

Project Reference: PTDC/EDE-OGE/2146/2021



COLLABORATIVE TOURISM MARKETING - A NEW THEORETICAL FRAMEWORK

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02.08.2023



About the project



SHIFT = Sustainability-oriented, Highly-interactive, and Innovation-based Framework for Tourism marketing

4 Higher-education institutions

10 researchers (Tourism, Business, Computer Sciences, ...)

3 years

Funded by the “Fundação para a Ciência e Tecnologia” of Portugal – €249 888,76 ; Supported by Turismo de Portugal

Aims

to bring a **new interdisciplinary approach** to the challenges that tourism SMEs face.

to develop a **new collaborative tourism marketing model** oriented towards sustainability and supported by digital technologies (includes the development of a **prototype of a digital platform** for marketing collaboration).

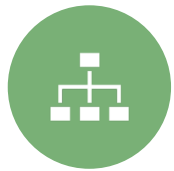




About the project



FRAMEWORK DE MARKETING
TURÍSTICO, INTERATIVO E ORIENTADO
PARA A INOVAÇÃO E SUSTENTABILIDADE



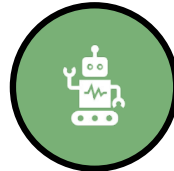
WP1

PROJECT
MANAGEMENT



WP2

SCENARIOS FOR
TOURISM



WP3

DEVELOPMENT
OF A
THEORETICAL
MODEL OF
COLLABORATIVE
MARKETING FOR
TOURISM



WP4

EMPIRICAL
VALIDATION OF
THE THEORETICAL
MODEL



WP5

PROTOTYPE
DEVELOPMENT OF
A COLLABORATIVE
MARKETING
DIGITAL
PLATFORM



WP6

DISSEMINATION





Agenda

Introduction

Aim

Background

Methodology

New framework (work in progress)

Discussion

Next steps





Introduction

Tourism and Hospitality (T&H) firms are particularly **vulnerable to the external environment** (the pandemic is a good example of that). In the next few years, **climate change and digital transformation** will be challenges (but also opportunities...), which require **a transformative approach to tourism** (a paradigm shift...). A paradigm shift **requires collective efforts**.

Even though **collaborative efforts have been recognised as a source of competitive advantage** in T&H, previous research has recognised that tourism **marketing efforts are often made independently** by tourism entrepreneurs, SMEs and other tourism stakeholders.

Therefore, one needs to better understand ***what might motivate tourism entrepreneurs and SMEs to collaborate and/or which factors hinder marketing collaboration, in the context of those challenges?***





Introduction

Going back to fundamental theoretical approaches in economics, entrepreneurship, management, and marketing is helpful but not enough. **These theoretical approaches are, individually, insufficient** to address the problem since each one offers a one-sided perspective to understand the complex challenges that TSMEs face.

The literature has argued that **general theories may not directly apply to tourism destination marketing** (Saraniemi & Kylänen, 2011).

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In this work package of your project, we aim to develop a **theoretical framework for a new collaborative tourism marketing paradigm.**





Background

The relevance of tourism



“Tourism is one of the world's major economic sectors. It is the third-largest export category (after fuels and chemicals) and in 2019 accounted for 7% of global trade. For some countries, it can represent over 20% of their GDP and, overall, it is the third largest export sector of the global economy”; Travel and Tourism: 10% of job worldwide.

