

Collaborative market-driving strategy in destination tourism: A systematic literature review

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Abstract: This article presents a systematic literature review of studies on collaborative destination tourism marketing strategy and the implementation of market-driven and market-driving strategies related to market orientation. The review considered 104 selected articles published between 2007 and 2022 in 20 leading journals across the tourism and marketing/management categories, out of a pool of 879 articles. The review uncovered that markets are constantly evolving, and effective strategies are necessary, particularly in industries facing intense competition such as destination tourism. Collaborative strategies are crucial for destination tourism since different stakeholders possess varying resources and capabilities and are better suited for adapting to changing markets and enhancing performance. Further review shows that while collaborative destination tourism marketing has gained attention, the lack of emphasis on maximizing collaborative advantage, stakeholder growth, and destination competitiveness is notable. The review also reveals that market orientation has been adopted but broadly uses market-driven approaches. This overemphasis on market-driven approaches leads to increased zero-sum competition, underutilization of the destination's potential, and a lack of market-driving approaches to attain collaborative growth. Additionally, the review discusses another limitation of a market-driven approach, which assumes stable markets and predictable consumer demand, and emphasizes the drawback of applying this approach to changing market conditions in which destination tourism operates.

Keywords: destination market-driving strategy, destination market-driven strategy, destination market orientation, destination tourism, collaborative destination marketing

JEL Classification codes: M3, M31, M310

INTRODUCTION

Tourism is a significant industry that provides employment and foreign currency earnings. Pre-pandemic, it was a major sector, accounting for 10.3% of global GDP and 1 in 4 new jobs worldwide. In 2019, international visitor spending reached USD 1.8 trillion, supporting socio-economic development, job creation, and poverty reduction (World Travel & Tourism Council, 2022).

The behavior of markets has changed over the last few decades from relatively constant and stable to dynamic and progressing. In markets characterized by dynamic conditions and frequent changes, market-driving becomes particularly relevant for organizations seeking to succeed (Flaig et al., 2021). This entails creating new markets and stimulating customer demand by identifying unmet or latent customer needs, developing innovative solutions, and establishing a dominant position in the new market space (Carpenter et al., 2001). Scholars

such as Humphreys et al. (2018) and Jaworski and Arrigoni (2009) have emphasized the growing significance of market-driving in response to a dynamic environment. In such circumstances, collaborative market-driving, a strategy that involves pooling resources, sharing knowledge, and cooperating with other market actors (including peer competitors) to achieve long-term growth and gain a competitive advantage that would be difficult to attain alone, can be particularly effective (Maciel et al., 2020).

Certain industries are more favorable to market-driving and would benefit from its application to a greater extent. For example, the very nature of the destination tourism industry requires collaboration and innovation not only from the business organization's perspective but also from tourist perspective (Murray et al., 2016). Due to its specific nature, the need for the application of market-driving strategy in the field of destination tourism is greater as this industry consists of small to medium-scale firms that have limited resources but are wealthy with unique capabilities and strengths from different stakeholders (Naipaul et al., 2009; Wang et al., 2008).

However, even though the relevance and need of application of market-driving strategy in the domain of destination tourism has increased, the application of collaborative market-driving has not been discussed thus far for the benefit of destination tourism. This is a puzzle.

Previous research papers have investigated the idea of market-driving with a narrower focus on specific topics within a limited number of industries, resulting in significant contributions to the field. For instance, Maciel et al. (2020) have explored collaborative market-driving in the U.S. craft brewery industry, while Humphreys et al. (2018) have studied the use of social influence and status games in market-driving within the U.S. wine industry. Stathakopoulos et al. (2019) explored the collaboration and alignment between top and middle management for the effectiveness of a market-driving strategy implementation. Additionally, Ghauri (2016) has discussed market-driving strategies beyond localization. These papers provide insights into the processes, techniques, and challenges associated with market driving. However, there is a lack of research on how market-driving can be integrated into collaborative destination strategies.

