Community-based events and social entrepreneurship

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COMMUNITY-BASED EVENTS AND SOCIAL ENTREPRENEURSHIP
Evidence from Piedmont, Italy
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36.1 Introduction
Community-based events are considered a means to achieve sustainable development aims (Ziakas, 2016), by translating social, economic and environmental objectives in policymakers’ agendas into factual measures (Reid, 2007). These objectives should be oriented to foster participation and community ownership of initiatives through an equitable distribution of benefits and costs of growth (Richards & Hall, 2000). Festival and event tourism potentially contribute to the conservation and development of regional identities, but do not automatically secure local economic development (O’Sullivan & Jackson, 2002). Additionally, community-based events frequently face resources limitations that limit the achievement of socio-economic aims (Reid, 2011).

Entrepreneurial approaches can represent a valid alternative, since a similar orientation has the ability to identify or create added value opportunities for environments, communities and tourists through sustainability and social exchange (Fuller, Buultjens & Cummings, 2005; Simpson, 2008). In particular, Social Entrepreneurship (SE) defined as ‘a process involving the innovative use and combination of resources to pursue opportunities to catalyse social change and/or address social needs’ (Mair & Martí, 2006: 36) has been identified as an important contributor to the social and environmental goals of tourism destinations (Ateljevic & Page, 2009). The environments in which social entrepreneurship flourishes have scarce and valued resources essential for organisational survival (Pfeffer & Salancik, 1978; Ulrich & Barney, 1984). Social entrepreneurs have developed specific strategies to overcome this condition (Di Domenico, Haugh & Tracey, 2010) and can be instrumental to pursuing the social utility of events.

This chapter aims to uncover the function of event social entrepreneurship and social enterprises in community-based events. More specifically, based on a case study of event social enterprises in Italy called ‘Pro-loco’, this chapter analyses the nature of resource-constrained conditions potentially curbing event management and discusses how social event enterprises mobilise resources and transform them into different forms of capitals for event organisation. We begin this chapter by reviewing social entrepreneurship and tourism entrepreneurship.
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literature. Thereafter, we present the study setting, research methodology and findings. This chapter concludes with some limitations and suggestions for future research.

36.2 Social entrepreneurship (SE)

Social Entrepreneurship (SE) is an entrepreneurial approach to social problems that were previously the responsibility of governmental and philanthropic efforts (Di Domenico et al., 2010), defined as ‘the construction, evaluation and pursuit of opportunities for transformative social change carried out by visionary, passionately dedicated individuals’ (Roberts & Woods, 2005: 49). SE encompasses ‘the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organisations in an innovative manner’ (Zahra, Gedajlovic, Neubaum & Shulman, 2009: 519). The underlying assumption is that unlike commercial entrepreneurship, SE is driven by social objectives that lead to social change through innovative ideas (Alvord, Brown & Letts, 2004; Chell, Nicolopoulou & Karata-Özkan, 2010).

Most conceptualisations of SE are linked to three key constructs: the social entrepreneur (e.g., Tan, Williams & Tan, 2005; Thompson, 2002; Waddock & Post, 1991) the social enterprise (e.g., Neck, Brush & Allen, 2009) and SE as a process (e.g., Alvord et al., 2004; Dorado, 2006; Sullivan Mort, Weerawardena & Carnegie, 2003). The social entrepreneur uses his entrepreneurial skills to tackle social problems and create social value through systemic social change beyond conventional norms (Simms, 2009). Social entrepreneurs serve as ‘revolutionaries and visionaries, with a social agenda and capitalist drive to preserve and improve humankind’ (Neck et al., 2009: 18).

Social enterprises can be classified on a continuum between non-profit motivated enterprises and profit-oriented enterprises including for-profit social purpose business ventures, innovative non-profit ventures or hybrid forms with not-for-profit and for-profit elements (Dees, 1998; Peredo & McLean, 2006). Social entrepreneurs who typically build social enterprises involving public, private and governmental partnerships tend to work across sectors and create new institutions that fill existing gaps to enable large-scale social shifts. However, the organisational forms (for-profit, non-profit and hybrid) may affect their ability to successfully balance social and economic activities (Kistruck & Beamish, 2010), since the motive for social change and the need for economic efficiency may be in contrast (Zahra et al., 2009).