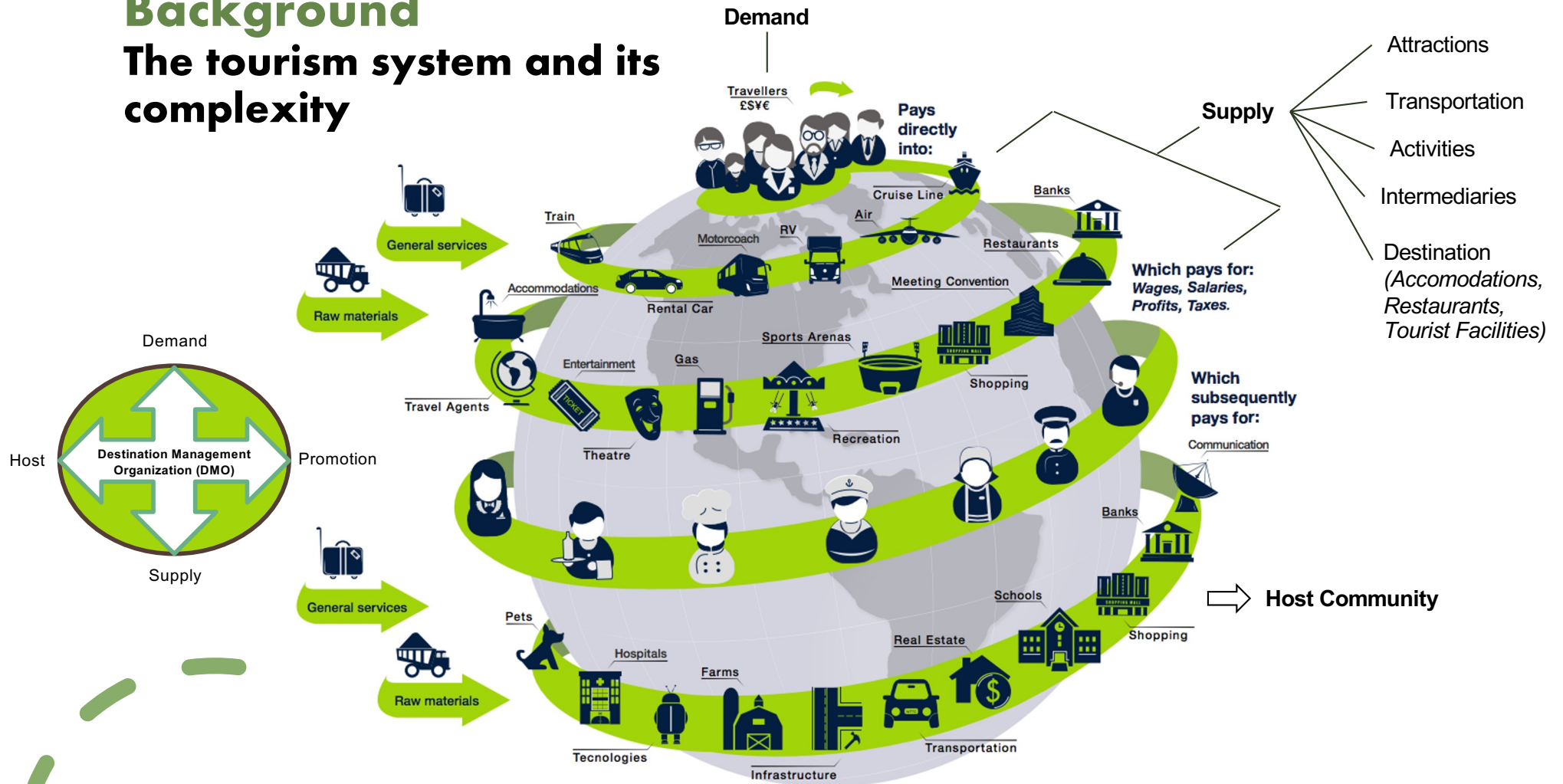


(UNWTO, 2019)



Background

The tourism system and its complexity








Background


Tourism SMEs and collaboration

Literature have pointed out the advantages of collaboration:

 Collaboration is crucial for: tourism product portfolio, product aggregation, cost reduction and efficiency, single marketing program, broader market reach, and greater economic impact on the region (Wang et al., 2009).

 Motivations for collaboration can vary, including: the desire to share costs; the need to increase the destination's competitiveness; and the ambition to gain a competitive advantage (Wang et al., 2013).

 Emphasis on a balanced collaborative marketing approach: business success and community development (Ngo et al., 2018).

 Collaborative marketing raises awareness of all destination elements, including SMEs (Yünc and Yüncü, 2016).





