement, often in a short term in a specific skills area. The coaching goals are set at the suggestion of the coach. The learner has the primary ownership of the coaching goal and the coach has the ownership of the coaching process (Megginson and Clutterbuck 2005).

When two individuals work in the same sector of activity and do cross coaching or peer coaching; coachee and coach and vice versa.

Parsloe defined mentoring as "To help and support people to manage their own learning in order to maximize their potential, develop their skills, improve their performance, and become the person they want to be" (Parsloe, 1992). Sarah Fletcher gives another comprehensive definition of mentoring. She said "mentoring is guiding and supporting trainees to ease them through difficult transitions; it is about smoothing the way, enabling, reassuring as well as directing, managing and instructing. It should unblock the ways to change by building self-confidence, self-esteem and readiness to act as well as to engage in ongoing constructive interpersonal relationships" (Fletcher, 2000).

Besides the above-mentioned similarities, mentoring, coaching and tutoring have also some differences that distinguish them from each other (Conner and Pokora, 2012).

- Mentoring, Tutoring, and Coaching are distinguishing in the length of the relationship (Wallace and Gravells, 2006). Mentoring and tutoring are ongoing relationships that can be last for a long period of time, while a coaching relationship generally has a set duration.
- Mentoring and tutoring are more informal and meetings can take place as and when the mentee or the learner needs some advice, guidance, and support while coaching generally is more structured in nature, and meetings are scheduled on a regular basis.
- Both mentoring and tutoring are long-term and take a broader view of the person, while coaching is short-term and sometimes time-bounded and focused on specific development areas/issues.
- Mentor and tutors are usually more experienced and qualified than clients. Often a senior person of the organization can pass on knowledge, experience, and open doors to otherwise out-of-reach opportunities, while coaching is generally not performed on the basis that the coach needs to have direct experience of their client's formal occupational role unless the coaching is specific and skills-focused.

4.2.4. Micro platform or the autonomous team

It's a small group that manages themselves without the intervention of a leader, except in case of problems. Small groups, self-manage internally, let the team operate in a homogeneous and autonomous manner (Autissier et al., 2019).

The notion of micro-plateau comes from the first experiments with Lean in the Japanese automobile industry, and more particularly at Toyota in the 1970s (Womack, 2009). It is about having small groups of people who manage themselves in their production activities without hierarchy and control processes. The group has an obligation of results and it solicits the company's hierarchy if there are problems of coordination and adequacy between the resources allocated and the results. The group is autonomous in its internal management. This mode of operation is intended for small groups for which the cost of coordination is low. We

find in this practice the theory of small groups (Anzieu, 1968; Mucchielli, 2015). According to this theory, a small group of about 15 people has a strong capacity for self-management and for effecting change by changing the group's norms.

4.2.5. The focus group and co-development

According to Autissier et al., (2019), implementing a new way of thinking about a problem. State the situation, propose solutions.

Co-development is a technique for exchanging practices developed by two Quebec authors, Claude Champagne and Adrien Payette (2005). Co-development, more commonly known as codev, is a focus group, a practice-exchange group oriented towards proposing solutions with the proposed role-play comprising each participant being a client and a consultant.

Focus group. Of the forms of managerial innovation cited, this is probably the oldest. This practice stems from Lewin's work (1946) during the Second World War in the United States. The technique comprises people meeting in groups to exchange among themselves (with or without a facilitator) their practices on a subject with a view of changing these same practices.

Lewin's famous focus group experiment on the consumption of offal showed 10 times higher adoption rate for people who were in focus groups compared to those who did not use this technique. Focus groups are the basis of all practice exchange techniques. The SOL (Society for Organizational Learning) approach of Senge (2006) proposes modalities inspired by the logic of focus groups such as the World Café (Brown, 2005). The idea is to put people in informal mode with a formal label. The first step is to define a collective theme. Then the participants are divided into small groups of 3 to 5 people at a table. Each group discusses for 20 to 30 minutes and then the members disperse to other tables in a pollination logic. One person remains at the table to explain the previous exchanges to the newcomers. Ideas are noted on flipcharts or tablecloths (drawings are made on the restaurant's paper tablecloth).

After several rounds (at least 3), the participants meet in a plenary to synthesize the ideas. The codev workshop is mobilized to deal collectively with a subject that poses a problem (blockages, difficulties) or raises questions (subject under exploration and not yet binding). It is a way of dealing collectively with a subject based on the concrete situations that the participants encounter.

4.2.6. Participative workshops

Moment of exchange between people where we talk about a defined problem under the supervision of a moderator or a supervisor using the methods of brainstorming, exploration, decision… between 1 hour to 3 hours (Autissier et al., 2019).

A participatory workshop is a moment of exchange between people with an animation structured by a script that alternates times of individual, group, and collective production.

Depending on the aim envisaged (catharsis, brainstorming, exploration, decision), participants alternate productions in terms of observations, dysfunctions, and solutions in a collective context. To do this, the facilitator proposes free expression workshops in meta-plan mode or structured with matrices and other figures (Autissier and Moutot, 2013).

An example of a participatory workshop is called an icebreaker, which consists in breaking the ice on a subject and/or when the participants do not know each other. Sessions last between 1 and 3 hours, with a sequence of 1 to 4 45-minute workshops (Autissier and Moutot, 2015).

4.2.7. Hackathon

It's about finding solutions to technical problems at a time limit that lasts between a few hours or even a few days. The best solution is rewarded by a jury (Autissier et al., 2019).

A hackathon is understood as a programming marathon, resulting from a combination of the English words "hack" (program) and "marathon".

A hackathon is a technology event with a date of accomplishment and a defined duration. They usually have a duration of only 24 hours, but in some cases, programmers, designers, and project managers can stick together to create a new product or service for up to one week.

One of the world's best practices for responding to specific day-to-day challenges, whether they are to improve living inside companies or improving the processes of a particular production line, is the called "hackathon" (Ramos, 2018).

The objectives by which a hackathon is created are several, such as building computer applications, creating corporate innovations, recruiting new professionals, promoting improvements in a company's services or in society, among others.

A Hackathon is generally defined as an event in which certain problems are resolved in a limited period of time with intense collaboration from participants. The focus of a hackathon is usually predefined (Pogaþara et al., 2016). Creativity in problem-solving is a very important aspect and solutions must be technological, as technologies are increasingly present in everyday life, causing a significant impact on society.

The notion of the hackathon was first used in IT to design a challenge between teams over a short and continuous-time to test applications and/or find solutions to problems encountered. Companies summon "computer scientists who must, within 48 hours in" "continuous" (usually the weekend), individually or collectively, "crack lines of code" to find a solution, test applications, and ensure security. This practice was then generalized to deal with various problems with the possibility of mobilizing people inside and outside the company".

"Hackathons are thus organized to design a digital application, manage irritants, review the customer journey, etc.". The principles are short and continuous duration (12 hours, 24 hours, 48 hours), teams that deal with a subject, made up of internal and external people, the presentation of proposals, and a jury that rewards and values one or more proposals.

To quickly resolve in "collective intelligence" mode an exploratory and/or problematic question without resorting to project mode, such as the aim of a "hackathon". It's a way to open the company to "outsiders", benefit from new perspectives, and take advantage of the energy of the challenge to find innovative and quick solutions.

Figure 21 : Hackathon



Source: https://www.profesionalreview.com/2020/06/06/hackathon-que-es-y-para-que-sirve/

4.2.8. Incubator or Spin-Off

A small group of people grouped together forming a laboratory for carrying out projects working with the resources at their disposal (Autissier et al., 2019).

Recent developments in digital transformation have put forward the notion of incubator and spin-off. Spin-off comprises creating a subsidiary and offering employees the opportunity to take part in it in an entrepreneurial and capital-intensive way.

This makes it possible to carry out projects within a start-up logic without the administrative and political inertia of large companies.

An incubator is an intermediate form of a spin-off. Employees are put in lab mode (laboratory) to carry out a project. They benefit from autonomy within a lab-type structure that provides them with the resources they need to function properly. This may be a temporary organization or the preliminary stage prior to a spin-off (Autissier et Métais, 2016).

4.2.9. Disruptive experience and immersion

Visiting a local or a company for a few hours or a few days, discovering new ways of working and challenging, exchanging and sharing experience (Autissier et al., 2019).

It is a technique that aims to invent new managerial scripts to develop the collaborative mode, collective intelligence, creativity, and development.

It allows experiments on a set of teams a participative device in the logic of creativity and collective intelligence.

4.2.10. The value proposition

The value proposition allows customers to understand whether the solution addresses their problem and thus learn more about the product or service. It's a kind of promise for the future (Conner et al., 2010).

The Value Proposition Canvas makes explicit how you are creating value for your customers. It helps the company design products and services that their customers want (Osterwalder et al., 2014).

The value proposition responds to a need that is not being met sufficiently. It is ultimately what the customer will pay for. By extension, the value proposition framework is the method by which the value proposition is defined. With this matrix, we focus on:

- The audience.
- Their problem and therefore their need.
- The answer we're going to give them.

Integrating the Value Proposition Canvas (Osterwalder, 2010) to the creative process has a proven interaction with the qualitative data from the approaches with the potential users of the product, allowing to delimit the collected data in quadrants, thus serving as a data processing tool for the target audience for the synthesis of problems and inputs collected (Clark et al., 2012)

The value proposition is a tool imagined by Alexandre Osterwalder that allows you to:

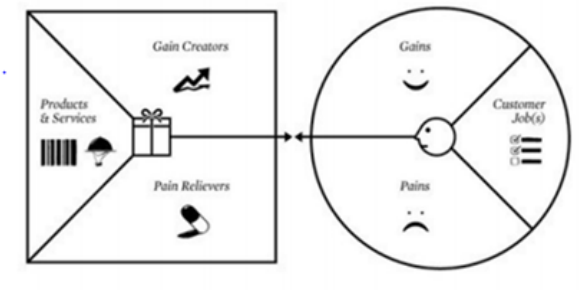
- Validate your target(s).
- Validate the needs, problems, hopes of your target.
- Imagine how to respond in terms of services, offers, and value proposition.

This matrix invites you to ask your customer about his problems, his hopes... and about the products/services that will help him to solve his problems, to create his hopes. Thus, you will eventually be able to adjust your idea but, also, find complementary products/services to offer to your customer. This will also allow you to differentiate yourself from your competitors.

When proposing a new "product or service", you should not fall into the trap of functionality but make sure that it brings additional value to the customer by addressing the problems that the customer considers important and painful.

The process begins with the customer and a careful analysis of his expectations, problems, and what he perceives as an additional benefit. Only after defining the customer in this way does the work of defining the good or service begin, seeking to ensure that it meets the customer's expectations (Osterwalder, 2010).

Figure 22 : Value proposition



Source: Clark et al., 2012

4.2.11. The Golden Circle

In digital, as in all innovations, entrepreneurs or intrapreneurs focus too much on the what and the how and not enough on the why. For this, Simon Sinek proposes the golden circle that leads to defining first the why then the how and finally the what as shown in the figure.

The author's discussion of the Golden Circle concept was inspired by the Golden Ratio, a mere mathematical relationship that has fascinated mathematicians, biologists, architects, artists, musicians… from the beginning of history (Sinek, 2009).

The Golden Circle provides compelling evidence of how much more we can accomplish if we remember to start all that we do by asking why first. It is an alternative perspective to existing assumptions of why a disproportionate degree of influence has been achieved by some leaders and organizations.

It shows how these leaders could inspire action, rather than manipulate people to act. Not only is this alternate viewpoint useful for transforming the world; there are also practical uses for the potential to inspire. It can be used as a roadmap to significantly enhance leadership, organizational culture, recruiting, product creation, marketing, and sales. It even explains loyalty and how to create sufficient momentum to transform an idea into a social movement (Sinek, 2009).

WHAT: Every single company on the planet knows WHAT they do. Everyone can easily describe the products or services that a company sells or the job function that they have within that system.

HOW: Some firms and people know how they do WHAT. Whether you call them a differentiating value proposition, ranging from a proprietary process to a unique selling proposal, it is often given HOW to explain how different or better something is. Many think that these are the factors that differentiate or motivate a decision.

WHY: So, few individuals or organizations can explain explicitly WHY they do WHAT they do.

The WHY doesn't come from looking forward to what you want to do and seeking a suitable plan for getting there. It is not born from market research. It is not coming from a lengthy customer or even employee interviews. It comes from looking in the opposite direction from where you now stand. Finding WHY is a discovery process and not an invention.

The Golden Circle provides a means of communication that is consistent with how people receive information. For this reason, an organization must be clear about its purpose, cause, or belief and ensure that all they say and do is consistent with that belief and authentic to it (Sinek, 2010).

The Why is often compared to the vision Simon Sinek quotes Steve Jobs, who had a vision without it going against the product requirement he was demonstrating.

What is the project being pursued? What is the dream being pursued? What is the strongest thing and what is the purpose of the goods and services offered? For Simon Sinek, these are the questions that make it possible to propose good products and services in response to the how and why.

Figure 23 : The golden Circle



Source: Sinek, 2009

4.2.12. The switch lab

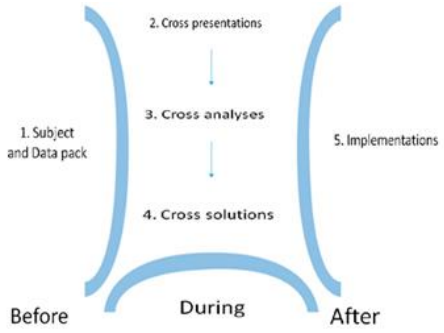
The switch lab is an accelerator device for inter-company projects lasting one or two days. The principle is quite simple. A group of companies comes with a project that raises questions or causes problems.

Another company and vice versa will handle this project. Thus, the companies deal with the subjects of other companies. In the end, the companies deliver their conclusions and proposals to the companies that have entrusted them with the project (Autissier, et al., 2019).

The switch lab is a problem-solving and accelerator time for inter-company projects. It's a bit like code development mats with participants from several companies. It is about gathering the opinions and experiences of other organizations and enriching themselves collectively.

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Figure 24 : The switch lab



Source: Autissier, 2019

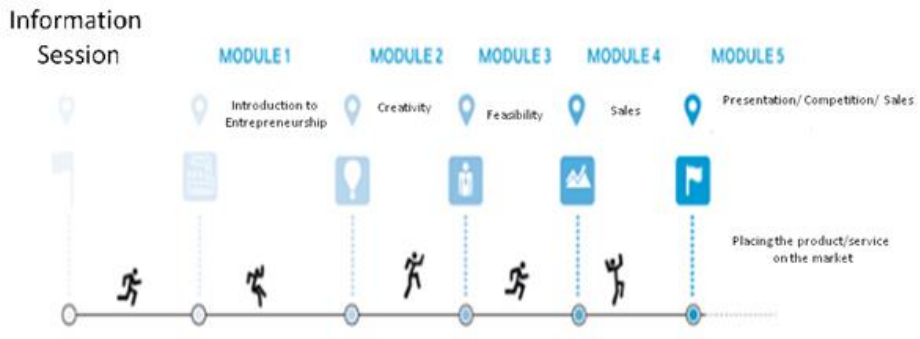
4.2.13. The junior lab

The junior lab is a creative process that comprises organizing a seminar with the employees' children so that they can reinvent the products of their parent's company.

The idea was developed and implemented by the D. Academy in Switzerland and used in "many companies in France such as Air France, Conforama. It's a good way to open up the business world to children and to get new points of view. Socially, it's a great opportunity" for parents to introduce their children to their company (Autissier, et al., 2019).

The aim is to speed up the innovation process by asking the children of the employees to propose product ideas, to criticize what is being done, or to mention their uses in a more or less targeted way. The process is supervised by coaches/facilitators who help the children to organize and formalize. The children are between 8 and 14 years old. It is possible to do the same exercise with adolescents between 12 and 16 years old. It is also an opportunity for the children to discover the business world and especially that of their parents. The time of a junior lab is one or two days, maximum in general, during school holidays.

Figure 25 : Junior Lab Process



Source: Autissier et al., 2019

4.2.14. The collaborative space

collaborative lab is a physical place within "the company equipped with architecture, ergonomics, and technologies that promote collaborative mode and exchanges to develop collective intelligence, innovation, and mass anchoring" (Autissier et al., 2019).

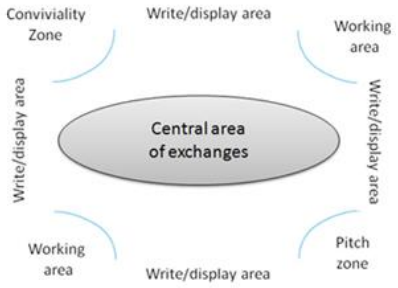
In response to the criticism of open spaces, companies have changed the ergonomics of workplaces with the principle of zoning. The co-labs, as collaborative zones, are a key tool for agile operations in line with collaborative societal expectations. These zones are mobilized for "restricted" groups (between seven and twenty people, with an ideal number of fifteen) in a project and/or management mode to speed up exchanges and decision-making. For this, it is important to have a minimum of 50 m² with spaces of up to 80 / 200 m². The room must be in such a way that it is highly visible to all the employees in a curiosity logic (Autissier et al., 2019).

A collaborative space, or more precisely a collaborative workspace, takes the form of an online virtual space: communication tools are centralized within a platform to facilitate communication, the company's teams can work together online, and, ultimately, collaboration extends to all the players involved in the organization's activity, such as multi-site teams, customers or partners. This digital ecosystem is designed to foster group work through information sharing, skills transfer, document sharing, messaging, etc.

A first point is essential for a coworker to feel comfortable in this type of space: limiting separation between offices to a minimum.

More than a desk, a chair, and a simple Internet connection, the real added value of the collaborative workspace lies in the experience of its users and in the appropriation of their environment, both from a technological and relational point of view. Encouraging emulation and interactivity between coworkers is indeed one of the keys to the success of this model. Without forgetting an environment where it is good to live and work because an entrepreneur will have to spend most of his time there, share ideas, and make enriching encounters (Carneiro, 2018).

Figure 26 : The collaborative Space



Source: Autissier, 2019

4.2.15. Visual management

Visual management is not new. It comprises displaying on the walls of the work environment the main information of rules, indicators, situations, and tasks to be performed.

Visual management has been widely used in quality management to display principles but also performance indicators. Operational excellence and agile management have reinforced the interest and use of visual management. Creativity techniques and collaborative working extensively use graphic facilitation (Hohmann, 2010).

Visual Management is intended to facilitate the transmission of information between many people at all levels. It makes it easier to achieve daily improvements and to constantly offer the various messages and indicators necessary to accomplish the various missions.

Visual Management (management and organization by sight) is based on a set of communication techniques. This method is designed to facilitate the transmission of

information and objectives between people at all levels, detect problems as quickly as possible, and take decisions. These techniques must be simple to implement, accessible to the field, and, above all, in real-time. A table must be visualized in a few seconds and must be understandable by everyone (Certain, 2009).

In order to facilitate reading, means of transmitting information are used: signs, symbols, graphs, colors, or pictograms.

Advantages of Visual Management:

- Facilitating access to information and understanding of messages by the greatest number of people.
- Immediately identify discrepancies between the ideal situation and the actual situation.
- Visualize processes, risks.
- Bringing out opportunities for improvement.
- Spirit of information sharing between teams.
- Reassuring clients and other stakeholders.
- Encourage staff involvement in the development and daily use of Visual Management.

Visual management consists of displaying important information on walls or on dedicated panels, which will be assimilated more quickly.

This takes different forms and can take the form of posters or lists of tasks to be carried out, mentioning the people in charge and the schedule as well as their status (to be done, in progress, done).

4.2.16. The world café

The World Café is a method based on the power of conversation that allows participants to exchange ideas by circulating between multiple small groups for conversations of up to 20 minutes.

The conversations are built around questions that are fundamental to the group (Autissier et al., 2019)

Started by SOL and Peter Senge's "learning company" movement, the concept of World café has become in just a few years a very attractive and effective collaborative arrangement. The principle is based on collective intelligence, with an organization of exchanges that allows and amplifies this collective intelligence. A group of fifteen to several tens or even hundreds is divided into tables of five or six people to deal with a subject. Each group exchanges for about twenty minutes and the participants write the main ideas on a flip chart or a paper tablecloth on the table. At the end of the sequence, participants change tables, but one person per table remains at each table throughout the exchange to give the previous exchanges back to the new participants. It is generally planned between three and six cycles and at the end, the table hosts give back collectively.

According to (Autissier et al., 2019), the objectives of the World café are:

- Share information on a subject to encourage ideas.
- Create a link between participants.
- Involve people collectively.
- Discuss fundamental challenges in a short time.
- Circulate ideas and knowledge.
- Generate an in-depth dialogue without barriers, a factor of trust and connection.
- Stimulate the creativity of the participants.
- Set a system in motion, literally and figuratively.

- To collect the fruits of collective intelligence in real-time.

The "World Café" is a creative process that aims to facilitate constructive dialogue and the sharing of knowledge and ideas, with a view to creating a network for exchange and action. This process replicates the atmosphere of a café where participants discuss a question or topic in small groups around tables.

The World Café can be used when you want to have an in-depth conversation with a large group of people where everyone can make a real contribution. Because the World Café is a highly creative method, it can be used for a wide variety of topics, such as:

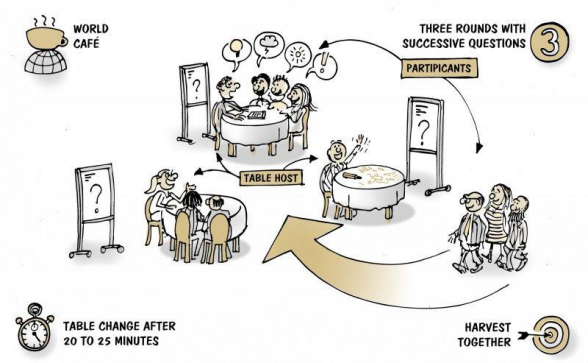
Discuss the possibilities of a new market.

- Launching a project team.
- Defining a company's values.
- Developing a competency profile.
- Getting people to know each other after a company merger.
- Preparing for change...

World café can be used at any time in the life of a project or organization around key issues that matter, make sense, and are important and engaging for invited stakeholders. It is more appropriate on global issues than to produce an action plan. This process is reminiscent of traditional forms of dialogue that resonate in different cultures and explains its success around the world. It is very well accepted in interculturality (Autissier et al., 2019)

It can be used with a minimum of twelve participants and is particularly suitable for large groups of up to several hundred people.

Figure 27 : The World Café



Source: Autissier et al., 2019

4.2.17. The Shadow Comex

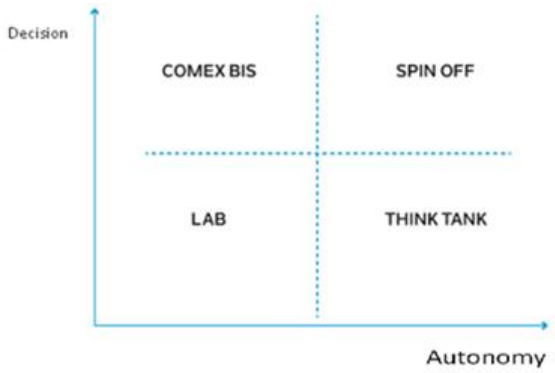
In 2015-2016, the Accor group launched its Shadow Comex project by setting up a "comex bis" with "digital natives" to challenge and speed up the digital transformation.

The notion is not new and was invented by the world of political parties in Great Britain. The idea is to set up decision-making and strategic body with people taken outside the traditional hierarchy for their expertise and knowledge of the field. The analysis of Shadow Comex practices has enabled us to put forward a matrix that mentions four types of Shadow Comex according to the autonomy of implementation and decision-making power (Autissier et al., 2019).

The creation of a Shadow Comex allows a company to consult the opinions of its young employees on new developments and changes within its sector. Perfect, one might say! Indeed, everyone seems to be a winner: the company, which is thus "enlightened" about the changes because of digital and digitization, and the participants in the Shadow Comex, enthusiastic at the idea of finally being able to give their opinions.

At Accor Hotels, for example, the initiative was not easily accepted by the over 35-year-olds, who felt that they were useless in changing their company...

Figure 28 : The shadow comex



Source: Autissier et al., 2019

Accor, Eiffage, Havas, Macif, Adecco and Carrefour have succumbed to its sirens.

All of them have communicated widely through the press, suggesting a fad, but the trend promises to become established over the long term. If this practice could be accused of leaving out seniors who are not part of any comex, it is more a question of cooperation. The secret of a successful shadow comex lies in the cooperation between the different generations. The young people have ideas and the seniors can help them to implement them (Tessier, 2011).

Shadow Comex is a way of challenging decision-making processes so that they can be managed partially or totally by groups of people other than institutional management bodies. Shadow Comex stands for shadow management committee (comex). It is a tradition in the British political parties where we speak of Shadow Cabinet. When a political party is in opposition, it forms a Shadow Cabinet, a cabinet of two ministers whose purpose is to criticize the policy of the party in power and to prepare for the alternation. The Shadow Comex is used in many large groups for the sake of innovation, but also to send strong messages to the company in terms of participation in decision-making (Autissier et al., 2019).

4.2.18. The nudge

It is a technique for getting a person or group of people to change their behavior and make choices without coercion.

Through architectural, ergonomic, design, and information techniques, it is putting obvious choices in front of the eyes and thus orienting behavior. Nudges use the notion of cognitive bias. They facilitate individual behavior regarding collective issues and projects (Autissier, 2019).

Economist Richard Thaler, Nobel Prize in Economics in 2017, and philosopher and jurist Cass Sunstein invented this concept in 2003. According to this concept, it is, therefore, possible to encourage citizens to choose one choice over another, to improve their behavior.

Thaler and Sunstein then advocate that governments and corporations use this principle to change society and increase social welfare. It is a nudge, also known as libertarian paternalism, which is a third way between the liberal principle of "laissez-faire, laissez-passer" and welfare state interventionism. It thus allows public authorities to guide citizens to serve their own long-term interests (Autissier, 2019).

This theory is based on the premise that incentive works better than coercion to change behavior. It is particularly useful and used in the field of ecology, with the establishment of "green nudges" that encourage, among other things, better sorting and limiting pollution.

Objective

The nudge is an ergonomic and/or informational device to trigger behavior that is not spontaneous. Nudges use cognitive biases to induce certain behaviors. The notion of bias is explained by the presence in humans of a double thought: one intuitive and the other reflective and rational. The first is called automatic and the second is called reflective. The biases are generally in automatic thinking (Thaler and Sunstein, 2009).

4.2.19. Corporate hacking

Corporate hacking refers to behavior by individuals who decide to do something without permission because they think it is good for the organization.