Therefore, the objective of this study is to conduct a systematic literature review to gain a deeper understanding of how collaborative destination tourism strategies have incorporated market-driving approaches in their marketing strategies. The findings of this study will contribute to the existing literature on collaborative market-driving and provide insights for destination tourism practitioners and policymakers to develop effective marketing strategies that drive growth and competitiveness in the tourism industry.

In answering the research question "how have collaborative destination tourism strategies integrated market-driving approaches in the development of their marketing strategies?", the researcher conducted a detailed examination of collaborative marketing strategy application in destination tourism, through the adoption of a collaborative marketing strategy-based market orientation framework. Thus, this provides useful insights into emerging market-driving behavior and practices between collaborative market-driving strategy approach and destination tourism that could successfully meet the challenges of the current dynamic market changing environment.

In summary, this study aims to provide a systematic literature review of collaborative destination tourism strategies and their integration with market-driving approaches in marketing. The objective is to gain a deeper understanding of how market-driving can be effectively applied to destination tourism marketing through collaboration, and to provide insights for tourism practitioners and policymakers. This review examines 104 selected articles from 20 leading journals in tourism and marketing/management published over a 15-year period.

1. APPROACH AND METHODOLOGY TO THE REVIEW

This study reviewed articles published between 2007 and 2022 on collaborative market-driving strategies in the destination tourism industry. The review methodology comprised three steps: 1) selection of journals and literature, 2) identification of categories and framework, and 3) selection of relevant articles using the SCOPUS database. The methodology and framework used in this study were adopted by modifying a previous approach developed by Bocconcelli et al. (2016), with modifications made to address the specific research question and objectives of this study, as well as to suit the domain of the collaborative destination tourism industry.

In the first step, the selection of journals and literature for this systematic review was based on the assessment of two key research areas: (1) destination tourism and (2) marketing/management. To ensure the relevance of the selected journals for the systematic literature review, a careful identification process was carried out, considering both research areas, the research question, research objectives and scholarly contributions. In total, 20 journals were identified that were specifically related to tourism and marketing/management (table 1).

Table 1

Tourism Management Journals

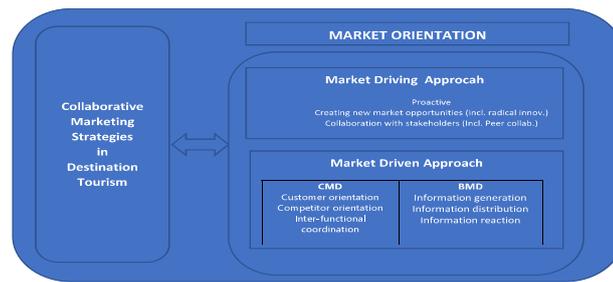
Tourism Management
Journal of Travel Research
Journal of Destination Marketing & Management
Current Issues in Tourism
Journal of Travel and Tourism Marketing
Journal of Hospitality and Tourism Management
International Journal of Hospitality Management
Tourism and Hospitality Research
Journal of Hospitality Marketing and Management
Event Management

Marketing and Management Journals

Journal of Marketing
Journal of Business Research
Industrial Marketing Management
European Journal of Marketing
Journal of Business and Industrial Marketing
Journal of Marketing Management
International Marketing Review
Journal of Strategic Marketing
Marketing Intelligence and Planning
Qualitative Market Research

In step two, a framework (Figure 1) was developed to address the research question of how collaborative destination tourism strategies have integrated market-driving approaches into their marketing strategies. This framework comprises three dimensions: collaborative marketing strategies in destination tourism and two approaches to market orientation, namely market-driving and market-driven (Slater and Narver 1994). The theoretical lens used is the concept of market orientation, with the inclusion of collaboration to determine whether collaborative destination tourism strategies have applied a market-driving or market-driven approach.

