

COLLABORATION, INTENTIONS, AND LOCAL VALUE CREATION FROM CRUISE ARRIVALS

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The cruise experience is cocreated between local cruise suppliers (e.g., tourism attractions, ports, and transportation companies) and global cruise liners. Therefore, cruise suppliers' intention to continue delivering services to cruise lines is a key prerequisite for local value creation from cruise arrivals. Given the involvement of multiple stakeholders in the collective creation of value, we elaborate on the relationship between collaboration (both at the port of call and between channel members) and local firms' intentions regarding continued cruise supply. We conducted a survey to learn more about Norwegian cruise suppliers and how collaboration influences their intentions for value creation. Our data demonstrates that a high level of channel cooperation and high cooperativeness at the destination are positively associated with the firms' intentions for cruise supply continuation. Based on our findings, we suggest that a high degree of collaboration, which stimulates the suppliers' intentions to provide services, positively influences local value creation from cruise arrivals.

Key words: Cruise tourism; Intention; Local value creation; Collaboration; Norway

Introduction

Understanding how value creation can be achieved from cruise arrivals is vital to local businesses and cruise destinations (Huijbens, 2015; Lopes & Dredge, 2018; Penco & Di Vaio, 2014). Gui and Rosso (2011) argued that the cruise industry presents a challenging relation between local suppliers and global operators, and builds on a multifaceted array of players that directly contribute to the final product. Thus, the cruise industry offers

a complex vantage point for understanding value creation from cruise arrivals.

Several studies highlight the interdependency between cruise lines and destinations (e.g., Dwyer & Forsyth, 1998; Wild & Dearing, 2000) and claim that the unbalanced power relations between international cruise operators and local service providers, often small firms, comes with challenges at the destinations, such as value outflow and negative return on local investments (Klein, 2011; Seidl, Guiliano, & Pratt, 2007). Moreover, cruise ships are mobile

and itineraries are often seasonally based, making economic value creation at cruise destinations volatile and often unpredictable from a long-term perspective (Papathanassis & Beckmann, 2011). The debate about how much destinations benefit from cruise tourism is heated because (1) cruise lines are often international corporations, which have international crews and do not pay income and property taxes to the countries they visit (e.g., Brida & Aguirre, 2008; Pratt & Blake, 2009), and (2) growth is limited by a destination's carrying capacity (Lester & Weeden, 2004).

This article expands on the current debate by focusing on local cruise suppliers and their intentions regarding the continued provision of services to cruise lines. We argue that viewing value creation from a cruise supplier's perspective provides novel insights into value creation from cruise arrivals. Because value is cocreated by multiple local suppliers and the cruise line, understanding the suppliers' intentions regarding continued cruise supply is crucial for long-term value creation. Given the involvement of multiple stakeholders in the collective creation of value, we take the following research question as our starting point: "How does collaboration influence a local firm's intentions regarding continued cruise supply to ensure long-term local value creation?"

To learn more about economic value creation from cruise arrivals, a Norwegian survey with 101 answers from ports, tourism firms, cruise networks, and destinations is used in this analysis. As with many other parts of the world, cruise tourism in Norway is an expanding and increasingly important sector of the Norwegian tourism market. In recent years, Norway has experienced a steady increase in passenger cruises along its coast and Svalbard (Spitsbergen), where the Norwegian coastal steamer *Hurtigruten* and other national and international cruise operators have expanded their offerings.

This study contributes to the cruise literature in three ways. First, while extant studies elaborate on expenditures from cruise products to understand local value creation from cruise arrivals (Brida & Aguirre, 2008; Seidl et al., 2007), we argue that understanding the local cruise providers' intentions regarding the continued provision of cruise services, despite the challenging conditions, such

as high volatility, is important to gaining more diverse insight into the value creation debate. Second, we develop and test hypotheses about aspects of collaboration that have an impact on economic value creation. Third, this study makes an empirical contribution. While current research focuses on qualitative inquiries into value creation (Lopes & Dredge, 2018) and major cruise destinations, such as the Caribbean (Lester & Weeden, 2004; Seidl et al., 2007) or the Mediterranean (Gui & Russo, 2011), we conduct a survey on value creation from cruise arrivals along the Norwegian coast. Our empirical setting provides fresh insights into value creation in highly developed countries, characterized, for example, by incentive-driven innovation systems and high governmental spending. Moreover, the extant research focuses to a large extent on the destination level (Brida & Aguirre, 2008; Brida & Zapata, 2009), whereas our study focuses on the firm's perspective as a supplier of cruise services.