36.2.1 Entrepreneurship in hospitality and tourism sector

Entrepreneurship in the hospitality and tourism sectors is largely recognised for its contribution to economic development through job creation and regional development in marginal or peripheral environments (Ateljevic & Doorne, 2003; Briedenhann & Wickens, 2004; Wilson, Fesenmaier, Fesenmaier & Van Es, 2001). In addition to stimulating tourism enterprise (Bosworth & Farrell, 2011; Getz & Carlsten, 2005), it enables poverty reduction (Bruton, Ketchen Jr. & Ireland, 2013; Kwaramba, Lovett, Louw & Chipumuro, 2012), promotes economic diversification (Weidenfeld, 2013) and facilitates global connectivity (Williams & Shaw, 2011). As such, tourism and hospitality entrepreneurship plays a key role in tourism development, governance and the evolution of destinations (Russell & Faulkner, 2004; Strobl & Peters, 2013; Zhao, Ritchie & Echtner, 2011). Tourism entrepreneurship studies highlight the importance of creativity (Richards, 2011), innovation (Hjalager, 2010; Paget, Dimanche & Mounet, 2010; Williams & Shaw, 2011), capital (Hampton & Christensen, 2007; Park, Lee, Choi & Yoon, 2012) and entrepreneurial orientation (Roxas & Chadee, 2013; Strobl & Peters, 2013) in tourism destination and product development.
Researchers such as Thomas, Shaw and Page (2011) and Tucker (2010) call for research into the social dimension of tourism entrepreneurship. Prior tourism entrepreneurship literature highlights the importance of intentions and traits in entrepreneurial activities (Gurel, Altinay & Daniele, 2010). These studies focus on profit-making entrepreneurial activities (KoeHweeNga & Shamuganathan, 2010; Perrini, Vurro & Costanzo, 2010), but overlook the social dimension of tourism entrepreneurship. This is surprising given that socio-cultural factors also motivate tourism entrepreneurship (Mcgehee & Kim, 2004) and contribute to the social and environmental development of communities, societies and destinations (Cohen & Winn, 2007).

36.2.2 Social entrepreneurship (SE) and resource procurements

SE is a process-based phenomenon (Di Domenico et al., 2010, Dorado, 2006; Martin & Osberg, 2007) where resources are combined in new ways to pursue opportunities for value creation (Mair & Marti, 2006; Seelos & Mair, 2005). These resources become capital when they are used to create value for an organisation (Narvekar & Jain, 2006), for example, gathering financial capital, human capital, social capital and intangible resources to meet strategic objectives (Chell, 2007; Meyskens et al., 2010; Murphy & Coombes, 2009). Financial capital is important as it attracts investors to increase the available capital (Bugg-Levine, Kogut & Kulatilaka, 2012) and enables acquiring other resources and developing services and products (Dorado, 2006; Meyskens et al., 2010; Terjesen, 2007). On the other hand, human capital affects the potential to obtain other resources (Haber & Reichel, 2007; Ottosson & Klyver, 2010), especially in entry into nascent entrepreneurship (Davidson & Honig, 2003). Another stream of literature recognises social capital (e.g., Park et al., 2012; Zhao et al., 2011), wherein the social context or networks influence some of the actions of individuals (Coleman, 1988; Granovetter, 1985; Nahapiet & Ghoshal, 1998). Entrepreneurship is therefore largely a product of social interactions between the initiators and other stakeholders (Jack & Anderson, 2002; Korsgaard & Anderson, 2011; Tapsell & Woods, 2010; Weerawardena & Sullivan Mort, 2006).