Figure 1 Framework of analysis



In step three, the researcher conducted a search of the SCOPUS database for articles related to destination tourism and marketing/management, with a specific focus on market orientation, market driving, and market driven strategies. A total of 429 articles were found in destination tourism, and 450 in marketing/management categories. From these initial results, the researchers narrowed down the selection to 134 articles in the destination tourism category and 400 in the marketing/management category that specifically discussed collaborative marketing strategies and related topics. These articles were carefully reviewed to ensure their relevance to the research question and alignment with the framework of analysis. This resulted in a final set of 104 articles that met the criteria for inclusion in the review. To analyse these articles, the researcher used a set of pre-defined key themes or constructs that were relevant to the research question and the framework of analysis. These key themes were summarized in Table 2 and were used to verify the presence of specific constructs within the selected articles.

Table 2 Summary of the data set

	Constructs of the framework	Papers selected	Key References
Collaborative destination marketing strategies			
1	Collaboration in destination marketing strategies	21	Naipaul, et al. (2009), Flaig et al. (2021), Murray et al. (2016), Wang (2008), Fyall et al. (2012) Carlsen and Charters (2007) Werner et al. (2015) Line and Runyan (2014) Morgan et al. (2012), Tasci et al. (2014),Buhalis and Foerste (2015), Garrod and Fyall (2016), Sainaghi & Baggio (2019), Fernandes et al. (2019), González-Campos & Rodríguez-Escudero (2017).
2	Collaboration in destination marketing strategies and performance	16	Fernandes (2019), Sigala (2014), Naipaul et al. (2009), Vega-Vázquez et al. (2016), Pike and Mason (2011), Pike et al. (2010), Line and Wang (2017a), Cacciolatti and Lee (2016).
Application of MO in the collaborative destinations			
3	Market orientation in collaborative destination strategies	8	Nordbo et al. (2014), Line and Wang (2017a), Kumar et al. (2011), Gotteland et al. (2020), Bicen and Hunt (2012), Mu et al. (2017).
5	Marker-driven approach in collaborative destination strategies	47	Jiang et al. (2016) , Line and Wang (2017b), Nordbo et al. (2014), Kaurav et al. (2017), Gupta et al. (2013), Reed et al. (2016), Giovanardi (2022) ,Im et al. (2008), Tasci et al. (2014), Hristov and Petrova (2013),Foley et al. (2013), Naipaul et al. (2009), Pike et al. (2018), Hankinson (2012),Bašan et al. (2021), Kansal and Walia (2018), Frleta, (2018), Hankinson (2012), Pike and Mason (2011), Bašan et al. (2021), Wang and Pizam (2011).
6	Market-driving approach in collaborative destination strategies:	12	Humphreys et al. (2018), Jaworski and Arrigoni (2009), Granville et al. (2016), Abou-Shouk (2018), Bicen and Hunt (2012), Park et al. (2008), Jaworski and Arrigoni (2009), Maciel et al. (2020).
	Total	104	

2. SYSTEMATIC LITERATURE REVIEW

This study conducted a comprehensive literature review of 104 articles to explore how collaborative destination tourism strategy studies have incorporated market-driving approaches into their marketing strategies, through the identification of impact of market-driven and market-driving components of market orientation on these collaborative tourism marketing strategies.

2.1 Collaboration in destination marketing strategies

A total of 37 papers were analyzed with a focus on collaboration in destination marketing strategies, considering essential features in both practice and theory of destination tourism. Five main topics were identified within this group. The first topic explores collaborative destination marketing in the context of changing market conditions. The second topic emphasizes the significance of a collaborative approach in the tourism industry. The third topic examines the complex nature of destination collaboration. The fourth topic examines the relationship of collaboration in destination marketing strategies and performance (see 2.1.1).

Collaborative destination marketing strategy involves the cooperation of various stakeholders in promoting a destination to potential tourists. This marketing approach can boost revenue and competitiveness, while also addressing the challenges and limitations of traditional destination marketing by bringing together different strengths and resources to work cohesively (Wang, 2008; Naipaul et al., 2009).