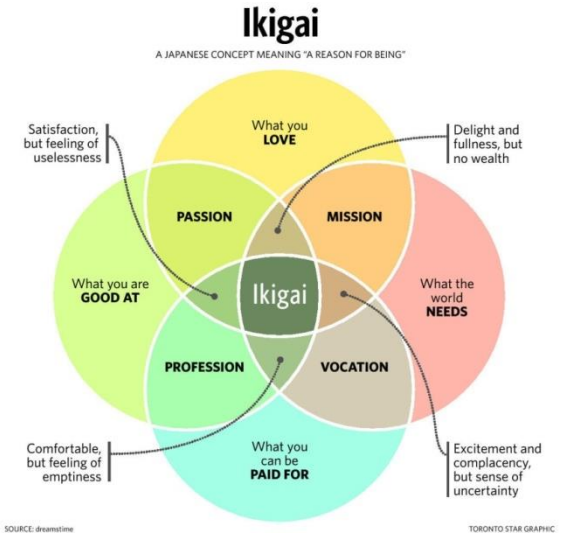
It is an act of emancipation from institutional constraint. It's a way of self-fulfillment and of looking for energy and a reason for being in this parenthesis of freedom. It is not a call to rebellion but the possibility for people to express themselves, to enjoy themselves, and to feel fully useful. These small moments of free expression are times of people's regeneration, commitment, and well-being subject to their acceptance and tolerance in social systems (Autissier, et al., 2019).

This activity has developed in some companies seeking innovation and change internally. It can be defined as the fact that one or more employees use the means provided by the company to make things happen beyond the mission entrusted to them, even if it means circumventing certain established rules. The movement here is, therefore, similar to an intention to transform the organization from within. And of course, many qualities are necessary for this, if we only cite the sense of opportunity, improvisation, organizational tinkering, and hijacking, but in a positive sense.

Indeed, the goal of corporate hacking is not to use the means of the company to enrich oneself personally. It is rather a movement to improve the company and lead it towards development and innovation. That said, the means used to achieve this are much less classical since corporate hackers can be perceived as rebels since they do not wait for orders to act. It is the opportunities and the will to do well that drive them and make them what they are (Holt, & Schell, 2011).

The notion of corporate hacking has recently emerged to describe a process of consciously transgressing the rules of the organization with the aim of improving those rules and the way it works. These people are called corporate hackers. They decide to make systems evolve by themselves in a benevolent way and group and organize themselves to constitute a resource in organizations. Behind this posture, there is a will to make the systems evolve, which are mired in administrative and political inertia, but also a will to feel useful and to find meaning and a raison d'être. Thus, the concept of a corporate hacker can be linked to that of Ikigai (Holt, & Schell, 2011)

Figure 29 : Ikiagai



Source: Autissier et al., 2019

All the forms of managerial innovations mentioned aim to develop the collaborative model (problem-solving in autonomy and small groups) in parallel with the traditional hierarchical organization.

Based on the forms of managerial innovation identified, we can put forward a hypothesis of structuring managerial innovation to function and posture (Autissier, et al., 2019). All forms of managerial innovation have an aim of agile functioning for a greater adaptation of people and systems. This functioning is permitted but also makes up new postures of people in terms of commitment and responsibility. The forms of managerial innovation will evolve, but their purpose to function and posture will make up collaboration and long-term development.

The concept of managerial innovation is seen as a manner to achieve the change inside the organization.

In order to support change, the organization should create a dynamic of innovation in the ways of operating internally.

The managerial innovation helps to lead energy and organizational dynamic to create the change condition. Following this, say: 'Do not change a person, put her in a dynamic that helps her to change by herself' (Kotter, 1996).

4.3. MANAGERIAL INNOVATION TARGETS

All the managerial innovation forms objective is to develop the collaborative mode in order to have more autonomy in small groups.The main target of all the managerial innovation forms is the agile operation for a better adaptation of people and systems.

This operation is constituted of new people position in commitment and responsibility.

The finality of the managerial innovation forms is represented in the following table:

Table 10 : Finalities of managerial innovation

Finality of the managerial innovation	Form of managerial innovation
Externalization	Incubator or Spin-Off Disruptive experience and immersion
Collaborative mode	Participative workshop Learning network
Collective creativity	Hackathon Design thinking & Co-design
Co-learning	Tutoring, peer coaching and mentoring The focus group and co-development:
Empowerment	Micro platform or the autonomous team

Source: Adapted from Autissier and al., 2019

4.3.1. Externalization

During the externalization stage of the knowledge-creation process, the individual commits to the group.

The sum of the individuals' intentions and ideas fuse and becomes integrated with the group's mental world (Nonaka and Konno, 1998).

It is about creating new organizational forms other than the traditional ones in order to have small organizations and more agile to develop products and innovation.

This is doable by creating start-ups or spin-offs. Externalization comprises looking for experiences and ideas outside of the organization (Autissier et al., 2019).

4.3.2. Collaborative mode

There are devices improving the people relationship. The target of it is to seek collective intelligence, to make people take part in order to find a problem’s solution. In focus groups and learning groups this method is favorable (Autissier et al., 2019).

4.3.3. Collective creativity

As a device, collective creativity allows each one to be an active actor of the innovation. Design thinking and Hackathon are the best examples of this finality (Autissier et al., 2019).

4.3.4. Co-learning

Learning modality comes from the experience and knowledge exchange between people with the principle of reciprocity and problems resolution: the monitoring, focus group, peer coaching are example of co-learning finality (Autissier et al. 2019).

4.3.5. Empowerment

It is an inventing new organizational form of control and coordination between employees.

An autonomous team illustrates the empowerment finality, which means in practice giving more freedom and autonomy to the employees (Autissier et al., 2019).

To sum up, we would declare that the managerial innovation concerns a practice, a process, a structure, or one more technique: we are therefore at an operational level, that of the innovations actually implemented by organizations, and not at the abstract level of the managerial ideas.

All the courses done at the universities, private schools, etc. are mostly the publication of Porter, Drucker, Fayol, Mintzberg, Maslow, etc., however, the managerial innovation is the fact of considering new modalities of cooperation and coordination between people and production system, and that should be taught for students because we are in constant change.

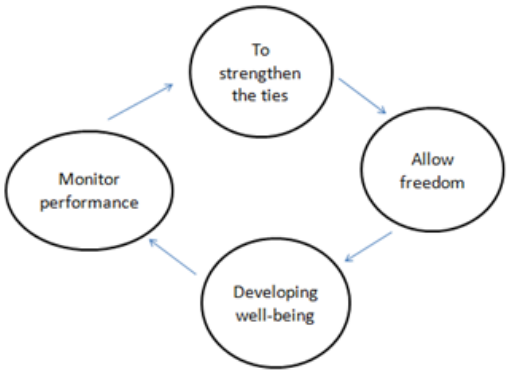
4.4. Managerial innovation testimonials

"Managerial innovation is the missing piece of the innovation puzzle" (Mol and Birkinshaw, 2006).

Therefore, the managerial innovation practices will be categorized into four types in order to get the best performance.

Managerial innovation is not a new model of management, but a process that companies invent regularly new practices.

Figure 30 : Managerial innovation types



Source: Adapted from Autissier et al., 2019

Birkinshaw, Hamel, and Mol (2008) join forces to provide a new definition of managerial innovation.

Thus, for these three authors, "managerial innovation is the invention and implementation of a new management practice, process, structure or technique compared to what is known with the aim of better achieving the organization's goals"(Birkinshaw, et al. 2008).

According to Autissier et al., (2018), we will be explaining the figure: there are four managerial innovations' types, that would be explained through some companies' examples:

- **Practices that help to strengthen up the ties**

  Zappos: At the employment process, the company proposes to the new candidates after a week to choose between two options, to stay with the company or to leave and win a prize of $2000. The candidates that stay should be sure about the company culture and work method, therefore, the company is sure about the seriousness and the devotion of the candidates.

  HCL Technologies: The Indian SSII, HCL Technologies, proposes an application called 'U&I', where the general direction is committed to answering the questions and doubts.

- **Practices that allow freedom**

  3M: applies the 80% - 20%.

  In this company, there is 80% of work and 20% of chosen tasks. Once a week, the employees devote it to a project of their own, confirming the say of William Knight: 'Hire good people and let them do'.

Gore: to the new candidates, Gore, the textile company, let them have a tour inside of the workshop and team of the project to choose where they want to work with or in.
Orange: Idclic, a platform where each one could deposit his idea, that 5000 volunteers people will study further. In 2007, 120.000 ideas were published, and the one that deserves it receives a reward.

- **Practices to develop the well-being**

Fiat: Daily, each employee in Brazil has to choose between three buttons according to their mood. Green: everything is ok. Orange: average motivation. Red: it is not at all. A person from the Human Resources department or a manager receives the employees that chose the Red option in order to fix the problem.
Mars Chocolat: In France, every six weeks, for thirty minutes, a meeting is fixed between the manager and the employees where the questions and doubts get answers and clarifications.

- **Practices that help the raise of individual and collective performance**

Poult Biscuits: The employees manage themselves to less get the control costs and increase decision making.
Morning Star: here, the employees negotiate the objectives between themselves seeking what's good for the company.
Innovations in the managerial world consist in applying practices to combine company performance and quality of collaboration.

4.4.1. Managerial practices based on criteria

According to the firm GERESO, a specialist in Human Resources training, consultancy and publishing since 1972 in France, there are a multitude of techniques for managerial innovation.

This dossier takes you on a world tour of innovative managerial practices, discovering companies in different sectors and of different sizes. Discover the practices of different companies, based on trust, commitment, well-being, agility, collaboration and creativity, innovating in managerial practices to combine company performance and quality of collaboration.

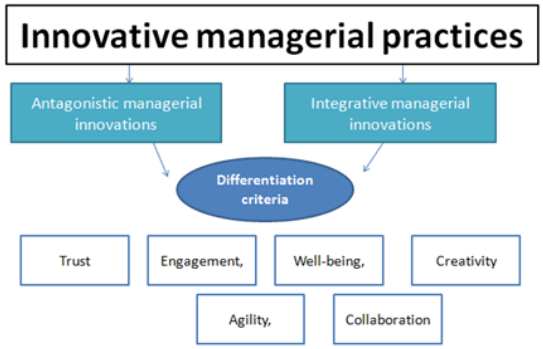
While innovation is usually associated with the terms business strategy, organizational model, information system, technology, etc. and rarely associated with management, innovations in managerial practices can be considered as factors of competitiveness, to the benefit of improving the quality of life at work, for better performance in human resources management and differentiation in the organizational model.

There are innovative managerial practices that make us understand the discovery of companies on the innovations implemented within their entities; these can be summarized in two categories:

- Antagonistic managerial innovations (contrary to common managerial practices)
- Integrative managerial innovations (assimilating the values, behaviors or thoughts emerging from our current society).

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Figure 31 : Innovative managerial practices



Source: Made by the author
Base on "Management et quelité de vie au travail: un tour du monde des pratiques innovantes", November 15th, 2016. GERESO Team

4.4.2. Innovative managerial practices based on Trust

A profitable and healthy collaboration for all the employees in a company is based on trust. Indeed, it is the first lever of importance according to French companies.

The renewed trust within companies is based on criteria such as the reliability and transparency of information, a balance between what is said and what is done at the level of the governing bodies, particularly at the level of the management and managers, the respect of commitments and promises given...

Intuit (California, USA)

At Intuit, a software development company with 2000 employees, a special habit called "defeat party"... is organized following a failure in the realization of a project.

Within the framework of this pseudo-festivity, all the employees meet at the company's head office... around a drink and exchange on the mistakes made, which will then be to be avoided in the future.

Under the guise of a general debriefing, it is an opportunity for the team to talk about failures in order to "collectively turn the page" and learn from their mistakes. By setting up this organization, the company takes advantage of failures instead of denying them and exposing itself to a generalized loss of trust that alters the overall working atmosphere.

In traditional companies, the "mistake = sanction" culture prevails. Making a mistake is seen as proof of incompetence. On the contrary, in Scandinavian and Anglo-Saxon countries, it is assumed that making a mistake demonstrates the individual's ability to take responsibility for the mistake and to cope with the difficulty, an aspect that has an impact on employee motivation.

In fact, 94% of the employees who work at Inuit say they are proud to belong to the company, 92% of them consider the management style to be honest and ethical, and 95% find that communication within the company is excellent.

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4.4.3. Managerial practices based on responsibility and commitment

An international survey conducted by the Gallup company, the results of which published in 2014, showed that only 11% of employees say they are committed to their work, 61% do just

what they are asked, and 28% have a negative view of their company and say they are actively disengaged, figures that have not changed much over the decade.

Air France (France)

The French airline company has put in place an approach that formalizes the principle of non-punishment for error.

Starting from the observation that error is human and involuntary, the company wants to prioritize learning and process improvement, taking these errors into account so that they do not happen again.

Through its "Non-Punishment Charter", the company encourages its employees to express themselves without fear of reprisals. Under cover of anonymity, employees can therefore declare their errors, report incidents or malfunctions. Without getting into the business of denunciation, the aim of this approach is to declare and inform about any situation deemed "non-compliant" so that everyone can benefit from the lessons learned from their mistakes.

The authorization of the right to make mistakes is part of a strategy aimed at reinforcing the accountability of employees by giving them the means to take responsibility for their missteps, which is a prerequisite for a learning process and the continuous improvement of processes.

Leroy Merlin (France)

In the 1990s, this do-it-yourself store set up a system called "Vision": a participatory approach in which all employees are invited, as a first step, to imagine how the company would operate in the future, the store of the future, and the threats and opportunities that need to be prepared for.

In a second step, these projections were studied from an immediate operational perspective, which led to the emergence of a number of changes in the brand's service offering.

This practice was then institutionalized by the Leroy Merlin brand in order to involve all employees, at all levels, in the development of the company's strategy: each employee is proud to belong to the company because he or she knows that he or she can make a contribution.

Furthermore, the fact that all Leroy Merlin employees are shareholders in their company also contributes to everyone's commitment and responsibility, because employees at all levels feel involved in the creation of valuethe benefits of which will be distributed fairly among all.

4.4.4. Managerial practices based on Wellness and Fun at work

According to the results of the 2016 edition of the Edenred-Ipsos barometer, 67% of French employees say they are satisfied with their well-being at work.

On the other hand, 42% of employees surveyed in the 2015 Cegos Barometer noted deterioration in the social climate in their company (Cegos-Climat social 2015 Barometer).

By improving working conditions, we are acting on employee satisfaction, but this does not increase pleasure at work. The responsibility for achieving the creation of pleasure at work then rests on whom: the company, the employee.

Google (USA)

The American giant remains uncontrollable in the ranking of American companies where it is good to work.

Aside from the examples of social benefits for employees (total health coverage, 18 months leave for new mothers, 6 months for new fathers, child birth bonus, etc.), and

miscellaneous benefits (free meals, free transport between home and work, sports facilities available to employees, etc.), employees can use 20% of their working time for personal projects.

Employees then have full freedom to manage their working time in order to match the needs of the company (productivity, achievements...) without fear of being blamed for the use of company equipment for personal use, thus also contributing to the establishment of accountability at the level of the different actors of the company.

4.4.5. Managerial practices based on Agility

Agile management can be seen as an organizational model based on the rational motivation of human resources. Its values and principles are based on the foundations of Taylorism: dividing up work, breaking up traditional hierarchical models, encouraging the emergence of self-organization, developing collective intelligence.

In the current economic and environmental context, competitive pressure is forcing companies to review their decision-making and functional models, by being more flexible, more adaptable, more reactive. It is then necessary for managers to be forces of adaptation and anticipation, in order tonsil in their organization the capacity to move in a fair and coordinated way, in a relevant and effective collective dynamic.

Semco (Brazil)

Considering that remuneration is a non-negligible factor in the motivation of its employees, Ricardo Semler, head of the Brazilian company SEMCO, with a workforce of more than 3,000 employees, has implemented a practice that is at the very least unconventional: offering employees who so wish to set their own remuneration.

According to Ricardo Semler, "why treat employees like children by imposing rules on them when it is possible to boost their creativity by giving them more freedom. By putting their money where their mouth is, the company boss allows his employees to choose the salary they feel is appropriate for the work they do, and they can also determine their working days and hours.

Currently, nearly 75% of the company's employees have chosen to set their own remuneration, based on the integration of 5 criteria, namely: what they think they can earn elsewhere, what their colleagues earn at the same level of responsibility, what their entourage earns for comparable training, what they need to live, and finally, what they hope to bring to the company.

In the long run, a reconciliation between the employee's remuneration and his contribution is made by all the company's employees, which makes extravagances or over-evaluated proposals transparent (or under-evaluated, the opposite also prevails), so as to put everyone on an equal footing with regard to his contribution and his claim.

4.4.6. Managerial practices based on Collaboration and Cohesion

Managerial innovation consists of recreating links and proximity, mobilising collective intelligence, allowing each person to express themselves, giving an opinion on a process or a person, strengthening links between entities and creating moments of conviviality within a department, between departments and at the level of the entire company.

Indeed, in a work context where conviviality and closeness between the different factors that make up the company are essential, a stronger collaboration is born between team

members, the management board, the top management, because everyone enjoys working together, and the implementation of actions to achieve collective objectives is facilitated.

S.N.C.F. (France)

Within this French group, so that the managers of the various departments can exchange and share their experiences on the problems they encounter, a community portal dedicated to managers has been set up. Accessible to all managers, this platform also enables them to request support or advice from an expert on the delicate situations they encounter in their practices.

Based on the observation that there are managerial situations that local managers can come up against, the approach introduced makes it possible to overcome the compartmentalization of the various management functions within the company, and also to strengthen the links between the different professions.

Moreover, this community has the advantage of being a space where the different managers associated with the different branches and activities can get to know each other better and become aware of the importance of the work of others, but not only focus on the work of their team, especially since all the company's activities are intertwined.

4.4.7. Managerial practices based on Creativity

Creativity is seen as one of the drivers of performance. It allows the company to stay ahead of its competitors by anticipating better, being more innovative, more agile, more efficient.

Creativity as a basis for management aims at developing a creative spirit in employees, capable of getting out of complex or delicate situations, or at the other end, establishing a managerial system that is quick to develop employees' creative abilities. In any case, whether it is for one method or the other, asking employees to show creativity and ingenuity requires the company to set up an appropriate framework that is conducive to this state of mind.

Orange (France)

Within this French telephony and internet access provider, employees are encouraged to express their ideas through an internal platform called "IdClic". Regardless of the position, status, or department to which the employee belongs, he or she can submit an idea that will be studied by volunteer experts from the company.

Each proposed idea is either archived or explored within the framework of a feasibility study, with an estimation of the gains that can be made. If the feasibility study is conclusive, the idea is put into operation, together with the author, and can even be implemented at the national level.

The employee who has come up with the idea is then paid by "talents", a virtual currency within the company, which will enable him or her to make purchases in a dedicated shop. Since 2007, this approach has enabled the company to save several hundred million, with 10% of some 120,000 ideas deployed by employees.

In the end, the whole difficulty of innovation in terms of managerial practices lies in the ability of managers and decision-makers to shed old considerations in order to be open to new ideas, knowing that when talking about change and innovation, a change in technology takes 6 to 18 months, while a cultural change takes 1 to 5 years.

It is surely because of this difficulty that managerial practices evolve at such a slow pace. It is a dimension which, all in all, is difficult to make evolve, more because of fear of change and failures than because of a lack of conviction about the improvements that can result, as illustrated by the case of the pioneers in this field.

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5. PROTECTED AREAS: A LARGE SPACE FOR PRESERVING THE WILDLIFE

Today, there are more than 230,000 protected areas worldwide. They have become increasingly diverse in terms of categories.

In 1930, experts agreed on the terminologies used to designate all the protected areas that existed at that time.

Later on, a definition has emerged and has continued to make progress towards improving these territories.

In the Convention on Biological Diversity (CBD) uses a different definition: “Geographically defined as an area which is designated or regulated and managed to achieve specific conservation objectives” (Convention on Biological Diversity, 1992).

5.1. DEFINITION OF PROTECTED AREAS

A definition of "protected area" is a good place to start. "An area of land and/or sea notably committed to the conservation and protection of biological variety, as well as natural and linked cultural resources, and managed by legal or other effective ways” (CBD, 1992).

At the 2008 World Conservation Congress in Barcelona, organized by IUCN: “A protected area is a clearly defined geographical space, consecrated, recognized and managed by any effective legal or other means, with the objective of long-term conservation of nature, ecosystem services and also associated cultural values” (IUCN, 2008).

In other words, the protected area is an area that we can delineate on the map: we know where it starts and where it ends. It is a human construction that includes several actors, and even territories, but it should be recognized at some level: local, national and/or international, a private site, an international or local NGO protected area can be recognized by a traditional authority: as community areas or sacred sites. It is a managed territory, that is to say that Man intervenes in these territories for the good functioning of these areas except for sacred sites that are forbidden to access.

We consider protected areas to require specialized initiatives (dedication, classification, regulation) for the reasons of biodiversity conservation (i.e., protection and maintenance); to necessitate management delivered through legal or other effective methods; and, by impact, to require the presence of some kind of management authority to preserve conservation (Phillips, 2003).

There are other designations that refer to the protected area such as: National Park, Marine Park, Nature Reserve, Classified Forest, Community Area, Sacred Site, Hunting Area.

5.2. CONSERVATION OF BIODIVERSITY

When talking about “biological diversity”, we understand the wide range of living creatures found in all terrestrial and aquatic habitats.

It includes genetic variety within the same species, genetic diversity across species, and within habitats.

Biological diversity is defined as "the variety of experiences and involves the plant species, animal life, microorganisms that live in a definite environment, their biological

variability, the ecosystems of which these species are a part, and regions where the ecosystems are located" (Fitter et al., 2012).

There are many challenges that the biodiversity is facing in every moment:

Habitat fragmentation is a major source of biodiversity loss. This is mostly due to a shift in land use from natural spaces to regions planned for urbanization, agriculture, forestry plantations, and mineral exploitation, among other things (Banks-Leite et al., 2018: Watling et al., 2019).

Pollution, fires, soil erosion, and climate change caused by these activities all have an impact on the extinction rates of species that we can see today, which are estimated to be about a thousand times quicker than natural extinction rates (Mishra, 2004: Birks, 2006).

In terms of conservation, we can find two types: the “ex situ conservation”, also known as out-of-habitat conservation, is conserving animals outside of their native environment with external care by a group of experts, such as botanical gardens and animal rehabilitation and conservation institutions (Zahawi et al., 2020; Mounce et al., 2017).

Another key technique, according to the UN Convention on Biological Diversity, is “in situ” conservation, which refers to the conservation of habitat and natural spaces that allow for the long-term viability of species (Braverman, 2014; Borelli et al., 2010).

This is primarily accomplished through the establishment of protected areas, where the management and use of these zones is regulated, generally by a state agency or institution ensuring the habitat surface required for the survival of the species that live there (Dasmann, 1984; West et al., 2019).

Concern about the planet's limits and the risks that mankind confronts as a result of accelerating environmental deterioration (Hall & Day, 2009). The protection of natural resources and ecosystems, particularly through the mechanism of Protected Areas, has long been regarded as essential for society's survival and prosperity.

Diamond (2005) asserted that serious environmental issues, climate change (natural or anthropogenic), conflict with trade partners or neighbors, and problems arising from society's own political, economic, and social arrangements all influence large-scale declines in either human population or socioeconomic complexity.

5.3. International conventions

In the world of protected areas, there are plenty of conventions that standardize the norms, regulations and requirements at the international level.

5.3.1. Convention on Biological Diversity

The primary goal of the Convention on Biological Diversity, sometimes known as biodiversity, is to encourage activities that will result in a more sustainable future.

On December 29th, 1993, the Convention on Biological Diversity (CBD) went into effect. Its primary goals are as follows:

- Biological diversity conservation;
- Long-term use of biological diversity components;
- Fair and equitable distribution of gains from genetic resource usage.

The recognition of biodiversity is a universal asset of inestimable value for present and future generations. The disappearance of species due to human activities continues at an alarming rate (Index, 2004).

In 1988, UNEP: 'United Nations Environment Program' convened a group of specialists and experts on biological diversity with a view to creating a convention on the subject in question. On June 5th, 1992, the United Nations Convention on Environment and Development opened for signatures at the Rio Earth Summit. This Convention now has 196 member nations and contractual parties.

According to the United Nations, biodiversity conservation is a global concern for all people. The Convention on Biological Diversity considers biodiversity at all levels, including ecosystems, species, and genetic resources. Biotechnology is also included (Balmford et al, 2005).

The CBD is governed by the Conference of the Parties. The ultimate authority of all nations (or Parties) that have ratified the treaty meets every two years to review progress, set goals, and agree on work plans. The Convention is an international environmental accord that strives to conserve and repair the global environment while also contributing to sustainable development (Rice et al., 2012).

The work undertaken under the Convention on Biodiversity is increasing in volume and specificity, allowing several stakeholders to participate in international negotiations.

5.3.2. Aichi Biodiversity Targets

The "Aichi Targets" (twenty in number), constitute the new "Strategic Plan for Biological Diversity 2011-2020" for the planet, adopted by the Parties to the Convention on Biological Diversity (CBD) in October 2010. ("Aichi" refers to the name of Aichi Prefecture in Japan).

The plan is a ten-year framework for action for all countries and stakeholders committed to conserving biodiversity and enhancing its benefits to people. Recognizing the urgent need for action, the UN General Assembly also declared 2011-2020 the United Nations Decade for Biodiversity (Secades et al, 2014).

The strategic plan includes a shared vision, a mission, a strategic goals and 20 ambitious but achievable objectives called the "Aichi Targets". The Strategic Plan provides as a flexible framework for establishing national and regional targets (O'Connor et al, 2015).

(Hagerman et al, 2016). The Parties agreed to convert this overarching international framework into a national biodiversity strategy and action plan within two years.1 It aims to "Live in harmony with nature", with the vision by 2050 that by then biological diversity is valued, conserved, restored and wisely used, sustaining the services provided by ecosystems, keeping the planet healthy and providing essential benefits to all people. The framework is based on the principle of "Living in harmony with nature".

Coates(2016) and Juffe-Bignoli (2016), the Parties agreed to:

- Reduce the rate of loss of natural habitats, including forests, to at least half, or where possible to close to zero ;
- To set a biodiversity conservation target for 17% of terrestrial areas and continental waters and 10% of marine and coastal areas.
- The Strategic Plan for Biodiversity 2011-2020 includes a set of 20 worldwide goals. They are classified into five strategic aims. O'Connor et al., (2015); Moss et al., (2015):
- Address the fundamental causes of biodiversity decline by integrating biodiversity at all levels of government and society.
- Reduce direct impacts on biodiversity and encourage long-term usage.
- Enhance biodiversity through protecting habitats, species, and genetic variety.
- Increase the advantages of biodiversity and ecosystem services to everybody.

- Improve implementation by including participatory planning, knowledge management, and capacity building.[13]

Concerning the strategic Plan for Biological Diversity 2011 - 2020 and the Aichi targets, the vision is: "By 2050, biological diversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet and providing essential benefits to all people" (Secretariat of the Convention on Biological Diversity, 2021).

The Secretariat of the Convention on Biological Diversity (SCBD) has published the first draft of the post-2020 global biodiversity framework. The text was made available in anticipation of the third Open-ended Working Group on the Post-2020 Global Biodiversity Framework conference.

The proposal, dated July 5, 2021, emphasizes a 2050 vision and a 2030 objective, specifically, "By 2050, biodiversity is appreciated, preserved, restored, and intelligently exploited, protecting ecological services, supporting a healthy planet, and providing essential benefits to all individuals" The draft frameworks state that there will be "To put biodiversity on a path to recovery by 2030 for the benefit of the earth and people, urgent action throughout society is required to conserve and sustainably utilize biodiversity, as well as to ensure the fair and equitable distribution of benefits from the use of genetic resources." in the period up to 2030 (Sustainable Development Goals, 2021).