Theoretical Framework and Hypotheses

Cruise Suppliers' Intentions and Local Value Creation From Cruise Arrivals

The main argument for promoting cruise arrivals to a destination is the possibility of value creation at the destination and ripple effects for the region. This builds on the common belief that having cruise ships arrive positively impacts the local economy—particularly via the selling of shore excursions and other services to the cruise line (Brida & Zapata, 2010). Studies examining value creation from cruise arrivals have presented the debate from various angles (G. Lee & Lee, 2017; Lopes & Dredge, 2018; Papathanassis & Beckmann, 2011). For example, Papathanassis and Beckmann (2011) reviewed cruise literature and found that a quarter of cruise-related papers deal with the economic, social, and environmental impacts of cruising activity at ports of call, illustrating the importance of cruise arrivals for the country being visited. Implications and recommendations are primarily directed toward what the authorities (port, local, regional, national) or destination organizations should do or not do (Gui & Russo, 2011; Wang, Jung, Yeo, & Chou, 2014). Other studies deal with cost-and-benefit issues from

cruise ship arrivals as potential direct impacts on the economies of the port and destination communities (Brida, Bukstein, Garrido, & Tealde, 2012; Brida, Bukstein, & Tealde, 2015; Brida, Fasone, Scuderi, & Zapata-Aguirre, 2014; Dwyer, Douglas, & Livaic, 2004; Larsen & Wolff, 2016; Larsen, Wolff, Marnburg, & Øgaard, 2013).

We add a supplier perspective to this debate and build on the assumption that the suppliers' behavior plays a crucial role in local value creation from cruise arrivals. Cruise suppliers represent a range of actors from different parts of the value network, such as excursion agents; experiences, activities, and cultural businesses; guide services; destination organizations; ship or cruise agents; and other industries, such as transport, trade, and accommodation (Gui & Russo, 2011; Lopes & Dredge, 2018). Thus, the cruise industry is highly modular, and the cruise destination often consists of a supplier network. This means that the cruise experiences are cocreated between the cruise line and the local supplier network.

A destination consists of multiple suppliers providing various products and services. This differentiated range of offer and supply is crucial for the destination's competitive position in the cruise market (Gui & Russo, 2011; Rodrigue & Notteboom, 2013). Cruise lines select itineraries based on many criteria—especially the supply of onshore activities, access to attractions, and port facilities (Gui & Russo, 2011; Wang et al., 2014). Therefore, value for a cruise destination means not only the maintenance and development of product offerings that attract tourist expenditure but also the continuation of local businesses, whether tourism or infrastructure related. Thus, local suppliers' desire to continue delivering to the cruise tourism market is important to cruise destination competitiveness and a prerequisite for long-term local value creation.

We propose that cooperation at the level of inter-organizational relationships between cruise companies and destinations is key to economic value creation from cruise arrivals, as is cooperativeness within the destination itself. For the purposes of this study, value creation initiatives from cruise suppliers deal with both cooperation at the port of call (in the local destination) and interorganizational cooperation between cruise liners and destination actors (port authorities, local tourism firms, and other

suppliers). This implies that firms at a cruise destination create value by establishing and maintaining appropriate exchange relationships (Hammervoll, 2012). Therefore, value creation initiatives are actions that firms undertake in exchange for relationships that directly enhance this value creation (Hammervoll, 2009). Thus, interaction between local agents at the destination and between local agents and cruise liners can enhance the generation of value locally (Gui & Russo, 2011; Lopes & Dredge, 2018).

