

**BUILDING THE  
FUTURE OF TOURISM**

# **VALUE PROPOSITION TO TOURISM COOPETITION**

**CASES  
AND  
TOOLS**



**EDITORS**

**ADRIANA FUMI CHIM-MIKI  
RUI AUGUSTO DA COSTA**

# **Value Proposition to Tourism Coopetition**

# **BUILDING THE FUTURE OF TOURISM**

**Series Editor: Anukrati Sharma**

The world is entering the third millennium in which great changes are expected in all areas of human interest, life and activity. These changes have been brought on by past and present man-made events, which have had both positive and negative consequences. The coming millennium will be marked by significant social, political, demographic and technological changes, and will definitely differ from the last century. The future will bring more leisure time, a higher standard of living and a better quality of life for us all. This series examines recent and the most probable changes and gives a wide range of visionary insights, as well as operational takeaways.

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# Value Proposition to Tourism Coopetition: Cases and Tools

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INVESTOR IN PEOPLE

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## List of Abbreviations

ABRATUR	International Academy for the Development of Tourism Research in Brazil
ADXTUR	Agência para o Desenvolvimento Turístico das Aldeias do Xisto
ARCTISEN	Culturally Sensitive Tourism in the Arctic
CDs	Constitutive Definitions
CEs	Constitutive Elements of Analysis
CIPD	Innovative Planning and Development
CITUR	Centre for Tourism Research, Development and Innovation
CNPq	National Council for Scientific and Technological Development
CooPM	Coopetition Players Mapping
CooTB	Coopetition Toolbox
CooVP	Coopetition Value Proposition
DEs	Descriptions of the Elements
DMOs	Destination Management Organisation
DO	Denomination of Origin
FAPEMIG	Minas Gerais State Research Support Foundation
FGI	Focus Group Interview
FGV EAESP	Fundação Getúlio Vargas, São Paulo School of Business Administration
GI	Geographical Indication
GIS	Geographic Information Systems
GOF	Goodness of Fit
GOVCOPP	Research Unit on Governance, Competitiveness and Public Policies
HGTUR	Hospitality, Gastronomy and Tourist Services

IAD	Institutional Analysis and Developed
iCOOL	Coopetition Local Index
ICT	Information and Communication Technologies
IDIs	In-depth Interviews
IDSC-BR	Sustainable Development Index of Cities – Brazil
KPIs	Key Performance Indicators
LPBM	Board of Town Planners Malaysia
MIP	Malaysian Institute of Planners
ML	Machine Learning
MTur	Ministry of Tourism
NGOs	Non-governmental Organisations
ODs	Operational Definitions
OLS	Ordinary Least Squares
PLAGET	Tourism Destination Planning and Management
RBV	Resources-based Theory
SBS	Stellenbosch Business School
SDGs	Sustainable Development Goals
SMEs	Small- and Medium-sized Enterprises
TMC - UFPR	Tourism, Marketing and Competitiveness Research Group
TTDI	Travel and Tourism Development Index
TVA	Turismo: Visão e Ação
UCC	UNESCO Creative Cities
UCCN	UNESCO Creative Cities Network
UFCEG	Federal University of Campina Grande, Brazil
UFSC	Federal University of Santa Catarina
UFV	Universidade Federal de Viçosa
UNISUL	University of Southern Santa Catarina
UNIVALI	University of Vale do Itajaí

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## Foreword

It is my pleasure to write this foreword for this book which is edited by Adriana Fumi Chim-Miki and Rui Augusto da Costa. This book distinguishes itself by presenting coepetition cases within the hospitality and tourism (H&T) industry. It also offers practical tools for applying this strategy, making it valuable for both practitioners and scholars across various sectors, particularly the H&T industry. Based on my knowledge, this is one of the few books focusing on coepetition within these sectors. Coepetition is an increasingly significant paradigm in management literature, and dedicating a book to the H&T industry is particularly timely. This strategy is gaining traction in the management practices of tourism destinations and their firms. Therefore, I congratulate the editors and the authors for their efforts and contribution to the field.

The concept of cooperating with competitors has expanded into a broad value network, becoming an important framework for analysing networks, clusters, alliances and partnerships. Cooperation and competition have always been fundamental behaviours of businesses, organisations and individuals. Nowadays, these behaviours often merge, particularly in the tourism economy, where coepetition is essential. Understanding this strategy and defining mechanisms for its successful implementation is crucial, and this book significantly contributes to that endeavour.

