

COOPETITION IN TOURISM DESTINATION: FORMS AND MOTIVATIONS

A study in the alpine tourism destination of Madonna di Campiglio

Problem statement

Tourism destinations are complex unit of analysis and management, including a large number of stakeholders with different individual objectives, but united by the common goal of improving the destination's competitiveness (Chim-Miki & Batista-Canino, 2017). Tourists experience a destination holistically, as a cohesive entity, interacting with various tourism businesses, calling for coordination and collaboration among them.

Coopetition → emerges as particularly relevant strategy to increase destination competitiveness (Della Corte & Aria, 2016), as characterized by co-location and interdependence among tourism stakeholders but also by competition for tourist's individual budget.

In tourism there is a need to understand the reasons (i.e., motivations) why competitors located in the same tourism destination may cooperate and under which circumstances. (Chim-Miki & Batista-Canino, 2017).

Research questions & objectives

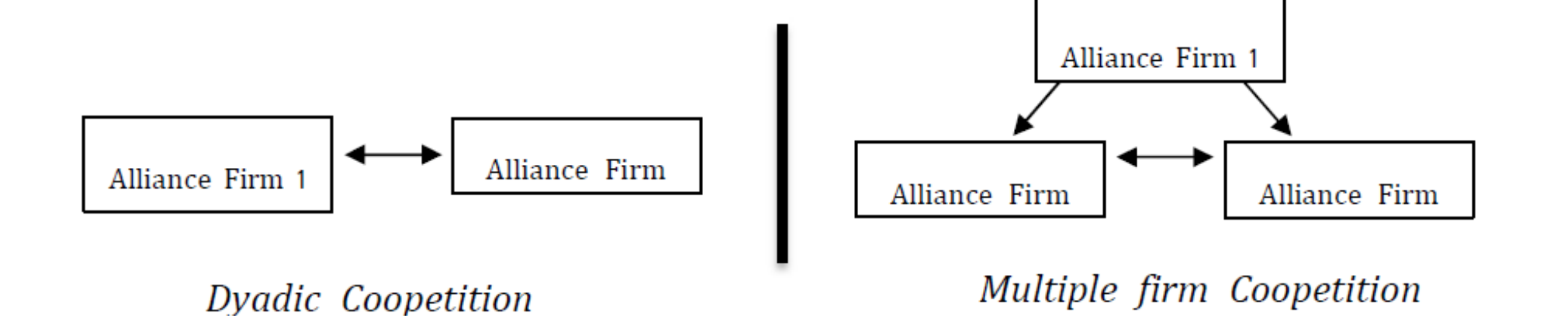
1. Which forms can coopetition take in alpine tourism destinations (community-type-destinations), and which characteristics can be found in Madonna di Campiglio?
2. What are the motivations of tourism stakeholders to engage in coopetitive relationships with each other, and which motives and drivers can be found in Madonna di Campiglio?

Aims of the research are: to gain a deeper understanding of coopetition forms and fill research gaps on coopetition motivations of tourism stakeholders in the specific context of alpine tourism destination; to provide practical recommendations to tourism stakeholders and DMOs managers to foster coopetition relationships.

Theoretical background

COOPETITION
defined by Bengtsson and Kock (2014) as *“a paradoxical relationship between two or more actors simultaneously involved in cooperative and competitive interactions, regardless of whether their relationship is horizontal or vertical”* (p.182)

Network coopetition: “interactions between multiple actors either in the same value chain position (horizontal coopetition) or in different elements of the value chain (vertical coopetition)” (Grauslund & Hammershøy, 2021)



- Figure 1.:Dyadic- vs. multiple-Coopetition, Yousaf & Waheed (2024, p. 372)
- **Game theory:** win-win situation (calculative behavior, rational decision)
 - **Value net concept:** enlarge the “business pie” (Brandenburger & Nalebuff, 1997)
 - **Resource-based view:** access complementary resources/capabilities

Methodology

- Qualitative research approach, semi-structured interviews
- 16 interviews with key tourism stakeholders (owners/representatives) of six tourism business types located in Madonna di Campiglio, Italy: Hotels, Mountain-hut Restaurants, Ski Schools, Ski & Bike Rentals, Ski-lift Company and DMO
- Evaluation using structuring (deductive) qualitative content analysis according to Mayring (2015)
- Limitations: small sample; concentration on one alpine tourism destination; subjectivity