Destination Cooperativeness and Value Creation

Cooperation between firms often results in increased value creation, because cooperation facilitates the combination and exchange of resources used to create value (Tsai & Ghoshal, 1998). For example, Lavie (2007) concluded that complementary network resources increase a firm's capacity to create value, and Dagnino (2009) examined situations in which "coopetition"—the collaboration between competitors—is beneficial for value creation. In addition, firms in collaboration with one another are able to offer additional value to customers that could not be delivered by an individual firm (Normann & Ramirez, 1993; Paquin, Busch, & Tilleman, 2015). Studies suggest that interaction and collaboration between tourism-related firms may intensify tourists' experiences and enhance the value creation capacity (e.g., Fuglsang & Eide, 2012; Hoaurau, Wigger, & Bystrowska, 2014). Lopes and Dredge (2018) proposed that the structure of the local economy, specifically the interconnectedness of local cruise suppliers and local involvement, influences the value creation from shore activities and services. Given the modular structure of the cruise industry and the multiple stakeholders involved in cocreating cruise experiences, collaboration between these actors is vital (Hall & Braithwaite, 1990).

The multiple actors cocreating cruise experiences have different roles in these collaborative networks. Destination managers and port authorities often contribute significantly to a destination's development through financial commitment or marketing the port to international cruise lines (Lopes & Dredge, 2018). London and Lohmann (2014) claimed that authorities' decision to invest

in cruise-related infrastructure fosters both the destination's development and value creation from cruise arrivals. Simultaneously, the authors pointed out that cruise activities are, for most destinations, added to traditional income sources, such as cargo handling or fishery, which often results in a power struggle between the different interests and parties involved (London & Lohmann, 2014). Investments in cruise-related infrastructure and destination promotion are also costly. Therefore, we propose that, depending on the commitment of port authorities and destination managers and on the dedication of actors in the value network, local business is positively associated with firm intentions for cruise supply continuation.

Building on the existing studies and following our line of arguments, we propose the following hypothesis:

Hypothesis 1: There is a positive relationship between destination cooperativeness and a firm's intentions to continue cruise supply.

Channel Cooperation and Value Creation

Ports/destinations are the primary interface between the "cruising unit" (i.e., the vessel and passengers) and its surroundings, where the cruise experience is cocreated. Gui and Russo (2011) stressed that cruise lines, ports, and destinations are highly dependent on each other in working toward the final cruise product. They must establish cocreation networks that satisfy all parties and broaden the scope of firm-centric activities toward interconnected market relationships (S. M. Lee, Olson, & Trimi, 2012). This means they must establish functional, interorganizational supply chain relationships. Hammervoll (2009) suggested that interfirm cooperation in supply chains can be tested by determining the extent to which the supply chains follow the relational norms of solidarity, conflict resolution, and flexibility according to a scale he developed to measure channel cooperation. These norms are especially important in exporter–importer relationships (Lusch & Brown, 1996; Ness & Haugland, 2005) and are thus relevant when studying the relationships between local cruise service providers and cruise liners, which are both export oriented.

Solidarity emphasizes maintaining the buyer–seller relationship and therefore focuses on recurrent transactions and "commitment to the system" (Heide, 1994, p. 77). In other words, solidarity is largely concerned with the firm's orientation toward the relationship (Hammervoll, 2009). *Conflict resolution* finds solutions that give mutual advantages to all involved, relying on the establishment of common values and expectations for future interactions (Hammervoll, 2009). Such self-enforcing agreements operate as informal safeguards and rely on personal trust or reputation (Dyer & Singh, 1998). *Flexibility* is associated with flexible behavior in response to requested changes and when adjustments are needed. It posits planning in terms of a decentralized decision-making process involving "frames of reference, rather than strict specifications of duties" (Heide, 1994, p. 77). According to Hammervoll (2009), the main conclusion from developing the proposed scale, including the proposed changes, is that it could prove valuable in further research on channel cooperation, such as the interaction between cruise lines and cruise destinations. We use Hammervoll's scale on channel cooperation to understand the ports/destinations–cruising unit relationship better.

The orientation toward solidarity, conflict resolution, and flexibility is likely to have positive performance implications because these norms represent important social and organizational vehicles of control in exchange relationships. According to Hammervoll (2009), firms are performance motivated through shared values, and these relational norms create an atmosphere of mutual support and participatory decision making. This positively affects financial results, cooperative outcomes, and conflict resolution (Cannon, Achrol, & Gundlach, 2000; Hammervoll, 2009). According to these results, the following hypothesis about the relation between channel cooperation and value creation can be addressed:

Hypothesis 2: There is a positive relationship between a cruise supply firm's channel cooperation norms and its intentions regarding continued cruise supply.

