

## Relationship Between Value Creation and Strategic Partnership at Tourist Destinations in West Java

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### ABSTRACT

Value creation is the effort to give more experience for tourist to visit certain destination, accompanied with various facilities, unique services, low prices and the diversity of tourist attractions. Strategic partnership has many advantages for organization, inter alia: financier, providers of infrastructure support and maintenance of tourist attractions, etc., all of which became a part of the resources owned by the destination and an integral product of a tourist destination. The units of analysis of this research were 30 tourist destinations in West Java. The data were analyzed using primary and secondary data, gathered from two groups of respondents, namely: first, the managements of the 30 destinations for the variables of resource uniqueness and value creation; second, the 384 tourists from 30 destinations for the variables of tourist attraction, resource uniqueness and value creation. The research findings revealed that the value creation of tourist destination in West Java has been not superior due to the lack of managers to create value through network of business partners. Strategic partnership of tourist destinations in West Java has not been profitable, in terms of the tourist destinations have limitation in managing the strategic partnership.

Keywords: Value Creation, Strategic Partnership, Tourist Destination, West Java

### 1. INTRODUCTION

Recently, the government of Indonesia issued a waiver of fiscal policy as a result of globalization. World tourism organization demands the provinces in Indonesia to compete with other provinces in the Southeast Asian region through the values offered. There is a new trend among the people of Indonesia to travel abroad rather than to the West Java due to the low costs caused by the government policy in the liberation of fiscal costs and cheap air tickets to Singapore and Malaysia than the cost of a trip to Pangandaran and other tourist destinations in West Java.

Besides that, the management of Tangkuban Perahu destination has been in conflict, among PT Graha Rani Putra Persada (GRPP) as management, local people, natural resources conservation agency, and West Java Government. The chaotic management of Tangkuban Perahu has been raised since 2009 when the issue of Decree of the Minister of Forestry No. 306/Menhut-II/2009 grants the management rights of Tangkuban Perahu destination and Cikole Protected Forests to PT GRPP. Meanwhile, in October 2009, the Governor of West Java, Ahmad Heryawan, ordered PT GRPP to suspend its operations in the area of Mount Tangkuban Perahu until the company does the relicensing process in accordance with applicable regulations. Moreover, there were

also demonstrations conducted by local people against the manager of PT GRPP, impacting on the destruction of facilities and infrastructure of the tourist attraction. The conflicts above indicate how the strategic partnership instead of becoming a strategic effort, actually hinder the development of the management of the destination.

## **2. LITERATURE REVIEWS**

### **2.1. Value creation**

There are two components that determine the value of product: benefits and sacrifices (Kotler and Keller, 2012: 60). The benefits of products can be viewed from the alternative solution, quality, and customization of the products, while the benefits of service accompanying such products can be seen from the dimension of service quality. In addition to the benefits of the products and services, there are still more benefits from the relationship that consists of image, trust and solidarity. Meanwhile, meanwhile, the sacrifices consist of the price (monetary) to be paid to get the product (including the accompanying services) and sacrifices in terms of time, effort and energy needed to obtain it and the resulting conflicts (Lapierre, 2000).

In various studies on the sustainable value creation, the process emphasizes the role of the company or organization as an integrator of all forms of available resources (Arnould, Hargis, & Walsh, 2006; Varga & Lusch, 2006). Similarly, the process is focused on the consumer experience (Prahalad & Ramaswamy, 2004; Prebensen & Foss, 2011; Richards & Wilson, 2006). Therefore, the idea of the authors above is the basis for the logic of S-D, where there is a meeting point of the process of value exchange between customers and service providers. It explains that the knowledge, skills, and consumers as a correlation in helping the value creation through the integration of physical, social and cultural resources (Arnould et al., 2006).

Based on these descriptions, the value creation in this research is the ability of the company to provide new benefits for consumers, using the company's core advantages as an alternative to a focus on the customer, the business domain, and management of business partners (Prebensen, et, al, 2013; Woodal, 2003; Smith dan Colgate, 2007; Kotler dan Keller, 2009).

The value creation in this research refers to Kotler, et al. (2009) and Kotler & Keller (2012), where in this theory there are dimensions relevant to the study that there is a relationship of dimensions of value creation and partnership. The dimensions are divided into three dimensions, namely: (a) focus on the customer, (b) the business domain, and (c) network of business partners.