Methodology

Abductive approach (Aliseda, 2006), where the analytical framework was successively reoriented when confronted with the empirical world (Dubois & Gadde, 2014)



Literature review

- Based on Wang & Xiang (2007), with contributions from another articles like Line & Wang (2017) and Möller et al. (2020)



Interviews

- 6 key informants from international institutions

European policy on markets SMEs + T&H promotion and governance + Specific issues (such digital economy and sustainability)

- World Tourism Organization
- European Travel Commission
- European Commission
- Catalan Tourist Board
- FITUR: International Tourism Trade Fair
- Digital Europe



Focus Groups

- 2 supply side (Spain + Italy)
- 3 demand side (Italy + Brazil + Germany)



Collaborative Marketing Conceptual Framework





TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

We departed from Wang and Xiang's (2007) *Theoretical Framework of Collaborative Destination Marketing*, as well as other authors on collaboration and marketing.

Followed Moller et al (2020, p. 383) on **Complex Business Systems**:

"...the basic characteristics for making sense of any complex environment are (1) the layered and nested nature of the environment, (2) its multimodality, intertwining social, economic, political and technological aspects, and (3) its transitional character, denoting the constant change of the environment and its parts."

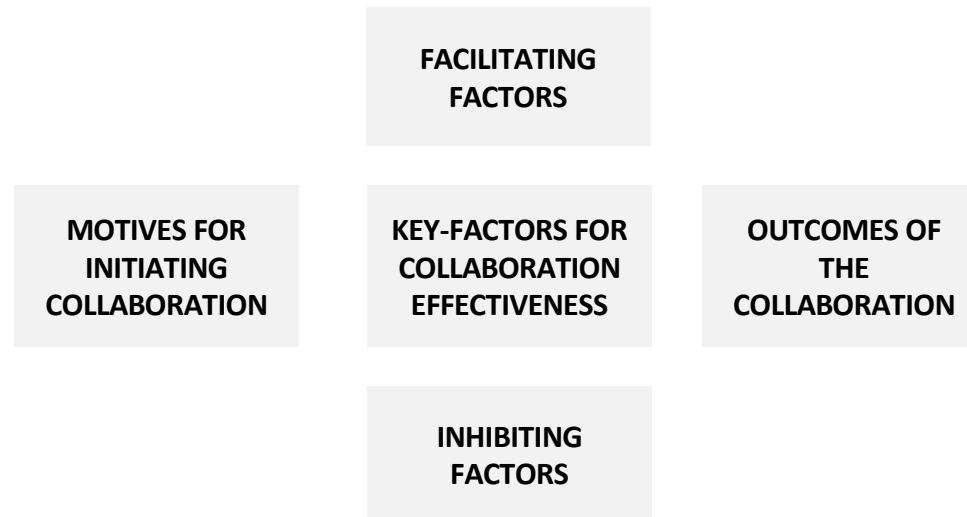
Draw from **Sustainable Entrepreneurial Ecosystems** concept (Volkman et al., 2021) which relates entrepreneurial ecosystems to sustainability issues and focusing on fostering sustainable entrepreneurship; Bischoff (2021) highlights the relevance of **collaborative networking**.





TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

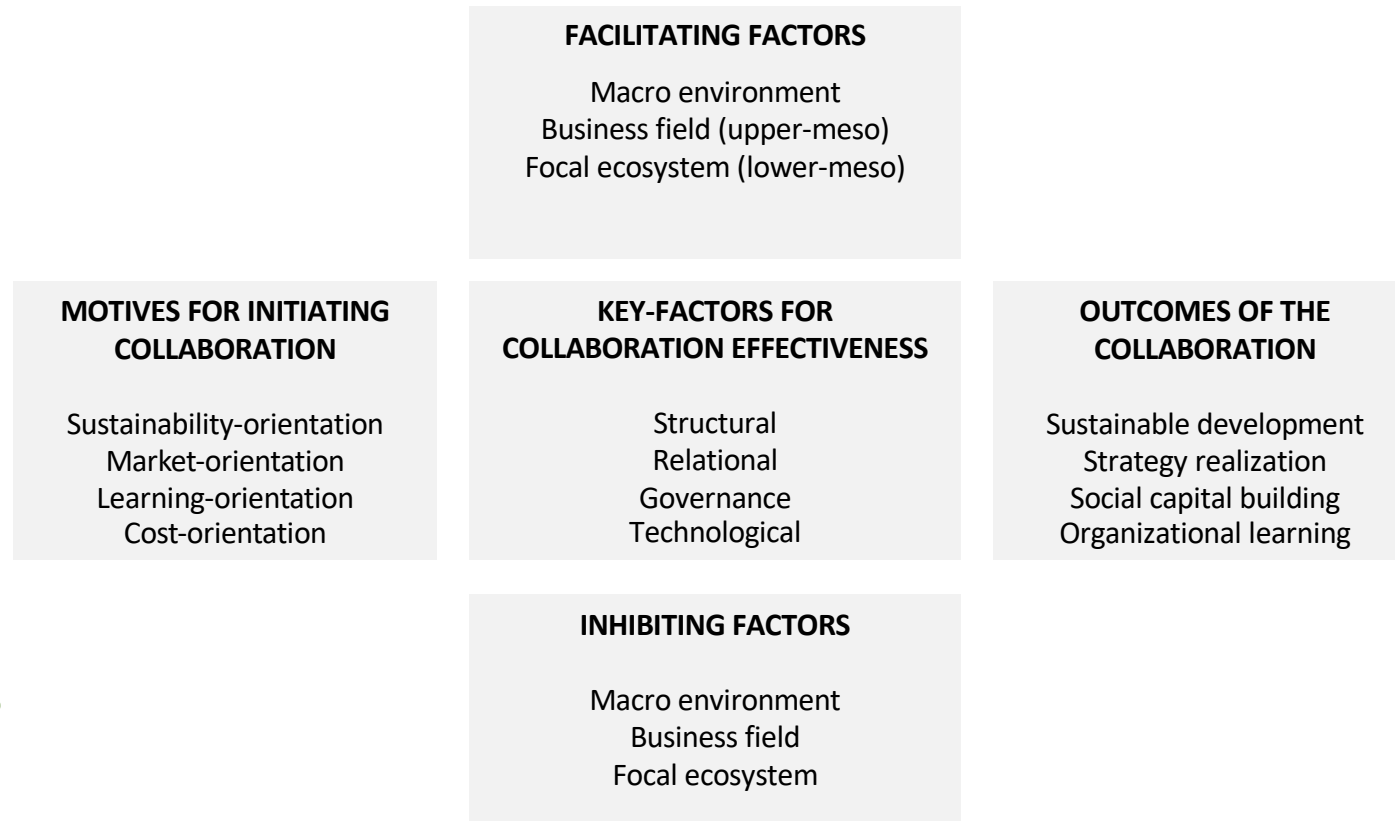
Framework – 1st layer





TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