At the United Nations Summit in New York in September 2015, world leaders endorsed "The 2030 Agenda for Sustainable Development." The Agenda gives the world a fresh push and direction for moving toward a more sustainable and resilient future. Its 17 Sustainable Development Goals (SDGs) aim to strike a balance between the economic, social, and environmental aspects of development. They want to encourage action in areas that are vital to the world and humanity during the next 15 years (Köck et al., 2020).

5.3.3. The Green List of Protected Areas

The Green List identifies protected areas that are effectively managed to safeguard species and whose governance and management meet standards set by the International Union for Conservation of Nature. The list was established in 2014 at the World Parks Forum. Its objective is to become a world reference for the management of protected areas by promoting best practices (Wells et al, 2016).

The IUCN Green List of Protected Areas is an initiative that encourages, measures, recognizes and shares the successes of protected areas that meet the standards of good management and governance practices. It is designed to guide governments and their conservation partners in meeting their commitments to ratify the Convention on Biological Diversity (Brockington et al, 2008).

Launched in 2014, the IUCN Green List of Protected Areas is an international label that aims to recognize protected areas around the world that are managed equitably and effectively, with positive impacts on nature and societies (Lockwood, 2012). This standard provides a global benchmark for effective management and quality governance, providing incentives to improve performance and the achievement of conservation goals. To be inscribed on the Green List, a site must meet 17 criteria for excellence in governance, management, planning and conservation outcomes.

[13]Secretariat of the Convention on Biological Diversity (CBD Secretariat) (2014) 1

The IUCN Green List program's goal is to expand the number of protected and conserved places worldwide that achieve sustainable conservation outcomes through strong governance, sound design, and effective and equitable management (Gill et al., 2017). Good governance, sound design and planning, effective management, and successful conservation outcomes are the four components of the standard.

The limit of the IUCN Green List is accepting solely a number of protected areas that respects a number of conditions before being examined by the IUCN. This point is very challenging for the majority of the other protected areas that view themselves out of the race (Geldmann et al., 2021).

Approximately 21% of all protected areas globally have management approaches that are compatible with protection and conservation goals (Leverington et al., 2008).

5.3.4. World Heritage

A World Heritage Site is a site or region designated by Unesco as understanding the cultural, historical, scientific, or such value that is constitutionally defined by various agreements (Borges et al, 2011).

A World Heritage Site must already be defined as a geographically and historically recognizable location with particular cultural or physical importance (such as an old ruin or historical structure, building, city, complex, desert, forest, island, lake, monument, mountain, or wilderness region). It might represent a significant human achievement and serve as proof of our intellectual history on the planet (Jha, 2005).

The initiative catalogs, identifies, and preserves locations of exceptional cultural or ecological value to humanity's shared culture and history. The program started with the adoption of the Convention Concerning the Protection of the World's Cultural and Natural Heritage by the UNESCO Plenary Session on November 16th, 1972. Since that day, the convention has been ratified by 193 states, making it one of the most well recognized international accords and the world's most popular cultural initiative.[14]

The city of Quito in Ecuador was the first in the world to be certified as a UNESCO World Heritage Site in 1978. Kraków, Poland, was also designated a UNESCO World Heritage Site the same year. There are now 1,121 World Heritage Sites (869 cultural, 213 natural, and 39 combined assets) spread over 167 nations as of July 2019. China and Italy have the most locations (both with 55), followed by Spain (48), Germany (46), France (45), India (38), and Mexico (35).[15]

The protection of African World Heritage assets is a major problem, with 35% of places mentioned on the List of World Heritage in Peril, some of which have been on the List for much more than 20 years (Meskell, 2013).

The 1972 World Heritage Convention required to save the world's most significant natural and cultural features, which "would need to be preserved as part of humankind's total world heritage" [16]

The World Heritage Marine Program brings international attention to these extraordinary places, which, thanks to their well-known names, also stimulate the interest of cruise lines.

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[14] https://whc.unesco.org/en/list/&order=year
[15] https://whc.unesco.org/en/list
[16] https://whc.unesco.org/en/convention/

The World Heritage Marine Program was established by UNESCO in 2005 in response to the need to focus on marine ecosystems and secure the conservation of marine sites of "outstanding universal importance" (Douvere et al., 2016).

By the year 2019, 50 marine sites in 37 countries had been inscribed on the UNESCO World Heritage List for their biodiversity, beauty, or geology (UNESCO, 2019).

5.3.5. RAMSAR Convention on Wetlands

Wetlands are a collective good to be protected, hosting 80% of biodiversity. They play an important role in the regeneration of water resources and the preservation of biodiversity (Russi et al, 2013).

The Ramsar Convention on International importance is an international convention for the protection and sustainable use of wetlands, particularly as waterfowl habitat. This is also known as the Wetlands Convention. It is called after the Iranian city of Ramsar, where the Convention was established in 1971.

The Convention on Wetlands is part of the framework for international cooperation and national action for the conservation and wise use of wetlands, adopted in 1971 (Finlayson et al, 2013).

Nearly 80% of UN member states are contracting parties to the RAMSAR Convention. The convention has adopted a broad definition of wetlands including all lakes, rivers, swamps and tides, wet grasslands, peat lands, oases, deltas, coastal areas, coral reefs (Halls, 1997).

According to Matthews (1993), by wetlands we mean the river basin which contains the following typologies: Natural wetlands, Artificial wetlands, Continental wetlands, Marine and coastal wetlands.

Every three years, the representatives of the Contracting Parties meet as the Conference of the Contracting Parties (COP), the Convention's policy-making body that adopts decisions (Resolutions and Recommendations) to administer the Convention’s work and to improve the way in which the Parties are able to achieve their objectives

- Wetlands help to store water and ensure its quality,
- Protect against flooding and storm effects,
- Provision of food and other services,
- Habitat supply.

The Ramsar Convention is one of the few conventions to address a particular type of natural environment. Protected areas are dependent on the health and productivity of wetlands, wetlands are essential to biodiversity. They represent an essential asset in relation to the UNESCO World Natural Heritage Sites (Navid, 1989).

Ramsar sites support vulnerable, migratory, endemic or endangered species. Wetlands are crucial for sustainable development because they provide all the water we need. Wetlands are critical for biological diversity and provide water and primary productivity for countless species and plants and animals that depend on them for their survival (Bowman, 1995).

5.3.6. Convention on the Conservation of Migratory Species of Wild Animals

The Convention on the Conservation of Migratory Species of Wild Animals (CMS) stands for International Conservation of Migratory Species, an international treaty signed in 1979 to protect migratory animal species. This text entered into force on November 1, 1983.

By migratory species, the text1 implies populations or parts of animal populations (terrestrial and / or aquatic) which cyclically and predictably cross one or more limits of national jurisdictions.

The convention contains two appendices in which migratory species are distributed according to their state of conservation and their degree of vulnerability.

The Convention on the Survival of Migratory Species of Wild Animals, or CMS, is a global convention aimed at ensuring the conservation of terrestrial, aquatic, and flying migratory species over their entire range (Lyster, 1989).

The Convention has as its goal the protection of migratory animals. It is intended to work by providing strict protection for certain endangered migratory species and by seeking to persuade states hosting certain other (which may not always be endangered) (Lyster, 1989).

There are 121 countries that are in agreement with the Convention on the Conservation of Migratory Species.

The importance of migratory species lies in the following points:

The value of wildlife is ever increasing, Communities depend on it for their livelihood, Migratory species also contribute to the functioning of local ecosystems that also regulate populations of non-migratory species (Lewis and Trouwborst, 2017).

Because of their nomadic natures, migratory species are particularly vulnerable, Significant threats include capture, habitat destruction or modification, introduction of invasive alien species, industrial pollution, hunting and fishing (Marra, 2011). Climate change disrupts reproduction, increases disease transmission and reduces the resolution of ecosystems.

CMS is the only Multilateral Environmental Agreement dealing with all migratory species, to meet the issues of conserving species that do not reside in a single location, a distinctive strategy is required, as is the preservation of their migratory pathways (Martin, 2007).

At the world stage, CMS has independent, legally binding documents. Another normative framework utilized is the classification of species in one or more annexes, which are renewed every three years (Mihoub et al, 2010).

5.3.7. Species Conservation and the Red List

The Red List focuses on species at risk of extinction. They provide a sign of a major threat to the planet's species (Werner, 2003). Wild species: animals and plants, defines the heritage of the protected area. Protected areas are largely created to preserve biodiversity across the planet.

IUCN Red list Established in 1964, “The Red List of Threatened Species of the International Union for Conservation of Nature” which has evolved to become the world's most comprehensive source of information on the global conservation status of animals, fungi and plant species (Neuenschwander et al, 2011).

The IUCN Red List is an important measure of the global health of biodiversity. Far more than a list of species and their condition, it is a powerful instrument for educating and galvanizing action for biodiversity conservation and policy reform, both of which are critical to maintaining the natural resources we require to flourish. This provides data on distribution, population size, biodiversity and environment, usage and/or trade, threats, and conservation strategies to assist guide conservation decisions (IUCN, 2012).

Some species are more important than others in determining certain management activities in or around protected areas.

In each protected area, there is one or more important and charismatic species that promote the area and bring tourists, which will be symbolic of the territory (Puissauve et al, 2016).

Protected areas are reservoirs of biodiversity that will contribute to the food security of the inhabitants and local communities (Schnittler and Günther,1999).

For example, the Red List of Threatened Species and the report on the conservation status of species of Public concern, through their species aspect, have the shared goal of tracking the state of biodiversity. They do however react to various application frameworks. Thus, since the 1960s (e.g. Scott, 1965), several Red List programs have emerged at the international and national levels.

These status reports, in addition to providing lists of endangered species, serve as indicators for monitoring the status of biodiversity (Rodrigues et al., 2006; Miller et al . , 2007), and provide a tool for increasingly influential conservation planning and priority processes of species (Fitzpatrick et al . , 2007; Hoffmann et al., 2008; Schmeller et al., 2008).

The role of protected areas is to protect the biodiversity of a given region, however, there are species that are problematic: by their nature, large, ferocious... Such as elephants, lions etc. On the other hand, these animals have an attractive side as they attract tourist activities... species can damage an area because of their size, which creates damage and management constraints and can create obstacles for their integrity in the protected area (Butchart et al., 2004)

To identify areas that are threatened within protected areas, IUCN has developed a site called the Red List of Threatened Species, where all the information related to the species is listed with their respective criteria, with a categorization in five levels of extinction measurement of the areas studied (Azam et al, 2016).

The Red List is compiled by IUCN and experts and associated organizations by expert workshops for in-depth study or training to be given to protected area managers for better understanding and preservation of the species (Rossi et al, 2014).

The Red List has several uses:

- It is used to define action plans;
- Habitat identification and threats to these species;
- As an indicator, the red list is used to study the state of biodiversity and the efforts made for the preservation of biodiversity;
- Identify priority areas for conservation ;
- Strategy for the establishment of unprotected protected areas ;
- Prioritize protected area conservation actions.

5.3.8. Convention on International Trade in Endangered Species of Fauna and Flora CITES

The Washington Convention, also known as the Convention on International Trade in Endangered Species of Wild Fauna and Flora, was adopted in 1973 (Heppes and McFadden,1987).

Its purpose is to regulate international trade in specimens of wild fauna and flora to ensure that such trade does not lead to over-exploitation of the species which may lead to its extinction (Hutton and Dickson, 2000).

International trade in wildlife poses a significant challenge to the protection of biodiversity (Broad et al . 2003; Sutherland et al. 2009) and may decrease the numbers of organisms, trigger removals and eventually endanger the functioning of the environment (Duckworth et al . 2012; Smith et al. 2010). It is a major worry for politicians right now because of the growing demand for traditional Asian medicine, luxury foods and curios, and

other commodities (e.g., pets), and present rules and regulations are progressively being ignored (Challender & MacMillan 2014; Natusch & Lyons 2012; Rosen &Smith 2010).

This trade seems to exploit species that are already in extinction such as the rhinoceros, elephants for the fauna, for the flora, the pink wood of Madagascar very well known in Madagascar (Challender et al . 2015).

5.4. NEGATIVE IMPACT OF ECOTOURSIM

Tourism in protected areas may have both beneficial and bad consequences. The sorts of repercussions are diverse, including protected area resources, local economy, communities, and tourists themselves.

Tourism in protected areas may have a significant positive influence on conservation (Buckley, 2010a). Tourism in protected areas has some benefits on local communities and encourages the support for the protected region (Pegas & Stronza, 2008; Biggs, et al., 2011). There are multiple advantages that the tourism presents to these areas such as:

- Citizen science volunteers can help with environmental and species monitoring.
- Encourage new projects and diversify the local economy;
- Encourage people to appreciate and be proud of their local culture and protected regions;
- Contribute financially to protected areas by collecting and remitting tourism duty and fees.

Tourism in these areas may be a minor or major component of conservation efforts, depending on the conditions (Steven, et al., 2013; Pegas, 2008). Tourism may also provide money for protected area authorities, incentivize local people to care for natural resources, and promote the private sector to conserve biodiversity (Bushell & McCool, 2007; Buckley, 2010a).

According to Grimes (2017), the advantageous effects of ecotourism are the positive influences on the economy and the city's image.

It's an essential field because tourist growth compels authorities to consider environmental concerns; economically, it's the key economic sector that provides employment and money, as well as foreign currency transfer. Ecotourism helps to grow other sectors of the economy, such as agriculture and fisheries, and it improves access to the city. It also aids in the promotion of city beautification activities, such as heritage rehabilitation, landscaping, vistas, trails, and so on.

Nevertheless, tourism has numerous negative effects on the protected areas: simply traveling to a protected region, for example, leaves a carbon imprint, and visitor use within the area must be controlled to avoid harming vulnerable ecosystems (Belsoy et al., 2012; Candrea, 2009).

Potential biophysical impacts involve those at the landscape level, such as degradation of air and water quality, higher water use, major changes in landforms due to extensive infrastructure construction, mineral and energy consumption (Buckley, 2010).

Negative effects on vegetation may include the unintentional introduction of invasive species or diseases, the formation of unplanned paths, and the purposeful eradication of valuable species,

Direct impacts on wildlife may occur, as in situations of vehicle-related wildlife deaths, hunting and fishing to provide tourist markets, the introduction of disease vectors, and the culling of human-habituated animals (Jurdana, 2014; Pickering et al., 2003).

However, ecotourism has a number of negative consequences, including chemical and physical strain on the environment: Most hotels dump their waste in the lack of a competent

sewage treatment facility to the institution, resulting in degradation of the coast's water quality and oil leaks from ships. Over-consumption of natural resources, loss of wetlands in the coastal plain, deforestation and loss of plant species that prevent, over-exploitation of marine resources: fish, corals, and shells are all concerns.

Ecotourism is a form of responsible tourism. "It is to explore areas while keeping biodiversity and local populations in mind." (Zhang et al., 2010). The impact of ecotourism on the ecosystem, on the other hand, may be infamous: mistreatment of a site or equipment leads to the failure, if not destruction, if the attendance threshold is exceeded, reducing the period for natural regeneration (natural or artificial spaces, historic buildings, equipment, etc.). It is critical to follow attendance rules, which are sometimes obeyed not just for financial reasons, but also due to a lack of conviction and monitoring (Grimes et al., 2017).

The fragmentation and deterioration of ecosystems provide significant challenges to animal species that need to relocate to new habitats (Taylor & Figgis, 2007). The most current trend in protected area networks is the maintenance of connectivity, which unites existing national parks to a geographic diversity of conservation zones and corridors (Buckley et al., 2007).

5.5. INTERNATIONAL METHODS OF PROTECTED AREAS MANAGEMENT

There are several international methodologies used for the management of protected areas, according to Leverington et al (2008).

The "Yellowstone model," or conventional approach of administering protected areas, has been characterized by reliance on government personnel as resource owners and decision-makers.

This protected area management approach often involves expert-driven rational-comprehensive planning methods geared at attaining a specific set of objectives, most notably nature preservation and the provision of ecotourism possibilities (Akamani, 2020).

Table 11 : International methods of protected areas management

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Rapid Assessment and Prioritization of Protected Area Management: RAPPAM	Rapid Assessment and Prioritization of Protected Area Management (RAPPAM) was created by the World Wide Fund for Nature (WWF) (Ervin, 2003). Between 1999 and 2002, WWF developed the methodology, which was field-tested in France, Cameroon, Gabon, China and Algeria. According to Kurdoğlu and Çokçaliskan (2011) ;Lu, et al,(2012), the Rappam methodology helps to: Identify management strengths, constraints and weaknesses; analyze the scope, severity, prevalence and distribution of threats and pressures; identify areas of high ecological and social importance and vulnerability; indicate the urgency and conservation priority for individual protected areas; help to develop and prioritize appropriate policy interventions and follow-up steps to improve protected area management effectiveness (Stoll-Kleemann, 2010). RAPPAM offers a fast and simple tool for policy makers and protected area authorities to identify major patterns and concerns that need to be addressed to "improve management effectiveness in any given program or community of protected areas.
Management Effectiveness Tracking Tool: **METT**	The METT evaluation should ideally be done annually in order to continuously monitor progress and adjust action plans. The METT gives a rapid assessment of the success of a certain protected area's management. The method is a straightforward evaluation based on a questionnaire on the scorecard. The scorecard is made up of six management criteria based on the IUCN-WCPA Framework. It is straightforward and easy to use, and it provides a framework for tracking progress to more effective management over time. It is used to help park administrators and funders identify requirements, limits, and priorities for increasing the efficacy of protected area management (Geldmann, 2015). It has the benefit of being relatively simple for managers to implement and offers sufficient information to identify the primary management concerns that need to be addressed at the Protected Area level.

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Enhancing our Heritage (EoH)	The Enhancing our Heritage (EoH) project is creating and evaluating a methodology, outlined in the World Heritage Management Effectiveness Workbook (Hockings et al . 2007), which helps managers and stakeholders : assess existing operations, recognize problems and explore how to resolve issues. The IUCN-WCPA Framework is the unifying theme the Workbook is structured around. It is suggested that indicators and tools for evaluating each component of the Framework provide a picture of the adequacy and appropriateness of management and the extent to which goals are being achieved (Van Cuong et al., 2017). The workbook contains 12 tools that are based on a variety of protected area best practices, and in particular World Heritage Assessment. The evaluation tools concentrate on defining the core values (biodiversity, financial, economic and cultural) that the World Heritage Site was set up to preserve (and other relevant values), ensuring that reasonable targets were set based on these values, and then evaluating management's effectiveness in achieving those goals.
Conservation Action Planning (CAP)	Conservation Action Planning (CAP) is an effective ten-step technique for guiding conservation teams in developing targeted success strategies and assessments. The CAP is concerned with designing and executing strategies to meet priorities and accomplish goals; and all three approaches include parts of monitoring results' (Esselman, 2007). • The consistent detection and evaluation of risks to certain targets; •Defining clearly the 'targets for conservation' or the most critical values; • Use of surveillance data and other information to allocate current conservation status (poor, medium, good or very good) to the conservation target; • The findings are applied to adaptive management. Conservation Action Planning addresses the whole project cycle — including design, execution, and evaluation — and thereby contributes to performance. Identify the biodiversity of interest to the project and its current and desired status; identify currently or probably the most crucial dangers to biodiversity degradation; acknowledge the financial, environmental, political, and cultural factors that contribute to or represent threats to biodiversity enhancement; plans to address the threats and preserve or reestablish biodiversity based on the current situation; and implement strategies, monitor results (Patterson, and Grundel, 2014).
WWF-World Bank MPA ScoreCard	The WWF-World Bank MPA ScoreCard's goal is to enhance management. This is a basic scoring system created for marine protected areas. It is made up of a data sheet for gathering general protected area information and an assessment sheet with 68 questions. (Staub and Hatztolos, 2004)

	The Score Card's purpose is to assist marine protected area managers and local stakeholders in determining their progress along the Management Continuum (Ofori, and Attuquayefio, 2012). It is a straightforward, succinct self-assessment tool designed to assist managers in determining where they are productive and where they need to improve. Because it is designed to be completed by MPA employees and other stakeholders, it can be a valuable team building activity (Staub and Hatziolos, 2004b).

Source: Leverington et al., 2008

5.6. PROTECTED AREAS GOVERNANCE

"Governance is concerned with who chooses what is done and how those choices are made," according to the definition (Borrini-Feyerabend, 2014b).

Governance is a key factor in explaining the successes and failures of protected areas. When we talk about governance, we are referring more to who manages protected areas and not just how we manage them, which is why we most often talk about the quality of governance or even good governance (Nguinguiri,2003).

It is defined as "a collection of interactions between institutions, procedures, and traditions that govern how power and duties are exercised, how choices are made, and whether people or citizens or other stakeholders are involved" (Graham & Plumptre, 2003).

Governance is neither a set of rules nor an activity; it is a process that is built on accommodation rather than dominance; it is not codified but is based on continual interactions; and it involves both private and public actors. Nguinguiri (2003) cites Smouts (1998).

We have moved from a philosophy of preservation based on the exclusion of inhabitants to a philosophy oriented towards the sustainable use of resources involving the populations in conservation or sometimes the private sector. We have thus widened the circle of actors involved in the management of protected areas, even if it is not always easy to apply (Botazzi, 2006).

Governance defines how power is structured. Protected area governance deals with issues of power, relationships and responsibilities, in other words, protected area governance is a core element that has been progressively expanded to include new and many actors.

5.7. TYPES OF PROTECTED AREA GOVERNANCE

According to Worboys et al (2015) and Lockwood (2010) the types of governance are all legitimate and important for conservation:

- State governance: protected areas under the authority of the government.
- Private governance: protected areas under the authority of the private sector (owners of the land or natural resources concerned).
- Community governance: protected areas under the authority of indigenous peoples, or sedentary and/or mobile local communities with customary or legal rights.

- Shared governance: protected areas under multi-stakeholder authority

The governance and its quality are determinants keys of the capacity or inability of the protected area to play its role.

If governance is weak, even if we put in place the best management strategies, results will be poor or non-existent.

5.7.1. State governance

The State has the legality to create or not create a protected area and to manage it on its own, but the legitimacy to do so is not necessarily recognized by local populations. Technical capacity refers to the mastery of the human and financial resources needed to apply the authority.

At the time of colonization in Francophone Africa, and to date, the most widespread governance of protected areas in Africa has been through the state form, since the first protected areas created were under the tutelage and authority of the government. Few protected areas were created after independence (Dahou et al, 2004).

State governance is preponderant in Africa. It is exclusively ensured by the public authority directly or by delegated services such as the water and forest service or national parks, with relatively autonomous services have been created to give more flexibility such as offices, agencies or autonomous public establishments, however, the presence of the State takes over in the majority of cases (Paavola, 2004).

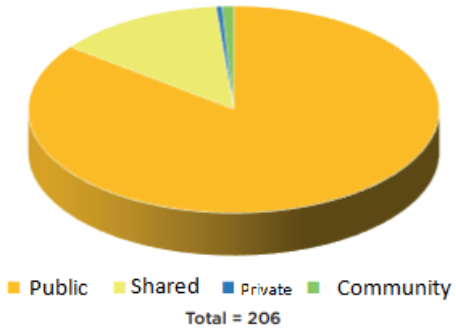
State governance is weakened by poaching, encroachment and cattle raving.Governance encompasses both formal organizations and regimes with enforceable powers, as well as informal arrangements that individuals and institutions have consented to or believe are in their best interests (Battistella et al., 2012). There is no single model for managing protected areas. Rather, it is a multifaceted term that is dependent on a variety of site-specific elements, such as:

- Ensuring land tenure, which is a necessity for the success of any sort of land and natural resource governance
- Taking into account the range of stakeholders, their goals, interests, and concerns
- The protected area's distinctive context: environmental, economical, institutional, and political (Franks, 2018).

The governance of protected areas in the subregion has changed dramatically since 1990. Although centralized public governance remains the dominant form, it has undergone tremendous evolution. Most nations handled protected areas through a ministerial agency in 1990.

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Figure 32 : Distribution of Central African protected areas by governance category in 2020



Source: Central African Forest Observatory

5.7.2. Private governance

The degraded state of the infrastructures, the fall in visitor numbers, the unavailability of public financial resources for the renewal of equipment, pressure from donors, etc., are among others the flaws in state governance and this has led to calling more and more on private actors who are able to mobilize economic and financial funds and in urgent cases (Machado et al., 2020).

The emergence of private protected areas marks an important evolution in the strategies of conservation organizations by diversifying and increasing the number of protected areas. Privately governed protected areas are more present in English-speaking Africa.

The 'Social Assessment for Protected and Conserved Areas' technique has aided in improving the quality of information collected as well as community ownership of the process by those who want to be in charge of their own fate. The collaboration between all actors, conservation services, and local citizens is especially beneficial for sharing costs and benefits, distributing information, and generating debate and shared reflection.

Private governance means any governance that is not provided by government, indigenous peoples or community groups, nor is it governance shared by these different actors (Lockwood, 2010).

Private governance of protected areas may therefore include ownership and management by an individual or group of individuals, by NGOs, by companies set up by private property groups in order to manage private protected areas together. It can also be carried out by owners engaged in for-profit management, such as ecotourism businesses. It can be done by research entities such as universities, or by religious entities, which is rare, but it does exist (Graham et al, 2003)

Private governance in the strict sense is more present in English-speaking Africa, in Kenya for example. However, in the French-speaking part of Africa, protected areas are governed by modes of governance coordinated with the State or local communities.

One of the essential qualities of private management is their expertise and their ability to mobilize significant financial resources quickly (Jolivet, 2011).

5.7.3. Community Governance

Given the difficulties of extending state protected areas by authoritarian means, this has offered great opportunities for the establishment of community protected areas, a process

supported by a context of local empowerment, a process reinforced by decentralization policies (Brown, 2014).

The recent willingness of African States to concede power to local authorities was a first step towards decentralization in conservation. These authorities have sometimes taken advantage of this to cede local protected areas as the law finally gives them the possibility to do so (Andriananja and Raharinirina, 2004).

According to Paye (2017), the community protected areas resulting from decentralization are the following:

- The system of governance is under the control of the local authorities.
- The legal status is recognized, on a well delimited space;
- Management objectives give priority to conservation;
- Recognized usage rights are always in favor of the populations;
- Community involvement can be terrestrial, aquatic or a combination of both.

Neighboring populations have gradually changed their attitudes to the depletion of natural resources. Under the impetus of a motivated group, initiatives to create community protected areas have emerged.

However, there are still many constraints, according to Graham (2003):

- Small size of each community protected area considered individually;
- Insufficient coordination;
- Networking to be created;
- Technical capacities to be strengthened;
- Diversion of targets that must always be monitored;
- Valuation to be set up;

This governance model is under development, and will continue to evolve in the future, it allows the valorization of certain cultural practices favorable to conservation.

5.7.4. Shared governance

Shared governance is based on a number of principles, including the need for equity between the actors involved in decision-making.

The existence of relationships presupposes mutual trust that must be built and maintained over the long term between actors who are obliged partners. Part of the difficulty in implementing shared governance lies at this level (Borrini et al, 2011).

Shared governance cannot be decreed, no rules or conventions impose it, although some situations favor it for reasons of common sense.