### **2.2. Strategic Partnership**

Partnership means: (1) participation, (2) legal relationship between two or more persons, associated contracts as co-perpetrators in business, and (3) relationship resembles a legal partnership and usually involves cooperation between the parties having certain rights and shared responsibilities (Merriam-Webster, 2013).

Furthermore, Das and Teng (2001) add statement regarding the strategic partnership, that a competitive advantage is developed through strategic partnerships or often called collaborative or rational advantage. To reduce the risk and capital, joint marketing is manifested in the form of partnership, which is carried by a number of partners (Cravens, Merriless and Walker, 2004:26-29; Pansiria, 2012).

The context of the partnership organizational capabilities can be viewed as a large selection of strategic steps undertaken by the company, which companies can use

to acquire and use resources from partner companies to compete more effectively (Roberts & Simpson, 1999; Day, 1999).

In this research, the author refers to previous research of Lasker, Weiss and Miller (2001) that broadly describes the dimensions and indicators of the strategic partnership. In addition, it described the unique perspective of a partnership starts from the function of the partnership, the partnership strategy to synergy in order to achieve the effectiveness of the partnership built by the company. These dimensions are the characteristics of the partners, the relationship between the partners, the characteristics of the partnership, and the external environment.

### **2.3. Relationship between Value creation dan Strategic Partnership**

The research of Sharma (2008) developed a framework to study the role of customer appeal and customer commitment in driving perceptions of suppliers to the value realization of partnership. It revealed a effect of value and partnership through the customer commitment as a moderator to drive the suppliers perceptions to the value realization to develop the hypothesis to test the partnership.

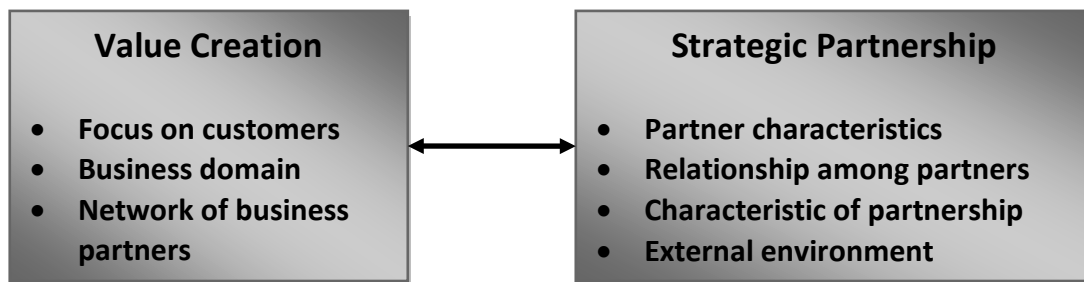
The research of Johan (2014) showed that designing new products requires effective communication among those involved in the product development process. Besides that, the relational capability is essential to good communication with partners and establishes a mutually beneficial relationship.

The Research of Gracia (2013) was using a multi-method approach, which consisted of an environmental audit and semi-structured interviews. The findings were that the partnership that has developed can provide an example of a successful collaboration, which leads to the implementation of innovative sustainability initiatives.

The research of Long and Ismail (2010) administered questionnaire survey to examine the factors that attract the use of partnerships to provide public facilities and services in Malaysia. In addition, this paper evaluated the differences in the perception of the two main actors, namely the public sector and the private sector in terms of each of these factors. It showed that partnerships can solve the budget problem, provide restrictions on the public sector, provide integrated solutions for public infrastructure or services, facilitate a creative and innovative approach, and accelerate the development of tourism projects in Malaysia. One of the important in this study is that the partnership with value creation approach can accelerate the development of tourism.

### **2.4. Model of Value creation and Strategic Partnership**

Based on above study, the conceptual framework of this research is describe as follow:



**Figure 1.**  
**The Model of Relationship between Value Creation and Strategic Partnership**

### 3. METHOD OF ANALYSIS AND DATA

The units of analysis of this research were 30 tourist destinations in West Java. The data were analyzed using primary and secondary data, gathered from two groups of respondents, namely: first, the managements of the 30 tourist destinations for the variables of resource uniqueness and value creation; second, the 384 tourists from 30 destinations for the variables of tourist attraction, resource uniqueness and value creation. The descriptive analysis was used.

The value creation explores three dimensions: (a) focus on customers, (b) business domain, and (c) network of business partner (Kotler and Keller, 2012). The strategic partnership explore four dimensions: (a) Partner characteristics, (b) Relationship among partners, (c) Characteristic of partnership, and (d) External environment (Lezin, dan Young 2000; Mitchell dan Shortell 2000; Lasker, Weiss, dan Miller, 2001).