The hypotheses are illustrated in the research model (Fig. 1).

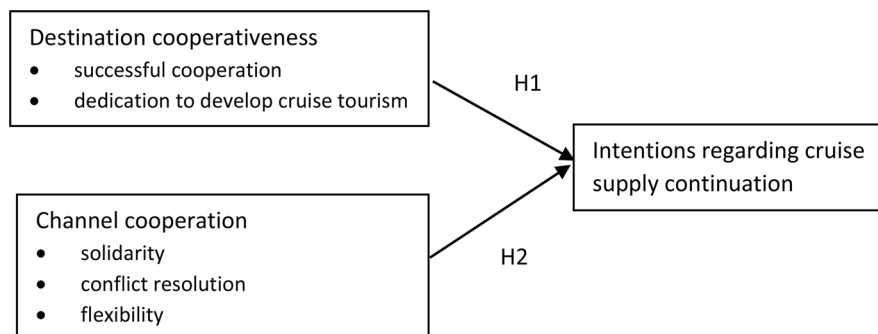


Figure 1. Research model and hypotheses.

Method

Research Design and Sample

To test the relationships between destination cooperativeness, channel cooperation, and intentions regarding cruise supply continuation, we collected survey data from Norwegian firms and organizations in the travel industry, port authorities, destination companies/tourist information offices, cruise/business networks, and cruise/shipping agents located at the 57 destinations and municipalities where cruise ships or the coastal steamer *Hurtigruten* call. We deem these firms to be suitable for studying whether, and to what extent, cooperativeness at the destination and/or channel cooperation influence(s) a firm's intentions regarding continued cruise supply and economic value creation.

The analysis is based on replies from an electronic questionnaire that was distributed in the spring of 2017 to 1,921 businesses in the travel industry, of which 208 responded to the questionnaire (approximately 11%). Of the 1,921 businesses, 101 (5.3%) offer products and services and/or marketing and introductory sales to cruise operators and/or *Hurtigruten*. For 29% of respondents, delivering products and services to the cruise market is the company's main activity, while for 71% cruise deliveries are additional. The respondents are predominantly limited liability companies (68%), while 4% are sole proprietorships, and 28% belong to the miscellaneous "other corporate form" category (i.e., the port authorities, which are essentially organized as municipal enterprises). The average age of the businesses in the sample is 18 years, varying between newly established

businesses and those that have been in the market for over 100 years.

The businesses are spread throughout Norway, with around 37% of respondents coming from Northern Norway (including Svalbard), 25% from Western Norway, 18% from Eastern Norway (mainly Oslo), 14% from Southern Norway, and 5% from Central Norway. The final selection consists of tourism firms providing attractions to tourists (60), port authorities (13), destination companies/tourist information offices (12), cruise/business networks (6), cruise/shipping agents (5), and others (5). In the following, we refer to this distribution between various business groups when we compare various "types" of business. An analysis of variance (ANOVA) revealed that these business types are not statistically different from each other with respect to background characteristics (i.e., number of employees and age of business). However, the small number of cases in each category makes it difficult to establish the statistical significance of the differences between these business types, and respondents from Northern Norway seem to be overrepresented in the sample.

Self-Reported Data and Common Method Bias

The survey is based on self-reported data. The use of single respondents can be said to have both benefits and disadvantages. One positive is that, "For many purposes, the simplest and most accurate way to discover what a person does is to ask him" (March & Simon, 1993, p. 163). The use of perceptual methods means that the research may have a relatively high level of validity because

(1) questions can be posed that directly address the underlying nature of the construct being measured, and (2) data supplied by a single informant captures situations and conditions within firms with a high degree of detail and specificity. The use of multi-item scales to measure constructs strengthens this (Lyon, Lumpkin, & Dess, 2000). Another obvious benefit is that respondents participating in the research are often the most knowledgeable persons in the organization to provide the information (Lyon et al., 2000). However, self-reported data also face social desirability bias, and questions can be misunderstood, with a negative impact on reliability.