This book illustrates various ways in which value is created through tourism coepetition. It is a particularly apt perspective for tourism, where value is generated by a joint effort of firms, entrepreneurs, governments, tourists, support institutions and synergy with other industries. In this book, the cases presented demonstrate how coepetition can foster tourism development in diverse contexts, involving different players and network structures. The chapters also highlight the connections and, at times, overlap between coepetition and other important theories. Despite its primary focus on coepetition, this book adopts a multidisciplinary approach and multi-level analysis characteristic of the H&T industry.

Another potential advantage of this book is its ability to offer practical solutions. The cases illustrate how coepetition strategies are implemented among businesses and organisations in tourism destinations. They explore problems, identify key players, define shared goals and demonstrate co-value creation. The book chapters address some of the challenges in the H&T industry and propose solutions based on coepetition strategy. Additionally, the book provides direct tools for implementing coepetition, such as the Coepetition Value Proposition,

the Coopetition Players Mapping and the Coopetition Toolbox, offering practical solutions for practitioners.

This book emphasises the diverse values created by tourism coopetition at both private and public levels, contributing to economic, environmental and social positive impacts on firms and tourism destinations. Its effects on sustainability are also highlighted through discussions on the circular economy, multi-governance and sociocultural preservation. In summary, this book showcases the efforts of various authors to provide an integrative view of coopetition knowledge and practices in the tourism and hospitality industry. It is a valuable resource for researchers and practitioners alike, aiding the advancement of the coopetition paradigm. I hope the readers find this book enlightening and inspiring.

*Dr Fevzi Okumus*

*CFHLA Preeminent Chair Professor*

*University of Central Florida's Rosen College of Hospitality Management, USA*

## Chapter 1

# Introduction: The Value Proposition to Tourism: The Coopetition Era

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### Abstract

This chapter is the introduction to this book. Thus, it leads the reader to the coopetition theme as a value proposition for developing the tourism sector. We synthesise the coopetition mindset to tourism and show why this behaviour became a paradigm. The chapter provides an overview of this book's content, highlighting each chapter's singularity and supporting the statement: we live in the coopetition era.

*Keywords:* Tourism coopetition; coopetition era; value proposition; tourism networks; coopetition mindset

### Book Introduction

Welcome to the coopetition era. Twenty-eight years after the publication of [Brandenburger and Nalebuff's \(1996\)](#) book that highlights coopetition as a new mindset, we can consider coopetition a paradigm in consolidation thanks to the efforts of various researchers in many areas. This new mindset, coopetition, has become a characteristic of society, an essential strategy for organisations, and an intrinsic behaviour of networks, clusters and tourism destinations.

Coopetition is a sub-area of strategy that grows daily, being applied and studied in different contexts, as it has become the construct that better explains current market relationships ([Monticelli et al., 2022](#)). Cooperating and competing are two fundamental and natural characteristics of human beings and, therefore, an essential aspect of society and its organisations. Nevertheless, cooperation and competition were previously seen as antagonistic processes and behaviours. This dual perspective generated a partial understanding of society and firm dynamics.

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**Value Proposition to Tourism Coopetition, 1–7**

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Coopetition brings together cooperation and competition, breaking the dichotomous viewpoint and providing a more realistic perspective of social, business and individual dynamics. We are cooperative by nature.

The coopetition paradigm was adapted to many contexts and received contributions from scholars of different areas. Tourism was one of these areas that adopted coopetition as it expresses the intrinsic behaviour of the tourism destination (Chim-Miki et al., 2023). The diversity of the tourism destination is a fruitful environment for studying coopetition. As Crick (2018) highlighted, the study context can shape the construction of a paradigm. In most industries, coopetition is a strategy for creating competitive advantages through the complementarity of firms' resources, knowledge and capabilities (Czakon et al., 2020). The organisations create different types of coopetition networks and outcomes.

Tourism expanded the meaning of competition. It is not more the simplistic view of cooperating with competitors. Coopetition in tourism is from the broad perspective of the value network created by Brandenburger and Nalebuff (1996), who claimed competition is defined as competitive cooperation between competing, complementary, substitute companies, suppliers and customers. However, tourism goes further since the tourism value network includes support organisations, government and society (Chim-Miki & Batista-Canino, 2018). The interplay between participants in this broad value network co-creates collective and individual competitive advantages, that is, for the tourism destination and its firms and residents. Ultimately, competition in tourism creates different types of value that are appropriated by players and can be managed by destination organisations to create benefits for society, achieving the status of value devolution (Chim-Miki et al., 2023; Volschenk et al., 2016). Thus, tourism brings two extensions to the theory of competition: the expansion of the value network and the expansion of the competition value cycle. What was a cycle of creation and appropriation of value is becoming the creation, appropriation and devolution of value (Chim-Miki et al., 2023). These extensions demonstrate that tourism competition studies are contributing to consolidating this paradigm. Tourism scholars generated a broad theoretical and empirical focus demonstrating the power of the competition strategy.