## 4. RESULTS AND DISCUSSION

### 4.1. Value creation

According to Kotler & Keller (2012), there are three dimensions relevant to the value creation: (a) focus on customers, (b) business domain, and (c) network of business partner. The responds of the tourist on the value creation can be seen in the table below.

**Table 1**  
**Perception of tourist on Value Creation**

| Dimensions                  | Achievement Score |
|-----------------------------|-------------------|
| Focus on customers          | 73.38%            |
| Business Domain             | 71.69%            |
| Network of Business Partner | 57.27%            |
| <b>Average</b>              | <b>67.45%</b>     |

Based on above table, the value creation at 30 tourist destinations in West Java is moderately superior (67.45%). It indicates that the tourist destinations in West Java have been not optimal to develop and improve several aspects of value creation, especially in providing discounts, gifts, and launching new product. It is in line with the statement of Lapierre (2000) that the benefits of the product can be seen from alternative solutions, quality, and customize of the product, while the benefits of the

services that accompany the product can be seen from the dimensions of service quality. In addition to the benefits of the products and services, there are still more benefits from the relationship that consists of image, trust and solidarity.

### A. Focus on Customers

The responds of the tourist on the focus on customers can be seen on the table below.

**Table 2**  
**Tourist Perception on Dimension of Focus on Customers**

| No      | Indicators             | Responds |     |     |    |   | Total Score | Achievement |
|---------|------------------------|----------|-----|-----|----|---|-------------|-------------|
|         |                        | 5        | 4   | 3   | 2  | 1 |             |             |
| 1       | Conformity with Needs  | 41       | 203 | 156 | 4  | 1 | 1494        | 73.78%      |
| 2       | Conformity with Desire | 61       | 165 | 174 | 4  | 1 | 1496        | 73.88%      |
| 3       | Conformity with Brand  | 57       | 151 | 186 | 10 | 1 | 1468        | 72.49%      |
| Average |                        |          |     |     |    |   | 1486.00     | 73.38%      |

Based on above data, it can be seen that the dimension of focus on customers is moderately high (73.38). This indicates that the managers have fairly been thinking about the match between the benefits of the tourist attraction with tourists' needs, benefits in accordance with the desire of tourists, and the suitability of the brand with the products offered. It is in line with Kotler, *et al.*, (2009: 40) that the dimension of focus on customers means the extent to which companies can identify new customers from customer perception. Value creation is influenced by perceptions of the benefits of a product (good or service), which starts from the customer, namely: "the needs and situation" that suggests the value of the customer, the process of using the value, and ending on the customer, i.e. the degree of satisfaction. The task of a marketing team is creating a series of benefits for customers with a low cost of goods and services so that the products have superior values.

### B. Domain Bisnis

The responds of the tourist on the business domain can be seen on the table below.

**Table 3**  
**Tourist Perception on Dimension of Business Domain**

| No      | Indicators                                 | Responds |     |     |    |   | Total Score | Achievement |
|---------|--|----------|-----|-----|----|---|-------------|-------------|
|         |  | 5        | 4   | 3   | 2  | 1 |             |             |
| 1       | Excellence of Tourism Attractions          | 37       | 149 | 209 | 10 | 0 | 1428        | 70.52%      |
| 2       | Variations of Product Services             | 42       | 186 | 164 | 12 | 1 | 1471        | 72.64%      |
| 3       | Product uniqueness Compared to Competitors | 37       | 181 | 174 | 12 | 1 | 1456        | 71.90%      |
| Average |  |          |     |     |    |   | 1451.67     | 71.69%      |

Based on above data, it can be seen that the dimension of business domain is moderately high (71.69). It indicates that the managers of tourist destinations have been fairly serious to think about the important aspect to create values, namely the excellence of tourist attractions, variations of product services, and product uniqueness compared

to competitors. Nevertheless, the nowadays global competition demands the tourist destinations in West Java to maximize these aspects if they do not want to be rotted by the intense competition in the world tourism industries. It is inline with the statement of Spulber (2009) that competitive advantage generally requires the value creation, so as to achieve competitive advantage, the companies must constantly look for opportunities to create value. Revenue realized by the company was depending on the company's ability to catch the added value according to market share. Therefore, companies require both the relative value creation to competitors and capture some of that value through the relationships with suppliers and customers.