Recent articles suggest that in today's rapidly evolving market environment, firms need to adopt new marketing and strategy approaches to remain competitive, rather than relying solely on market analysis and customer feedback. For example, Flaig et al. (2021) state that firms must take an active role in shaping the market itself to achieve desired outcomes. In other words, businesses must proactively identify market opportunities and create demand for their products or services, rather than just responding to existing demand. Similarly, Murray et al. (2016) stress the importance of sensing capability in tourism destination marketing. This entails being able to quickly detect changes in the market and effectively respond to them to maintain competitiveness. As suggested by Flaig et al. (2021) and Murray et al. (2016) in their studies, it was noted that firms not only need to detect changes in the market but also adjust their strategies accordingly to reduce their exposure to risk and remain competitive.

Several studies have demonstrated the effectiveness and significance of collaboration in the tourism industry. Wang (2008), Naipaul et al. (2009), Baggio (2011), Cehan (2021), Werner et al. (2015), Perkins (2021) and Fyall et al. (2012) emphasized the feasibility and potential of collaboration in destination marketing and competitiveness. Carlsen and Charters (2007) found that collaborative strategies in wine tourism led to effective marketing. Pike & Mason (2011), Line and Runyan (2014), and Morgan et al. (2012) also highlighted the importance of collaboration in enhancing brand positioning, service-dominant logic framework, and marketing evaluation frameworks respectively.

It was also revealed that some scholars such as Tasci et al. (2014) and Buhalis and Foerste (2015) argued that destination marketing organizations (DMOs) should work together, as a collaboration or partners, with other stakeholders, such as local businesses, government agencies, and community groups and private sector organizations, to enhance a destination's attractiveness and competitiveness and to develop and implement effective marketing strategies. Garrod and Fyall (2016) argue that local tourism associations can play a crucial role in facilitating collaboration between stakeholders and in bundling tourism products and services to create more attractive and competitive destination packages.

As some articles show, while there has been a significant increase in literature on collaborative destination marketing that examines the reasons, motivations, modes of marketing alliances, and factors affecting the success of such collaborations, limited attention has been paid to the potential for collaboration strategies to enhance destination competitiveness and achieve shared goals (Sainaghi and Baggio, 2019; Fyall et al., 2012). Researchers have identified gaps and limitations in existing research and called for more rigorous and innovative studies in this area (Fernandes et al., 2019; Sainaghi & Baggio, 2019).

Furthermore, collaborative destination marketing has been characterized as a multifaceted and complex phenomenon and involves multiple stakeholders with different goals and interests. Fyall et al. (2012) and Sainaghi & Baggio (2019) have noted that collaboration can be challenging and may lead to conflicts and competition among stakeholders. This can result in a zero-sum competition, where the gain of one stakeholder comes at the expense of another, ultimately hindering the realization of a destination's full potential in terms of economic, social, and environmental sustainability (Werner et al., 2015; Fyall et al., 2012; Sainaghi & Baggio, 2019).

2.1.1 Collaboration in destination marketing strategies and performance

Regarding the relationship between collaborative destination tourism marketing strategies and performance, studies have demonstrated that such strategies offer a range of benefits. These include improvements in marketing strategies, enhanced product offerings, better destination management practices, increased revenue and competitiveness, reduced conflicts, and improved marketing outcomes and performance (Sigala, 2014; Naipaul et al., 2009; Vega-Vázquez et al., 2016). Moreover, further research indicates that these strategies have positive associations with various performance measures, including destination awareness, visitor satisfaction, and economic benefits (Pike and Mason, 2011; Pike et al., 2010).

2.2 Market orientation in collaborative destination

The study analyzed 67 papers on market orientation in collaborative destinations, considering their importance, relationship to competitive advantage, and exploring two approaches: market-driven, which focuses on meeting customers' desires, and market-driving, which involves identifying and addressing opportunities through cooperation.

Market orientation in collaborative destination tourism strategies refers to the approach taken by destinations to align their marketing strategies with the needs and preferences of the target market. Some papers argue that this approach is important for developing tourism destinations, as it involves collaborative work with stakeholders, including tourists, to identify and meet their needs by using targeted and customized marketing strategies (Nordbo et al., 2014; Line and Wang, 2017a).