Measures

Measuring Intentions Regarding Cruise Supply Continuation. We use firms' intentions regarding cruise supply continuation as a proxy for value creation potential, asking the following question: "How likely is it that your business is going to continue with deliveries to the cruise market over the next 1–3 years?" This was measured on a Likert scale from 1 (*very unlikely*) to 7 (*very likely*).

Measuring Destination Cooperativeness. The importance of destination cooperativeness was measured as an average of three questions determining the degree to which the following factors are important for destination value creation: a) The firms at the destination cooperate successfully; b) The port authorities are dedicated to developing cruise tourism; c) The destination organizations are dedicated to developing cruise tourism.

The scores range from 1 (*unimportant*) to 7 (*extremely important*). Cronbach's alpha for these three items was 0.746, which indicates good reliability (Hair, Anderson, Tatham, & Black, 1998).

Measuring Channel Cooperation. Following Hammervoll (2009), channel cooperation was measured on the basis of the following nine questions concerning solidarity, conflict resolution, and flexibility, and the results were ranged on a 7-point Likert scale from 1 (*strongly disagree*) to 7 (*strongly agree*). The overarching query was phrased thus: "To what extent do the following statements describe your business contact with the cruise line/

cruise agent in connection with the sale/supply of goods and services?" This question was then subdivided as follows:

Solidarity:

1. We emphasize the maintenance of this buyer–seller relationship.
2. In our contact with this customer, we plan how this buyer–seller relationship might be further developed.
3. If this customer has problems, we are ready to help.

Conflict resolution:

1. If there is a conflict, a solution is found during discussions.
2. In this buyer–seller relationship, both parties contribute to constructive conflict resolution.
3. In this buyer–seller relationship, conflicts are solved to the mutual advantage of both parties.

Flexibility:

1. Flexibility in response to requests for changes is a characteristic of this buyer–seller relationship.
2. The parties expect to be able to make adjustments in the ongoing buyer–seller relationship to cope with changing circumstances.
3. If economic conditions change, both parties are willing to "give and take" to meet the new situation.

The factor analysis revealed that all nine items converge into a single factor. Cronbach's alpha for these nine items was 0.932, justifying the use of a single combined measure (Hair et al., 1998).

Control Variables. A number of standard control variables were included in order to control for possible confounding relationships. A traditional control variable is firm size. Because it is reasonable to suggest that larger firms with more resources may more readily intend to continue cruise supply, we include firm size as a control variable. Firm size is measured by the number of employees. In the same vein, the "importance of cruise-related income for the business" is included on a Likert scale from 1 (*unimportant*) to 7 (*extremely important*).

Table 1
Descriptive Statistics (Valid $N = 76$)

Variable	N	Min	Max	Mean	SD
Cruise supply continuation	100	1	7	6.26	1.27
Firm size	88	0	1,000	29.54	110.20
Cruise income importance	97	1	7	4.40	1.935
Tourism firm	101	0	1	0.59	0.49
Destination cooperativeness	100	4.00	7.00	6.62	0.60
Channel cooperation	89	1.67	7.00	5.56	1.20

Wanting to determine if the business type influences the probability of cruise supply continuation, we included, as another control, a dummy variable characterizing tourism firms (“1” for tourism firms, “0” otherwise).

The descriptive statistics are summarized in Table 1. The average number of employees in the firms is 29, varying from 0 to 1,000. Tourism firms represent 59.4% of respondents (as opposed to other types, including port authorities, destination organizations, etc.). The majority of the respondents report that destination cooperativeness is very important for value creation at the destination (on average, 6.62 of 7 maximum possible points). Channel cooperativeness is relatively less important, but its average score is also high (5.56).

Results

Table 2 represents the correlation matrix for the relevant variables. The probability of cruise supply continuation is significantly positively correlated with the importance of cruise-related income, as well as with both destination cooperativeness and channel cooperation. No substantial multicollinearity was revealed among the variables in the analysis.