### C. Network of Business Partner

The responds of the tourist on the network of business partner can be seen on the table below.

**Table 4**  
**Tourist Perception on Dimension of Network of Business Partner**

| No      | Indicators               | Responds |     |     |     |    | Total Score | Achievement |
|---------|--------------------------|----------|-----|-----|-----|----|-------------|-------------|
|         |                          | 5        | 4   | 3   | 2   | 1  |             |             |
| 1       | Suitability of sacrifice | 45       | 183 | 172 | 4   | 1  | 1482        | 73.19%      |
| 2       | Provide discount         | 26       | 51  | 121 | 172 | 35 | 1076        | 53.14%      |
| 3       | Provide gifts            | 23       | 39  | 103 | 181 | 59 | 1001        | 49.43%      |
| 4       | Launching new products   | 18       | 57  | 136 | 160 | 34 | 1080        | 53.33%      |
| Average |                          |          |     |     |     |    | 1159.75     | 57.27%      |

Based on above data, it can be seen that the dimension of network of business partner is in condition of moderately unique (57.27). It indicates that the managers of tourist destination have not been maximized the network of business partner. In several tourist destinations, there were lack of providing discount and gift to the visitors. Besides that, the lack of launching new products indicates the poor network of business partner in tourist destinations in West Java. In this context, the managers may cooperate with the certain banks that for each payment using ATM or credit card, the visitors may get special price and discounts. Besides that, the managers may cooperate with certain entertainment company to give additional performance programs or door prize to the visitors.

In this way, the beach managers may collaborate with the investors in tourist rides so they can launch tourist rides on shore. Garut Regency initially has several hot water baths for tourist, and nowadays has become the resort tourism, where there are several resorts with the rides and entertainment to pamper the tourists to stay longer at the resort while enjoying the hot water bath. The resorts were built by involving business partners, especially from the private sector. To that end, the managers must maximize and optimize the value creation by finding right partners in order to anticipate the needs and disadvantages. This is inline with Woodal (2003) that to face competition and to get the business results in the form of capabilities, the companies should create value through collaboration with partners in order to anticipate the needs, weaknesses and shortcomings. The first step needs to be done by the company is to understand the demands of customers and to do the effective design and quality control.

The responds of the managers of the tourist destinations on the variable of value creation is shown by Table 5.

**Table 5**  
**Managers Perception on Variable of Value Creation**

| No  | Indicators                                 | Responds |    |   |   |   | Total Score | Achievement |
|---|--|----------|----|---|---|---|-------------|-------------|
|   |  | 5        | 4  | 3 | 2 | 1 |             |             |
| <b>Dimension of Focus on Customers</b>          |  |          |    |   |   |   |             |             |
| 1   | Conformity with Needs                      | 3        | 14 | 5 | 4 | 4 | 98          | 65,33%      |
| 2   | Conformity with Desire                     | 2        | 18 | 7 | 1 | 2 | 107         | 71,33%      |
| 3   | Conformity with Brand                      | 4        | 19 | 2 | 4 | 1 | 111         | 74%         |
| Average   |  |          |    |   |   |   | 105,33      | 70,22%      |
| <b>Dimension of Business Domain</b>             |  |          |    |   |   |   |             |             |
| 4   | Excellence of Tourism Attractions          | 5        | 19 | 4 | 1 | 1 | 116         | 77,33%      |
| 5   | Variations of Product Services             | 3        | 21 | 3 |   | 3 | 111         | 74%         |
| 6   | Product uniqueness Compared to Competitors | 1        | 12 | 7 | 2 | 8 | 86          | 57,33%      |
| Average   |  |          |    |   |   |   | 104,33      | 69,56%      |
| <b>Dimension of Network of Business Partner</b> |  |          |    |   |   |   |             |             |
| 37  | Suitability of sacrifice                   | 1        | 15 | 5 | 3 | 6 | 92          | 61,33%      |
| 38  | Provide discount                           | 3        | 19 | 4 | 4 |   | 111         | 74%         |
| 39  | Provide gifts                              | 3        | 20 | 3 |   | 4 | 108         | 72%         |
| 40  | Launching new products                     | 1        | 19 | 3 | 4 | 3 | 101         | 67,33%      |
| Average   |  |          |    |   |   |   | 103         | 68,67%      |
| Total Average                                   |  |          |    |   |   |   | 104,22      | 69,48%      |

Based on table above, the total score of value creation from manager perception is 69.48%. This result is not much different from the score of the achievements of the tourist perception of which is equal to 67.45%. It can be concluded that there is no difference between the perceptions of the tourists and the managers on the variable of value creation.