The principle of equity is fundamental for shared governance to develop, but it is always difficult to respect because governance itself is based on relations between actors who do not perform the same functions, even though they are complementary (Rashid et al, 2013).

We can therefore speak of two typologies of governance within shared governance (Franks & Booker, 2015):

Collaborative governance: the State delegates certain missions to the community through a "management contract and specifications", the community assumes certain responsibilities for the planning of activities and their implementation, they will in fact produce a report at the end that will be shared with the other actors.

Joint governance: the State and the community jointly manage the protected area and make concerted decisions.

Shared governance remains a constant objective because its conquest is also permanent because it is able to respond to new challenges, but complicated given the multitude of tasks (rights, habits, actors' games, misunderstanding...), the cost of setting up such governance is very costly, for sometimes limited and fragile benefits (Havard, 2013).

However, shared governance is an indispensable way to make protected areas evolve towards fairer, more sustainable mechanisms that guarantee more solid results in the long term.

5.8. MANAGEMENT OF MARINE PROTECTED AREAS

A marine protected area is defined as "any intertidal or subtidal space and its underlying waters, flora, fauna, and historical and cultural resources that have been set aside by legislation or other effective ways to safeguard all or part of the ecosystem thus delineated" (Kelleher, 1999).

A marine protected area is first and foremost a protected area. Some of the characteristics of marine protected areas, Day et al., (2012). include the following:

- It is a fluid environment, open in three dimensions;
- Incorporates many and varied ecosystems: marine, terrestrial, wetlands...;
- The riches of a marine protected area are less visible and difficult to quantify since they are hidden and not easily accessible;
- The applicability of management frameworks is often difficult or even impossible to put into practice, for example monitoring in a marine protected area;
- Difficulty to control entry, activities to delineate areas;
- The level of scientific knowledge is lower when compared with terrestrial ecosystems: fewer studies, less funding, therefore little knowledge.

The primary reason for establishing a marine protected area is the conservation of its resources, ecosystems, habitats, and species. The beauty and well-being of the marine protected area for communities and visitors is important and should not be neglected (Shackell and Willison, 1995).

Among the multiple motivations for establishing a marine protected area as said by Bartlett, et al, (2009), are:

- Protection of marine and coastal wealth and biodiversity;
- Marine protected areas are a tool for coastal management;
- The fundamental role in managing and minimizing pressure on resources;
- Mitigating and Reducing Impact and Natural Change;
- Food and economic security of the local population;

The main challenges in establishing and managing marine protected areas White et al, (2006), Carr, (2000), Laffoley (1995):

- Strengthening the management capacity of marine protected areas: training, awareness raising, exchange in the field;
- Better define the values and effects of marine protected areas;
- Establish a network of marine protected areas: coherent, representative;
- Establishing Protected Areas on the High Seas: Towards Poorly Protected Ecosystems.

The changes in land and sea use are the result in habitat loss; direct exploitation of plant and animal species; climate change, which causes ecosystem changes and extreme climatic events; pollution of soils, fresh and salt waters, and the atmosphere; and the spread of alien invasive species (IPBES, 2019).

The oceans, too, require further protection to guarantee that marine resources stay productive, with coral reefs being particularly vulnerable (Hoegh-Guldberg et al., 2017). Some island states, such as Palau, allow only its people to fish and have designated 80 percent of their territorial seas as no-take zones.

An ambitious but achievable goal would be to safeguard one-third of the seas in order to restock fisheries, maintain biodiversity, and trap carbon to aid in climate change adaption (Sala and Giakoumi, 2017).

The purpose of this PhD thesis is to clarify the link between the application of managerial innovation techniques in protected areas; that is to say, to identify an internal action plan that applies in protected areas. In other words, should the manager apply the old style of management more (give orders, orient, direct, get the last word....) or attempt to bring to personnel into management, take into account their thoughts, and grow them as relevant human capital.

We will consider that managerial innovation is the adoption of management practices or methods by an organization new for it, with the aim of improving its overall performance. Managerial innovation is the adoption of practice or method relative to new management; the organization puts into practice and develops during a certain period. In other words, the managerial innovation is the implementation by a company some conduct, methods that exist already with some differences on the application and which the organization did not practice before.

This concept is viewed as an advancement of management strategies, which is in itself of real value to businesses that will end with the old modes and continue with innovation techniques that respect and achieve better results in terms of employee well-being. We may cite some examples of procedures for managerial innovation, such as Design Thinking: is a process of innovation based on observation of uses and prototyping (Brown, 2009).

The technique helps to teach individuals new strategies in order to solve problems. Hackathon: is a technology event with a date of accomplishment and a defined duration. They usually have a duration of only 24 hours, but in some cases, programmers, designers, and project managers can stick together to create a new product or service for up to one week.

A learning network: It is an ‘a-hierarchical’ exchange, where the purpose is to deal with a subject that requires constructive participation. The learning network is an opportunity to develop collective intelligence by putting people in situations of collective reflection and action (Autissier et al., 2014), etc.

Natural Protected Areas are described as "an area of land and/or sea specifically committed to the conservation and maintenance of biological variety, natural and associated cultural resources, and maintained via legal or other effective measures" (CBD, 1992).

Despite the manner in which it performs within an enterprise, the probability that the procedure: managerial innovation works in these areas could be very important, considering this technique in itself is not just an innovative method or IT innovation, otherwise it is a method that also takes human beings, the "employee" who is the main element of the company, into account.

The main questions of this thesis are: Do the protected areas apply the managerial innovation techniques?. In other words, Are protected areas today making more use of normal, old-fashioned management or are they turning to managing innovation techniques instead? If so, how are protected areas use managerial innovation?

What methods of managerial innovation are being used by protected areas?

How the protected areas are managed?

5.9. PROTECTED AREAS AND CLIMATE CHANGE

Global warming is not solely a concern for the future; it is a present issue that needs immediate action, which may be promoted by tying climate change to biodiversity loss (McNeely, 2021).

However, major climate change has already occurred, as evidenced by certain extreme climatic phenomena, such as the Arctic warming at three times the pace of the rest of the globe (Landrum and Holland, 2020). This dramatic Arctic climate shift suggests that global warming is occurring at a quicker rate than previously anticipated (Jansen et al., 2020).

The connections between human health and well-being, biodiversity, and climate change may inspire a new generation of innovators to create green solutions that allow humans to live in a healthy balance with environment, leading to a long-term sustainable future (McNeely, 2021).

Climate change is the set of sustained changes from the expected and usual conditions of climate for a given region (Hannah, 2008).

These are statistically significant variations in the mean state of the climate or their variability persisting over an extended period of time (Soares-Filho, et al, 2010).

Climate change is currently affecting biodiversity and protected areas, and certain protected areas are more sensitive to its effects than others. Based on their distinct biological characteristics, a considerable number of West African species have been recognized as sensitive to climate change. Among these species, those classified as threatened at the global level should be prioritized for conservation. It is projected that a major number of birds and animals will be located in locations with less suitable climates by the end of the century, and that the best protected areas would see a high rate of species turnover (Chuine and Thuiller, 2005).

According to the https://endangeredlist.org/continent/ there is a list that we find about the animals and their situations in each continent:

In Africa for example, we can cite: African Bush Elephant as vulnerable; Addax, African Wild Ass, Black Rhinoceros, as critically endangered; Dodo, and Western Black Rhinoceros as Extinct.

In Asia, we cite for instance: as critically endangered: Amur Leopard, Mediterranean Monk Seal, Philippine Eagle; and as extinct: Schomburgk's Deer, Japanese Sea Lion.

In Oceaanie, Kakapo and The Northern Hairy-Nosed Wombat are critically endangered, although, Thylacine and Toolache Wallaby are extinct.In Europe, as extinct, we find: Great Auk; but Iberian Lynx is critically endangered.In both Americas, we can notice as critically endangered: Blue throated macaw, Brazilian merganser, Hawaiian Monk Seal, Red Wolf; and as extinct: Labrador duck, Golden Toad, Eastern Cougar, Aurochs.

Today, climate change is of great interest to scientists as it has implications of various kinds:

- Food security and health,
- The global and national economy,
- Lifestyles and population growth,
- The evolution and degradation of habitats: deforestation, degradation of wetlands...

The rise in temperature during the 20th century is attributable to the impact of human activity on the climatic balance of the planet, and has led to changes in rainfall patterns, periods of drought, storms, ocean temperatures, rising sea levels, etc. The rise in temperature is also due to the impact of human activity on the planet's climatic balance (Pittock et al, 2008).

5.10. THE AGENDA OF 2030

The 2030 Agenda for Sustainable Development represents the international community's ambitious development consensus.

It was created in New York under the supervision of the United Nations in an unprecedented participation process that included states led by governments, civil society, and scientific backing. As a result, the 2030 Agenda might be seen as the "International Constitution for Sustainable Development" (Moallemi et al., 2019).

As part of a new sustainable development strategy, the goals seek to promote human equality, safeguard the environment, and secure prosperity. A new global social compact, ensures that no one is left behind.

The concept of sustainability describes how to keep our earth in balance: in relation to our children, grandchildren, and future generations who have the same rights as us to live in a balanced world (Ruiz-Mallén et al. 2020).

The 17 Sustainable Development Goals (SDGs) coordinate the activities with an integrated strategy with three aspects of sustainable development, environmental, economic, and social dimensions.

The 17 objectives demonstrate the extent to which our society must be restructured in order to ensure real sustainable growth (Randers et al., 2019).

The 2030 Agenda builds on a great deal of preparatory work in the United Nations system, including the 1992 Agenda 21 development and environmental policy agenda, the general principles adopted at the Earth Summit in Rio de Janeiro that same year, the founders of the Sustainable Development Goals.

Germany was one of the first countries to participate in this and to be self-critical of its development deficiencies.

The shift to sustainable development will benefit everyone in our globe. Sustainable growth comes at a cost. However, it is an investment in the future of our planet, as well as the future of our civilizations and children.

5.11. BIOSPHERES RESERVES

Biosphere reserves exist to safeguard the environment and the organisms that live inside it in specific places. To the joint benefit of humans and nature, this is accomplished through preserving biodiversity and finding sustainable methods of exploiting land and natural resource (Ko, 2019).

The primary concept of Biosphere Reserves is the integration of human activities with environmental structures and procedures in order to preserve biodiversity and promote sustainable development.

Under the Man and the Biosphere Program, UNESCO recognizes large-scale natural and cultural regions as biosphere reserves (MAB). They provide viable examples of how natural conservation, cultural diversity protection, and local economic development may all coexist (Fritz-Vietta, 2010).

Over 670 biosphere reserves in 120 countries, including 15 transboundary sites, make up the World Network of Biosphere Reserves, which has been operating for 40 years (Barraclough et al., 2021) The Network promotes the sharing of information and experience about how ecosystems work, the effects of human interventions, and the success of conservation and development efforts (Tuholske & Foster 2013).

The following are the three primary functions of biosphere reserves (Barraclough et al., 2021):

- Conservation refers to the preservation of ecosystems and landscapes, as well as their genetic variety.
- Development: providing socioculturally and environmentally sustainable economic and human development inside biosphere reserves.
- Supporting environmental education and training, as well as research and environmental monitoring, through logistical support.
- A biosphere reserve is made up of various terrain parts, each with its own set of conservation, management, and development goals (Schaaf et al., 2016).

5.12. GEOPARKS

Geoparks are one of the most effective and, in some areas, still relatively new ways of gaining public attention and enlightening them about the importance, values, and need for protection of geological heritage sites.

Geoparks play an important role in the conservation of geological heritage and its preservation for future generations in this regard. They were first developed on a global scale in 1996 (Eder et al., 2004), with the goal of promoting sustainable development and environmental protection.

The Global Geopark Network was established in 2004 by 17 European and 8 Chinese geoparks under the aegis of UNESCO (Jones, 2008). The UNESCO endorsed the Geoparks Program in 2015, resulting in the creation of a new title, the UNESCO Global Geopark.

At July 10th 2020 in Paris The Executive Boards of UNESCO have accepted the designation of 15 new UNESCO Global Geoparks, bringing the total number of sites in the Global Geoparks Network to 161 across 44 countries. The Kula-Salihli UNESCO Global Geopark in Turkey was also extended by the Executive Board. Nicaragua, the Russian Federation, and Serbia were the first countries to be declared as UNESCO Global Geoparks (https://en.unesco.org/news/geopark-2020).

5.13. NATURA 2000 NETWORK

Natura 2000 is at the core of the European Union's nature conservation program, and it is a magnificent display of the European determination to act, to conserve the richness of its local biodiversity for future generations (Loos et al., 2020).

Natura 2000 takes a far comprehensive approach to conservation and sustainable use of protected areas, with a heavy focus on people connecting with environment. The animals, flora, and ecosystems of Europe are under peril. The European Union is committed to ending biodiversity erosion by 2010 and has signed an international pact to dramatically decrease biodiversity loss by that year. Natura 2000 plays a critical role in achieving this aim (Rai, 2020). The Natura 2000 Network protects around 2000 species, ranging from mammals and birds to butterflies and insects. They are among the EU's most endangered species; the Natura 2000 Network also protects around 230 unique and threatened habitat types (Sundseth, 2005).

Natura 2000 site is a piece of land or water that has been designated as protected under the EU Environments and/or Birds Directives in order to conserve Europe's most prized, but increasingly endangered, species and habitats (Concepción, 2021).

It exists in all 27 EU member states and range in size from a few hectares to hundreds of square kilometers, it is founded on a much larger principle of conservation and sustainable usage, in which humans and animals may coexist together, where man and environment may dwell in peace (Laktić, 2018).

The network covers roughly 27,000 water and land places (one million square kilometers), as well as 23 percent of species of flora and fauna and 16 % of ecosystems. Network, which covers around 18 percent of the land and major parts of the water, making it the world's biggest network of protected areas (Deverre et al., 2007).

Nonetheless, there is still opportunity for improvement in the conservation of EU biodiversity. The conservation goals of the EU Nature Directives are static in the sense that they contradict adaptive management in the face of changing environmental conditions such as climate change (Evans, 2012; Geyer et al., 2017).

Natura 2000 was created in response to the Birds (1979) and Habitats (1992) Directives to secure the preservation of nature for coming generations.

The construction of the Natura 2000 network - a Europe-wide ecological network of natural protection areas - is at the heart of the Birds and Habitats Directives. All EU Member States have designated Natura 2000 areas to aid in the conservation of unique ecosystems and species found on their respective territories.

Since every site is unique, the focus is on creating local solutions to local management challenges in strong cooperation with landowners, partners, and any other stakeholders. The Ecosystems and Birds Directives offer a modern, flexible, and inclusive approach to site preservation that sees people as an important element of environment and that the two work best together. As a result, everyone, whether public authorities, private landowners and users, developers, conservation NGOs, scientific experts, local communities, or ordinary members of the public, has a role to play in ensuring the success of Natura 2000 (Jurado Rota et al., 2019).

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6. RESULTS AND DISCUSSION

Qualitative tests are well suited to discover the meanings, with an emphasis on people's experiences.

Moreover, qualitative research related its beliefs to the social environment. The data gathered through open-ended questions and interviews reveals or explains how things are in reality.

There are some qualitative research characteristics in our analysis that we encountered to be notably significant. It was decisive for this research to verify the management vision within the protected areas. The survey was composed of thirty questions.

In the second chapter, we talked about the methodology used in this investigation. According to Dunn (2010), employing semi-structured interviews can help to identify responses to these questions that are closely related to the major study topic. Furthermore, as Dunn points out, the framework and questions of a semi-structured interview are often focused on background facts and concerns that the researcher has previously identified as essential to the research subject.

In this study, we will go deeper into the case studies of 16 protected area managers who reacted positively to our request by completing the interview from 3/4 of the world's continents.

Three of the 16 interviews were conducted with managers from a region rather than a specific protected area:

- In Australian, Queensland Parks and Wildlife Service - Planner accomplished the one from Australia. Queensland is Australia's second-largest state. It has 472 distinct protected areas with a total area of 69388 km2 (26791 square miles) (4.02 percent of the state's total size).
- In Sweden, the manager of the entire province of Norrbotten, a historic province in northern Sweden with an area of 98911 km2, was in charge of upkeep.
- In Portugal, the manager claimed the Institute for the Conservation of Nature and Forests' position of communication responsibility, but she did not disclose the management territory she held, which is approximately 743,100 hectares and was established in 2008.

6.1. SPHINX SOFTWARE

We have used in this thesis the software called: 'Sphinx IQ2' for questionnaire surveys and data analysis (Quantitative and Qualitative).

Sphinx iQ2 software was used in numerous academic work and projects such as: Fedry(2018), while chosing an academic work about pedagogy online to understand animal's health.

In 2019, Clément LLENA presented a PhD thesis about: 'Teaching what we are: when the concordance of values rhymes with well-being at work. The case of PE teachers in the Lille academy'. A qualitative study, using 12 semi-structured interviews with a life story approach, was conducted with PE teachers and content analyses (thematic and lexical) were carried out.

These results help to better understand the links between teachers' value system and well-being at work, thanks to Sphinx iQ2 software that helped to explain graphically the outcomes.

Among the main results obtained and discussed is that value congruencies/discordances explaining and predicting well-being at work. Four characteristic profiles of teachers according to their value systems and level of well-being were identified: the harmonious, the composers, the disharmonious and the non-participants were represented through Sphinx iQ2 software. These results help to better understand the links between teachers' value systems and well-being at work.

Influence of the typography of commercial websites on the reactions of the Internet user, by Raouf ZAFRI, in 2019, is another PhD thesis where the student chose to employ Sphinx iQ2 software.

With the Sphinx iQ2 software there was an exploratory qualitative study that identified the stimuli that most influence cognitive and emotional responses and subsequently proposed a conceptual model to study the effects of the typography of merchant websites on the responses of the Internet user. Finally, this work shows that the emotional and cognitive reactions to font size, line spacing and layout are more intense when the need for cognition is high and involvement is low.

The Sphinx iQ2 software provided us to:

- Design expert and interactive questionnaires to mobilize respondents.
- Distribute surveys on all media.
- Process and analyze data, whether quantitative or qualitative, by combining different levels of analysis, from the simplest to the most elaborate.
- Present results oriented towards decision support and communicate them in a global or personalized manner.
- Reference software for the creation and processing of surveys.
- Complete solution for all stages of the study.
- Powerful analysis functions.
- Interactive and dynamic surveys.
- Intuitive and accessible solution for data collection and analysis.
- It is software that allows to process quantitative and qualitative data and to make an in-depth analysis of them in the same program.

6.2. RESEARCH LIMITATIONS

In our case, it should be noted that approximately one hundred emails were sent requesting cooperation and inviting managers of protected area to respond to the semi-structured interview.

It is important to say that perhaps the number of 16 case studies is not sufficient to get a global idea.

There are three of these 16 interviews do not represent an exact protected area but from an entire country.

Queensland Parks and Wildlife Service-Planner completed the one coming from Australia.

Queensland is Australia's second-largest State. It includes 472 different protected areas with a total surface area of 69,388 km² (26791 square miles) (4.02 % of the state territory). For these, 223 are national parks, the largest in any Australian state or territory, a total for 65,871 km² (25433 square miles) (3.81 % of the State's area).

In Sweden, the survey was filled by the manager for the entire province of Norrbotten, which is a historic province in northern Sweden with an area of 98,911 km².In Norrbotten County there are 7 national parks and 430 nature reserves.

In the case of Portugal, the manager in question served the position of Communication Manager of the Institute for the Protection of Nature and Forests, but did not specify the area it occupied in terms of management which is about 743,100 hectares and whose creation date was in 2008.

In French Guyana, the answers of one manager were ignored as inappropriate: to question 7, an unexpected answer was: "And you?" The answer to questions 8, 9 and 10 was: "I am not at all involved", For question 11, the answer was: "We have a "café du Parc"every Monday morning around a coffee and cupcakes, in the National Park Headquarters lobby, we recall the highlights of the past week (management and all those who wish to attend), and announce what will happen next week. We also introduce newcomers. Duration ½ hour. A brief report is prepared and distributed to everyone".

For question 18, the response was: "IUCN is not my benchmark"; for question 21, all the protected area functions are of minor significance to this person, i.e. 1/5 on the Likert scale, for question 23, the response was: "I don't know. IUCN is not my benchmark". For question 27, the answer was: "3 to 5000 difficult to estimate".

Protected areas are the ideal place to benefit from different and most effective functions in different fields: scientific research, social development, environmental education, and economic development

I received replies to a number of emails such as: "I have other priority commitments, your survey is not a priority", or a non-response after that: "We are working on it, we are going to send you as soon as we do it"; "We'll look at your question and answer you later".

In the other words of each class, we see that the understanding of 'managing innovation' depends on each person, here, the manager of the protected area and his own opinion.

In our future investigations, we would develop these points in order to extend the results and outcomes.

6.3. SCREENING DESCRIPTIVE STATISTICS

This part is dedicated to descriptive statistics. We will take each question and will show its representative graphic for more visualization.

As our interview was composed of three parts, we will begin with the first part, which is called:

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Part 1: About management. This first part is composed of seven different questions:
Question 1: How long have you been a manager?

Table 12 : Manager's experience



Source: Sphinx iQ2 software

Here, the managers of the protected areas that answer our interview have considerable experience: 53.3% have experience with over five years. The rest of the interviewers, 46.7% witnessed an experience of fewer than five years.

Question 2: How many people did you manage?

Table 13 : Size of the managing team



Source: Sphinx iQ2 software

We find that there is a good balance between the three choices: 50% for the managers that deal with a team between 10 and 20 people. The other half is composed of 35.7%, with a team of fewer than 10 people, and then 14.3% with a team composed of 20 people or more.

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Question 3: How would your direct team describe your management style?

Table 14 : Management style



Source: Sphinx iQ2 software

We notice that the dominant type of management that reaches more than half: 56.3% is participatory management.

Here, the manager tries to break the bond of subordination; the team is involved in the decision-making process.

In the second level, we find that the delegated management takes the quarter part by 25%, where the manager is truly not present. Therefore, the employees implement their own actions showing the missions and results to be achieved.

Direct management is present in these interview responses with 12.5%, where the manager directs, leads, instructs, and also controls. And the last management style is persuasive management, which is present with 6.3% of all the answers. Here, managers give many explanations, make sure that everyone has understood what was expected.

Borrini-Feyerabend (1996) also stresses the importance that the legal framework gives to the options available for levels of participatory management in protected areas. Participatory management are perceived as beneficial for all stakeholders (Heylingsand Cruz, 1998).

There are many degrees of participatory management in protected areas, ranging from consultation to co-management to transfer of control over management (Borrini-Feyerabend, 1996), and the management plan will specify which level the Galapagos Marine Reserve will function at. Rieser (1997) recommends an ecosystem approach in fisheries co-management models based on common property resource theory, which considers biodiversity conservation as well as sustainable resource management.

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Question 4: How do you manage stress for your team members?

Table 15 : Managing stress



Source: Sphinx iQ2 software

Concerning managing the stress of the teams, we noticed that more than half, 62.5% of the managers, decompressed their teams and groups by "Managing priority actions", at the second level, we found the second skill "Improve your listening skills" by 37.5% and then the last skill "Assessment of the problem from different angles" that we proposed in our interview guide was chosen with nearly 31.3%.

Here the priority actions are things related to the environment, flora and fauna. Protected areas may be found and maintained to safeguard biological variety at three different levels: ecosystem, species, and gene. Protecting unique ecosystems, representative regions for each major kind of ecosystem in a nation or region, species-rich ecosystems, and endemic species centers are all part of the ecosystem level (Rotich, 2012).

Question 5: How do you motivate your team?

Table 16 : Motivating the team



Source: Sphinx iQ2 software

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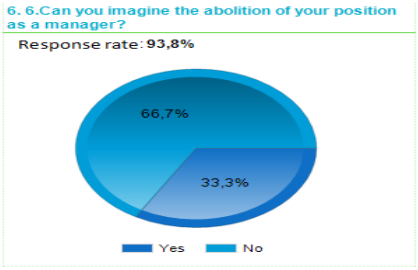
Regarding the team motivation, we saw the majority chose 'giving autonomy' with 73.3% and then more than half, with 66.7%, selected 'sending a positive feedback', and yet 53.3% favored for the option 'take into account the skill of each individual'.

The management applied is a priority for conserving terrestrial biodiversity features, which begins with giving autonomy to the team members.

According to Deci et al. (1989), autonomy support, giving choice, and fostering self-initiation are all connected with high levels of work satisfaction.

Question 6: Can you imagine the abolition of your position as a manager?

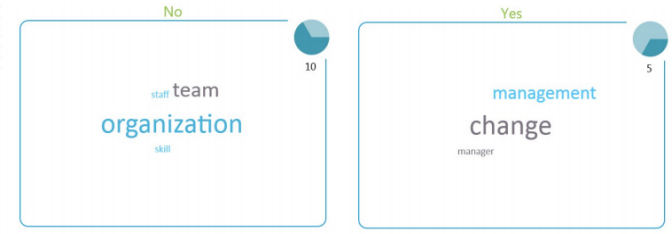
Table 17 : Suppression of the manager position



Source: Sphinx iQ2 software

In regard to this question, we wanted to know if the managers of the protected areas imagine the abolition and suppression of their positions: more than half, 66.7%, said 'No', and just 33.3% said 'Yes'.

Figure 33 : Suppression of the manager position word cloud per answer



Source: Sphinx iQ2 software

And where the verbatim is presented like this:

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Figure 34 : Suppression the manager position verbatim



Source: Sphinx iQ2 software

Figure 35 : Suppression the manager position analysis by context



	Number	Medium length	Specific words	Relative wealth index
Yes	5	11 mots	change - management - manager	0,84
No	10	12 mots	organization - team - staff - skill	1,16

Source: Sphinx iQ2 software

We realize that the verbatim used by the managers that agree with the 'suppression of the manager position' said words that refer to change; improving or improvement; changes; looking for solutions, represented in the first class.

In the second, the answers shown are the 'No' option selected by the manager at 66.7%. Here, the words selected were: links, important decisions, skills, staff, and employees, execution, team…

Question 7: What do you understand by managerial innovation?