Financial and non-financial resource mobilisation has become necessary for social enterprises in a competitive marketplace (Austin, Stevenson & Wei-Skillern, 2006; Neck et al., 2009; Simms, 2009). However, due to their insufficient profits compared to commercial enterprises, social enterprises have limited access to traditional financial markets and are therefore restricted in mobilising human and financial resources (Certo & Miller, 2008; Dees, 2007; Miller & Wesley, 2010; Peredo & McLean, 2006). As a result, social entrepreneurs operate under resource-constrained conditions (Peredo & McLean, 2006); compete for donations, volunteers and any other resource (Dees, 2007); rely on philanthropic venture capital focussing on social impact (Scarlata & Alemany, 2011) and use earned income strategies to pursue social objectives and self-sufficiency (Miller & Wesley, 2010). Resource mobilisation strategies, networking and the use of personal and human capital are thus critical to social enterprises (Chell, 2007; Meyskens et al., 2010; Murphy & Coombes, 2009). In particular, stakeholder partnerships improve efficiency, enable resource acquisition, enhance legitimacy and increase the motivation of social entrepreneurs (Chell, 2007; Mair & Marti, 2006; Meyskens et al., 2010; Nicholls, 2010). According to Mair and Schoen (2005), value networks and complementary partners are fundamental to facilitate social value creation opening up business access to new resources and knowledge, which may lead to a broader offer portfolio. Altinay, Sigala and Waligo (2016) reflect on the resource needs of tourism social enterprises and nature of key resources for social value creation. Through specific resource mobilisation strategies, social entrepreneurs attempt to gain access to and utilise central resources needed for their social entrepreneurial activities. Prior event research does not investigate how social
enterprises exploit different forms of capital for event management. In addition, there appears to be no research investigating how social enterprises overcome barriers to secure scarce resources. As such, this study responds to the following research questions:

1. How does an event social enterprise preserve the local heritage and intangible cultural assets through community-based events?
2. What is the nature of resource-constrained conditions that potentially curb accomplishing event organisation and destination development?
3. How does an event social enterprise mobilise resources and transform them into different forms of capital for sustainable destination development?

36.3 The case study

The case study focuses on an identified group of event social enterprises called ‘Pro-locos’, which are private non-profit associations that aim to enhance the value of a territory and preserve intangible cultural assets and folk traditions.

The name ‘Pro-loco’ is derived from the Italian phrase ‘Infavore del luogo’ (in favour of the place). The first attempt to create a ‘Pro-loco’ dates back to the Roman Empire, where the local population wanted to make locations along the Roman roads more attractive and hospitable. At the end of the year 1800, civil committees were constituted and identified with the simple Italian proposition ‘Pro’ followed by the name of the community where they operated. Today, 6,000 such associations operate in Italy in mainly rural areas.

The case study area is Piedmont in north-eastern Italy and is characterised by the highest level of Pro-locos (over 900), compared to other Italian regions. Here, the cultural world is particularly vibrant, as the region also has the highest number of cultural associations and newspapers in Italy. The flourishing of Pro-locos also relates to policy decision-makers: the Piedmont region has identified the tourism sector as a key industry for future socio-economic development (Regione Piemonte, 2005) to address the major changes in post-industrial economies.

In accordance with Regional Law n. 30/2009, the Pro-locos aim to: (a) organise events and festivals to improve the quality of life for local residents and attract tourists, also considering categories in marginal positions (the elderly with low income, people with disabilities, etc.); (b) improve the landscape with initiatives oriented towards safeguarding environmental and cultural wealth and protecting historical buildings in the area and (c) organise tourist information activities, also opening information offices for residents in cooperation with local institutions.

With a focus on destination development the role of Pro-locos is fundamental to maintaining and restoring cultural sites, such as Agliè, Exilles, Fenestrelle in the province of Turin, etc. An additional opportunity concerns the food and wine industry in the various provinces: the agricultural sector has maintained its importance, together with the deployment of the Slow Food Movement. In partnership with the farm industry and wine producers, Pro-locos seek to position food as a key element of sustainable development by organising culinary and gastronomic events.

36.4 Research design

36.4.1 Rationale

This research is exploratory in nature since its purpose is to develop greater understanding of social entrepreneurship and resource mobilisation processes in event literature. The study
explores how event social enterprises exploit different forms of capital to achieve their social mission. The qualitative approach adopted enables comparing and integrating the perspectives of key informants. Moreover, this approach allows representing experiences and interpretations, without giving precedence to prior theoretical views (Altinay & Paraskevas, 2008).

An in-depth qualitative interview method was chosen for the main data gathering process. With respect to the use of surveys in data collection, this approach enables determining the underlying arguments and capturing contradictory perspectives (Altinay & Paraskevas, 2008).

### 36.4.2 Data collection

Data collection was based on 33 interviews. To strengthen the reliability of the case study, all interviews were carried out using a standardised protocol. A semi-structured interview format was used to guide the interview process and to obtain free-flowing responses, which enabled exploring emerging themes and issues (Altinay & Paraskevas, 2008).