This book was structured to highlight the interplay in tourism and how dynamics between key stakeholder groups can create value. New strategies are shaping the world of organisations to produce a more inclusive development in society. Managers keep the focus on resources but broaden the look on relational capabilities. The model of competing alone is losing ground to competition in partnership. Therefore, participating in a network becomes vital for organisations. Indeed, the competitive advantage gained an ally in the competition behaviour (Crick et al., 2021). In some sectors, such as tourism, competition is an intrinsic and emergent behaviour that, if well planned, can generate competitive advantages for the destination and its stakeholders. Tourism competition is a dyadic behaviour of cooperating and competing simultaneously between two or more players to develop the tourism destination as an integral product (Chim-Miki & Batista-Canino, 2017). This book delves into the diverse strategies for cultivating and fortifying competition networks within the realm of tourism, as perceived by stakeholders in the tourism value network, as illustrated in Fig. 1.1. Through the lens of carefully chosen real-world

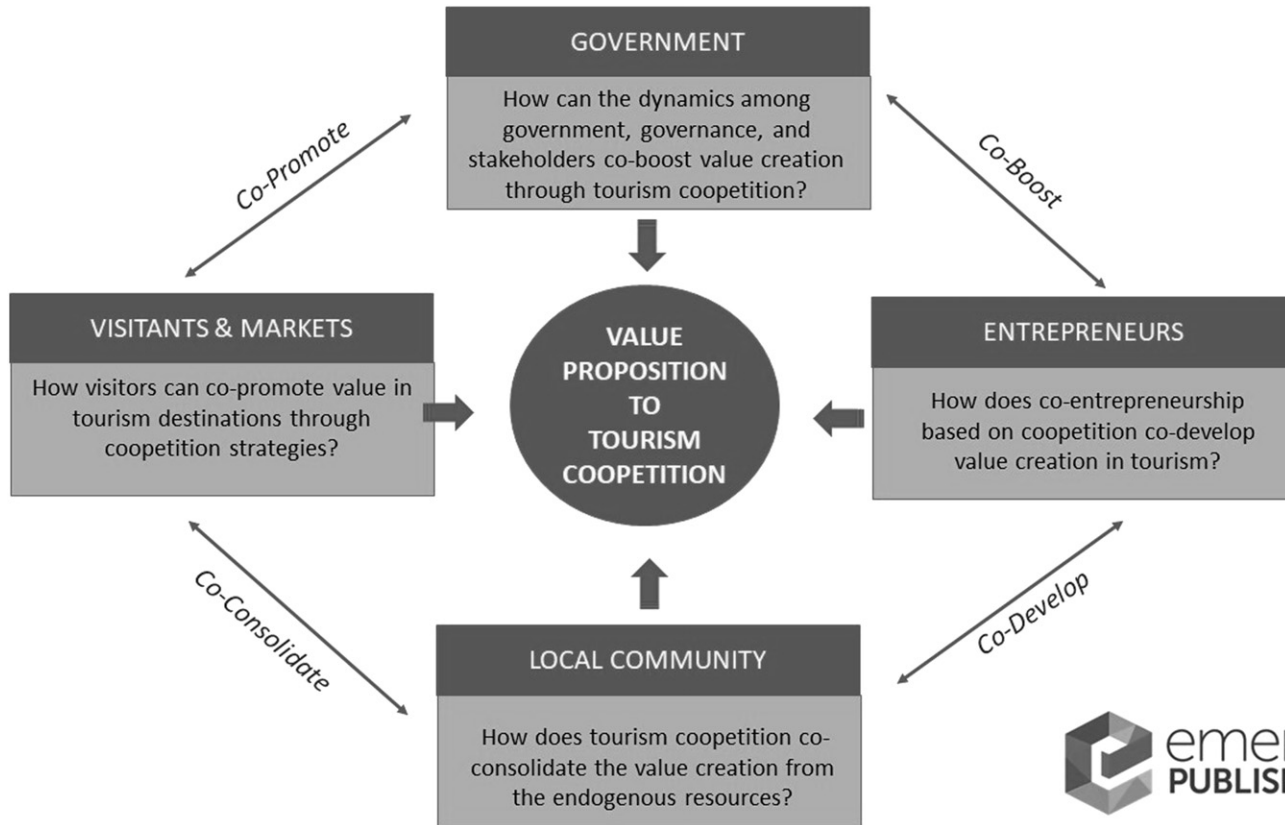


Fig. 1.1. Value Proposition to Tourism Cooperation.