Concerning the understanding of managerial innovation, the words' cloud represents it:

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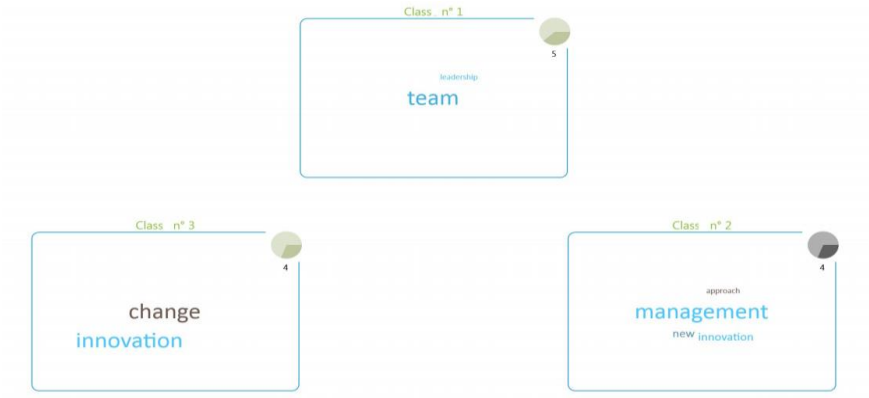
Figure 36 : Managerial innovation lexical overview



Source: Sphinx iQ2 software

Answering this question, there were several words and expressions repeated several times which are among all: management, change, organization, staff, to manage, innovation approach, idea, newness, team…

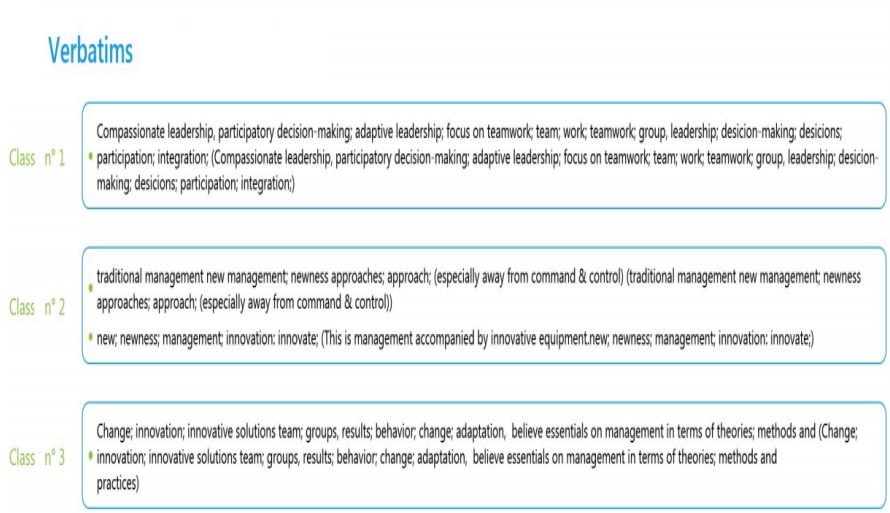
Figure 37 : Managerial innovation word cloud per answer



Source: Sphinx iQ2 software

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Figure 38 : Managerial innovation verbatim



Source: Sphinx iQ2 software

According to the verbatim, we noticed that the understanding of the concept 'managerial innovation' depends on each protected area and manager and his/her opinion.

The most repeated statements are: change, innovation, leadership, teamwork, decisions, new, management, innovate, innovation, result, change adaptation, results, behavior…; shown in the following table and figure.

Figure 39 : Managerial innovation analysis by context

	Number	Medium length	Specific words	Relative wealth index
Classe n° 1	5	22 mots	team - leadership	1,24
Classe n° 2	4	11 mots	management - new - innovation - approach	0,75
Classe n° 3	4	17 mots	change - innovation	1,01



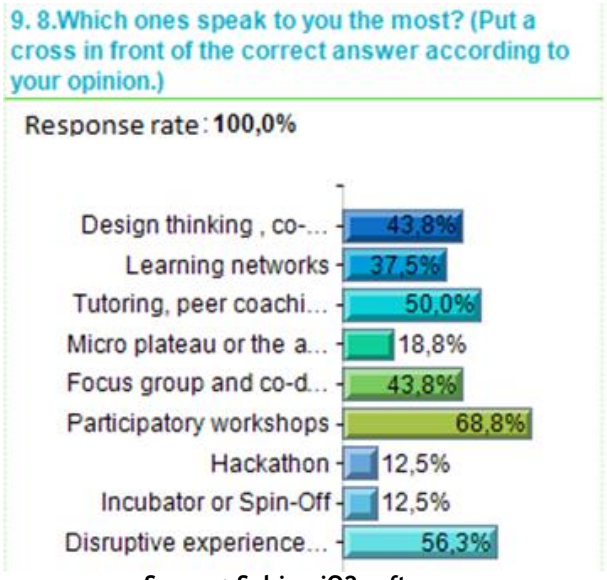
Source: Sphinx iQ2 software

To sum up, managerial innovation means considering other methods of cooperation and coordination between people in a constrained production system (Autissier et al., 2016). Further, current managerial innovation places collaboration at the heart of people's concerns and the organization's performance issues.

Part 2: Looking at managerial innovation: this part is divided in three questions
We presented a definition to each technique of the managerial innovation that was selected from (Autissier et al, 2019).

Question 8: According to the definitions provided previously, which ones speak to you the most? (Put a cross in front of the correct answer according to your opinion).

Table 18 : Managerial innovation techniques



Source: Sphinx iQ2 software

The first technique of managerial innovation that speaks the most to these managers is the 'Participatory workshop': talking about a problem under the supervision of a moderator using brainstorming, exploration, decision..., almost 68.8%.

At the second level, we find the 'Disruptive experience and immersion' with 56.3%, while the right moment of discovering of new ways of working and challenging, exchange and sharing of experience, visiting other places with the same activity.

Then the 'Tutoring, peer coaching and mentoring' as the third level with 50%. Here, two individuals work in the same business sector and make a cross coaching or peer coaching: results-oriented, the evolution of management methods, problem-solving and evolution of situations, exchange that requires active listening, i.e., tutoring and coaching.

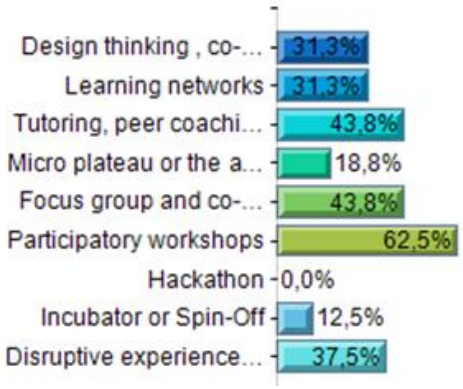
Traditional coaching (Lenhardt, 2013) has for some years been complemented by what is called Peer Coaching or cross coaching. Two people from the same profession or with different skills exchange with each other about work situations they experience and give a cross-view according to coaching techniques.

Question 9: What method do you use? If not, which one would you like to practice and why? (Put a cross in front of the correct answer according to your opinion).

Table 19 : Managerial innovation employed at the present

10. 9.What method do you use? If not, which one would you like to practice and why? (Put a cross in front of the correct answer according to your opinion.)

Response rate **100,0%**



Source: Sphinx iQ2 software

Here, the question was about the techniques of managerial innovation that the managers of the protected areas could intend to use in the future.

The answer was very significant for the 'Participatory workshops' with 62.5% and the 'Focus group and co-development' with 43.8% at the second level; the 'Disruptive experience and immersion' with 37.5% for the third level, and yet, the fourth one is shared by 'Design thinking and co-design' and 'learning networks'.

Design Thinking is an innovation process based on the observation of uses and prototyping (Brown, 2009).

A participatory workshop is what is known as an icebreaker that consists of breaking the ice on a topic and/or when participants do not know each other. Sessions last between 1h and 3h with a sequence of 1 to 4 workshops of 45 minutes (Autissier and Moutot, 2015).

Focus group is a practice that comes from the work of Lewin (1946) during the Second World War in the United States. The technique consists of people getting together in groups to discuss their practices on a subject (with or without a facilitator) with a view to changing these practices.

Question 10: From the previous list, here, enter the type of innovative management you use for:

For the tenth question, the target was to select one of the managerial innovation techniques with each situation: To solve problems; Establish the management plan; Pre-planning: data collection; Evaluation of data and identification of values …, among others.

Table 20 : Managerial innovation technique vs. situation

M_I_T_vs_Situation

	Design thinking , co- design	Learning networks	Tutoring, peer coaching and mentoring	Micro plateau or the auton omous team	Focus group and co- develo pment	Partici patory workshops	Hackathon	Incubator or Spin-Off	Disruptive experience and immersion
Pre-planning	9,1%	18,2%	9,1%	18,2%	0,0%	27,3%	0,0%	0,0%	18,2%
To_solve_problems	18,2%	18,2%	9,1%	0,0%	9,1%	45,5%	0,0%	0,0%	0,0%
Establish_the_management_plan	0,0%	10,0%	10,0%	30,0%	0,0%	40,0%	0,0%	10,0%	0,0%
Evaluation_of_data_and_identification_of	20,0%	10,0%	10,0%	0,0%	20,0%	30,0%	0,0%	0,0%	10,0%
To_alleviate_differences	0,0%	0,0%	55,6%	11,1%	11,1%	0,0%	11,1%	11,1%	0,0%
Identification_of_pressures_and_threats	10,0%	10,0%	10,0%	0,0%	30,0%	40,0%	0,0%	0,0%	0,0%
To_develop_team_work	20,0%	30,0%	0,0%	10,0%	10,0%	20,0%	0,0%	10,0%	0,0%
Raising_community_awareness	0,0%	0,0%	0,0%	0,0%	22,2%	44,4%	0,0%	0,0%	33,3%
To_establish_the_follow-up_of_the_operat	22,2%	11,1%	0,0%	22,2%	11,1%	22,2%	0,0%	0,0%	11,1%
Total	11,2%	12,4%	11,2%	10,1%	12,4%	30,3%	1,1%	3,4%	7,9%

Source: Sphinx iQ2 software

Taking into consideration that some managers left some answers in the blank, responded just to two or three situations, and others did not answer at all, we could conclude:

With: 'Pre-planning', the technique most used is 'Participatory workshops' with 27.3%; the second level is shared between the 'learning networks', 'Micro plateau or the autonomous team', 'Disruptive experience and immersion'.

In the case of 'To solve problems: the technique most used is 'Participatory workshops' with 45.5%, the second level is shared between 'Design thinking and co-design' and 'Learning network'.

With 'Establish the management plan': the technique most used is 'Participatory workshops' of 40%, and at the second level we notice 'Micro plateau or the autonomous team' with 30%.

In the case of 'Evaluation of data and identification of values', the technique most used is 'Participatory workshops' with 30%, and at the second level, we find 'Design thinking and co-design with 20%.

With 'To alleviate differences between employees', the technique frequently used is 'Tutoring, peer coaching and mentoring with 55.6%, and the same percentage of 11.1% is divided between four techniques: Micro plateau or the autonomous team'; 'Focus group and co-development '; 'Hackathon'; 'Incubator or Spin-Off'.

In the case of 'Identification of pressures and threats, the technique mostly used is 'Participatory workshops' with 40% at the second level, we notice ''Focus group and co-development 'with 30%.

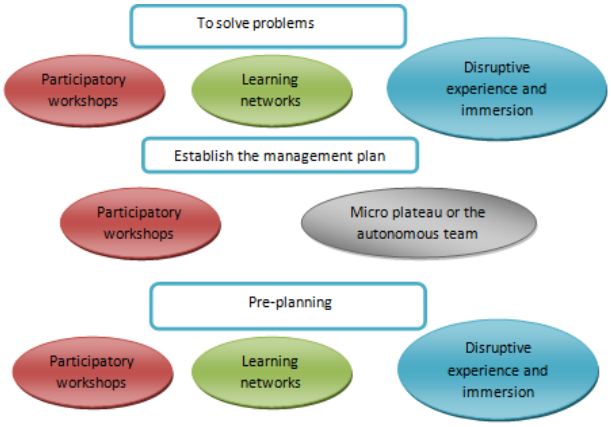
With 'To develop teamwork', the technique considerably used is 'Learning network' with 30%, the second level is shared between the 'Design thinking and co-design and 'Participatory workshops' with 20%.

In the case of 'Raising community awareness on issues of concern for the survival of the protected area', the technique regularly used is 'Participatory workshops' with 44.4%, and at the second level, we find 'Disruptive experience and immersion' with a percentage of 33.3%.

In the case of 'To establish the follow-up of the operations maintained', the percentage of 22.2% mostly used is shared between three techniques: 'Design thinking, co- design', 'Micro plateau or the autonomous team', 'Participatory workshops'.

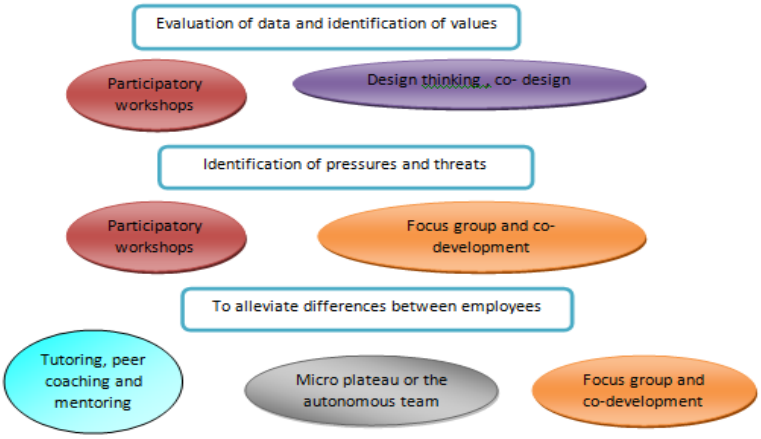
To facilitate the reading of the table, we elaborated this figure.

Figure 40 : Situation vs. Managerial innovation technique 1/3



Source: Author

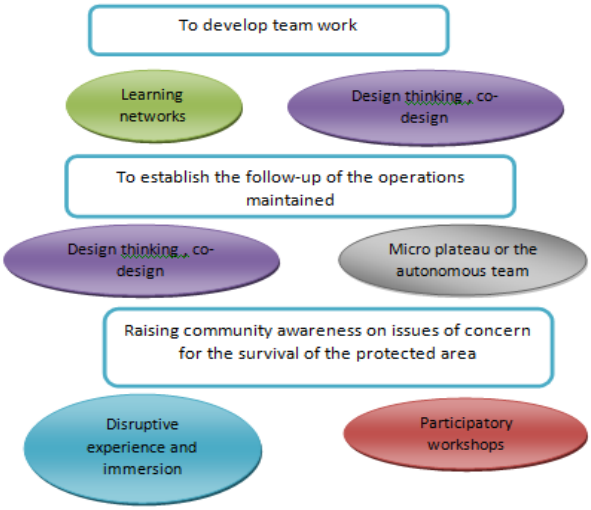
Figure 41 : Situation vs. Managerial innovation technique 2/3



Source: Author

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Figure 42 : Situation vs. Managerial innovation technique 3/3



Source: Author

Mixing the tenth question about the understanding of the managerial innovation and the eighth question about the techniques of managerial innovation, we could say we grouped together with the most common words that were repeated in the comments of the seventh question as follows:

Figure 43 : Managerial innovation word cloud organized

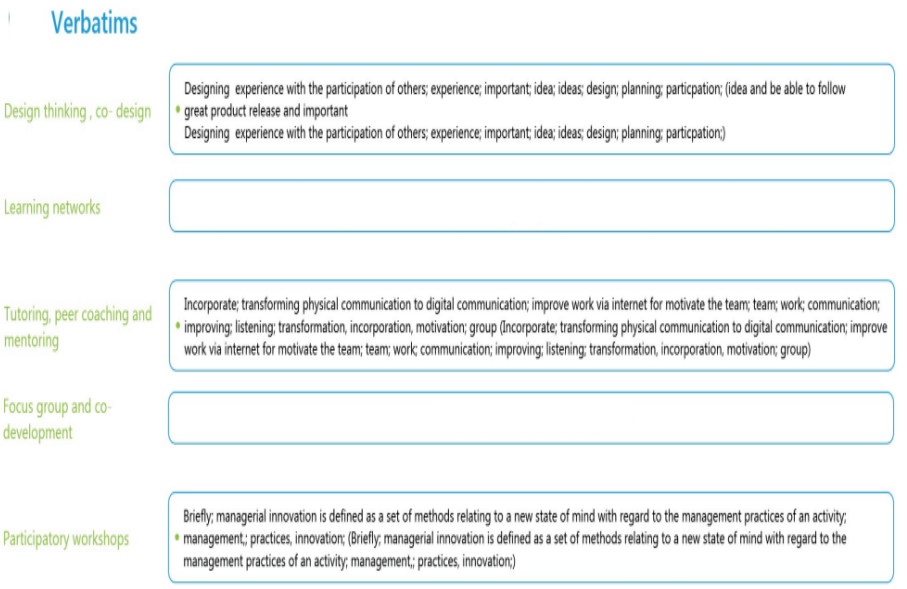


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Source: Sphinx iQ2 software

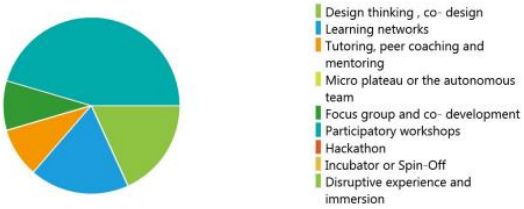
The verbatim that were detected in the seventh question and was categorized by the managerial innovation techniques are:

Figure 44 : Managerial innovation technique verbatim



Source: Sphinx iQ2 software

Figure 45 : Managerial innovation technique analysis by context



	Number	Medium length	Specific words
Design thinking , co- design	2	14 mots	idea - management - approach - new
Learning networks	2	23 mots	leadership - management - new - approach
Tutoring, peer coaching and mentoring	1	21 mots	team
Micro plateau or the autonomous team	0		
Focus group and co- developmen	1	17 mots	change - innovation - team - management
Participatory workshops	5	19 mots	management - innovation - new - idea - change
Hackathon	0		
Incubator or Spin-Off	0		
Disruptive experience and immersion	0		

Source: Sphinx iQ2 software

Here, in the graph, the same statistics are visible: the main ones are five techniques: Participatory workshops; Tutoring, peer coaching and mentoring; Focus-group and co-development; Design and co-design; learning networks.

The different forms of managerial innovation mentioned above privilege experience over explanation. They favour the autonomy of individuals and groups who coordinate themselves through situations and/or problem solving (Autissier, 2016).

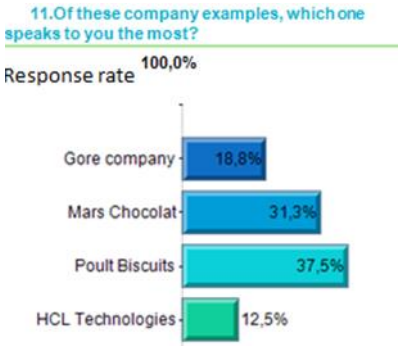
Part 3: Managerial innovation in the organization: composed of 20 questions

A small preview was explained about managerial innovation and its application inside of the companies.

Question 11: Four examples were presented of different companies and its correspondent managerial innovation technique.

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Table 21 : Companies' example



Source: Sphinx iQ2 software

The company that was chosen the most is 'Poult Biscuits' with 37.5% of the respondents: 'Employees get fewer control costs and more decision making'.

The second choice was made for 'Mars Chocolat' with a percentage equal to 31.1%: 'France, every six weeks, for thirty minutes, an appointment is set up between the manager and the employees where questions and doubts are answered and clarified'.

The third was left to 'Gore company' which was selected by the respondents at the level of 18.8%: ' In the Gore company (textile), managerial innovation has many ways:

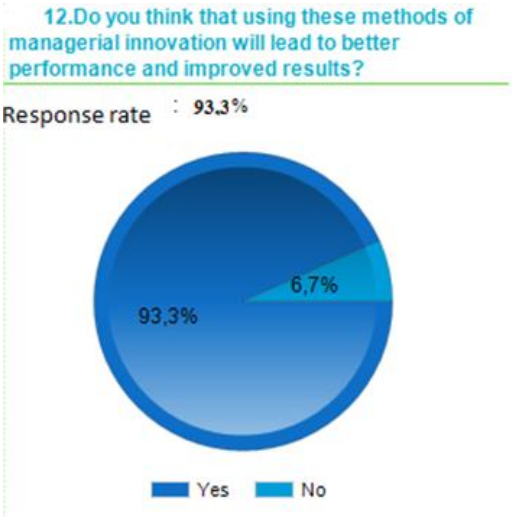
- Removing hierarchy: in order to facilitate the creative process, employees must pay attention to new ideas coming from the team.
- New projects must be studied by employees to minimize hierarchy.
- Save 10% on off-topic projects to activate new ideas.

The last position was left to HCL Technologies with 12.5%: 'HCL Technologies: The Indian software company HCL Technologies offers an application called "U&I" where the general management is committed to answering questions and doubts'.

Question 12: Do you think that using these methods of managerial innovation will lead to better performance and improved results?

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Table 22 : Managerial innovation vs. performance



Source: Sphinx iQ2 software

The percentage of 93.3% answered by a 'Yes' confirms that the methods of managerial innovation lead to a better performance in terms of results.

Managerial innovation can then be defined as the introduction of new management practices in order to improve the firm's performance (Besbes et al, 2013). Performance generally reflects the degree of achievement of the company's objectives. It is quantifiable by indicating a state or degree of achievement of objectives, standards or action plans adopted by the organization.

The justification of the answer presented is summarized with the words cloud.

Figure 46 : Managerial innovation and performance lexical overview

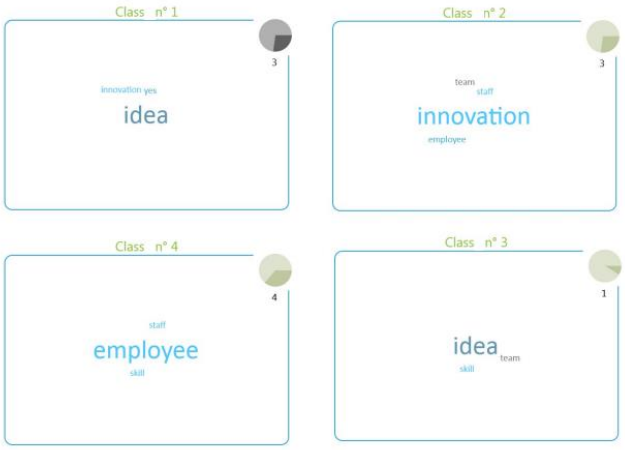


Source: Sphinx iQ2 software

The words and the expressions presented in the answered are divided in four classes:

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Figure 47 : Managerial innovation vs. performance word cloud

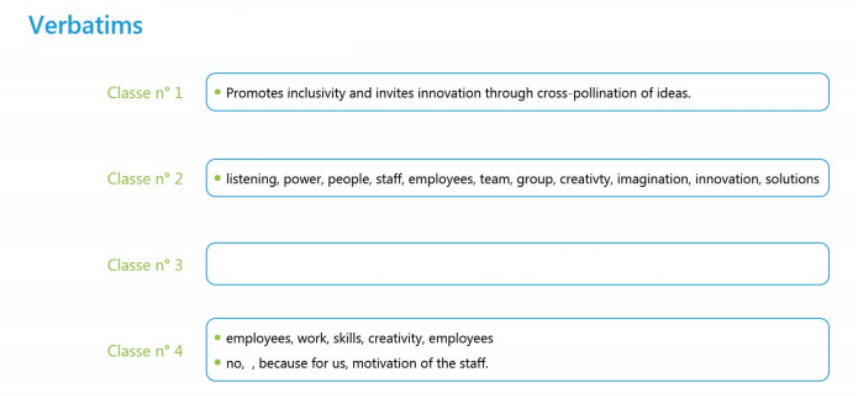


Source: Sphinx iQ2 software

According to the verbatim and the word cloud of each class, we noticed that the opinion about the performance when the application of the managerial innovation techniques depends on each person, here, a manager of a protected area and his own point of view.

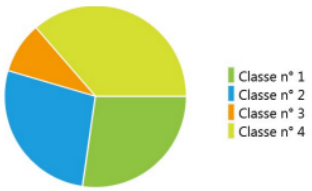
The most repeated words are change, people, teamwork, decisions, staff, management, innovate, innovation, result, creativity, imagination, solutions…, shown in the following table and graph.

Figure 48 : Managerial innovation vs. Performance verbatim



Source: Sphinx iQ2 software

Figure 49 : Managerial innovation vs. performance analysis by context



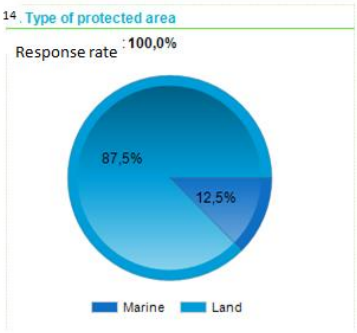
	Number	Medium length	Specific words	Indice de richesse relative
Classe n° 1	3	11 mots	idea - yes - innovation	0,76
Classe n° 2	3	11 mots	innovation - employee - staff - team	0,83
Classe n° 3	1	25 mots	idea - team - skill	1,44
Classe n° 4	4	15 mots	employee - skill - staff	0,97

Source: Sphinx iQ2 software

We skip the question 13 which is about the name of the protected area.

Question 14: Are you a:

Table 23 : Protected area type



Source: Sphinx iQ2 software

Here, concerning the typology of the type of the protected area. Among the 16 responses that we collected, 87.5% are land ones, and the rest 12.5% are marine protected areas.

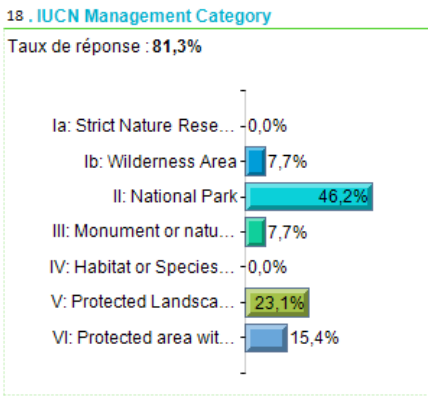
The questions 15, 16: treating the date and the size of the protected areas will be skipped.

Question 17 will be skipped also because all the protected areas that answered our interview confirmed the protected area meet the IUCN definition. The ones that did not mean this condition were excluded from this analysis.

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Question 18. Select the IUCN management category for the protected area, which has been assigned

Table 24 : IUCN Management Category

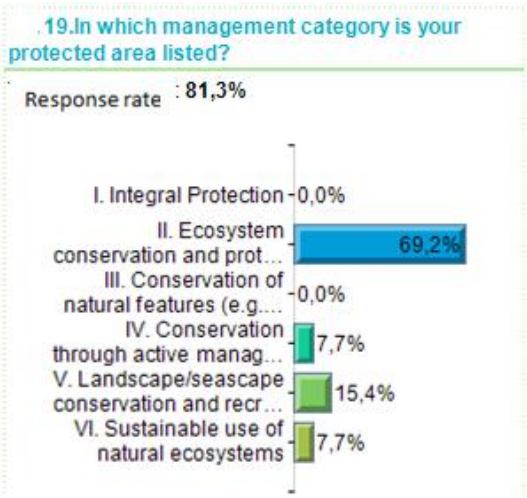


Source: Sphinx iQ2 software

Here, we could say: almost half, 46.2%, are from the category N° 2: National park;23.1% represent the category N°5: V: Protected Landscape or Seascape, 15.4% is left to the last and sixth category: VI: Protected area with sustainable use of natural resources, and the percentage 7.7% is repeated between the category N° 3: III: Monument or natural element, and the Ib: Wilderness Area

Question 19: In which management category is your protected area listed?

Table 25 : Protected area management category



Source: Sphinx iQ2 software

Concerning the management category, we noticed that the main one is the 'II. Ecosystem conservation and protection (e.g. National Park)'. With 69.2%

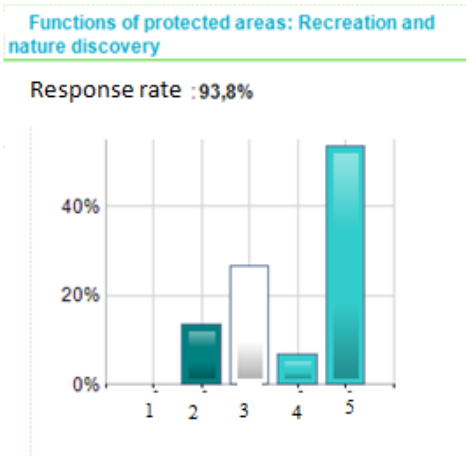
In the second position, we find the 'V. Landscape/seascape conservation and recreation with 15.4%.