The reviewed studies have identified that only a few studies have explicitly stated the positive impact of market orientation on enhancing firm performance and competitiveness in destination marketing. For example, Line and Wang (2017a), Cacciolatti and Lee (2016) and Fernandes have found that market orientation can improve the responsiveness of destinations to the needs and preferences of tourists, leading to improved performance and competitiveness. Kumar et al. (2011) suggested that market orientation can provide a sustainable competitive advantage by enabling destinations to identify and respond to changing customer needs and preferences, as well as anticipate and respond to competitive threats. Furthermore, Gotteland et al. (2020) demonstrated that market orientation is positively related to strategic flexibility, which can help firms adapt to changes in the market environment and collaborate more effectively with partners.

Several articles have emphasized the importance of adopting a collaborative approach to market orientation and product development. For example, Bicen and Hunt (2012) and Mu et al. (2017) highlighted that alliance market orientation could enable stakeholders to collaborate and pool resources to create innovative offerings that meet tourists' needs.

2.2.1 Market-driven approach in collaborative destination

Many articles deal widely explicitly or implicitly with market-driven approach, reflecting increased interest in finding methods to enhance corporate performance and strategy formulation. The review deals with the topic of relationship between market-driven approach with destination marketing strategy creation.

Conceptually, market-driven approach in collaborative destination can be analyzed through two perspectives: culturally based market-driven (CMD) and behavioral based market-driven (BMD). The CMD approach identifies customer orientation, competitor orientation, and inter-functional operations as its key components, while the BMD approach considers information generation, dissemination, and reaction (Kumar et al.2011).

According to the articles viewed, Jiang et al. (2016) emphasized the importance of customer orientation in destination marketing, which involves developing appropriate products and services that meet tourists' needs and preferences. Competitor orientation has also been discussed in several studies, with Line and Wang (2017b) operationalizing this approach by emphasizing the importance of analyzing the competitive environment, and Nordbo et al. (2014) cautioning against competitive threats posed by other destinations. Line and Wang (2017a) proposed a multi-stakeholder market-oriented approach, which can be an effective means of achieving inter-functional coordination in destination marketing, aligning the interests of stakeholders and ensuring that all parties work towards the same goals.

Behavioral-based market driven (BMD) approach in implementing it in destination tourism strategies identified three key components: Information (intelligence) generation, dissemination of information and intelligence and information reaction.

According to the articles reviewed, Gupta et al. (2013) proposed a theory of constraints-based framework that focuses on identifying and overcoming constraints in generating intelligence. Efficient dissemination of information and intelligence is crucial in destination marketing. Reed et al. (2016) propose a listening-in and listening-out approach to information dissemination, involving listening to both customers and employees to strengthen an integrated market-oriented system. Effective dissemination of information helps destinations to improve their market intelligence, understand the needs and preferences of tourists, and develop successful strategies. Additionally, information reaction is a critical aspect of destination marketing. Giovanardi (2022) emphasizes the significance of place and space in craft practice, while Im et al. (2008) explore the interaction effects of market orientation dimensions on marketing program creativity, highlighting the importance of information reaction in a market-driven approach.

With reference to the market-driven approach application in destination tourism, several studies have implicitly or explicitly used a market-driven approach in their research regarding the application of the market-driven approach in destination tourism. For instance, Tasci et al. (2014) highlighted the importance of market-driven approaches in community-based tourism to enhance economic benefits. Murray et al. (2016) used sensing capability to collect data and understand the needs and preferences of tourists. Hristov and Petrova (2013) emphasized the use of public sector alliances to promote successful marketing of heritage tourism destinations. Foley et al. (2013) and Naipaul et al. (2009) explored market-driven approaches in the context of business events and regional destination marketing, respectively, to increase tourism revenue. Pike et al. (2018) suggested the use of market-driven approaches to track brand

positioning for emerging destinations. Collaboration between stakeholders for destination branding has also been identified as a market-driven approach, with leadership playing a key role in promoting collaboration, as stated by Hankinson (2012) and Bašan et al. (2021).