At the next stage, three models were tested with regression analysis (Table 3). The first model, including control variables, reveals that the only significant predictor of cruise supply continuation is the importance of income from cruise tourism. The firms most dependent on such income are relatively more likely to continue supplying goods/services to the cruise-related activities than those that are not so dependent. Further analysis confirms that destination cooperativeness is also important for the firms’ intention to continue cruise supply. Significantly, improved adjusted R^2 and F statistics indicate that destination cooperativeness adds to the predictive power of the model beyond the contribution of control variables (see Model 2). The last model shows that channel cooperativeness is the most important single predictor of cruise supply continuation in this study (see Model 3). Combined, destination cooperativeness and channel cooperation factors explain a substantial portion of variation in cruise supply continuation unexplained by control variables.

Discussion and Conclusion

In this study, we propose that cooperation between global cruise lines and local cruise suppliers and

Table 2
Pearson Correlations ($N = 76$)

	Cruise Supply Continuation	Firm Size	Cruise Income Importance	Tourism Firm	Destination Cooperativeness
Firm size	-0.025				
Cruise income importance	0.474**	0.077			
Tourism firm	-0.018	0.110	0.094		
Destination cooperativeness	0.379**	-0.165	0.259*	-0.013	
Channel cooperation	0.483**	-0.043	0.235	-0.043	0.206

* 0.01, ** 0.001.

Table 3
Regression Results ($N = 76$)

	Model 1	Model 2	Model 3
Control variables			
Firm size	-0.56	-0.006	0.004
Cruise income importance	0.484**	0.409**	0.336**
Tourism firm	-0.057	-0.052	-0.341
Independent variables			
Destination cooperativeness		0.272*	0.219*
Channel cooperativeness			0.357**
R^2	0.232	0.298	0.415
Adjusted R^2	0.200	0.258	0.373
F value	7.235**	7.535**	9.939**
R^2	0.232	0.066	0.117
F	7.235**	6.714**	14.024**

Note. Dependent variable is probability for cruise supply continuation. Coefficients are standardized betas.

* 0.01, ** 0.001.

cooperativeness within a destination have an impact on firms' intentions regarding continuation of cruise supply, which, we argue, is a key prerequisite for local value creation from cruise arrivals. We reveal that collaboration at the destination and channel cooperation significantly influences intentions regarding cruise supply continuation. Thereby, this study shows that to understand economic value creation from cruise arrivals, we can not only consider expenditure on cruise products (Brida & Aguirre, 2008; Seidl et al., 2007), but must also view the factors that local cruise suppliers regard as important for cruise supply continuation, which is crucial to create value at the destination. By doing so, we expand on extant studies calling for more detailed insight into cruise arrival value creation (Lopes & Dredge, 2018).

Building on our findings, we suggest that individual firms and the cruise destination as a collective should strive for destination cooperativeness because those firms taking part show higher intentions for cruise supply continuation than single actors do. This is also in line with the argument of Ndou and Passiante (2005) that cooperativeness in tourism networks can increase a small firm's ability to create value, which in turn can positively influence the firms' intentions. Moreover, interfirm collaboration between tourism-related businesses is particularly important because such interaction and cooperation can intensify tourists' experiences and expands the pool of critical resources needed to

create the cruise experiences. In the same vein, extant studies highlight that collaboration enhances the capacity for value creation at the destination (e.g., Fuglsang & Eide, 2012; Hoaurau et al., 2014), and therefore can act as a mechanism to address capacity issues, which among others Lester and Weeden (2004) stress as a factor, which challenges local value creation from cruise arrivals. Furthermore, we propose that collaboration between competitors, together with port authorities' and destination managers' determination to encourage cruise arrivals, is beneficial for a destination's economic value creation, because of its positive relations with the firms' intentions. Following this line of thinking, we propose that local suppliers can influence value creation through destination cooperativeness.

Because cruise lines, ports, and destinations are largely dependent on each other and cocreate the cruise experience (Gui & Russo, 2011), the extent of channel cooperation (i.e., norms of solidarity, conflict resolution, and flexibility) is important for local actors and should be of interest for both parties, because all involved must be satisfied for value to be cocreated for cruise arrivals. Thus, unbalanced power relations between cruise lines and local suppliers, which prior studies highlight as a condition that hamper local value creation (Klein, 2011; Seidl et al., 2007), can be addressed through increased joint dependence and mutual beneficial arrangements (Casciaro & Piskorski, 2005), which often comes along with increased collaboration

efforts. Following this line of thinking, we propose that increase joint dependence and mutual beneficial exchange relations distributes power among the channel members leading to increase opportunity costs for cruise liners, when considering changing destinations and suppliers. We argue that channel cooperation is likely to have positive performance implications because such norms represent important social and organizational vehicles of control in exchange relationships (Hammervoll, 2009). Thus, firms are performance motivated through shared values, and these relational norms create an atmosphere of mutual support and participatory decision making.