The percentage of 7.7% is repeated between two categories of management: 'IV. Conservation through active management (e.g. habitat/species management area)' and 'VI. Sustainable use of natural ecosystems.

The twentieth question will be skipped as well. Treating the international conventions of each country, most of the managers left the table blank.

Question 21: What are the essential functions of your protected area? (1: not very important; 5: very important)

Table 26 : Protected areas functions

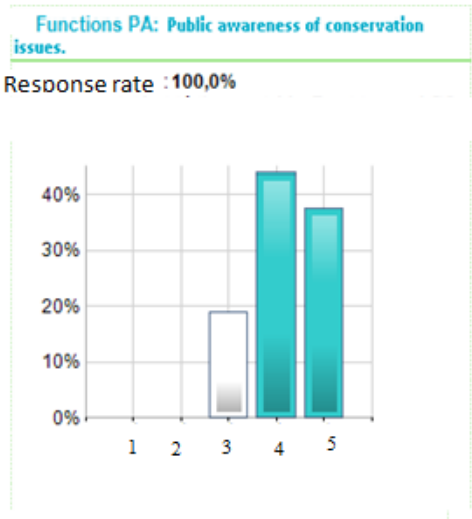


Source: Sphinx iQ2 software

With the first function: 'Recreation and nature discovery', we can say that the statement is rather good for almost all the protected areas.

Beside biodiversity and conservation, protected areas have the functions of cultural, aesthetic, functional, research, educational, and economic ones (Gray, 2004).

Table 27 : Function/ Public awareness

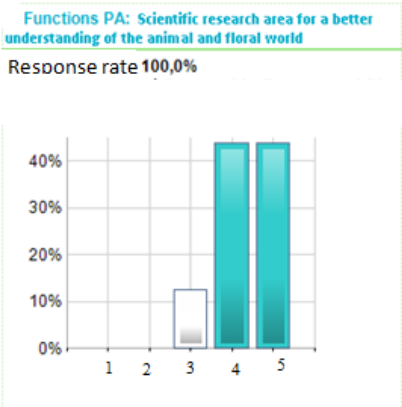


Source: Sphinx iQ2 software

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With the second function: 'Public awareness of conservation issues, we notice the majority choose the score '4' on a 5 scale.

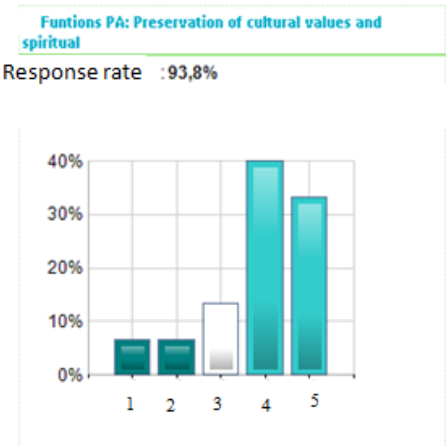
Table 28 : Function/ Scientific research



Source: Sphinx iQ2 software

In the third statement: 'Scientific research area for a better understanding of the animal and floral world', a tiny group chose the score of 3 in a scale of 5, and the rest shared between the scores 4 and 5.

Table 29 : Function/ Preservation of cultural and spiritual values

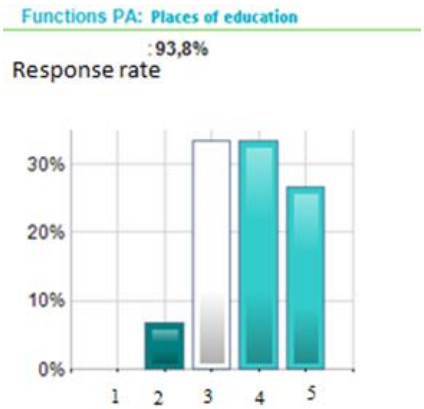


Source: Sphinx iQ2 software

Here, with the statement about 'Preservation of cultural values and spiritual', a considerable number of protected areas chose grade 4.

A protected area is a multifaceted location where the functions are complementary and mutually reinforcing or vice versa. It's the best place where inter-relationships of various functions are mitigated to designing and implementing feasible policies for balancing conservation and development, which is a common challenge faced by protected areas or nature reserves around the world (Lü et al., 2003).

Table 30 : Function: Place of education



Source: Sphinx iQ2 software

At the last functions 'Places of education' for the protected area, a significant number of protected areas chose between 3 and 4.

Question 22: Concerning the "World Heritage" label, which takes a closer look at and recognizes the importance of pre-existing values of the territory, what actions do you think you will undertake to obtain this label?

Concerning the perception of the 'world heritage', and the actions to undertake to get the label, it's represented by a words' cloud as follows:

Figure 50 : World Heritage lexical overview



Source: Sphinx iQ2 software

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Figure 51 : World heritage word cloud



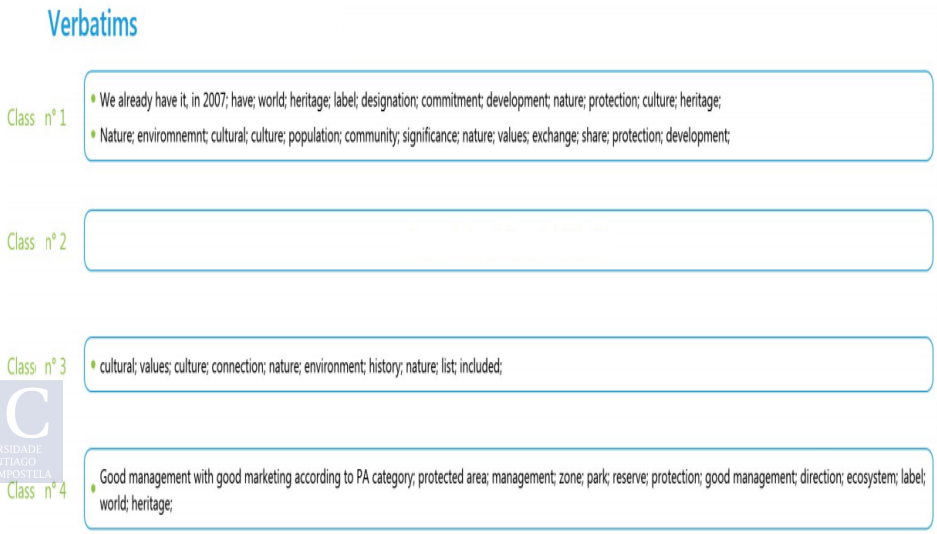
Source: Sphinx iQ2 software

The words and the expressions presented in the answers are divided into four classes:

According to the verbatim and the word could of each class, we notice that the opinion about the 'world heritage' and the actions to do in order to get it as a label depends on each person, here, a manager of a protected area and his own its point of view.

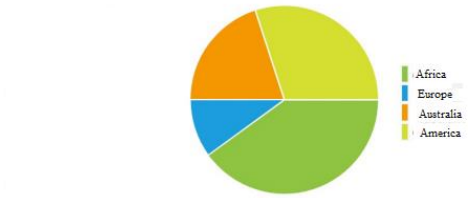
The most repeated words are community, protection, population, plan, values, label, park, nature community, management…, shown in the following table and graph.

Figure 52 : World heritage verbatim



Source: Sphinx iQ2 software

Figure 53 : World heritage analysis by context

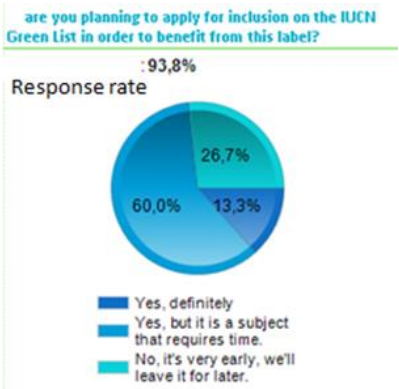


	Number	Medium length	Specific words	Context	Relative wealth index
Africa	4	19 mots	heritage - protection - community - population	Africa	0,84
Europe	1	28 mots	park - label - nature - community - plan	Europe	1,12
Australia	2	27 mots	value - management - nature	Australia	1,02
America	3	26 mots	management - heritage - plan - population	America	1,02

Source: Sphinx iQ2 software

Question 23: Given the importance of the Green List, to preserve natural capital values by emphasizing this on effective management and equitable governance. Within the next five years, are you planning to apply for inclusion on the IUCN Green List in order to benefit from this label?

Tableau 31 : Planning to get the Green list label



Source: Sphinx iQ2 software

We notice, here, that more than half 60% of the protected areas said that: 'Yes, but it is a subject that requires time'.

A quarter of the respondent 26.7%; said: 'No, it's very early, we'll leave it for later'.

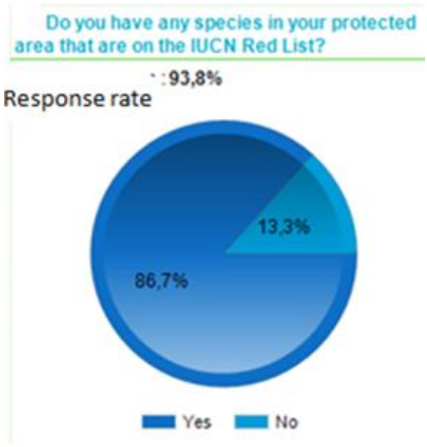
Only 13.3% affirmed that: 'Yes, definitely', they are planning to apply for the Green List Label.

The green list is a reward for managers that takes into account the efforts that have been made in terms of management and governance to obtain this label. The consequences of this inscription on the green list are: Better marketing visibility;recognize the protected area at the national level and within the country.

The IUCN Green List of Protected Areas is an initiative that encourages, measures, recognizes and shares the successes of protected areas that meet the standards of good management and governance practices. It is designed to guide governments and their conservation partners in meeting their commitments to ratify the Convention on Biological Diversity (Brockington et al, 2008).

Question 24: Do you have any species in your protected area that are on the IUCN Red List?

Table 32 : About the Red List



Source: Sphinx iQ2 software

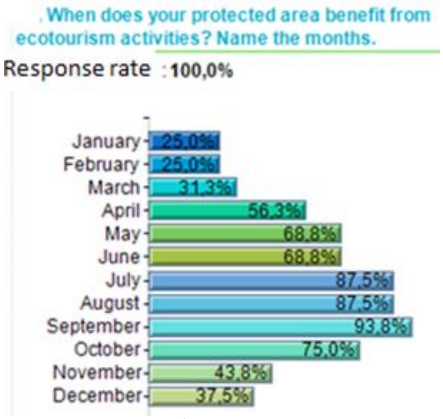
Here, the answers that affirmed the existence of species in the protected area and that are listed by the IUCN Red List reached 86.7%.Only 13,3% said No.

The Red List focuses on species at risk of extinction. They provide a sign of a major threat to the planet's species (Werner, 2003). Wild species: animals and plants, defines the heritage of the protected area. Protected areas are largely created to preserve biodiversity across the planet.

Question 25: When does your protected area benefit from ecotourism activities? Name the months.

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Table 33 : Ecotourism period



Source: Sphinx iQ2 software

According to the results that we got from the interviewed protected areas, we can say that the high season for tourism in the protected area begins in April with 56.3%, it increases to 68.8% during May and June, and then toll 85.5% during July and August, and almost 93.8% during September, and it decreases a little till reaching 75% during October.

Ecotourism is a type of sustainable tourism. "It is to investigate places while considering biodiversity and local communities" (Zhang et al., 2010).

Question 26 will be skipped because we do not have the same rate for all the number of tourists: some managers did not answer, some answered with hundreds, others with thousands or even with million.

Question 27: What types of activities do eco-tourists engage in your protected area?

Table 34 : Ecotourism activities



Source: Sphinx iQ2 software

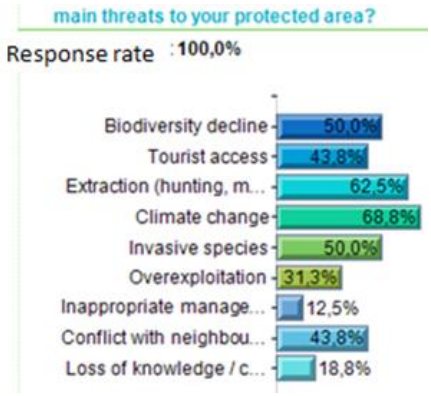
Here, we notice from the entire list that we proposed, only two activities are very solicited: 'Scenic nature tourism' and 'Bird watching' with a high percentage of 75%.

In the second degree, we find three kinds of activities with 68.8%: 'Eco-tourism expeditions', 'Walking and camping' and 'Wildlife viewing'. The trekking in the jungle is the last one chosen by the managers of the protected areas with 25% only.

Ecotourism connects tourism activities with the natural environment, refers to a tourist activity based on the motivation to act responsibly, taking into account the possibly harmful environmental impacts of tourism. Furthermore, ecotourism entails safeguarding the preservation of the earth's natural resource regions while promoting the economic growth of local populations, with the goal of conserving their social and cultural integrity (Cetin and Sevik, 2016).

Question 28: What are the main threats to your protected area?

Table 35 : Protected areas threats



Source: Sphinx iQ2 software

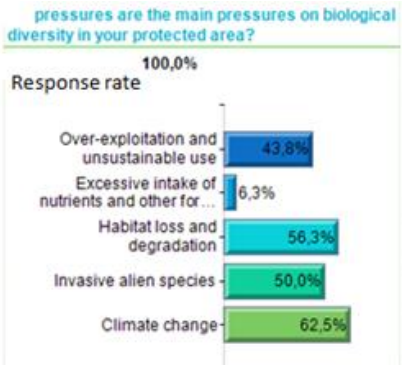
The main threats that menace the protected areas are mainly three: Climate change with 68.8%, Extraction (hunting, mining, logging, and fishing) with 62.5%, and in the third place, we find with 50% two problems: Invasive species, and Biodiversity decline.

The most common threats are: unsustainable hunting and collection of terrestrial, impacts of recreational activities, fire, suppression of invasive alien species, and gathering of terrestrial plants… (Joppa and Pffaf, 2011).

Question 29: Which of these pressures are the main pressures on biological diversity in your protected area?

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Table 36 : Protected areas pressures

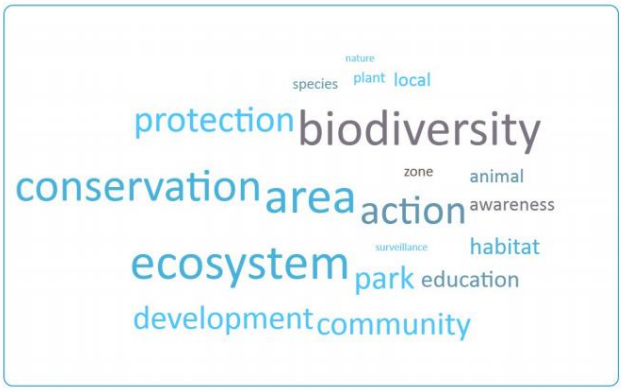


Source: Sphinx iQ2 software

Concerning the main pressures that disturb the protected areas, we find climate change with 62.5%, Habitat loss and degradation with 56.3%, and Invasive alien species with 50%.

Question 30: What actions do you usually take for the protection of biodiversity?

Figure 54 : Biodiversity protection actions lexical overview

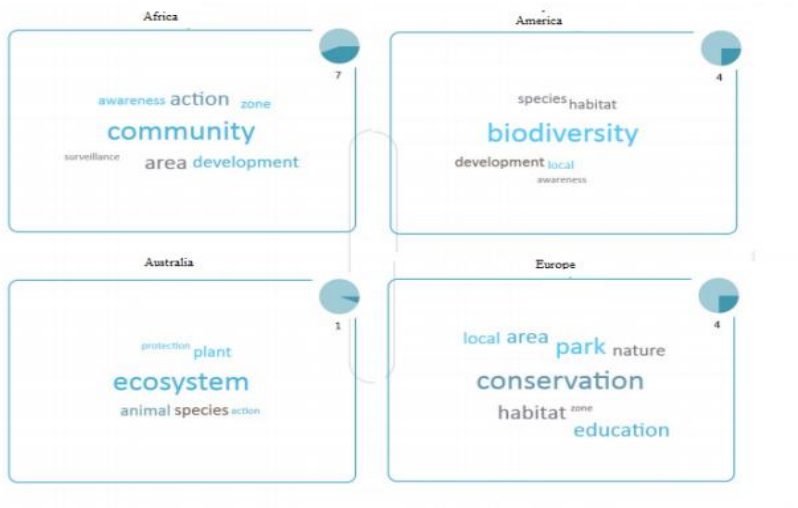


Source: Sphinx iQ2 software

Concerning the perception of the 'Protection of Biodiversity, and the actions to protect the biodiversity, it's shown by theword 'cloud' as follows by each continent:

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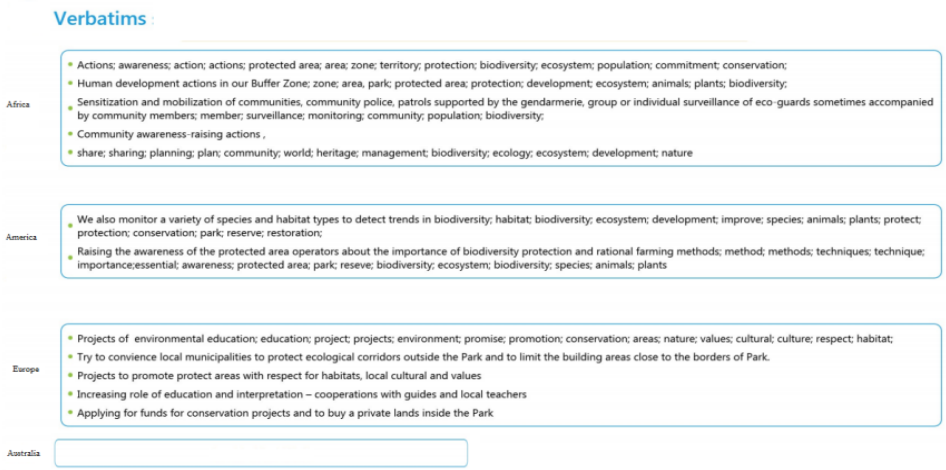
Figure 55 : Biodiversity word cloud per continent



Source: Sphinx iQ2 software

In terms of the continent, we could understand the point of view of biodiversity and its protection by verbatim and the classification:

Figure 56 : Biodiversity actions verbatim

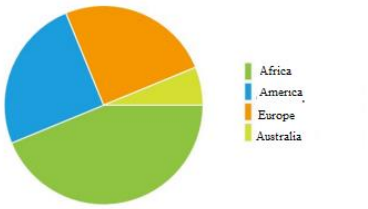


Source: Sphinx iQ2 software

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Figure 57 : Biodiversity actions analysis by continent

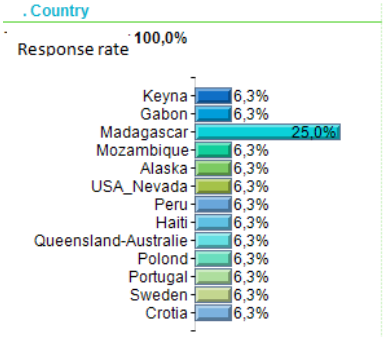
	Number	Medium length	Specific words	Relative wealth index
Africa	7	22 mots	community - action - area - development - awareness	0,69
America	4	36 mots	biodiversity - habitat - species - development - local	1,01
Europe	4	27 mots	conservation - park - habitat - area - education	0,75
Australia	1	60 mots	ecosystem - plant - animal - species - protection - ...	1,55



Source: Sphinx iQ2 software

Clarification concerning the continent was added at the end of this interview:

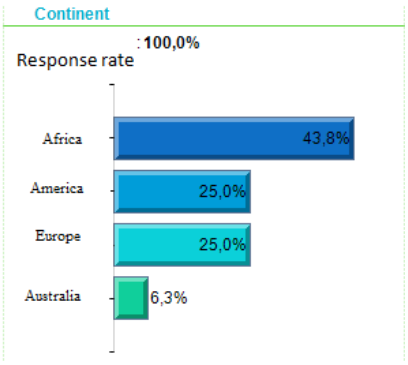
Table 37 : Answers per countries



Source: Sphinx iQ2 software

We could see that the most representative country is Madagascar, which represents 25%. The other countries are represented by one respondent except for the case of Queensland Australia, Sweden, and Portugal, as we explained before.

Table 38 : Answers per continent



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Source: Sphinx iQ2 software

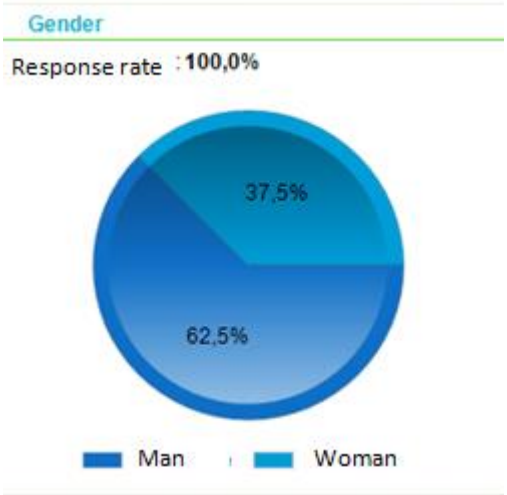
Here, gathering all the answers and selecting them per continent, we find the first one represented by 43.8% by Africa, Mozambique, Madagascar, Gabon, and Kenya.

The second one is America with 25%, where we find Alaska, Nevada, USA, Haiti, and Peru.

The third one is Europe with 25% with Croatia, Poland, Sweden and the case of Portugal that we explained before.

And lastly Australia with 6.3% presenting all the region of Queensland.

Table 39 : Managers'gender

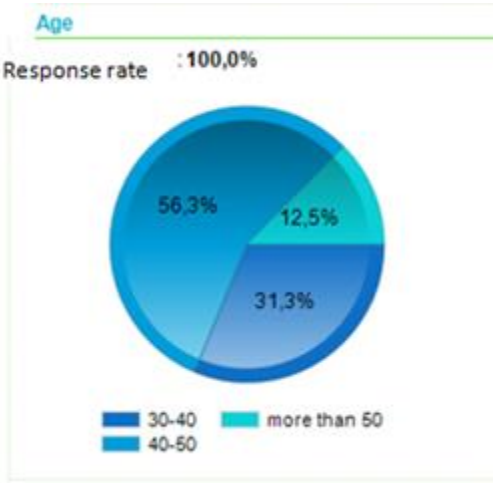


Source: Sphinx iQ2 software

Here, we remark that there are more men than women as managers, respectively: 62.5% towards 37.5%.

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Table 40 : Managers' age



Source: Sphinx iQ2 software

For the age, we notice that only 12.5% are over 50 years old, 31.3% are between 30 and 40 years old, and more than half: 56.3% are between 40 and 50.

The European Union Biodiversity Strategy to 2020 (EC 2011) deemed it important to significantly strengthen such integration via targets and strategies that increase the beneficial contribution of biodiversity conservation and sustainable usage.

To ensure biodiversity conservation and to significantly increase the conservation status of species or habitats compared to the EU 2010 baseline, therefore contributing to more sustainable management (Ramil-Rego et al., 2021).

One of the key aspects of the EU Biodiversity Strategy to 2030 (EC, 2020) is to successfully manage all protected areas, identify clear conservation measures and targets, and monitor them appropriately, conservation strategies and objectives, as well as effective monitoring of them.

6.4. ANSWERING THE HYPOTHESIS

In this part, we will answer the hypothesis that we elaborate.

Hypothesis

H1: The protected areas apply the managerial innovation techniques now
H2: The protected areas will apply the managerial innovation techniques in the future
H3: The marine protected areas apply the old style of management
H4: The land protected areas apply the old style of management
H5: The marine protected areas apply the managerial innovation techniques
H6: The land protected areas apply the managerial innovation techniques
H7: The marine protected areas suffer from threats
H8: The land protected areas suffer from threats
H9: The marine protected areas suffer from pressures
H10: The land protected areas suffer from pressures
H11: The marine protected have eco-touristic activities
H12: The lands protected have eco-touristic activities

With the Sphinx Program that we used to develop the statistic in this study, we used the cross table.

Our first hypothesis is

H1: The protected areas apply the managerial innovation techniques now
Looking at the following table, we can remark that all the protected areas do not use all the managerial innovation techniques, but some of them are used very actively and with a very high percentage:

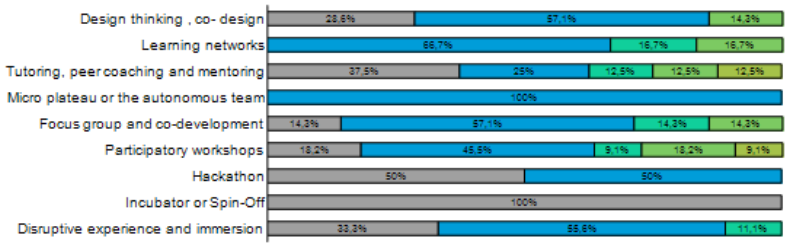
Table 41 : Cross table about applying the managerial innovation techniques now

Management-Category, M_I_T_known

	Non réponse	I. Integral Protection	II. Ecosystem conservation and protection (e.g. National Park)	III. Conservation of natural features (e.g. natural monument)	IV. Conservation through active management (e.g. habitat/species management area)	V. Landscape/seascape conservation and recreation	VI. Sustainable use of natural ecosystems
Design thinking , co- design	2	0	4	0	0	1	0
Learning networks	0	0	4	0	1	1	0
Tutoring, peer coaching and mentoring	3	0	2	0	1	1	1
Micro plateau or the autonomous team	0	0	3	0	0	0	0
Focus group and co-development	1	0	4	0	1	1	0
Participatory workshops	2	0	5	0	1	2	1
Hackathon	1	0	1	0	0	0	0
Incubator or Spin-Off	2	0	0	0	0	0	0
Disruptive experience and immersion	3	0	5	0	1	0	0

p = 0,93 ; Khi2 = 20,97 ; ddl = 32 (NS)

The relationship is not significant



Source: Sphinx iQ2 software

The high percentage is encountered with different type of protected areas.

We can add that the following techniques are used by the protected areas with a considerable level:

- Design thinking, co-design.
- Learning networks.
- Tutoring, peer coaching and mentoring.
- Focus group and co-development.
- Participatory workshops.
- Disruptive experience and immersion.

Using the Sphinx Program, we use the cross table to invalidate or affirm the hypothesis.

Here we will consider that:

H0: The protected areas do apply the managerial innovation techniques now.
H1: The protected areas do not apply the managerial innovation techniques now.

We realize that the p value =0.93.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 20.97, ddl=32, p=0.93).

Thus: The protected areas do not apply the managerial innovation techniques now.

Which means that the protected areas do not use all the managerial innovation techniques, but use some of them: Design thinking, co- design; Learning networks; Tutoring, peer coaching and mentoring; Focus group and co-development; Participatory workshops; Disruptive experience and immersion.