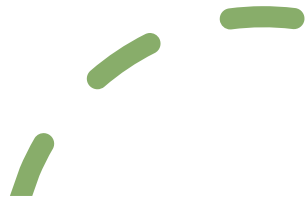
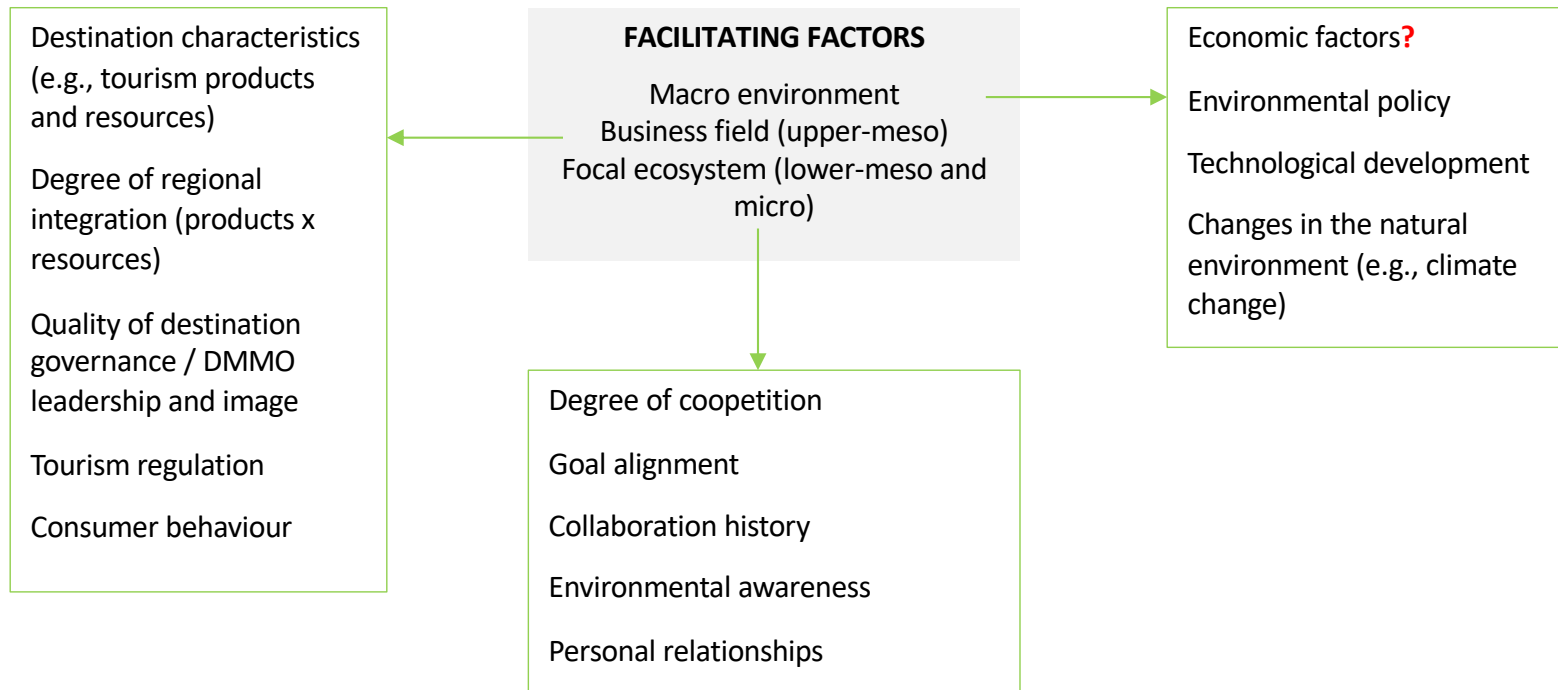
Framework – 2nd layer





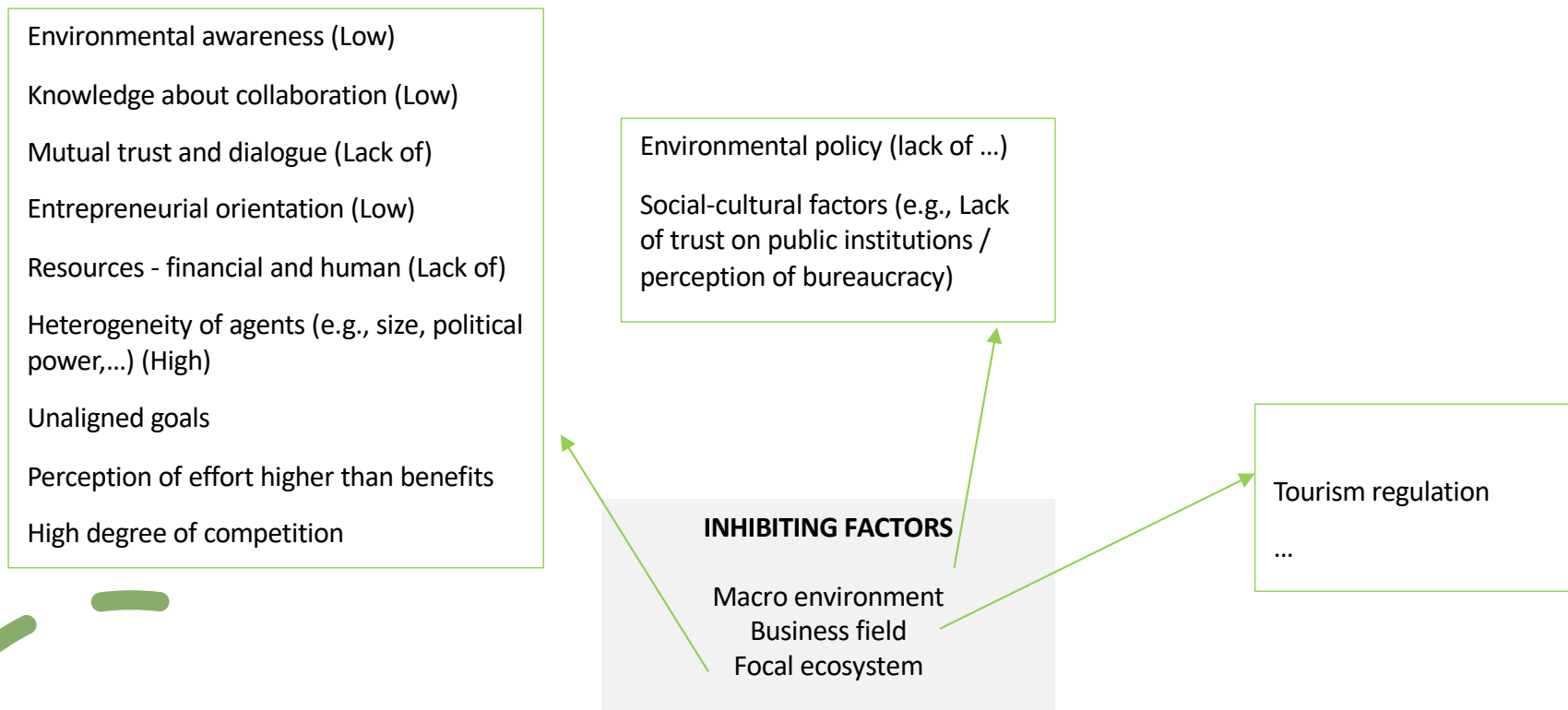
TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