#### 4.2. Strategic Partnership

Lasker, Weiss, and Miller (2001) explain the factors of partner characteristics, relationship among partners, characteristic of partnership, and external environment as the dimensions of partnership. The responds of the manager on the strategic partnership is described as follow.

**Table 6**  
**Managers Perception on Strategic Partnership**

| Dimensions                    | Achievement Score |
|-------------------------------|-------------------|
| Partner characteristics       | 70.67%            |
| Relationship among partners   | 65.33%            |
| Characteristic of partnership | 62.00%            |
| External environment          | 57.33%            |
| <b>Average</b>                | <b>63.83%</b>     |

Based on the table, strategic partnership in general is moderately benefited (63.83%). It indicates that the managers of tourist destinations in West Java have not been optimal to build the relationship among partners, understand the characteristic of partnership, and handle external environment, especially in the aspects of awareness among partners, conflicts between partners, joint forces, leadership, management, governance, community characteristics and organization openness. In this case, the managers have to adjust their ability with the existing partners, in terms of the language used and the skills needed in order to establish good communication with partners. The managers must also provide the commitment and confidence to partners to make it easier for partners to do the job. This is in line with the opinion of Bovaird (2004) that the strategic partnership may contribute to competitive advantage or collaboration by providing economies of scale and scope economies in the provision of certain services or activities, and opportunities for mutual learning among partners.

#### A. Partner characteristic

The responds of the managers on partner characteristic at 30 tourist destinations in West Java can be seen on the table below.

**Table 7**  
**Managers Perception on Dimension of Partner Characteristic**

| No      | Indicators              | Responds |    |   |   |   | Total Score | Achievement |
|---------|-------------------------|----------|----|---|---|---|-------------|-------------|
|         |                         | 5        | 4  | 3 | 2 | 1 |             |             |
| 41      | Diversity of partners   | 3        | 17 | 6 | 0 | 4 | 105         | 70,00%      |
| 42      | Involvement of partners | 3        | 17 | 5 | 4 | 1 | 107         | 71,33%      |
| Average |                         |          |    |   |   |   | 106         | 70,67%      |

The above table shows that in general the partner characteristic is moderately benefited (70.69%). It can be concluded that the tourist destinations in West Java have paid attention to the diversity of partners and the involvement of partners. For example, in several tourist destinations, the managers involved the local community to join the cooperation. Diversity of partners in the management of tourist destination should be developed, for example, to collaborate with manufacturing companies by providing opportunities for the companies to promote their products in the tourist destinations. This is inline with the statement Lasker, Weiss and Miller (2001) that to achieve a high level partnership, the partnerships should be able to recruit and retain partners that can provide the resources needed.

#### B. Relationship among Partners

The responds of the managers on relationship among partners at 30 tourist destinations in West Java can be seen on the table below.



**Table 8**  
**Managers Perception on Dimension of Relationship among Partners**

| No      | Indicators                | Responds |    |   |   |   | Total Score | Achievement |
|---------|---------------------------|----------|----|---|---|---|-------------|-------------|
|         |                           | 5        | 4  | 3 | 2 | 1 |             |             |
| 43      | Trust among partners      | 3        | 17 | 5 | 4 | 1 | 107         | 71,33%      |
| 44      | Awareness among partners  | 1        | 18 | 4 | 4 | 3 | 100         | 66,67%      |
| 45      | Conflict between partners | 2        | 14 | 9 | 3 | 2 | 101         | 67,33%      |
| 46      | Joint forces              | 5        | 8  | 5 | 4 | 9 | 84          | 56,00%      |
| Average |                           |          |    |   |   |   | 98          | 65,33%      |

Based on above table, in general the relationship among partners in 30 tourist destinations in West Java is moderately benefited (65.33%). It indicates that the relationship among partners should be further enhanced through joint forces in order to cover up the shortcomings and deficiencies, and awareness among partners by providing convenience to the needs of partners through the more intense attention, more open in many ways, and do not meddle in the affairs that have become the responsibility of the partners so that it will reduce conflicts with partners.