Our second hypothesis is:
H2: The protected areas will apply the managerial innovation techniques in the future.
Looking at the following table, we can remark that all the protected areas do not use all the managerial innovation techniques, but some of them are used very actively and with a very high percentage:

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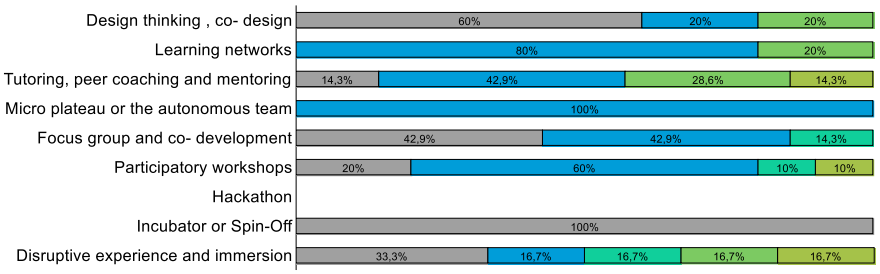
Table 42 : Cross table about applying the managerial innovation techniques in the future

Management-Category, M_I_T_to_use_in__the_future

	Non réponse	I. Integral Protection	II. Ecosystem conservation and protection (e.g. National Park)	III. Conservation of natural features (e.g. natural monument)	IV. Conservation through active management (e.g. habitat/species management area)	V. Landscape/seascape conservation and recreation	VI. Sustainable use of natural ecosystems
Design thinking , co- design	3	0	1	0	0	1	0
Learning networks	0	0	4	0	0	1	0
Tutoring, peer coaching and mentoring	1	0	3	0	0	2	1
Micro plateau or the autonomous team	0	0	3	0	0	0	0
Focus group and co- development	3	0	3	0	1	0	0
Participatory workshops	2	0	6	0	1	0	1
Hackathon	0	0	0	0	0	0	0
Incubator or Spin-Off	2	0	0	0	0	0	0
Disruptive experience and immersion	2	0	1	0	1	1	1

p = **0,54** ; Khi2 = **26,62** ; ddl = **28** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

The high percentage is encountered with different type of protected areas.
We can add that the following techniques are used by the protected areas with a considerable level:

- Design thinking, co-design.
- Learning networks.
- Tutoring, peer coaching and mentoring.
- Focus group and co-development.
- Participatory workshops.
- Disruptive experience and immersion.

Using the Sphinx Program, we use the cross table to invalidate or affirm the hypothesis.

Here we will consider that:

H0: The protected areas will do apply the managerial innovation techniques in the future.

H1: The protected areas will not apply the managerial innovation techniques in the future.

We realize that the p value =0.54.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 26.62, ddl=28, p=0.54).

Thus: The protected areas will not apply the managerial innovation techniques in the future.

Which means that the protected areas will not use all the managerial innovation techniques, butwould use some of them such as: Design thinking, co- design; Learning networks; Tutoring, peer coaching and mentoring; Focus group and co-development; Participatory workshops; Disruptive experience and immersion.

Our hypothesis is:

H3: The marine protected areas apply the old style of management.

Looking at the following table, we can observe that few of the marine protected areas still use the old management.

The 'Participatory management' and the 'Direct management' is still used in the marine protected areas.

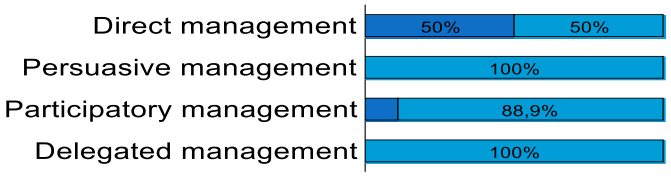
Table 43 : Cross table about the old management applied by the marine protected areas

Type-of-protected-area, Management_style

	Marine	Land
Direct management	**1**	**1**
Persuasive management	**0**	**1**
Participatory management	**1**	**8**
Delegated management	**0**	**4**

p = **0,35** ; Khi2 = **3,30** ; ddl = **3** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The marine protected areas apply the old style of management.

H1: The marine protected areas do not apply the old style of management.

We realize that the p value =0.35.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 3.30, ddl=3, p=0.35).

Thus: The marine protected areas do not apply the old style of management.

Our hypothesis is:
H4: The land protected areas apply the old style of management.
Looking at the following table, we can observe that all the protected areas still use the old management.
The 'Participatory management' and the 'Delegated management' is very used in the land protected areas, the 'Direct management' and the 'Persuasive management' is less used by the land protected areas.

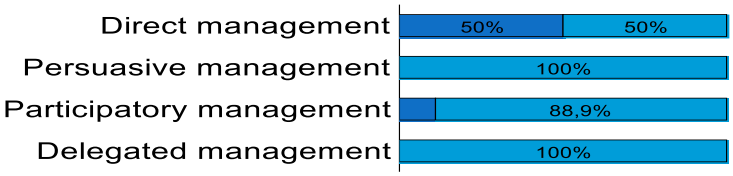
Table 44 : Cross table about the old management applied by the land protected areas

Type-of-protected-area, Management_style

	Marine	Land
Direct management	**1**	**1**
Persuasive management	**0**	**1**
Participatory management	**1**	**8**
Delegated management	**0**	**4**

p = **0,35** ; Khi2 = **3,30** ; ddl = **3** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:
H0: The land protected areas apply the old style of management.
H1: The land protected areas do not apply the old style of management.
We realize that the p value =0.35.
And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.
The results show that we cannot confirm H0 hypothesis, (khi2= 3.30, ddl=3, p=0.35).
Thus: The land protected areas do not apply the old style of management.

Our hypothesis is:
H5: The marine protected areas apply the managerial innovation techniques.
Looking at the following table, we can observe that few the marine protected areas use the managerial innovation techniques.
In the marine protected areas, the 'Participatory workshop'; 'Disruptive experience and immersion'; 'Tutoring, peer coaching and mentoring'; 'Design thinking and co-design' is mostly used; the 'Hackathon is very less used by the land protected areas.

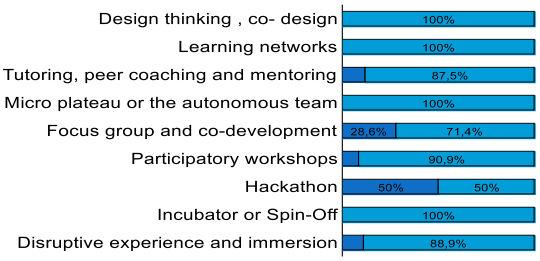
Table 45 : Cross table about if marine protected areas apply the managerial innovation techniques.

Type-of-protected-area, M_I_T_known

	Marine	Land
Design thinking , co- design	0	7
Learning networks	0	6
Tutoring, peer coaching and mentoring	1	7
Micro plateau or the autonomous team	0	3
Focus group and co-development	2	5
Participatory workshops	1	10
Hackathon	1	1
Incubator or Spin-Off	0	2
Disruptive experience and immersion	1	8

p = **0,47** ; Khi2 = **7,65** ; ddl = **8** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The marine protected areas apply the managerial innovation techniques.

H1: The marine protected areas do not apply the managerial innovation techniques.

We realize that the p value =0.47.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 7.65, ddl=8, p=0.47).

Thus: The marine protected areas do not apply the managerial innovation techniques.

Our hypothesis is:

H6: The land protected areas apply the managerial innovation techniques.

Looking at the following table, we can observe that the majority of land protected areas use the managerial innovation techniques.

In the land protected areas, the 'Focus group and co-development' is mostly used, the 'Hackathon; 'Participatory workshop'; 'Tutoring, peer coaching and mentoring' and 'Disruptive experience and immersion' is very less used by the marine protected areas.

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Table 46 : Cross table about if land protected areas apply the managerial innovation techniques

Type-of-protected-area, M_I_T_known

	Marine	Land
Design thinking , co- design	0	7
Learning networks	0	6
Tutoring, peer coaching and mentoring	1	7
Micro plateau or the autonomous team	0	3
Focus group and co-development	2	5
Participatory workshops	1	10
Hackathon	1	1
Incubator or Spin-Off	0	2
Disruptive experience and immersion	1	8

p = **0,47** ; Khi2 = **7,65** ; ddl = **8** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The land protected areas apply the managerial innovation techniques.

H1: The land protected areas do not apply the managerial innovation techniques.

We realize that the p value =0.47.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 7.65, ddl=8, p=0.47).

Thus: The land protected areas do not apply the managerial innovation techniques.

Our hypothesis is:

H7: The marine protected areas suffer from threats.

Looking at the following table, we can observe that majority of the marine protected areas suffer from threats.

In the marine protected area we can find a high level of ‘Extraction’ and ‘inappropriate management’ and very few threats as ‘Tourist access’ and ‘climate change’.

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Table 47 : Cross table about if marine protected areas suffer from threats

Type_of_the_protected_area, Threats_PA

	Land protected area	Marine protected area
Biodiversity decline	8	0
Tourist access	6	1
Extraction (hunting, mining, logging, fishing)	8	2
Climate change	10	1
Invasive species	8	0
Overexploitation	3	2
Inappropriate management	2	0
Conflict with neighbouring or associated communities	7	0
Loss of knowledge / cultural change	3	0

p = **0,30** ; Khi2 = **9,51** ; ddl = **8** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The marine protected areas suffer from threats.

H1: The marine protected areas do not suffer from threats.

We realize that the p value =0.30.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 9.51, ddl=8, p=0.30).

Thus: The marine protected areas do not suffer from threats.

Our hypothesis is:

H8: The land protected areas suffer from threats.

Looking at the following table, we can observe that majority of the land protected areas suffer from threats.

In the land protected area, we can find a high level of 'Climate change'; 'Invasive species'; 'Conflict with neighboring or associated communities', but very few threats such as 'Overexploitation', 'Loss of knowledge/ cultural change' or 'inappropriate management'.

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Table 48 : Cross table about if land protected areas suffer from threats

Type_of_the_protected_area, Threats_PA

	Land protected area	Marine protected area
Biodiversity decline	8	0
Tourist access	6	1
Extraction (hunting, mining, logging, fishing)	8	2
Climate change	10	1
Invasive species	8	0
Overexploitation	3	2
Inappropriate management	2	0
Conflict with neighbouring or associated communities	7	0
Loss of knowledge / cultural change	3	0

p = **0,30** ; Khi2 = **9,51** ; ddl = **8** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The land protected areas suffer from threats.

H1: The land protected areas do not suffer from threats.

We realize that the p value =0.30.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 9.51, ddl=8, p=0.30).

Thus: The land protected areas do not suffer from threats.

Our hypothesis is:

H9: The marine protected areas suffer from pressures.

Looking at the following table, we can observe that majority of the marine protected areas suffer from pressures.

In the marine protected area, we can find a high level of 'Over-exploitation and unsustainable use'; 'but very few pressures such as 'Habitat loss and degradation'.

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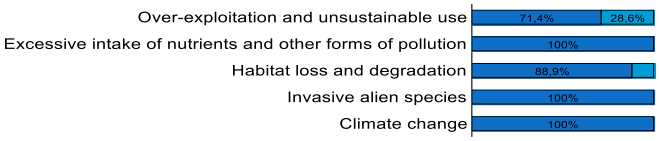
Table 49 : Cross table about if marine protected areas suffer from pressures

Type_of_the_protected_area, pressures_are_the_main_pressures_on_biol

	Land protected area	Marine protected area
Over-exploitation and unsustainable use	5	2
Excessive intake of nutrients and other forms of pollution	1	0
Habitat loss and degradation	8	1
Invasive alien species	8	0
Climate change	10	0

p = **0,25** ; Khi2 = **5,43** ; ddl = **4** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The marine protected areas suffer from pressures.

H1: The marine protected areas do not suffer from pressures.

We realize that the p value =0.25.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis (khi2= 5.43, ddl=4, p=0.25).

Thus: The marine protected areas do not suffer from pressures.

Our hypothesis is:

H10: The land protected areas suffer from pressures.

Looking at the following table, we can observe that majority of the land protected areas suffer from pressures.

In the land protected area, we can find a high level of 'climate change'; 'Habitat loss and degradation'; 'Invasive alien species'; but very few with 'Excessive intake of nutrients and other forms of pollution'.

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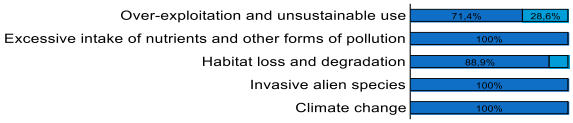
Table 50 : Cross table about if land protected areas suffer from pressures

Type_of_the_protected_area, pressures_are_the_main_pressures_on_biol

	Land protected area	Marine protected area
Over-exploitation and unsustainable use	5	2
Excessive intake of nutrients and other forms of pollution	1	0
Habitat loss and degradation	8	1
Invasive alien species	8	0
Climate change	10	0

p = **0,25** ; Khi2 = **5,43** ; ddl = **4** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The land protected areas suffer from pressures.

H1: The land protected areas do not suffer from pressures.

We realize that the p value =0.25.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis, (khi2= 5.43, ddl=4, p=0.25).

Thus: The land protected areas suffer do not from pressures.

Our hypothesis is:

H11: The marine protected have eco-touristic activities.

Looking at the following table, we can observe that majority of the marine protected areas suffer from pressures.

In the marine protected area, we can find a same and few level of ‘Scenic nature tourism’; ’Eco-tourism expeditions’; ‘Trekking in jungle’ and ‘Bird watching’.

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Table 51 : Cross table about if marine protected have eco-touristic activities

Type_of_the_protected_area, ecotourists_activities

	Land protected area	Marine protected area
Scenic nature tourism	11	1
Eco-tourism expeditions	10	1
Walking and camping	11	0
Trekking in the jungle	3	1
Bird watching	11	1
Wildlife viewing	11	0

p = **0,55** ; Khi2 = **4,00** ; ddl = **5** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

Here we will consider that:

H0: The marine protected have eco-touristic activities.

H1: The marine protected do not have eco-touristic activities.

We realize that the p value =0.55.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis (khi2= 4, ddl= 5, p= 0.55).

Thus: The marine protected do not have eco-touristic activities.

Our hypothesis is:

H12: The lands protected have eco-touristic activities.

Looking at the following table, we can observe that majority of the land protected areas suffer from pressures.

In the land protected area, we can find a very high level with ‘Scenic nature tourism’; ‘Bird watching’; ‘Wildlife viewing’; ‘Bird watching’;? very low with the ‘Trekking in jungle’.

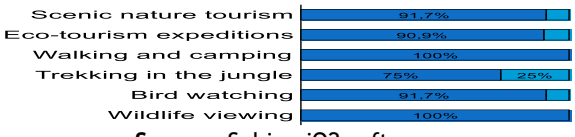
Table 52 : Cross table about if lands protected have eco-touristic

Type_of_the_protected_area, ecotourists_activities

	Land protected area	Marine protected area
Scenic nature tourism	11	1
Eco-tourism expeditions	10	1
Walking and camping	11	0
Trekking in the jungle	3	1
Bird watching	11	1
Wildlife viewing	11	0

p = **0,55** ; Khi2 = **4,00** ; ddl = **5** (**NS**)

La relation n'est pas significative.



Source: Sphinx iQ2 software

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Here we will consider that:

H0: The lands protected have eco-touristic activities.

H1: The lands protected do not have eco-touristic activities.

We realize that the p value =0.55.

And since that the p value >0.05, we will invalidate the null hypothesis and we will affirm the alternative hypothesis.

The results show that we cannot confirm H0 hypothesis (khi2= 4, ddl= 5, p= 0.55).

Thus: The lands protected do not have eco-touristic activities.

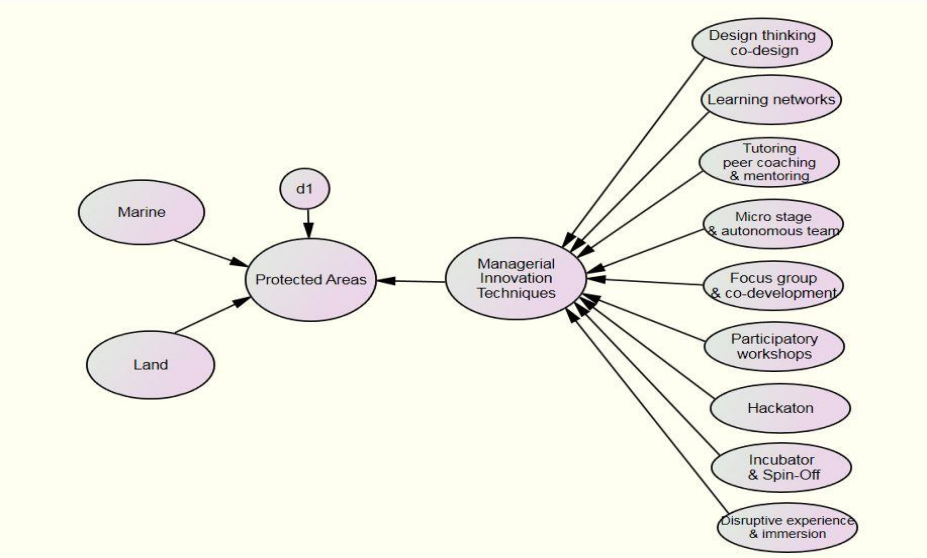
To answer our central hypothesis, we'll say that:

The protected areas do not apply the managerial innovation techniques now.

Which means that the protected areas do not use all the managerial innovation techniques, but use some of them: Design thinking, co- design; Learning networks; Tutoring, peer coaching and mentoring; Focus group and co-development; Participatory workshops; Disruptive experience and immersion.

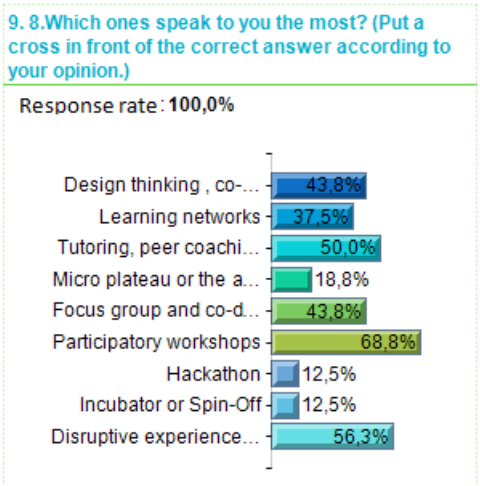
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Figure 58 : Model of the managerial innovation techniques practiced now by the protected areas



Source: Amos 18

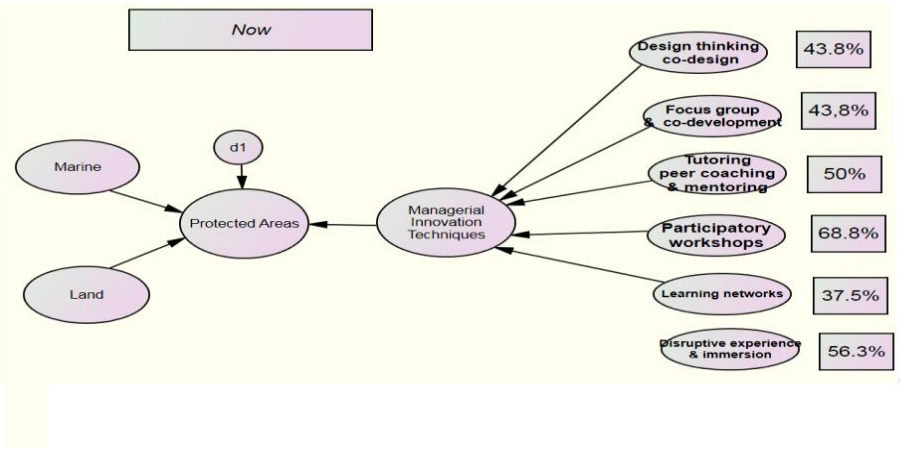
Taking as a reference the descriptive statistics that treat the case of managerial innovation techniques known, we will find:



Source: Sphinx iQ2 software

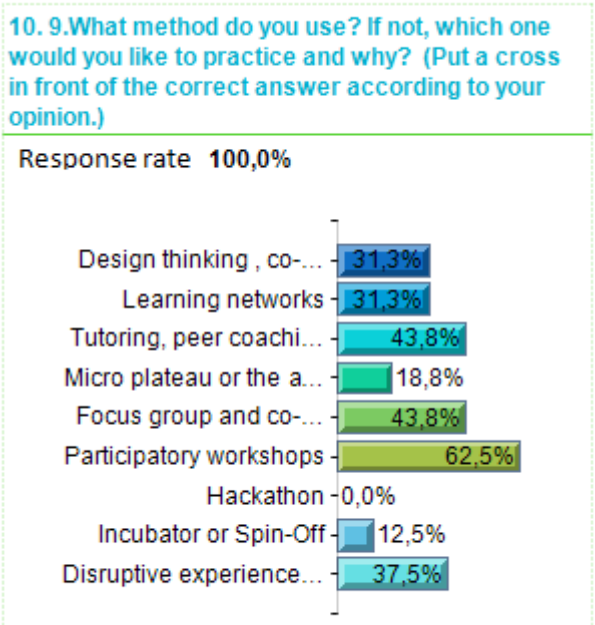
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Figure 59 : Model of the managerial innovation techniques practiced by protected areas Now



Source: Amos 18

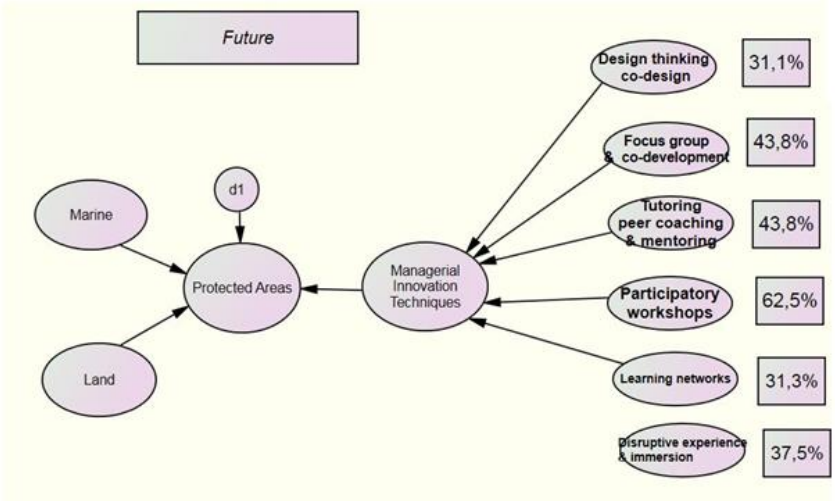
And the managerial innovation techniques that the protected areas could use in the future.



Source: Sphinx iQ2 software

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Model of the managerial innovation techniques to be practiced in the future by the protected areas



Source: Amos 18

The primary goal of Protected Areas in the twenty-first century is to make a significant contribution to the protection of the components of Biodiversity at a global level, managing in the best way the majority of threats and pressures and ensuring a good conservation. A favorable conservation helps to guarantee the environmental integrity of the natural area itself at all times.

Management models for protected areas are highly important for biodiversity protection. For this reason, conservation plans are developed without addressing capacity, attempting to increase the number of visitors, and proposing "improvement" initiatives without considering their possible repercussions.

The achievement of this goal leads to the systematization of the natural components in order to plan and manage the territory, particularly the Protected Areas, based on scientific-technical criteria, of the natural components that, due to their nature as indicators of the whole space or of a significant fraction of it, can be easily monitored and evaluated. This assessment procedure allows for the determination of both the efficiency degree of management measures and the requirement for their adaptation within its planning and management (Ramil-Rego et al., 2021).

6.5. Discussion: overall assessment

When the manager coordinates individual acts in a limited and concluded production framework, this is referred to as management. It is about carrying out human resource cooperation actions with the goals of production, performance, innovation, and well-being.

The production of new ideas to be applied retroactively to a particular project, item, or system is referred to as innovation. We've been hearing a lot about technical, technological, and process innovation for a long time... We had to wait until the last several decades for managerial innovation.

Most PAs are governed by the state, with little or no provision for local community engagement. This begs the question of how feasible local involvement in PA management is if the governing framework does not actually include local people (Ayivor et al., 2020).

Power, connections, responsibility, and accountability, on the other hand, are all aspects of governance. It refers to "who bears management power and duty and may be held accountable according to legal, customary, or otherwise valid rights" in the context of a protected area (UNEP-WCMC, 2004).

Governance encompasses a wide range of topics, from legislation to practice, behavioral challenges to meaning, and investments to implications on protected areas (UNEP-WCMC, 2004).

According to Borrini-Feyerabend et al. (2004), he proposed a fundamental distinction between governance regimes and classified them into four types:

- government-managed (solely managed by government agencies);
- co-managed (management responsibility and authority shared by several actors);
- privately managed (exclusively in private hands);
- community-managed (where management is conducted by local people).

According to the findings of the FGDs (Focus Group Discussions) and interviews, the governance regime of protected areas is a crucial factor of the amount of local support for PAs. Local participation becomes very limited in the case of formal PAs such as national parks and resource reserves, which are solely under state control, as the state establishes units within the Wildlife Division such as law enforcement units, patrol units, and camps for PA officers, all with the goal of excluding the local people without regard to the IUCN's PA management categories, some of which allowed for limited human activities. This has a detrimental impact on local views and attitudes more frequently than not (Ayivor et al., 2020).

According to the statistics, we can state that:

The percentage of 93.3 per cent answered 'Yes' confirming that management innovation methods lead to better performance in terms of results.

The most repeated words are: change, people, teamwork, decision-making, staff, management, innovation, results, creativity, imagination, solutions ...

Here, we could say that almost half, 46.2 per cent, come from category N ° 2: National parks that meet the IUCN definition, 23.1 per cent from category N ° 5: V: Protected Landscape or Seascape, 15.4 % from the last and sixth categories: VI: Protected area with sustainable use of natural resources.

According to the study we carried out, our objective was to find out whether protected areas were applying managerial techniques. Statistically speaking, this hypothesis was not confirmed, given the figures, which did not allow us to validate this research hypothesis, but this does not mean that it is a radical no. On the contrary, protected areas apply managerial innovation techniques in very specific cases, as demonstrated in the descriptive statistics of this study.

It also turned out that there are protected areas that apply these techniques without knowing their name or designation in the management world.

From our results, we could say that effectively, the protected areas do not apply the techniques of managerial innovation. This means that the protected areas do not use all managerial innovation techniques that we proposed inside of the guide interview but rather use some of them: design thinking, co-design; learning networks; tutoring, peer coaching and

mentoring; focus group and co-development; participatory workshops; disruptive experience and immersion.

Concerning the old way of management, and inside of the protected areas that we interviewed, we could notice that more than the half, 56.3%, is participatory management. At the second level, we find that 25% of the quarter is taken over by the delegated management, and direct management is present in these interview responses at 12.5%.

The Galapagos National Park Service is to manage the Reserve at the local level according to collaborative management principles which involve a Participatory Management Board. An Inter-Institutional Authority at national level is to approve the management plan and approve certain decisions of the Participatory Management Board at the local level. The management plan is to define how the Participatory Management Board (Junta de ManejoParticipativo) is comprised its functions and levels of responsibility and procedures for decision-making. (Heylings and Cruz, 1998).