Framework – 3rd layer



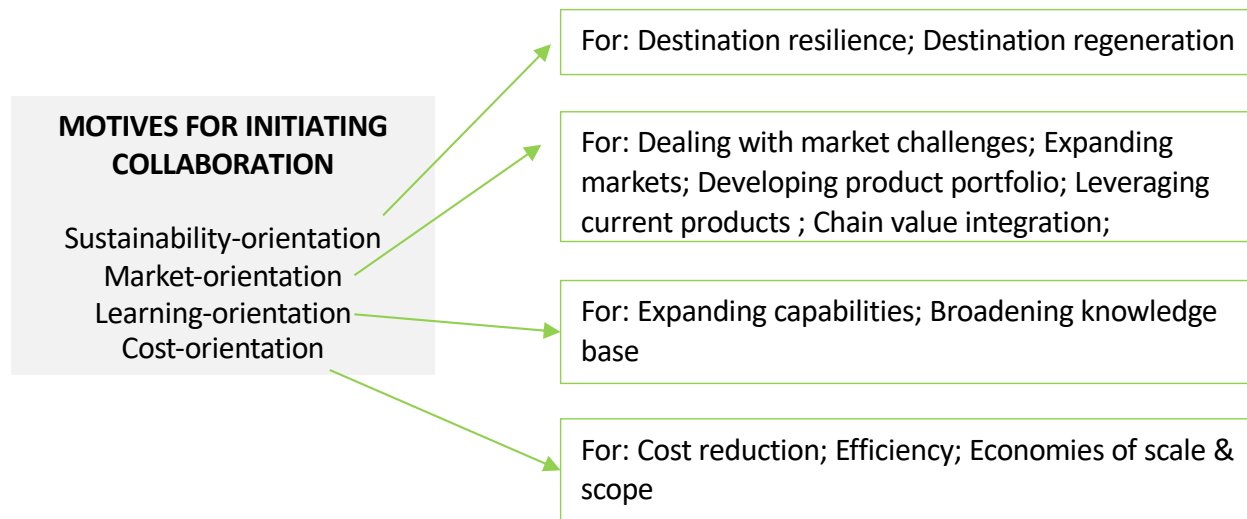
TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