Since the objective of the study is to explore tourism social enterprises in Piedmont, a dataset of Pro-locos was constructed. In preparing the dataset, both soft and hard copies of promotional material were consulted. Between March 2018 and May 2018, 33 Pro-locos operating in rural areas were identified as event social enterprises that are proactive in sustainable tourism development and operate in coherence with the principles of social entrepreneurship.

The aim of the field research was to explore the concept of social entrepreneurship and resource procurement processes in a resource-constrained environment. The 33 interviews were carried out between June and July 2018 with the representative of the selected associations to: (1) analyse the approaches adopted by event social enterprises in preserving the local heritage and intangible assets with innovative community-based events; (2) identify the nature of resource-constrained conditions potentially curbing the accomplishment of the social mission and sustainable destination development and (3) identify the business model used to mobilise resources and transform them into different forms of capital for sustainable destination development.

### 36.4.3 Data analysis

Each interview was transcribed with data in the form of field notes. Priority themes were identified from extant theories to begin the data-coding process (Miles & Hubermann, 1994). All interviews were coded with a total number of ten codes. Following a review of the data coding and a discussion with a panel of external qualitative research experts, the initial set of codes was grouped into three substantial themes, which informed the interrogation and presentation of the findings.

In the analysis of the concepts that emerged from this dataset, the following themes were identified: 1) community-based events, local heritage and proactiveness; 2) resource-constrained conditions and 3) resource-mobilisation processes for event organisation. These emergent themes informed the formulation of the proposed conceptual framework.

With regard to the construct validity (Yin, 2003), the researchers adopted a triangulation of multiple data sources. This data triangulation was used to compare the different viewpoints resulting from the interview analysis and from policy documentation. Quotes from interviewees were used “to support specifically identified themes since these provided tangible evidence in the words of the informants” (Creswell, 2007: 182).
Since this case study is exploratory and does not attempt to make a causal statement, internal validity was not an issue (Yin, 2003). With regard to external validity, the research is focussed on social entrepreneurship and capital creation for destination development in Piedmont, hence limiting the generalisation of the findings.

36.5 Findings

36.5.1 Community-based events, local heritage and proactiveness

From a cross-comparison of the empirical findings it emerged that the event management is based on the principle of exploring the opportunities of promoting their own territory, arts, landscape and gastronomic products, as described:

We have always believed in place promotion of our territory, even if we don’t possess classical tourist resources… the seaside or mountains, but we have tried to promote the historical, architectonical, environmental and gastronomic features of our place by inventing some community-based events. By involving local hospitality industry, we have supported the tourism development project, since the territory was recognised as a tourist destination; we obtained the award from the Piedmont Region, which allowed us the creation of an information office for tourists and local residents.

In order to protect local heritage, the Pro-locos actively seek new opportunities and offer recreational activities with a proactive approach in proposing new services. By implementing information technologies, the Pro-locos also assume new approaches in preserving intangible assets and protecting local heritage by creating new tourism services to complement event programmes (for example, tour guide services and publications concerning events and historical characters). Technology application and implementation in marketing activities also help increase the visibility of community initiatives and render promotional approaches consistent with emerging technological trends:

We are really competitive in terms of marketing and technology application: in the 1980s our Pro-locco was one of the first to be on TV programmes in Italy, France and Switzerland; since 2000 we have developed our website. We have now developed an application for smart phones concerning event programmes and tourist attractions in the area. We are now on social media with our fan page and are supported by an active group of bloggers.

When designing the business model, the creative use of technologies together with external and internal coordination opens up fundamentally new perspectives on community-based event management and, thus, simultaneously offers new opportunities for place marketing.

36.5.2 Resource-constrained conditions

In the social enterprises analysed, the findings identified the following factors that commonly curbed the achievement of sustainable tourism development: (a) cultural assets and event provision programme; (b) financial constraints and human resource scarcity and (c) regulation and political settings.
Cultural assets and event provision programme: An event exclusively based on the idea of preserving local traditions was frequently mentioned as having limited attractiveness for specific market segments (for example, younger generations). However, when an innovative approach is adopted in leisure proposals, resistance to change needs to be considered. This aspect underlines not only the importance of appropriate market research, but also the key role of a business model based on the involvement of local residents in order to establish local consent. A further issue concerns the implications on entrepreneurial operations to protect local heritage, as described:

The divergence concept of culture is a critical aspect in, for example, fundraising operations. Event programs in our associations focus on the idea of promoting folk culture and local traditions, whilst some banking foundations tend to support events only for the elite audience. An event offered for this privileged market segment is not consistent with our social mission.