When it comes to managing team stress: we say that more than half, 62.5% of managers chose to decompress their teams and groups by "Managing Priority Actions";at the second level, we find the second skill "Improving the listening skills" by 37.5 %, and finally the last skill "Assessing the problem from different angles" that we propose in our interview guide.

As far as team motivation is concerned, it can be seen that the majority is "giving autonomy" with 73.3 per cent and then more than half with 66.7 per cent to "send positive feedback" and yet 53.3 per cent to "take into account the skill of each individual".

With regard to this question, we wanted to know whether the managers of the protected areas imagine the abolition and suppression of their positions: more than half, 66.7% said 'No', and only 33.3% said 'Yes.'

Here, the priority is about for conservation of species, habitats, ecosystems, landforms and landscapes (Rotich, 2012).

Management is a set of skills aimed at making people cooperate with each other to achieve a goal under cost and time constraints. Managerial innovation aims at creating new ways of cooperation between people so that the goals are achieved in an effective and efficient way, taking into account the societal evolutions (Autissier et al., 2016).

We also noted that the majority of managers responded positively to question 12, where it was asked that if the application of managerial innovation techniques within protected areas would improve performance and results.

The most repeated words were: change, innovation, leadership, teamwork, decision-making, new, management, innovation, results, adaptation, results, behavior ...

To sum up about managerial innovation techniques that speaks the most to these managers is the 'Participatory Workshop': the best time between 1 hour and 3 hours of exchange between talking about a problem under the supervision of a moderator using brainstorming, exploration, decision-making...

Statistically, almost 68.8%, at the second level, we find 'disruptive experience and immersion' with 56.3%, while at the right time discovering new ways of working and challenging, exchanging and sharing experience, visiting other places with the same activity.

Then, at the third level, 'Tutoring, peer coaching and mentoring' with 50%, two individuals who work in the same business sector and do cross-coaching or peer coaching, and vice versa. Results-oriented, the evolution of management methods, problem-solving and changing situations, a form of exchange that requires active listening, i.e., tutoring and coaching.

In turn, peer-coaching is people become coach and coached with a results-oriented active listening posture (Autissier, 2016).

In the case of 'Pre-planning,' the technique most commonly used is 'Participatory Workshops' with 27.3%; the second level is shared between 'Learning Networks' and 'Micro Plateau or Autonomous Team' and 'Disruptive Experience and Immersion.'

A participatory workshop is a moment of exchange between people with an animation structured by a script that alternates times of individual, group and collective production. Depending on the objective (catharsis, brainstorming, exploration, decision), the participants alternate productions in terms of observations, dysfunctions and solutions in a collective context (Autissier et al. 2016).

In the case of 'solving problems', the technique most commonly used is 'Participatory workshops' with 45.5 %, while the second level is shared between 'Design Thinking and Co-design' and 'Learning Network'.

In the case of 'Establish the management plan', the technique most commonly used is 'Participatory workshops' with 40%, and the second level is 'Microplateau or Autonomous Team' with 30%.

In the case of 'Data Evaluation and Value Identification,' the technique most commonly used is 'Participatory Workshops' with 30% and, at the second level, 'Design Thinking and Co-design' with 20%.

In the case of 'To reduce differences between employees,' the technique most commonly used is 'Tutoring, peer coaching and mentoring' with 55.6 per cent, and the same percentage of 11.1 is divided between four techniques: Microplateau or Autonomous Team; 'Focus Group and Co-Development'; 'Hackathon'; 'Incubator or Spin-Off'.

In the case of 'Identification of Pressures and Threats,' the technique most commonly used is 'Participatory Workshops' with 40% of the second level 'Focus Group and Co-Development' with 30%.

The first step is to define a theme as a group. Then the participants are divided into small groups of 3 to 5 people at a table. Each group discusses for 20 to 30 minutes and then the members disperse to other tables in a logic. One person remains at the table to explain the previous discussions to the newcomers. The ideas are noted on paperboards or tablecloths (we draw on the paper tablecloth of the restaurant). After several rounds (at least 3), the participants meet in plenary to summarize the ideas (Autissier, 2016).

In the case of 'Teamwork Development', the technique most commonly used is 'Training Network' with 30%, the second level is shared between 'Design Thinking and co-deisgn' and 'Participatory Workshops' with 20%.

In the case of 'Raising community awareness on issues of concern for the survival of the protected area', the technique most commonly used is 'Participatory workshops' with 44.4 per cent and 'Disruptive experience and immersion' with a percentage of 33.3 per cent at the second level.

In the case of 'Design Thinking, Co-Design', 'Micro Plateau or Autonomous Team' and 'Participatory Workshops', the percentage of 22.2% mostly used is shared between three techniques.

Managerial innovation corresponds to a process mobilizing a collective and presenting a complexity inducing obstacles or barriers (Van de Ven, 1986; Vermeulen, 2005) evolving through the stages of innovation. Knowing and identifying them makes it possible to put in place the necessary actions to remove them and thus promote the success of innovation.

Managerial factors can be also witness to success:

- Revealing factors for successful innovation (Dubouloz, 2013), by:

- Accompanying change through the creation of meaning.
- The implementation of a learning process around innovation allowing its broadcasting.
- The establishment of a mode of proximity management.
- Support for the manager by his hierarchy and managerial assistance.

These measures are based on support from management, which provides the means for its success by allowing the necessary time to overcome the difficult moments when innovation management may be questioned.

All forms of managerial innovation have an objective of an adaptation between people and systems. This type of operation is not only permitted, but it also creates new postures for people in terms of commitment and accountability (Autissier 2016).

About all the conventions, the green list of protected areas is a success story that has been lived and should be shared with the world, including other protected areas that are in similar situations, that need to make progress, and that need to be inspired by conservation successes.

The Green List is above all a new label. There are already other labels such as:

- WWF's "PAN Parks", which aims to certify the quality of tourist services in a site related to conservation.
- While "Ramsar" recognizes the importance of a wetland.
- World Heritage identifies an element of protected air as having outstanding universal value.

Unlike World Heritage, which will recognize outstanding value within a protected area, the Green List will look at how managers will manage and govern these protected areas to preserve these values. The Green List has the advantage of recognizing the good work done by the manager and then sharing it with other protected areas that would like to learn from this experience.

Contrary to the system used by the World Heritage, the Green List does not focus on the intrinsic value of the protected area, it seeks more to measure, to qualify the governance and management of the territory, therefore, to recognize the quality of the work of the managers.

The Green List is a reward for managers that takes into account the efforts that have been made in terms of management and governance to obtain this label. The consequences of this inscription on the Green List are: Better marketing visibility;recognize the protected area at the national level and within the country.

It is a manner of preventing the unsustainable use of certain resources around or within protected areas; it is also an aid for research and funding, a technique of improving the performance and working standards and skills of these staff, be constantly called upon to make progress and learn from the experiences of other protected areas that were previously green-listed.

Protected area is this portion of territory, geographically delimited and established by means of an administrative act of competent authority, placed under official protection with the purpose of ensuring biological diversity, protecting the preservation of nature or conserving the environmental heritageProtected areas (PAs) are a cornerstone of biodiversity conservation efforts, and, if effective, should minimize biodiversity threats.

The conservation of the planet's biodiversity has motivated the extension of protected areas. Since 1992, the global surface of these areas has doubled, covering more than 15% of the entire world.

But over the past few decades, researcher James Watson of the Wildlife Conservation Society and the University of Queensland in Australia has been able to see first-hand how logging, mining, agriculture, roads and settlements, among others, have eroded these areas.

The study, published in the journal *Science*, reveals that 3.7 million square kilometers of protected areas, or 32.8%, are highly degraded by human pressure, while another 42% do not appear to have any human activities that are harmful. Only 10% are completely free of threat, but these are remote, high-altitude areas in Russia or Canada (Dowhaniuk, et al., 2018).

"Once significant human activities occur within an area, any habitat on which endangered species depend is destroyed. These activities also allow invasive species to easily enter the system, causing terrible side effects to the species we are trying to save" (Watson et al., 2000). Protected areas in Asia, Europe and Africa were most affected by being in places with massive human populations.

One of the basic characteristics of a Protected Area is the existence of a set of management measures that guarantee the protection and conservation of the components of biodiversity, geodiversity and the environment that guarantee the protection and conservation of the Natural Heritage that has its declaration.

The basic objective of the management of the Natura 2000 Network is to assure or reestablish a favorable conservation status for species and habitat types of Community interest. To this end, the Community legislator introduced into the Directive itself a procedure to regulate this process and ensure compliance (art. 6. DC 92/43/EEC). In this way, "any plan or project which, without being directly related to the the management of the site, is likely to have an appreciable effect on those sites, either individually or in combination with other plans and projects, shall be subject to an appropriate assessment of its implications for the site, assessment of its impact, taking into account the conservation objectives of the site" (Ramil-Rego et al., 2021).

Management is an indispensable technique for any organization. When we talk about managerial innovation in protected areas, we refer to the set of techniques that allow staff to become autonomous, and favor a scale of comfort and well-being, for better creativity alone or with a team.

"Managerial innovation is a set of practices, ideas, and/or programs relating to the management and running of an organization. It's an association of information and means corresponding to the modification of old and existing concepts by new, better ones for stronger management and direction of an organization. It is a mosaic of processes and concepts implementing new decisions in management" (Selkani, 2022).

The existence of specific management instruments for protected natural areas integrated in a Network or in several Networks of Sites (Master Plans) should be complemented, in most cases, with more detailed management plans for those sites or components of these that so require, either because of conservation needs (to improve the representation of a certain type of habitat or to reinforce the population of a certain species), or because of the need to adequately manage uses and exploitations, in accordance with current pressures and the need for a more effective management plan, in accordance with current pressures and threats that may occur in different scenarios(Ramil-Rego et al., 2021).

Later on, with (Allcock et all, 1994), the definition of ecotourism became: "a sort of nature tourism that includes "learning the environment" (including a cultural component) that takes place in order to be sustainable and environmentally friendly (with a clear relation to the local community and long-term conservation)".

According to the results of the interviews, we can say that the high season for ecotourism in the protected area begins in April with 56.3 per cent, increases to 68.8 per cent in May and

June, and then tolls 85.5 per cent in July and August, and almost 93.8 per cent in September, and decreases slightly to 75 per cent in October.

Ecotourism is defined as traveling in environmentally responsible methods in order to minimize the influence on the locations visited. Travel is described as a sensitive activity in natural environments by the International Ecotourism Society, which preserves the environment and regulates the welfare of local people in tourist zones. It is understood that ecotourism entails the protection of both natural and cultural assets, and the regions should stay available to tourists with that obligation in mind. The notion of ecotourism is strongly linked to both environmental and social responsibility. Tourist events are connected with local people's activities in sustainable tourism, and local tourist amenities, as well as natural and cultural qualities, all demonstrate the reciprocal interdependence of a sustainable infrastructure. These connections are critical for long-term sustainability (Cetin and Sevik, 2016).

The main threats to protected areas are three: 68.8 per cent climate change, 62.5 per cent harvesting (hunting, mining, logging and fishing) and 50 per cent of two problems: invasive species and a decline in biodiversity.

A principal objective of PAs is to conserve nature by eliminating, minimizing, or reducing human pressures and threats operating within their boundaries. Different threats and pressures can be observed, such as deforestation (Joppa & Pfaff, 2011) and fires (Nelson &Chomitz, 2011). However, many other threats, including some of the most frequently reported threats to species, according to the International Union for Conservation of Nature (IUCN) Red List (e.g., overexploitation of species, invasive alien species, pollution, climate change), cannot be measured from space (Joppa et al., 2016). There are other threats such as any human activity or processes that causedestruction, degradation, and/or impairment of biodiversity targets (Laurance et al., 2012).

The main pressures affecting the protected areas are: climate change at 62.5 per cent, habitat loss and degradation at 56.3 per cent, and invasive alien species at 50 per cent.

In spite of the positive aspects of ecotourism and its many benefits in terms of environmental preservation, improving the quality of life of host communities and cultural assistance, difficulties persist and can be encountered in terms of the sustainability of a project, namely, "will it be profitable in the long term?". Ecotourism remains a brand new industry that is very popular with nature lovers, but it remains very unstable as a source of income (Hamilton, 2002; Tardif, 2003).

Many experts believe that ecotourism will never be a very lucrative business (Hamilton, 2002). Businesses suffer from very low visitor numbers, and in order to increase a project's chances of success, it is necessary to propose places that offer a variety of attractions such as extensive trail networks, a river to explore, a walking trail in the forest canopy, or a butterfly farm, for example. The more concrete and varied the offer of activities, the longer tourists will stay on the site and the more likely they will return (Hamilton, 2002).

However, an eco-tourism project that is poorly initiated and managed over time could have almost the same impacts as those caused by mass tourism.

Lequin (2001), Proulx (2006) and Koussala-Bonneton (2006) point out that a "deculturalization" effect on the host community can occur when two cultures intersect and the host community adopts cultural traits external to its community at the expense of its own culture.

The creation of a park may also disrupt the practice of their traditional activities, such as hunting and fishing, which are often prohibited in these conservation sites.

In order to avoid negative impacts of tourism on host communities, it is essential to consult local people and take their interests into account, starting at the planning stage of a project.

Thus, ecotourism seems to be an appropriate solution to help communities economically, while having a low impact on the environment and preserving natural resources.

Protected areas are among the most effective instruments for preventing species extinction and mitigating the effects of human-caused threats (Zhang, 2017). They can help protect biodiversity if properly designed and managed: conserving sets of natural habitats large enough to withstand large-scale disturbance and long-term change; representing a high level of in conservation of landscapes and protected area networks; preserving and maintaining viable species populations (Sarker et al., 2019).

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7. CONCLUSION

In an extremely changing world characterized by constant innovation, this one is seen as a key and an indispensable element for development, improving current conditions on several levels. Innovation is the generation of new ideas to be applied retrospectively to a given project, object or system. For a very long time now, we have been hearing a lot about technical, technological and process innovation... For managerial innovation we have had to wait until last decades.

Management is an essential skill for any institution. When we talk about managerial innovation in protected areas, we are talking about a collection of strategies that allow workers to become more independent and favor a scale of comfort and well-being, allowing them to be more creative on their own or in groups.

The management is at the same time a behavioral and technical activity where the main function is constituent and structuring. The managerial innovation is most of the time an "internal ability", that in successful cases, it becomes a practice and then a reference. The major issue for each institution nowadays is innovation; this one is not reserved just to the R&D department but to all the organization and should be applied daily. The personnel should like the idea of innovation and investing their times in it since it is a long term strategy.

The management is when the responsible coordinates the individual actions in a production context constrained and finalized. It is about implementing the cooperation actions between the human resources with the objectives of production, performance, innovation and well-being.

Broadly speaking, the managerial innovation is then those techniques that help the members of the same organization to be at the same atmosphere. To benefit from it, the manager should be conscious to give to the workforce the right to error, the possibility to take initiative and take the risk. This way, there are more opportunities for experimentation between all the members and co-creation. The results are to find a certain well-being inside of the workplace taking into account mood of the moment, personal and private life balance... The managerial innovation techniques help to project into the future decide about the future having a common vision, and above all to pay attention to weak signals: change of work assignments, taking time off about concrete actions to improve the worker's situation.

In 1972, it was the year the first park was recognized in the modern acceptance of the term in North America, the park is called Yellowstone. The goal was to preserve an exceptional natural landscape, conserving nature in its original state.

The primary purpose of a protected area is to achieve the objectives of conserving species and their genetic variability, and thus primarily to maintain the natural processes and ecosystems that sustain life.

The management of protected areas is a fairly precise subject because it aims to strengthen biodiversity conservation and nature protection through techniques such as METT, RAPPAM, TNC plus other methods. With this vision, we understand and believe that it is the technique that the man makes and not the other way around. On the other hand, and according to several studies, we have been able to demonstrate that if man is in a favorable and pleasant situation, the results are better and are improving day by day.

Our study's goal was to see if protected areas used management practices. Protected areas use managerial innovation strategies in very specific situations, as the descriptive statistics of

this study reveal. Nowadays, it seems that management is no longer a luxury but a priority that should be constantly changed and modified, given the instability of our current society.

Managerial innovation has therefore come as a technique to make management modes more flexible for the well-being of the team and collaborators and a better performance of the organization as a whole.

Here are some ideas that I propose for a better application of the technique of managerial innovation within protected areas:

- Defining the role of each person, precising the common target: allowing freedom in the decision; gaining more performance in a general view; to strengthen the ties between the team members; developing the well-being.
- Exemplify with details the reachable target that the team is seeking to realize: externalization, collaborative mode, co-learning…
- Involving the other person in the decision making, which means applying the Adult/Adult relationship between the manager and the co-workers.
- Giving autonomy to the team: establishing an environment of confidence, where listening, understanding and non-judgment skill is valued and respected.
- Choose the technique that will help the team going forward with the objective pre determined: Hackathon, World café, Learning network, Participative workshop.
- Modifying and changing the mode already employed to be more engaged, trust-worthy and creative between the team members.
- Repeating the same method if needed without being badly-reviewed
- Concerning the ecotourism, it's very essential to minimize the negative impacts on nature and culture that can harm a destination, which can be done by these following ways:
- Educate travelers about the importance of conservation.
- Call attention to the importance of responsible business, working in cooperation with local authorities and communities to meet local needs and provide conservation assistance allocations.
- Employ income generated from tourism for the conservation and management of natural and protected areas.
- Emphasize the need for regional tourism areas and for each listed region or natural area likely to become an ecotourism destination to develop visitor management plans.
- Highlight the use of environmental and social studies, in addition to long-term monitoring programs, to assess and minimize impacts.

Our academic study was connected highly with protected areas, they are "geographically defined and established by an administrative act of competent authority, placed under official protection with the objective of guaranteeing biological variety, protecting the preservation of nature, or conserving the natural legacy" is what a protected area is.

However, James Watson of the Wildlife Conservation Society and the University of Queensland in Australia has seen firsthand how logging, mining, agriculture, roads, and towns, among other things, have destroyed these places over the last several decades.

Protected areas in Asia, Europe, and Africa were the most affected by their proximity to densely populated areas.

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Individual Interview Guide

As part of an academic research of my doctoral thesis under the title: **The application of managerial innovation in protected areas.**

I would like to share with you this interview guide with which I would like to know the management methods you use and your position on the forms of managerial innovation, a new management method for the 21st century.

Part 1: About management:

We are in an extremely changing world, and successful entities depend on their management style, the importance of management innovation has become crucial in the 21st century.

As a manager, you should no longer stay in your office to give orders, but rather participate in carrying them out.

You are

- Man
- Woman

Your age

- 30- 40
- 40-50
- More than 50

1. How long have you been a manager?

   - Less than 5 years
   - More than 5 years

2. How many people did you manage?

   - Less than 10
   - Between 10 and 20
   - More than 20

3. How would your direct team describe your management style?

   - Direct management: directs, leads, instructs, monitors and controls

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- Persuasive management: gives many explanations, makes sure that everyone has understood what is expected...
- Participatory management: tries to break the bond of subordination, the team is involved in the decision making process
- Delegated management: very little present, lets it happen, thus expressing the trust placed in it, indicates the missions and results to be achieved and lets employees implement their own action plans and methods

4. How do you manage stress for your team members?

- Managing priority actions
- Improve your listening skills
- Assessment of the problem from different angles
- Other (please specify) :

5. How do you motivate your team?

- Take into account the skills of each individual
- Giving autonomy
- Also send positive feedback
- Other (please specify) :

During the last century, we have witnessed technological innovations: product innovation, program innovation, etc., through the Research and Development department.

And according to (Drucker, 1945), to manage is to plan, organize, integrate and measure. What do you think of this definition?

6. Can you imagine the abolition of your position as a manager?

o Yes, why? _____

o No, Why? _____

According to (Hamel, 2008) 'the main revolution of the 20th century is a revolution in the field of management'.

7. What do you understand by managerial innovation?

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Part 2: Looking at managerial innovation

According to (Autissier et al, 2019), there are some forms of managerial innovation:

Design thinking, co-design: is a set of methods that enables a problem to be solved by applying an approach similar to that of the designer: Empathy, Definition, Ideation, Prototyping and Testing.

Learning networks : The autonomous community of learning by doing, where actors meet periodically to confront the vision of a problem to be solved or a projected change. The exchange and sharing of ideas is done in an a-hierarchical way so that everyone can participate to develop collective intelligence.

Tutoring, peer coaching and mentoring: two individuals who work in the same business sector and do cross coaching or peer coaching; coached and coaching and vice versa. Results-oriented, the evolution of management methods, problem-solving and evolution of situations, a form of exchange that requires active listening, i.e. tutoring and coaching.

Micro stage or autonomous team: small groups that manage themselves without the intervention of a facilitator, except in case of problems. Small group, self-managed internally, let the team function homogeneously and autonomously.

Focus group and co-development: implementing a new way of thinking about a problem. Presenting the situation, proposing solutions.

Participatory workshops: moment of exchange between people where we talk about a defined problem under the supervision of a moderator or a supervisor using the methods of brainstorming, exploration, decision,... between 1 hour and 3 hours.

Hackathon: finding solutions to technical problems in a limited time frame that lasts between a few hours and even a few days. The best solution is rewarded by a jury.

Incubator or Spin-Off: a a small group of people grouped together to form a laboratory for the realization of a project working with the resources at their disposal.

Disruptive experience and immersion: visit of premises or company for a few hours or a few days, discovery of new ways of working and challenging, exchange and sharing of experience.

.According to the definitions provided previously

8. Which ones speak to you the most? (Put a cross next to the correct answer according to your opinion.)

Design thinking , co- design	
Learning networks	
Tutoring, peer coaching and mentoring	
Micro plateau or the autonomous team	

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Focus group and co-development	
Participatory workshops	
Hackathon	
Incubator or Spin-Off	
Disruptive experience and immersion	

9. What method do you use? If not, which one would you like to practice and why? (Put a cross next to the correct answer according to your opinion.)

Design thinking , co- design	
Learning networks	
Tutoring, peer coaching and mentoring	
Micro plateau or the autonomous team	
Focus group and co- development	
Participatory workshops	
Hackathon	
Incubator or Spin-Off	
Disruptive experience and immersion	

10. From the previous list, here, enter the type managerial innovation technique with each situation you use for :

- To solve problems:
- Establish the management plan:
- Pre-planning:
- Evaluation of data and identification of values:
- Identification of pressures and threats :
- To alleviate differences between employees:
- To develop team work:

- To establish the follow-up of the operations maintained :
- Raising community awareness on issues of concern for the survival of the protected area:

Part 3 : Managerial innovation in the organization

Managerial innovation is an approach supported by companies that have understood that their sustainability is now based on their ability to: ... attract and retain committed, passionate employees who want to contribute to the success of their company.

Managerial innovation: is that which consists in proposing new ways of coordinating people and the smooth running of the organization, developing desire, motivation and dynamism.

The principles of managerial motivation make it possible to challenge the old model and redistribute power in the company, which creates resistance and blockages.

Managerial innovation is a set of micro-actions that contribute to advancing practices and therefore management principles.

In the **Gore company** (textile), managerial innovation has many ways:

- Removing hierarchy: in order to facilitate the creative process, employees must pay attention to new ideas coming from the team;

- New projects must be studied by employees to minimize hierarchy;

- Save 10% on off-topic projects to activate new ideas.

Mars Chocolat: In France, every six weeks, for thirty minutes, an appointment is set up between the manager and the employees where questions and doubts are answered and clarified.

Poult Biscuits: Employees manage to get less control costs and more decision making.

HCL Technologies: The Indian software company HCL Technologies offers an application called "U&I" where the general management is committed to answer questions and doubts.

11. Of these four examples, which one speaks to you the most?

---

12. Do you think that using these methods of managerial innovation will lead to better performance and improved results?

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Yes, why? _____

No, why?

_____
_____

13. What is the name of your protected area?

_____

14. Are you one:

- Land protected area
- Marine Protected Area

15. What is the size of your protected area?

_____

16. When was your protected area established?

_____

17. Does your protected area meet the IUCN definition? :

"A clearly defined geographical area that is recognized dedicated and managed, by any effective legal or other means, to ensure the long-term conservation of nature and associated ecosystem services and cultural values".

- Yes
- No

18. Select the IUCN management category for the protected area, which has been assigned

Ia: Strict Nature Reserve

Ib: Wilderness Area

II: National Park

III: Monument or natural element

IV: Habitat or Species Management Area

V: Protected Landscape or Seascape

VI: Protected area with sustainable use of natural resources

19. In which management category is your protected area listed?

I. Integral Protection

II. Ecosystem conservation and protection (e.g. National Park)

III. Conservation of natural features (e.g. natural monument)

IV. Conservation through active management (e.g. habitat/species management area)

V. Landscape/seascape conservation and recreation

VI. Sustainable use of natural ecosystems

20. Please mark the relevant box if your country is part of a convention in the table above: Is your country a Member State of each convention?

Convention	Your country is a member country	Your country is not a member country	Registration year
Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets			
The Convention on Biological Diversity			
Ngoya Protocol			
World Heritage			
Convention on International Trade in Endangered Species			
Convention on the Conservation of Migratory Species			
Ramsar and Wetlands Convention			

21. What are the essential functions of your protected area? (1: not very important; 5: very important)

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	1	2	3	4	5
Recreation and nature discovery					
Public awareness of					

conservation issues.					
Scientific research area for a better understanding of the animal and floral world					
Preservation of cultural values and spiritual					
Places of education					

22. Concerning the "World Heritage" label, which takes a closer look at and recognizes the importance of pre-existing values of the territory, what actions do you think you will undertake to obtain this label?

_____

_____

23. Given the importance of the Green List, to preserve natural capital values by emphasizing this on effective management and equitable governance. Within the next five years, are you planning to apply for inclusion on the IUCN Green List in order to benefit from this label?

- Yes, definitely
- Yes, but it is a subject that requires time.
- No, it's very early, we'll leave it for later.

24. Do you have any species in your protected area that are on the IUCN Red List?

- Yes
- No

If so, how many species?

- 1 to 3
- 3 to 5
- More than 5

Please name a few...

_____

_____

_____

25. When does your protected area benefit from ecotourism activities? Name the months.

_____

26. How many ecotourists do you count per year?

_____

27. What types of activities do ecotourists engage in your protected area?

Scenic nature tourism

Eco-tourism expeditions

Walking and camping

Trekking in the jungle

Bird watching

Wildlife viewing

- Other (please specify) :

28. What are the main threats to your protected area?

Biodiversity decline

Tourist access

Extraction (hunting, mining, logging, fishing)

Climate change

Invasive species

Overexploitation

Inappropriate management

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Conflict with neighbouring or associated communities

Loss of knowledge / cultural change

- Other (please specify) :

29. Which of these pressures are the main pressures on biological diversity in your protected area?

Over-exploitation and unsustainable use

Excessive intake of nutrients and other forms of pollution

Habitat loss and degradation

Invasive alien species

Climate change

30. What actions do you usually take for the protection of biodiversity?

_____

_____

_____

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The main question of this academic thesis is: Do the protected areas apply to the managerial innovation techniques?
The main objective of this Ph.D. thesis is to explain the relationship between the managerial innovation techniques application and protected areas through an example, describing the internal management system that applies in protected areas. Does the manager apply the old management style more, (give orders, orient, direct, have the last word….) or does he/she try to put employees within management, taking their opinions into account, and developing them as important human capital?