Additionally, several studies have interpreted the identification of key factors influencing tourist satisfaction (Kansal and Walia, 2018), understanding tourist preferences to enhance overall destination performance (Frleta, 2018), and measuring brand orientation and its performance impact as examples of market-driven approaches (Hankinson, 2012). Pike and Mason (2011) also identified that collaborative destination marketing strategies positively impact destination competitiveness, visitor expenditure, and visitor numbers. They have also observed a positive relationship between collaboration and destination marketing effectiveness, visitor satisfaction, and destination loyalty. Furthermore, Bašan et al. (2021) highlighted the importance of tourist satisfaction as a driver of destination marketing improvements.

However, notably, Wang and Pizam (2011) have emphasized the limitations of the market-driven approach, which assumes stable markets, in the dynamic tourism market. While this approach has been widely adopted by destinations to develop effective marketing strategies, it may not be suitable for a constantly changing market. Therefore, it is crucial for destinations to adopt a flexible approach that is responsive to market changes, such as a market-driving approach.

2.2.2 Market-driving approach in collaborative destination

In terms of market-driving approaches in destination tourism, it has been noted that effort has mostly been directed at conceptualizing the construct, while less attention has been devoted to its application in the destination tourism (Granville et al., 2016). Abou-Shouk (2018) suggested that DMOs can adopt e-portals' business model to engage travel agents, which can lead to new market opportunities. Additionally, Bicen and Hunt (2012) found that alliance market orientation, involving seeking out and collaborating with partners to develop new products and services, can lead to a resource advantage. Park et al. (2008) highlighted the significance of collaboration with stakeholders in developing shared goals, building trust, and leveraging the resources of multiple partners to enhance the destination's competitiveness.

The literature review has also shown that although market-driving approaches have the potential to bring significant benefits to destinations, there has been limited attention given to their application in collaborative destination strategy development and implementation. Specifically, there has been little focus on the concept of peer collaboration in destination tourism. However, Maciel et al. (2020) proposed that collaborative market-driving, which involves peer firms working together to develop new markets through collective action, can be a powerful approach.

By considering the interrelationship between these studies, it becomes apparent that a market-driving approach that emphasizes collaboration with stakeholders to develop shared goals and enhance competitiveness can help destinations to be more responsive to market changes and improve tourist satisfaction, leading to overall destination marketing improvements (Humphreys et al., 2018; Jaworski and Arrigoni, 2009).

3. DISCUSSION OF KEY RESULTS OF LITERATURE REVIEW

This section presents a discussion of the key findings of the literature review from both theoretical and practical perspectives.

Numerous studies have explored that collaborative destination marketing strategies offer various benefits, including improved marketing strategies, product offerings, increased revenue, destination awareness, visitor satisfaction, competitiveness and enhanced financial performance (Sigala, 2014; Naipaul et al., 2009; Line and Wang, 2017a; Kumar et al., 2011; Gotteland et al., 2020; Carlsen and Charters, 2007).

However, studies on destination tourism have also identified changing market conditions and resource limitations as key contextual factors driving the search for better strategies (Line and Runyan, 2014; Naipaul et al., 2009). To minimize risk, Flaig et al. (2021) and Murray et al. (2016) argue that firms must sense market changes and adjust their strategies to fitting changing market conditions. Therefore, collaborative destination tourism strategies should integrate market-driving approaches into their marketing strategies in order to effectively respond to changing market conditions, minimize risk, and improve their chances of success.