Framework – 3rd layer



TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

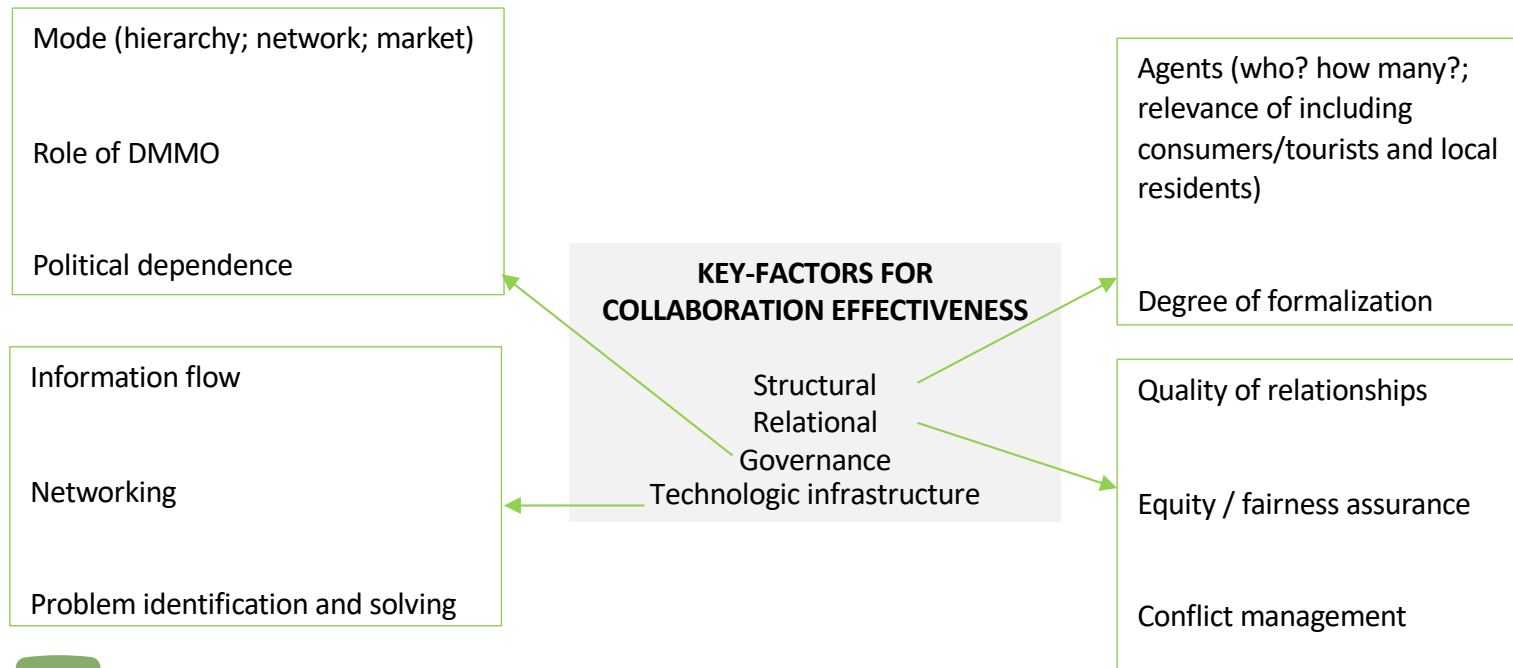
Framework – 3rd layer





TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

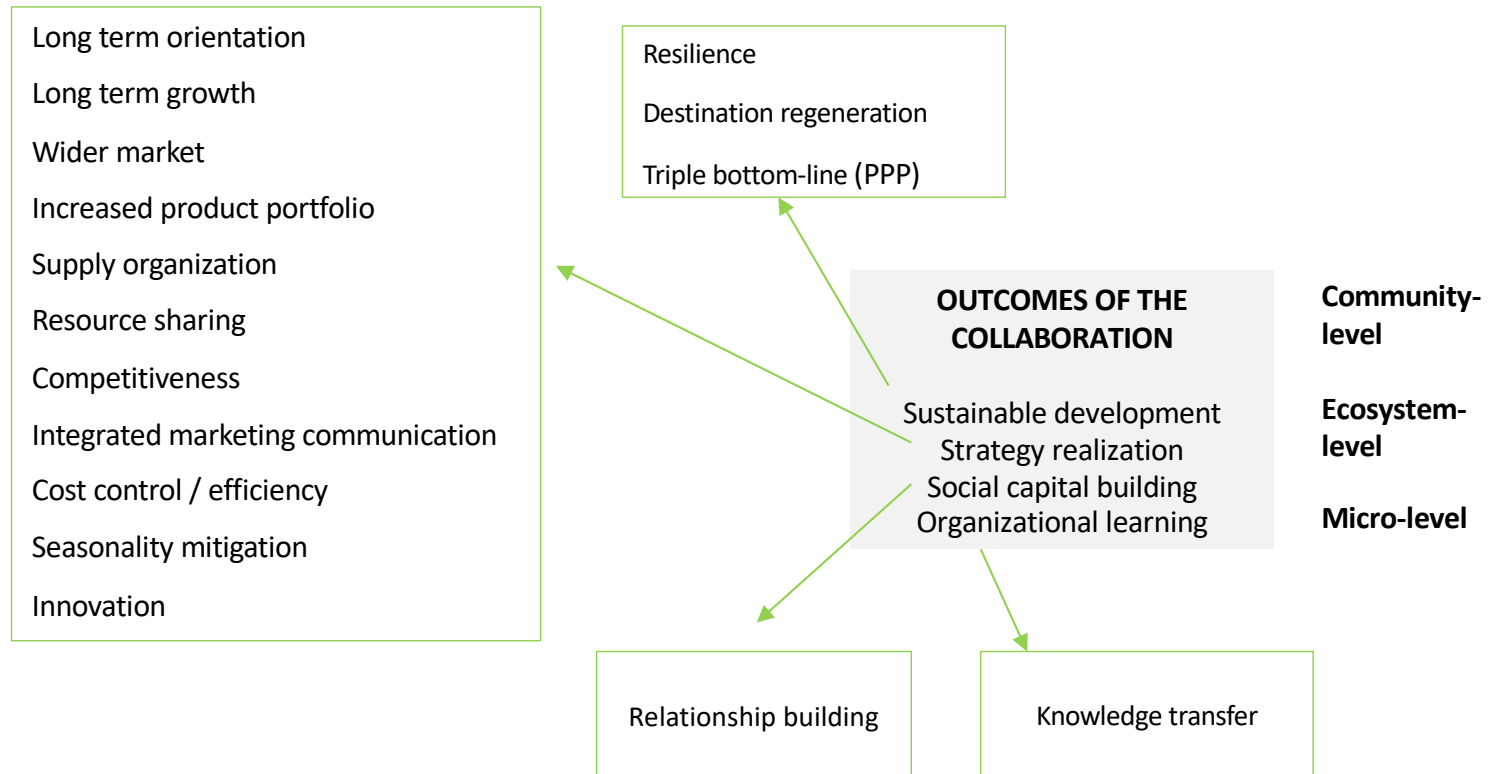
Framework – 3rd layer





TOURISM MARKETING COLLABORATION TOWARDS SUSTAINABLE DESTINATIONS

Framework - 3rd layer





Discussion

Differences to previous tourism collaborative marketing frameworks:

- Sustainability-oriented model
- The model may integrate stakeholders that are usually not considered as active agents: residents and consumers
- It identifies the key-factors for collaboration effectiveness, including the role of technology
- ???





Future developments



WP3


DEVELOPMENT OF
THE THEORETICAL
MODEL

- ❖ 1 Focus group - Demand side (France)
- ❖ 1 Focus group - Supply side (France)



WP4

EMPIRICAL
VALIDATION OF
THE THEORETICAL
MODEL

- Conceptual model development (literature review)
- Questionnaire development (supply and demand)
- Data collection: Lisbon Metropolitan Area 
(two periods: Summer & Winter)
- Data analysis (multivariate statistical techniques)





GRCME

THE GLOBAL RESEARCH CONFERENCE
ON MARKETING AND ENTREPRENEURSHIP

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This research is supported by "Fundação para a Ciência e Tecnologia" (FCT), Portugal, through the SHIFT project (Sustainability-oriented, Highly interactive, and Innovation-based Framework for Tourism marketing), reference number PTDC/EDE-OGE/2146/2021.

Shift

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