Collaboration and Potential for Value Creation Matrix

The two main explanatory variables in this survey, destination cooperativeness and channel cooperation, are taken as a starting point (Fig. 2). On the basis of these two dimensions, we can construct four different main types of firm/destination. These firms/destinations should be expected to face different challenges connected to cruise supply continuation and local value creation. It must be underscored that the discussions around these four main types are intended as an illustration of conceivable practical implications.

Square one Figure 2, *apt for cruise supply continuation*, suggests that the firms/destinations are working well together at the destination and have good relations with the cruise liners/agents. Seen from the viewpoint of the (local) society and cruise tourism industry policy, it is in this position that one wishes to be. It is probable that home ports (e.g., Southampton, Miami, Copenhagen) and marquee ports (ports that cruise ships should have on their

itineraries, such as Rome and Madrid in the Mediterranean, Bergen and the Fjords in Norway, and St. Petersburg in the Baltic Sea) have developed such a position of interdependency between the cruise operators and the destination.

However, the reality is seldom ideal. The cruise ships are moveable, itineraries are often seasonally based, and the competition between topical ports of call can be demanding, making economic value creation at the destination challenging (Papathanassis & Beckmann, 2011). The firms/destinations in square two, *unexploited potential*, are high on destination cooperativeness (the destination organization and the port authorities are dedicated to developing cruise tourism, and the firms at the destinations cooperate successfully) but have not developed sufficient relational norms. Many ports of call can be in this position struggling with developing trustful relations to the cruise companies. In square three, *have ambitions*, we find firms/destinations required a level of channel cooperation, but who struggle with the cooperation in the destination. Such destinations will have good possibilities for development within the cruise tourism market. To develop and increase the destination cooperation should be possible both through public and private initiatives. In square four, *no prospects/ambitions*, is the firms/destinations without attention or interest for the cruise tourism market. They are low on both destination cooperativeness and channel cooperation making them very difficult to develop.

Implications

To sum up, the study has implications for local business managers and destinations, cruise companies, and public authorities. It is important for

Destination cooperativeness (resources)	Channel cooperation (relational norms/orientation)	
	High	Low
High	1. Apt for cruise supply continuation	2. Unexploited potential
Low	3. Have ambitions	4. No prospects/ambitions

Figure 2. Firm/destination typologies based on the intention for cruise supply continuation.

them to know whether focusing on and investing in cruise supply activities can be beneficial, because these kinds of effort can be time consuming and resource demanding. They need to know if cooperation at the destination and relational exchange with cruise companies can contribute to value creation or at least positively influence the intention to continue supplying cruises. Similarly, cruise companies need to know if local businesses and destinations can cooperate and deliver goods, services, and interesting onshore experiences. Thus, the channel cooperation function should be of particular interest to them, because such insights can help them to cooperate better and utilize onshore resources better. For public authorities and policy makers, the results indicate that cruise supply activities can be influenced or developed. This knowledge may improve their understanding of what constitutes potentially successful investments in cruise arrivals at a destination.

This study has explored interfirm collaborations among different types of cruise supply firm. While this has given valuable insights, one could also be aware of the study's limitations. First, further studies could use variables internal to firms—looking, for example, more deeply and with more sophisticated models into firms' resources (Barney, 1991), capabilities (Teece, Pisano, & Shuen, 1997), and strategic decision making (Covin, Green, & Slevin, 2006), which can influence value creation and performance. This would provide samples and settings additional to those utilized in the present study. Second, the examined relationships may vary, depending on the characteristics of their environments. Such variations have not been controlled for in this analysis. Future studies could consider firms' external environments (dynamism, munificence, hostility, etc.). Third, this study has been conducted within a single-country setting. It could be validated in other settings by future studies.

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