Additional implications concern the nature of intangible assets on entrepreneurial operations and service standards. The nature of service provision standards acts as a constraint; it is, thus, complex to offer the proposed tourism service in a higher competitive marketplace due to the increasing cost of raw materials.

Financial constraints and human resource scarcity: The data underlines that event social enterprises have limited access to financial opportunities in comparison to profit-oriented institutions. Our empirical findings highlight that the economic crisis has also reduced membership contributions with severe consequences on cash flow.

The lack of professional skills is an additional risk in deploying the event social enterprise objectives. Fundraising operations from local banking foundations are frequently mentioned as complex tasks; the time and professional skills necessary to prepare proposals are limited, as described:

Right now the cash flow is not sufficient; we need to recruit some professional skills for the fundraising operation. This task cannot be achieved by volunteers: we need professional skills and financial resources to pay for this strategic activity.

Regulations and political settings: In accordance with Regional Law n. 30/2009, the Prolocos are supported by public funds from the region and local municipalities. The law identifies criteria to assign financial resources in accordance with the nature of event activities and related social implications for local development. With the current financial crisis in the public sector, some associations experience significant delays in obtaining annual contributions from the local administrations. A further constraint relates to the introduction of more severe regulations concerning food safety, event risk planning and intellectual property rights, with relevant implications on event organisation.

36.5.3 Resource-mobilisation processes for event organisation

Our data analysis aimed to explore how event social enterprises mobilise resources for event management and transform them into different forms of capital for sustainable destination development. From a cross-comparison of event social enterprises, a business model emerged based on: (a) stakeholder network; (b) knowledge generation and innovation and (c) combining dispersed resources and co-sharing materials.
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a  **Stakeholder network:** The findings show that Pro-locos need to ensure the support of different stakeholder groups for the development and implementation of their endeavour. Event organisers adopt strategic approaches to develop social networking activities with municipality committees and involve key local players (for example, the chair of the local tourism board and the retailer association) in decision-making processes. Networking processes with local key players are instrumental to persuading stakeholders to secure consent for local development projects. They are also important in transforming this social web of relations into political and institutional capital. Specific tactics are used to draw the attention of local administrators without considering the nature of a political group; this aspect is critical to developing formal legitimacy.

b  **Knowledge generation and innovation:** The data shows that event social enterprises develop a business model based on knowledge generation. The findings also highlight that sharing ideas via brainstorming and online platforms is instrumental to creative thinking and a means to counteract natural and cultural limitations in event management. For example, by engaging and involving local younger generations, the creation of innovative initiatives represents a fundamental cultural asset, as described:

> Festivals are a flag for a community, but have a low attractiveness: they are ancient and frequently relate to mythology. With our events, we, however, needed to innovate local habits and traditions. So, we have designed a modern festival with a focus on local productions and farm work activities.

These event social enterprises share knowledge and expertise with other local associations to enhance the value of local human capital. In one case, by involving young farmers, an event social enterprise was the promoter of an Italian Slow Food Presidia to recover ancient local productions. In another case, the engagement of local residents was the opportunity to rediscover a wool tradition, and also create a school of hand knitting in order to preserve local traditions. Joint formative actions contribute not only to the creation of human capital for event organisation, but also have implications on the service provision consistent with the identified quality standard.

c  **Combining dispersed resources and co-sharing materials:** Unused community assets (parks, castles, churches, etc.) are instrumental to discovering the value of the local landscape, as described:

> With the support of local tour guides, we propose tours in our castle: visits are also organised in the night time thanks to our installation of lighting, and this impressive atmosphere increases local visitors’ enthusiasm. A future project is to make a video in this location, with characters in Renaissance costumes.

Pro-locos usually create tourist maps, organise tours and propose tourist road signs to combine dispersed and unused resources and establish innovative networks of visitor attractions in a destination. The event social enterprises analysed frequently identified high-quality local farm and gastronomic productions with lower visibility in traditional markets. Pro-locos normally act to enhance their value, as these products are instrumental to generating better understanding of local identities. With the involvement of local actors and suppliers, they organise gastronomic events, workshops and cooking lessons to enhance the visibility of these frequently unrelated local productions. Sharing materials and physical assets helps subvert the limitations of physical assets and is...
consistent with the principle of minimising costs, with implications on financial capital, as indicated:

We sometimes buy common materials and equipment for event activities together with other associations. At the same time, we exchange equipment with other Prolocos in order to be more rational in our purchasing policy and to avoid leasing costs.