examples in tourism, it explores avenues for co-developing, co-producing, co-promoting and co-entrepreneurship within the framework of competition strategies. By addressing key questions such as how to collaboratively innovate and deliver products and services to the tourism sector, the book provides a comprehensive examination of co-competition's role. Additionally, it furnishes a compelling value proposition for embracing co-competition in tourism, along with practical tools and actionable insights to leverage co-competition within the industry effectively.

Book Part 1, named *Co-boost the Tourism Destination: Public Policies to Foster Co-competition Networks*, covers four chapters with real cases of tourism co-competition from the Government's perspective. Studies in Part 1 helped answer the question: How can the dynamics among government, governance and stakeholders co-boost value creation through tourism co-competition? The authors from South Africa, Poland, Brazil, Portugal and Slovakia provided ways to implement a co-competition strategy in the tourism destination and insights into the successful interplay between public-private organisations under a co-competition strategy to develop tourism destinations.

A roadmap to implement co-competition networks between public and private organisations with a governance system aimed at intensifying the generation of value for society is presented in Chapter 2. This chapter is a tool for tourism professionals, DMOs and public governments. The roadmap presented has six steps to build a co-competition network and a toolkit to manage the implementation and its outcomes. Cross-border co-competition is usually due to shared tourist attractions or similar characteristics among destinations; however, it is understudied. Chapter 3 explores this topic using a sample of European countries that are externally heterogeneous but internally homogeneous, as they are tourism competitors but could cooperate to improve value generation. Chapter 4 illustrated how the values created by co-competition can be appropriate at Common, Private, Privately captured common or Public levels. It shows a taxonomy of different types of value generated by the co-competition strategy considering seven types of capital: Financial, Manufactured, Intellectual, Human, Social, Natural and Cultural. In addition, Chapter 5 investigates co-competition under Multilevel Governance in UNESCO-designated tourism destinations. The authors of Chapter 5 underscore the complexity of integrating co-competition within UNESCO Creative Cities (UCC) governance and its implications for the UCC identity and sustainable value creation. Tourism is a sector with an atomised offer.

Book Part 2 is titled *Co-create Tourism Business and Products: Co-entrepreneurs Using Co-competition Strategies*. It is dedicated to the question: How does co-entrepreneurship based on co-competition co-develop value creation in tourism? Part 2 includes four chapters with cases of tourism entrepreneurs' networks and tools that provide operational takeaways of co-competition strategy. Authors from Indonesia, Malaysia, Finland, Brazil and Spain highlighted variables and dimensions that influence the co-competition among tourism firms.

Destinations have many small firms, and co-competition is a strategy that helps them create value and overcome challenges. Chapter 6 uses the institutional analysis and developed (IAD) framework to study the small-scale accommodation in Indonesia and Malaysia. It shows that Small and Medium-sized

Enterprises (SMEs) establish co-competition as a symbiosis relationship towards a win-win condition to guarantee better tourism satisfaction with limited resources. However, the co-competition is mediated by cultural and local rules. Chapter 7 combines co-competition and slow (city) tourism to show how tourism entrepreneurs can rethink local development's value(s). Service agglomerations and shopping centres shared co-location, creating intentional and unintentional co-competition in a singular case characterised as the Santa Claus Village. Complementarily, Chapter 8 analysed, under the co-competition lens, the formal and informal control mechanisms among businesses that contribute to developing tourism destinations as integrated products as co-entrepreneurship. The insights from this chapter provided directions for helping DMOs to manage the co-competition networks at the tourism destinations. The last Chapter of Book Part 2 presents a management tool that considers the tourism destination as a co-entrepreneurship. Chapter 9 provides an aggregate index to measure the co-competition level, a tool named the Local Co-competition Index (i-COOL), which is helpful to destination managers to identify the variables to improve the co-competition strategy efficiency and thus improve the value creation for all stakeholders.