It was also revealed that collaborative destination marketing is increasingly recognized as a more effective approach than individual marketing efforts in today's rapidly changing market. Researchers such as Vega-Vázquez et al. (2016), Line and Wang (2017a), Cacciolatti and Lee (2016), Bicen and Hunt (2012), Line and Runyan (2014), Morgan et al. (2012), and Gotteland et al. (2020) have emphasized the importance of market orientation and collaboration in destination tourism, which can lead to benefits such as increased visibility, better resource allocation, and enhanced market positioning. It was further revealed that collaboration is widely recognized as crucial for achieving successful tourism outcomes (Naipaul et al., 2009) and it enables destination management organizations (DMOs) to establish trust, develop shared goals, and leverage resources from multiple partners to enhance the destination's competitiveness (Park et al., 2008).

Researchers including Carlsen and Charters (2007), Wang (2008), and Fyall et al. (2012) have emphasized the benefits of collaboration among stakeholders in destination tourism. However, the success of collaborative destination tourism approaches depends on building partnerships with various stakeholders, such as governments, local communities, and private sector organizations, as they all play a crucial role in enhancing the destination's attractiveness, impact, and competitiveness (Tasci et al., 2014). Therefore, businesses in the tourism industry must prioritize building strong relationships with stakeholders to achieve successful collaboration, which can, in turn, enhance the attractiveness, impact, and competitiveness of the destination.

The literature review exposed, despite a significant increase in research examining the reasons, motivations, modes of marketing alliances, and factors affecting the success of collaborative strategies for individual growth, there has been limited attention paid to the potential for collaboration strategies to maximize collaborative advantage and enhance destination competitiveness. This gap in the literature has been highlighted by researchers such as Sainaghi and Baggio (2019) and Fyall et al. (2012), who call for more rigorous and innovative studies in this area. They further emphasize the need for a comprehensive theoretical perspective to fully understand the multifaceted nature of collaborative destination marketing, including how it can lead to collaborative growth for stakeholders.

The literature review underscores the challenges of destination tourism marketing, particularly in relation to collaboration. Fyall et al. (2012), Sainaghi & Baggio (2019) and Werner et al. (2015) have identified the challenges of destination collaboration and the negative impact of

zero-sum competition. These scholars argue that competition can hinder the achievement of collaborative advantage, as stakeholders may prioritize short-term gains over long-term sustainability. Moreover, Fyall et al. (2012) note that the competitive nature of the tourism industry can create power struggles and resistance to collaboration among stakeholders, especially in destinations where stakeholders have divergent interests and priorities. To overcome these challenges, scholars such as Fyall et al. (2012) and Sainaghi & Baggio (2019) point out the importance of a collaborative or cooperative approach to destination marketing. This involves stakeholders working together towards mutual benefits and long-term growth, rather than focusing solely on individual gains. Therefore, achieving successful collaboration in destination marketing requires a shift away from zero-sum competition and towards collaborative and mutual benefits.

Another notable finding from the literature review is that the majority of research on collaborative destination marketing has centered around a market-driven approach, which aims to meet the existing needs and preferences of consumers in the market. Various scholars, including Tasci et al. (2014), Naipaul et al. (2009), Pike et al. (2018), Bašan et al. (2021), Frleta (2018), and Hankinson (2012), have shown the application of this approach. Nonetheless, the literature review indicates a relative lack of attention given to alternative marketing approaches, such as collaborative market-driving, which involves proactively identifying and responding to changing market conditions and collaborations extending up to peer competitors (Maciel et al., 2020). This gap in research may be attributed to insufficient literature and exploration of the application of market-driving approaches in the tourism industry's destination context.

Another significant finding of the literature review is that the market-driven approach, as noted by Wang and Pizam (2011), assumes stable markets and predictable consumer demand. This approach focuses on meeting the existing needs and preferences of consumers in the market. However, the assumption of stable markets and predictable consumer demand may not always be accurate, as consumer preferences can change over time, and external factors can impact demand. Therefore, while the market-driven approach has its advantages, it may not be sufficient in addressing the challenges that arise from changing market conditions and evolving consumer preferences. It indicates that it is essential to consider this factor when developing marketing strategies to ensure their effectiveness in a constantly evolving tourism landscape to harness full potential.

4. FUTURE RESEARCH DIRECTION

This section examines possible avenues for further research on collaborative market-driving strategies in destination tourism, based on the main findings of the literature review.