Our data analysis shows that the recruitment of volunteers in local communities was aimed at acquiring specific competences and skills to mobilise these previously dispersed resources and transform them into human capital. In a resource-constrained environment, trust in volunteers is fundamental; additional advantages concern economies in relation to the recruitment of volunteers with expertise in specific professional services (for example, electricians, carpenters, bookkeepers, etc.) with implications on saving financial resources. It is important to highlight that our data analysis identifies that these resource mobilisations require proactivity to identify a set of convenient strategies to assure constant participation (for example, public recognition in local communities and free-of-charge event participation).

36.6 Discussion

SE is driven by social objectives that lead to social change through innovative ideas (Alvord, Brown & Letts, 2004; Chell et al., 2010). The empirical findings highlight how event social enterprises operate to protect local heritage and preserve intangible cultural assets through innovative recreational activities. As discussed in the literature review, this aim of creating social value is a defining characteristic of social enterprises and is enacted in the business model and strategies.

Social entrepreneurs are frequently depicted as operating in resource-constrained conditions, as they intentionally locate their activities in areas where markets function poorly (Peredo & McLean, 2006; Dees, 2007; Scarlata & Alemany, 2011; Miller & Wesley, 2010). Dees (2007) states that social enterprises compete for donations, volunteers and any other resources. Our data identifies similar constraints concerning social enterprises, but needs to be related to the nature of event management operations.

Social enterprises counteract the conventional limitations imposed by their environments by developing solutions to subvert these conditions to create social value (Di Domenico et al., 2010). SE literature underlines that resource mobilisation strategies, networking and the use of personal and human capital are critical to social enterprises (Chell, 2007; Meyskens et al., 2010; Murphy & Coombes, 2009). Our analysis shows that resource mobilisation processes for social entrepreneurs are fundamental in event management and are based on three strategic approaches in resource-constrained environments: (a) stakeholder network; (b) knowledge generation and innovation and (c) combining dispersed resources and co-sharing materials.

It is important to underline that social enterprises generally employ earned income strategies to pursue social objectives and self-sufficiency (Miller & Wesley, 2010). However, resource acquisition in social enterprises is also based on the principle of using discarded, disused or unwanted resources for new purposes and using hidden or untapped local resources that organisations fail to recognise value of or use adequately (Di Domenico et al., 2010).

36.7 Conclusions

Social entrepreneurship in event literature is still in its infancy and the research area suffers from a lack of studies capturing the role of social enterprises for destination development.
in a resource-constrained environment. This book chapter contributes to event literature in the following ways: It highlights that in community-based event management, social enterprises are typically creative in their bundling processes when through effective combination they generate different values from local resources. Additionally, through resource-mobilisation processes, these ventures recognise potential resource uses that differ from the initial aims and combine these resources in new ways for tourist destination development. The identified constraints represent a stimulus for tourism policy decision-makers; these actors need to rethink the allocation of public funds to support and favour social entrepreneurship rather than simply supporting leisure and recreational initiatives. From this perspective, event policy decision-makers and tourism development agencies should favour the development of a new culture aimed at innovation, proactiveness and opportunity-seeking in social enterprises, with a view to creating sustainable development. Event social enterprises can be a valid support in creating capital directly or through facilitating its creation with and by others.

Our study is exploratory and draws on empirical data from a case study. We recognise that more work is needed to refine and extend our framework. This research contribution will stimulate and enable further scholarly exploration of the complex and important issues surrounding tourism social ventures. First, investigating this process in environments where resource constraints are much more acute could provide valuable insights into enhancing social and economic development through social entrepreneurship. Second, future research may also yield interesting conceptual and empirical similarities and differences to those highlighted in our study by comparing the empirical findings in countries with fewer political, government interventions. Third, in tourism marketplaces where both non-profit and for-profit enterprises operate, in-depth understanding is required of resource-mobilisation processes and the inference of contextual forces in relation to competitive advantages, disadvantages and interactive dynamics.

References

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