Book Part 3 is *Co-consolidate the Tourism Destination: Endogenous Resources and the Co-competition Behaviour at the Host Society*. Part 3 covers four chapters with essay and cases from the host society as an essential player in the tourism co-competition networks. It focuses on the question: *How does tourism co-competition co-consolidate the value creation from the endogenous resources?* Authors from Brazil, United Kingdom and Portugal provided insights and examples of the interplay among stakeholders to regional destination development based on a co-competition strategy towards social progress.

Chapter 10 pointed out how co-competition can support the transition towards sustainability and, thus, preserve destination resources. The authors examined the potential and practice of co-competition strategies among SMEs in 10 (inter-) national reusable cup-sharing schemes. The chapter provides a conceptual framework for co-competition levels to support organisations in implementing organisational innovations such green solutions. The endogenous resources of a territory generate different industries, and many synergise with tourism, shaping a network of intersectoral local co-competition. One example is the winescape. Wine culture, its rural landscape, resources and firms cooperate with tourism stakeholders. Through the co-competition strategy, they generate value for rural communities, develop tourism destinations and preserve traditions. Chapters 11 and 12 show the co-competitive force of wine tourism. A literature review on the wine tourism ecosystem shows the interplay between the wine industry and wine tourism, highlighting the intentional and unintentional cooperation, associative and cluster effects. Chapter 11 proposes a model capturing co-competition layers in shared wine territories. It is a valuable tool for business and regional governance. In a complementary way, Chapter 12 explores the barriers created by co-competition to wine tourism in the context of preserving the identity of a geographical indication (GI). A longitudinal study over 10 years showed that the co-competition network used barriers to leverage the region's sustainable development, reducing the uncontrolled expansion of the sector to maintain the endogenous resources

and local identity, the wine culture. It is another way to create value from co-competition. Finally, Chapter 13 is an essay on co-competition that highlights different types of competitive relationships between adversaries, based on game theory, and evidenced the player's interdependency to remind us that organisations must balance cooperation and competition to thrive in a complex and interconnected global tourism marketplace. Undoubtedly, the set of endogenous resources, players and territory can create value to co-consolidate the tourism destination through co-competition strategies.

Book Part 4 is *Co-promote the Tourism Sector: Including the Visitors in the Co-competition Process to Co-produce the Destination*. It is dedicated to the question: How visitors can co-promote value in tourism destinations through co-competition strategies? Part 4 has four chapters with real cases that illustrate how visitors are co-competition players and cocreators of the tourism destinations and value. Authors from Iran, Portugal and Poland bring studies of the interplay between visitors and tourist destinations towards memorable experiences and the different types of value co-created from co-competition networks.

Residents and tourism are essential players in the co-competition network. They are co-creators of the value of the tourism experience. Chapter 14 shows how the residents' voices, shared knowledge and social media brand engagement improve co-competition among tourism destinations. This study's findings demonstrated how residents are co-competitors that co-promote sustainability and rural destination attractiveness. Also, in the context of rural tourism, Chapter 15 highlighted how residents can co-create experiences with visitors. They can be part of a co-competition strategy to create value. In this chapter, the authors demonstrated that experience co-creation positively impacts visitors' satisfaction. By the co-competition approach, they identified that players in the tourism industry recognised the importance of cooperation in generating competitive advantages aligned with sustainable rural tourism experiences. Chapter 16 explores another side of the social dynamics in the tourism co-competition networks. This chapter analysed a common product in the tourism destination that is a natural co-competition networks: the touristic routes. The authors showed that social relationships affect co-competition among players and help to understand some problems that can hinder or foster value creation. Chapter 17 also concentrates on the role of tourists as co-promoters of tourism destinations but in another way, mediated by technology. The authors indicated how DMOs can analyse tourism consumption to identify the best co-competition network to promote a balanced tourism flow. Chapter 16 analysed visitors' spatiotemporal behaviour using the geotagged data from the Social Media Flickr photos to identify visitors' trajectories and model the changes and trends. Tourists create value through the tourism footprint captured by the co-competition network to promote a sustainable regional tourism destination.

The book closes with a conclusion chapter providing a footprint of tourism co-competition. It presented an overview of the studies scholars have delivered through research on tourism and hospitality sectors focused on co-competition, including the places studied and approaches. This trail of tourism co-competition studies is building an evolutionary path of destination competitiveness towards the tourism destination *co-competitiveness paradigm*.

We extend our heartfelt gratitude to the 37 authors whose contributions have enriched this volume. Many of them are esteemed scholars who have long championed the advancement of coopetition theory, thus playing a pivotal role in shaping its evolution.

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Part One

## **Co-boost the Tourism Destination: Public Policies to Foster Coopetition Networks**