Discussion of findings

COOPETITION FORMS

Dyadic relationships: vertical stakeholders

Multiple (Network) relationships: heterogeneous composition

Decision: Unintentional-emergent

Seasonal (temporal) dynamics: depending on tourist influx

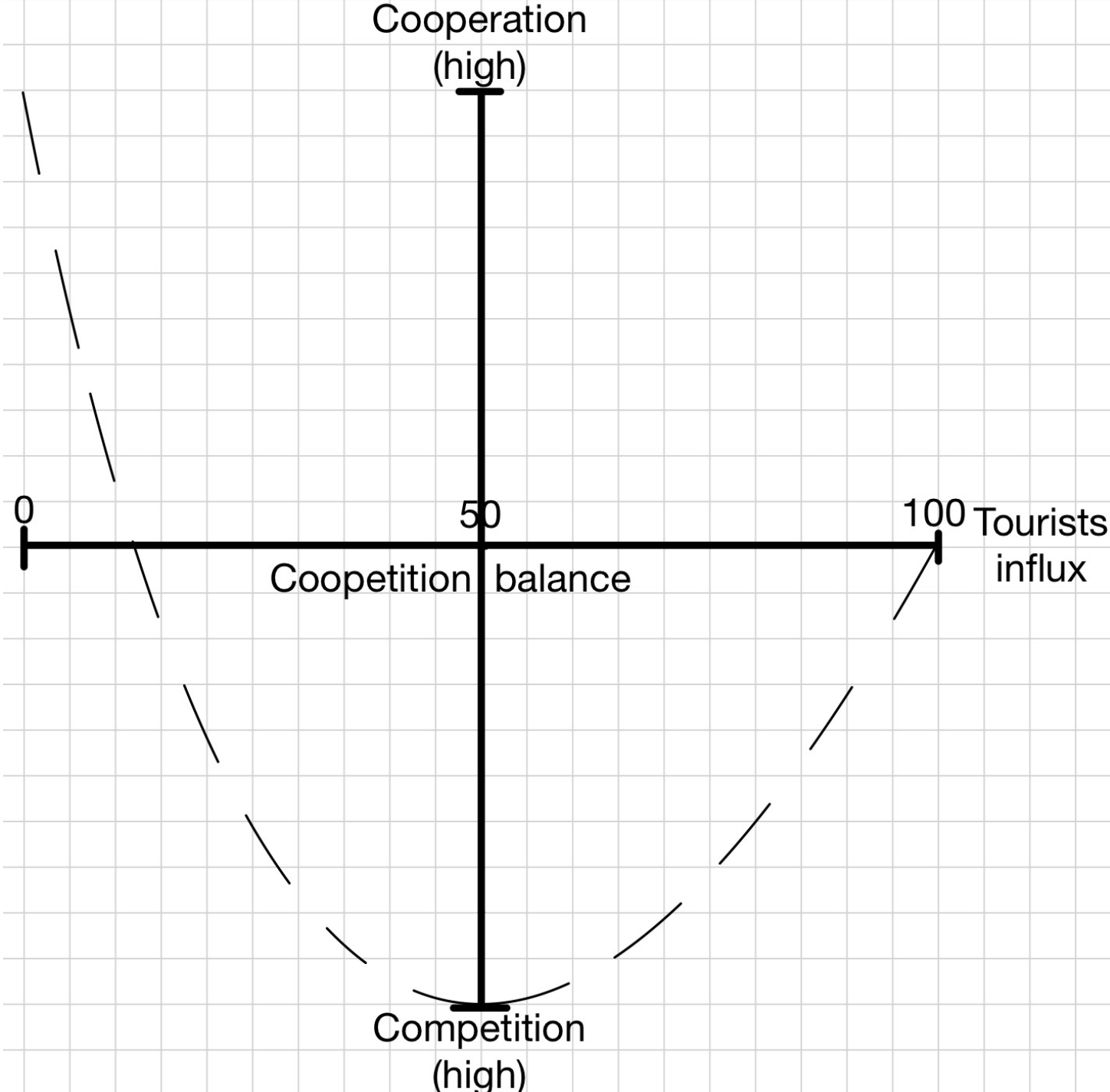


Figure 2.: Own illustration of the dynamics of coopetition relationships
Table 1.: Main- & Subcategories (coopetition motivations extract)

	Strong influence (+)	Weak influence (-)
Coopetition Motivations	Co-location & small community	Role & influence of DMO
	Resources & knowledge/ information sharing	External competition with other tourist destinations
	Economic benefits	
	Enhance tourist's experience	
	Social ties	
	Trust	

IMPLICATIONS & PRACTICAL RECOMMENATIONS

- Game theory, RBV, Value Net → valuable theories for tourism coopetition, but differ in applicability.
- Increasing **communication** and information sharing
 - Creating **destination events**
 - Establishing **purchasing groups**
 - Balancing **power** in network coopetition