The reviewed contributions highlight that destination tourism has traditionally relied on a market-driven approach, either explicitly or implicitly. However, recent research has identified that this approach may not align with the ever-changing nature of the market, leading to a potential mismatch and limiting the industry's full potential. Despite this, new research suggests that a market-driving approach could offer a more effective solution for destination marketing as it focuses on creating and shaping consumer needs and preferences through proactive strategies (Flaig et al., 2021; Maciel et al., 2020). Therefore, future research in collaborative destination tourism marketing should explore the application of a market-driving approach to destination tourism alliances.

Future research could also focus on the development and implementation of market-driving strategies in destination tourism to achieve collaborative growth (Maciel et al., 2020). It is important to identify the critical drivers and obstacles involved in the creation of successful

collaborative marketing-driving strategies in destination tourism. By understanding these factors, destination tourism marketers can work together to shape consumer preferences and needs, creating a more effective and sustainable marketing strategy.

Future research should also focus on exploring the benefits of market-driving approaches in destination tourism. Specifically, studies could investigate the impact of market-driving strategies on destination competitiveness, destination brand image, and tourist satisfaction. Additionally, more research is needed to examine the application of collaborative market-driving for the benefit of stakeholders in the destination. For instance, studies could explore how collaborative market-driving can contribute to the economic, social, and environmental sustainability of destinations.

Furthermore, future research could investigate the role of leadership in promoting collaboration and market-driving strategies in destination tourism. Studies could examine how destination managers can foster a culture of collaboration among stakeholders and develop leadership capabilities that promote innovation and market-driving.

CONCLUSION

This systematic literature review examined 104 articles selected from a pool of 879 publications across a 15-year period, from 20 prominent tourism, marketing, and management journals. The articles focused on the use of collaborative marketing strategies in destination tourism, as well as the application of market-driven and market-driving approaches to market orientation.

This literature review has shed light on the effectiveness of collaborative destination marketing strategies and the role of market orientation in shaping such strategies. The findings suggest that a collaborative approach is more effective than individual marketing efforts for enhancing performance and improving destination competitiveness. Furthermore, the review highlights the need for a comprehensive theoretical perspective to fully understand the multifaceted nature of collaborative destination marketing and the potential of collaboration strategies to maximize collaborative advantage (Sainaghi and Baggio 2019; Fyall et al., 2012).

The review also suggests that the market-driven approach, which has dominated research on market orientation and led to zero-sum competition, may not always be suitable for addressing the challenges posed by the constantly evolving tourism landscape (Sainaghi and Baggio 2019; Fyall et al., 2012; Werner et al., 2015). This approach has weakened the overall effectiveness and efficiency in reaching the full potential of destinations. Literature review also shows that overemphasis on market-driven approach has weakened the overall effectiveness and efficiency in reaching the full potential of destinations and it has led to overlook collaborative growth achievement (Werner et al., 2015; Fyall et al., 2012). Thus, alternative approaches, such as the market-driving approach that emphasizes innovation and creating new consumer needs, may need to be explored to develop effective marketing strategies in the tourism industry (Maciel et al., 2020).

The implications of these findings for future research and practice are significant. Future research could explore the potential of the market-driving approach in the context of collaborative destination marketing and investigate how such an approach can be effectively implemented. Additionally, research could examine the factors that facilitate or hinder the adoption of collaborative marketing strategies among diverse stakeholders.

For practitioners, the findings highlight the importance of collaboration and innovation in destination marketing. Destination marketing organizations, governments, local communities, and private sector organizations need to work together to create new tourism products and

experiences that meet the evolving needs and preferences of consumers (Line and Runyan 2014; Naipaul et al., 2009; Flaig et al., 2021).

The study has some limitations, such as the exclusion of relevant publications from other fields and the period under review, which may not reflect the most recent developments. Despite these limitations, the primary objective of this paper is to offer an initial overview of collaborative destination marketing approaches and practices during the period under review.

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