To reduce conflict, managers should establish good communication and provide insight to partners to be willing in the intervention. The chaotic conflict in management of Tangkuban Perahu is due to the unwilling of the company to be intervened by local government so that there are no harmonic communication between the company and the local community. This is in line with the statement of Lasker, Weiss and Miller (2001) that to carry out a comprehensive intervention, the partners must be willing to coordinate their activities. To achieve a high level partnership, partnerships need to build strong working relationships between the partners, through a trust among partners, awareness among partners, conflicts between partners, and joint forces.

### C. Characteristic of partnership

The responds of the managers on characteristic of partnership at 30 tourist destinations in West Java can be seen on the table below.

**Table 9**  
**Managers Perception on Dimension of Characteristic of Partnership**

| No      | Indicators | Responds |    |    |   |    | Total Score | Achievement |
|---------|------------|----------|----|----|---|----|-------------|-------------|
|         |            | 5        | 4  | 3  | 2 | 1  |             |             |
| 47      | Leadership | 1        | 8  | 5  | 5 | 11 | 73          | 48,67%      |
| 48      | Management | 1        | 9  | 11 | 9 | 0  | 92          | 61,33%      |
| 49      | Governance | 2        | 11 | 13 | 4 | 0  | 101         | 67,33%      |
| 50      | Efficiency | 1        | 16 | 11 | 2 | 0  | 106         | 70,67%      |
| Average |            |          |    |    |   |    | 93          | 62,00%      |

The table above shows that the characteristic of partnership is moderately benefited (62.00%). It indicates that in the leadership indicator, the managers have to consider the leaders who can facilitate and bridge diverse cultures, can speak in other languages and foreign languages. In several tourist destinations, there were traditional leaders and not fluent in foreign languages. It is found that the management of tourist

destinations by the local community, lead by the chairman of local community, will raise concerns about incompetent leadership, especially in adapting to the different culture of partners. In the aspect of management, the managers have to involve the participation of all employees in which they can voluntarily convey ideas, without having given special assignments. This is in line with those expressed by Lasker, Weiss and Miller (2001) that traditional leaders are often having narrow expertise, speaking a language that can only be understood by their peers, not able to bridge the diverse cultures of the partners.

#### D. External Environment

The responds of the managers on external environment at 30 tourist destinations in West Java can be seen on the table below.

**Table 10**  
**Managers Perception on Dimension of External Environment**

| No      | Indicators                | Responds |   |   |   |    | Total Score | Achievement |
|---------|---------------------------|----------|---|---|---|----|-------------|-------------|
|         |                           | 5        | 4 | 3 | 2 | 1  |             |             |
| 51      | Community characteristics | 5        | 7 | 4 | 4 | 10 | 83          | 55,33%      |
| 52      | Organization openness     | 6        | 8 | 4 | 3 | 9  | 89          | 59,33%      |
| Average |                           |          |   |   |   |    | 86          | 57,33%      |

Based on above table, the external environment is moderately benefited (57.33%). It indicates that the managers of tourist destinations in West Java have not been optimal in the aspects of community characteristics and organization openness. The limitation of the managers to analyze the external factors may cause the tourist destinations in West Java to neglect the existing community characteristic and lack of organization openness to the partners, so that the managers do not evaluate the implementation of policy. In several destinations, it is found that the several managers cannot control all partners. There are many weak supervision by the tourism office to the management of tourist destinations, which is involving local NGOs, where illegal ticketing is made public to tourists who want to get into the attraction.

In other hand, there are several problems faced by the tourist destinations in West Java. The local communities, initially as partners, are now trying to take full management of the tourist destinations. This is in line with the statement Lasker, Weiss and Miller (2001) that to recruit and retain partners and establish the relationship between them may be far more difficult, where there is little problem in cooperation and trust, significant competition between resources or clients, and resistance of important people. The ability of a strategic partnership to achieve a high level of synergy is likely to be influenced not only by internal factors, but also by external environmental factors, such as the community characteristics and the organization openness.

## 5. CONCLUSION

Based on the analysis of the results and discussion, it can be summed up as follows:

Value creation of tourist destination in West Java has not been superior due to managers of the destinations who are not optimal in value creation through the network business partner to provide discounts, gifts, and launch new products to the visitors.

Strategic partnership of tourist destination in West Java has not been benefited due to the limitation of the managers of the destination to manage the strategic partnership, especially in terms of the awareness among partners, conflicts between partners, joint forces, leadership, management, governance, community characteristics and organization openness.

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